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NOTICE OF MEETING



CABINET

will meet on

THURSDAY, 25TH FEBRUARY, 2016

At 7.30 pm

in the

COUNCIL CHAMBER - GUILDHALL, WINDSOR

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, 17 February 2016

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 or contact the Panel Administrator **Karen Shepherd** 01628 796529

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AGENDA

PART I

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	ix. Financial Update	307 - 320
7.	<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 8-9 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

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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

THURSDAY, 11 FEBRUARY 2016

PRESENT: Councillors David Burbage (Chairman), Phillip Bicknell (Deputy Chair), Simon Dudley, David Coppinger, Carwyn Cox, Geoff Hill, Derek Wilson, Natasha Airey, Colin Rayner, Christine Bateson

Principal Members also in attendance: Claire Stretton, Paul Brimacombe and George Bathurst.

Also in attendance: Councillors Lynne Jones and John Lenton

Officers: Alison Alexander, Andrew Brooker, Louisa Dean, Simon Fletcher, Jessica Hosmer-Wright, Russell O'Keefe, Zarqa Raja, David Scott and Karen Shepherd

APOLOGIES FOR ABSENCE

An Apology for Absence was received from Councillor Love.

DECLARATIONS OF INTEREST

Councillor Mrs Bateson declared an interest in the item Council Funding for Local Organisations as she was a council representative on the Ascot District Day Centre. She left the room for the duration of the discussion and voting on the item.

Councillor Rayner declared an interest in the item Council Funding for Local Organisations as during his year as Mayor he had been involved with a number of the charities listed. His wife was also a trustee of Windsor Festival. He remained in the room for the duration of the discussion and voting on the item.

Councillor Ms Stretton declared an interest in the item Council Funding for Local Organisations as she was on the Maidenhead Festival board. She remained in the room for the duration of the discussion and voting on the item.

MINUTES

RESOLVED UNANIMOUSLY: That:

- i) The Part I minutes of the meeting held on 28 January 2016 were approved.**
- ii) The Part I minutes of the meeting of the Cabinet Local Authority Governors Appointments Sub Committee held on 28 January 2016 be noted.**

APPOINTMENTS

None

CABINET MEMBERS' REPORTS

A) POTENTIAL CLOSURE OF MAIDENHEAD HIGH STREET POST OFFICE BRANCH

Members considered the recent announcements made by Post Office Ltd to make changes to 42 of its 314 directly-managed Crown Post Offices as part of its network modernisation programme. The Lead Member explained that the council was concerned as the Post Office Ltd. was looking for a franchisee to takeover the service and this could lead to relocation and a lower level of service. A number of franchises were operated from WH Smith stores; in Maidenhead WH Smiths had recently moved to a smaller premises therefore this option would be difficult. The tendering process would last 28 days and would be followed by a six week consultation.

The Lead Member proposed an additional recommendation that the Leader of the Council be asked to write to the Secretary of State for Business, Innovation and Skills (BIS) to highlight the council's concerns.

The Principal Member highlighted that the services of a Crown Post Office included identity and licence checks, document checks and services for drivers such as photocard renewal. It had yet to be discovered how far Maidenhead residents would have to travel for these services if lost in the High Street. She highlighted the e-petition that was currently open for signatures (<http://petitions.rbwm.gov.uk/Post-Office/>) and the opportunity for residents to contact the Post Office with their views on comments@postoffice.co.uk.

The Lead Member explained that the upper levels of the building were offices, however the ground floor was leased to the Post Office Ltd. A franchisee operator would be unlikely to operate from the same location. The Communication Workers Union had written to the Lead Member to express their concerns about access for the elderly or disabled at any new location.

Councillor Brimacombe urged the Post Office to be more transparent; it had not made information available to the council in relation to the reasons for its proposal.

The Principal Member highlighted that the regeneration of the town would increase activity in the town centre and she therefore found it a bizarre decision by the Post Office.

The Leader agreed to write to the Secretary of State to highlight the issues of concern about location, service and transparency. As the Post Office was owned by the government it was important the public was aware of what was happening with public assets. The council would publicise the letter. He had already written directly to the Post Office, as had the local MP.

RESOLVED UNANIMOUSLY: That Cabinet agrees:

- i. Post Office Ltd should be requested to provide assurances that the level and quality of existing services available to the local residents and businesses of Maidenhead will not be reduced.**
- ii. Post Office Ltd should be requested to outline what would happen in the event that a franchise partner could not be found.**
- iii. That the Council publicises the opportunities available to residents and businesses to express their views on the proposed planned changes to the branch.**

iv. That the Leader of the Council be asked to write to the Secretary of State for Business, Innovation and Skills making representations from the Royal Borough Cabinet.

B) BUDGET 2016/17

Members considered recommendations to Full Council in relation to the budget for 2016/17.

Cabinet was addressed by Graham Cribbin. Mr Cribbin explained that he and Mr Perez had started the Wraysbury Speed Watch group to enable residents to converse on any speeding issues they or their families had experienced. Over the past year the group had grown to 250 members, with many mentioning Wraysbury Station bridge as one of the key concerns. The group was aware of one fatality on the bridge and also one life-changing injury. A site visit had been held in January 2016 with South West Trains, National Rail, the borough, Ward Councillor John Lenton and Parish Council Chairman Margaret Lenton. The group had walked across the bridge and reached the top when two buses had met; all had had to lean back onto the collapsed fence to avoid being hit. The lack of pathway meant those using wheelchairs or pushchairs had no access to the station or village shops. Further site meetings had taken place and a feasibility study and safety plan had been developed that would cost £80,000. The online and hard copy petition had attracted 2250 signatures, 70-80% of which were local residents.

Cabinet was addressed by Henry Perez. Mr Perez explained that safety concerns relating to bridge access had been experienced by residents for over 20 years. In its current state the bridge was unsafe and not fit for purpose for pedestrian traffic. The population of Wraysbury and the number of station users had increased in recent years to an estimated 112,000 in 2014. Safety issues arose for both pedestrians and drivers. At present there was a footpath either side but it stopped at the foot of the bridge. The situation contravened the Highway Code for pedestrians and fell short of good practice guidelines for those with disabilities. Mr Perez had addressed the recent Highways, Transport and Environment Overview and Scrutiny Panel, which had recommended to Council that funding be found for the works.

The Lead Member thanked the public speakers and commented that if the cost was £80,000 for a fully developed scheme, this was a modest sum in the context of the council's £25m capital programme. He had not seen a design or costings for the scheme and would like to do so as soon as possible. In this situation it was usual for the relevant Lead Member to bring forward a proposal.

The Lead Member introduced the budget by explaining that it had been set against the context of a challenging environment for the country's finances. The council had to do what it was asked of by central government to help reduce the national deficit. There would be a very significant reduction in the grant funding for local authorities over the next four years, which had significantly exceeded the projections of the borough and other councils. At the same time there was a need to invest in services to protect the most vulnerable.

The council proposed to freeze council tax for the seventh consecutive year, therefore a Band D property would pay £907. This represented a reduction of approximately

13% in nominal terms and 31% in real terms against RPI. The donate back your council tax scheme would continue to be run.

The Lead Member referred to the very significant growth in demand for adult social care. The council spent approximately 35% of its budget on the 2500 residents requiring adult social care. For 2016/17 the council proposed to add £3.8m to the adult social care and health budget and £500,000 inflation totalling £4.3m. In children's services the budget had been increased by £240,000 to deal with high needs placements. A further £300,000 had been added to the home to school transport budget which was focussed on children with statements of Special Educational Need. The council was taking advantage to levy the 2% precept ring-fenced for adult social care. This would add £18.60 to a Band D council tax bill. This would enable the council to continue to invest in protecting the most vulnerable in the community.

Members noted the efficiency savings identified that were detailed in paragraph 3.8 of the report, including as a result of improved procurement and restructures. The Lead Member explained that the capital programme totalled £25m, of which £15m was corporately funded. Financial projections assumed an additional 1000 Band D equivalent properties each year of the Medium Term Financial Plan (MTFP) which would not only increase the tax base but also provide homes for people. The scale of the corporately funded element of the capital programme would bring forward the council's requirement to borrow additional funds. However the council also had extensive property holdings so when it invested in the Maidenhead Waterways project, the council increased the value of its properties adjacent to the Maidenhead Waterways. The council was investing to create value, to realise value.

Councillor Lenton left the meeting at 8pm.

The Lead Member highlighted the investment of £700,000 to progress the Borough Local Plan. He referred to options for the St Clouds site for which the council held the freehold and the plans for a complete replacement of the Magnet Leisure Centre, as well as development options for Maidenhead Golf Course and its potential inclusion in the Borough Local Plan. In relation to fees and charges it was the council's approach not to increase beyond the level of inflation. The Lead Member confirmed that in the final local government settlement a number of councils had benefitted from a transition grant, including the borough. The council would receive £1.3m over and above what had been assumed in the MTFP in both of 2016/17 and 2017/18, which would give even more financial flexibility to invest in the transformation of the council and the growth of the local economy.

Four additional capital schemes would be included as a result of discussions at Overview and Scrutiny Panels:

- Chariots Place (£20,000)
- Enforcement services (£7,000)
- Parking enforcement and equipment (£40,000)
- Mobile working for streetcare workers (£20,000)

The Lead Member for Adult Services and Health commented that he was proud of the increased expenditure of £4.3m on adult social care. The precept would raise £1.3m therefore the council was finding the rest from its own resources. The service was demand-led. The latest figures showed that the borough population aged over 65 had increased by 8% in the last three years and by 15% for those over 80 years old. The

council had not cut a single service in this area. For those in Band D the precept would equate to 37p per week, which he felt was a small amount to look after people who had contributed to society their whole life.

The Lead Member for Education explained that the proposed investments would help the council deliver its manifesto commitments. Despite the reduction of £10 per head in educational support grant there would be no loss to frontline schools budgets. The overall schools budget totalled £105m, which was £1.3m more than the previous year. There had been a slight drop in the number of pupils receiving pupil premium; the funding would be redistributed. The capital programme totalling £10.4m would allow for the expansion of various schools including £340,000 for the expansion of the staff room at Wraysbury Primary School. The school expansion programme would provide more choice for parents in the borough. The budget included funding for a feasibility study for a satellite grammar school.

The Lead Member for Planning thanked the Lead Member for Finance for the additional resources to ensure the Borough Local Plan progressed. The capital programme included a number of significant investments including £3m for the Waterways project, £2.9m for the Broadway opportunity area and £500,000 for the Maidenhead station interchange. The Lead Member highlighted that councils without a Borough Local Plan would not receive the New Homes bonus in future. The council aimed to submit its plan by September 2016. In relation to CIL, the examination was scheduled for 3 March 2016.

The Lead Member for Highways and Transport highlighted that £1.6m had been allocated for highway resurfacing across the borough. £3.7m had been allocated to upgrade street lighting with LED lights (the first half of a two year programme). In relation to the Lower Thames Flood Relief Channel, the council was contributing £285,000 to meet its commitments. A total of £6.6m would be spent on the highway network as detailed on pages 94-98 of the report.

The Principal Member for Culture and Communities commented that there were no cuts proposed for the funding of local organisations, including arts centres. The council had increased the funding for revenue grants by £23,000. The fees for the hire of the popular Desborough Suite had been frozen. An extra £365,000 had been allocated to the Participatory Budget programme. In comparison to other local authorities that were closing libraries, the borough was doing the opposite. Cabinet would receive a report at the end of the month to undertake a feasibility study to open at least one new library before 2019. Three sites were under consideration. The Lead Member for Finance commented that funding for this project was not currently in the budget; he suggested that the £35,000 cost be included in the recommendation to Council.

The Chief Whip highlighted projects in the south of the borough, including the roundabout that was currently being installed near Charters School and the allocation of £250,000 for Victory Fields Pavilion in Sunninghill. In relation to Neighbourhood Plans each of the ten plans underway were to be allocated £20,000 to enable them to start the consultation. She thanked the Lead Member for Finance for the £100,000 allocated over the last four years for social enterprises.

The Principal Member for Policy commented that the council was able to make investments because of the 31% savings made. This represented nine years of cumulative work.

The Lead Member for Environmental Services explained that £3.7m had been allocated over the next two years to replace over 14,000 street lights with LED lights, to realise significant savings. He also highlighted savings in waste services.

The Principal Member for Transformation and Performance explained that changes in the way the council functioned were the basis on which reductions in council tax were achieved whilst services were maintained. The active engagement of staff was necessary for this to be successful.

The Chairman highlighted that the grant from central government would reduce from £22m in 2016/17 to £12.5m in 2019/20. If the council were able to keep all the business rates it collected, it would have £80m. It was clear that the borough was therefore subsidising other local authorities. The cumulative effect of council tax freezes amounted to £613.25 over seven years. It was recognised that the 2% precept was a cost to the householder but it would be listed separately on the council tax bill, as it was ring-fenced for adult social care expenditure.

Councillor Mrs Jones welcomed the transitional funding the borough would receive. She asked whether, in light of this, the scheme for a toilet at Old Windsor library could be included in the budget. She requested the rationale for increasing parking charges, in particular season tickets. Many of those who worked in the hospitality and retail sector in the borough were on minimum wage and cost increases in parking would cause difficulties for them. For accuracy she suggested that it be stated that council tax was rising by 2% in respect of adult social care. The Chairman responded that in the announcement the precept was separate from core council tax and he assumed the regulations would stipulate billing requirements. Feedback could be provided to Councillor Mrs Jones prior to Full Council. It was noted that the regulations were expected the following day. All models had the precept as a separate line.

The Lead Member for Highways and Transport agreed to write to Councillor Mrs Jones in relation to parking. He commented that parking charges had not been put up for a number of years and the rise on season tickets amounted to £2 per week. Parking was at a premium in the town centres and those commuting should pay a fair and reasonable charge. New parking machines would allow for pay on exit and give change. Of the 49 council car parks in the borough, 23 were free to use; others gave Advantage Card discounts.

The Lead Member for Finance commented that it would be good to receive a paper on the Old Windsor library toilet situation.

Members agreed two additional recommendations to include a feasibility study for an additional library and the four named capital programme schemes.

RESOLVED UNANIMOUSLY: That Council:

- i. That the detailed recommendations contained in Appendix A, which includes a Council Tax at band D of £906.95, be approved.**
- ii. That an Adult Social Care Levy of £1.191m be included in the Council's budget proposals, this levy being equivalent to £18.14 at band D.**

- iii. That Fees and Charges as contained in Appendix B be approved.
- iv. That the Capital Programme shown in Appendices C and D be adopted by the Council for the year commencing April 2016.
- v. That responsibility is delegated to the Cabinet Prioritisation Sub Committee to identify specific scheme budgets for the Highway Maintenance programmes as soon as project specifications have been completed.
- vi. That authority is delegated to the Head of Finance in consultation with the Lead Members for Finance and for Adult Services and Health to add up to a further £300k to the budget for Disabled Facilities Grant once demand for those grants has been established.
- vii. That the prudential Borrowing limits set out in Appendix L are approved.
- viii. That Council is asked to note the Business Rate tax base calculation detailed in Appendix P (to follow) and its use in the calculation of the Council Tax Requirement in Appendix A.
- ix. That the Head of Finance in consultation with Lead Members for Finance and Education, is authorised to amend the Total Schools Budget, to reflect actual Dedicated Schools Grant levels.
- x. That the Head of Finance in consultation with Lead Members for Finance and Education, the Managing Director and Strategic Director for Adult, Children and Health Services and the School Forum is authorised to approve subsequent allocation of the Schools Budget in accordance with the 2016/17 funding formula¹ and the Schools Finance and Early Years Regulations 2015.
- xi. That responsibility to include the precept from the Berkshire Fire and Rescue Authority in the overall Council Tax charges is delegated to the Lead Member for Finance and Head of Finance as soon as the precept is announced.
- xii. That the revision to the Council's Minimum Revenue Policy set out in paragraph 3.43 be approved.
- xiii. That four additional capital schemes be included in the programme:
 - Chariots Place (£20,000)
 - Enforcement services (£7,000)
 - Parking enforcement and equipment (£40,000)

¹ The funding formula was submitted to DfE for ratification on 21st January 2016 following consultation with Lead Members, Schools, and the Schools Forum

- Mobile working for streetcare workers (£20,000)

xiv. That £35,000 be included for a feasibility study for an additional library.

COUNCIL FUNDING FOR LOCAL ORGANISATIONS IN 2016/17

Members considered recommendations from the Grants Panel for council funding of local organisations in 2016/17. Members agreed that the decisions should be minuted in Part I.

RESOLVED UNANIMOUSLY: That the recommendations of the Grants Panel as detailed below be approved, and the decision be minuted in Part I:

RBWM / '3' GRASSROOTS FUNDING

- i) That the applications listed below for the allocation of RBWM / '3' Grassroots Funding be approved and the decisions be minuted in Part I following Cabinet's agreement of the budget –

Organisation	£
ABC to Read	2,000
1 st Maidenhead Sea Scout Group	1,500
19 th Maidenhead Scout Group	1,500
Dance For Fun	500
Family Friends in Windsor and Maidenhead	0 *
Norden Farm Centre for the Arts	2,500
Re:Charge R&R	10,000
Thames Valley Adventure Playground	5,500
Windsor and Eton Sea Cadets	1,500

* The Panel agreed that Family Friends in Windsor and Maidenhead should not be awarded any funding from the RBWM/3 Fund as they had also applied for and were recommended to receive funding from the Royal Borough Revenue Grants scheme. Members agreed the £3,000 originally allocated to Family Friends in Windsor and Maidenhead should be redistributed between the other 8 applicants. Members agreed to delegate authority to the Chairman and Vice Chairman to agree the re-allocation with Claire Tyrrell of BCF. 28/1/16 - *Chairman and Vice Chairman agreed revised figures above.*

COUNCIL FUNDING FOR LOCAL ORGANISATIONS 2016/17

- i) The grants as detailed below be approved, subject to:-
- The approval of the budget.
 - The organisations receiving Capital Grants obtaining any requisite planning or building regulations consents and producing copies of audited accounts and evidence of the availability of finance for the remainder of the schemes.
 - The organisations receiving Kidwells Trust Grants:-
 - Providing suitable acknowledgement for the grant assistance in all publicity material.
 - Ensuring that there is adequate insurance cover for items

purchased with grant assistance. Continuing to look for other forms of sponsorship for special events.

- d) Organisations in receipt of Revenue and SLA Grants being required to complete an Annual Return Form which should demonstrate written evidence that the money had been spent according to their application and to identify the specific outcomes achieved as a result of the grant awarded.
- e) Organisations should, wherever possible, seek funding from other sources to ensure that they were not solely reliant on funding through the Royal Borough and it be noted that those organisations would not necessarily be automatically awarded funding year on year.

ii) That the following decisions be minuted in Part I following Cabinet's agreement of the budget:

Revenue Grants

Organisation	£
Ascot Volunteer Bureau	1,000 (1)
Adult Dyslexia Service	900 (2)
Art Beyond Belief	8,800
Ascot Area Alzheimer's (Triple A)	1,000 (3)
Ascot District Day Centre #1	1,825 (4)
Ascot District Day Centre #2	4,175 (5)
Autism Berkshire (Adults)	4,500
Autism Berkshire (Children's)	3,000
Berkshire Community Foundation	4,500
Braywick Heath Nurseries	4,000 (6)
Breastfeeding Network	5,000 (7)
CHIME	770
Conservation Volunteers	3,000 (8)
Cruse Bereavement	500
Dash Charity	5,000
Elizabeth House	3,000
Family Friends	5,000
Guru Nanak Sat Sang Sabha	1,000
Maidenhead Festival	8,000 (9)
Maidenhead Heritage Trust	10,000
Maidenhead Music Society	500
Old Windsor Carnival	2,500
Older Persons Advisory Forum	1,000
Park Fest (Larchfield Community Centre)	1,000
RVS York Community Centre and Café	1,500
Salvation Youth Trust	5000 (10)
Sebastian's Action Trust	2,000
1Sequela Foundation	500
Thames Valley Mediation Service	3,000 (11)
Windsor & Maidenhead Community Forum	4,500
Windsor & Maidenhead Symphony Orchestra	1,000

- (1) Ascot Volunteer Bureau – funding awarded on condition the organisation work with either WAM Get Involved or Community Enterprise in order to become more financially sustainable. Relevant Grant Officer to ensure this occurs.
- (2) Adult Dyslexia Service – Members requested the relevant Grants Officer to ensure any future applications included information on the number of residents using the service, staffing numbers and location.
- (3) Ascot Area Alzheimer’s (Triple A) – relevant Grants Officer to highlight that in future more comprehensive details to be submitted in relation to the activities that will be carried out using the money from the Royal Borough and the need to demonstrate funding sought elsewhere.
- (4) Ascot District Day Centre #1 – funding awarded on condition the organisation work with either WAM Get Involved or Community Enterprise in order to become more financially sustainable. Relevant Grant Officer to ensure this occurs.
- (5) Ascot District Day Centre #2 – funding awarded on condition the organisation work with either WAM Get Involved or Community Enterprise in order to become more financially sustainable. Relevant Grant Officer to ensure this occurs.
- (6) Braywick Heath Nurseries – funding awarded on condition the organisation work with either WAM Get Involved or Community Enterprise in order to become more financially sustainable. Relevant Grant Officer to ensure this occurs.
- (7) Breastfeeding Network – Delegate decision to Chairman and Vice-Chairman once relevant Grants Officer has confirmed how the organisation is already supported by Public Health. 3/2/16 - *Chairman and Vice Chairman agreed £5000*
- (8) Conservation Volunteers – relevant Grants Officer to ensure the organisation submits local accounts for any future application.
- (9) Maidenhead Festival - Relevant Grants officer to suggest organisation apply for additional funding through Quarterly Grants process.
- (10) Salvation Youth Trust – Decision deferred so that Children’s Services can confirm if this application will become an SLA. Once information is made available to all Panel Members, the Chairman and Vice-Chairman be delegated authority to make the final decision. Further information was also requested by the Panel to find out why the organisation is focusing their project on fathers and sons only. 3/2/16 - *Chairman and Vice Chairman agreed £5000*
- (11) Thames Valley Mediation Service – Decision delegated to Chairman and Vice-Chairman once information on the organisation’s accounts has been provided via the relevant Grants Officer. 3/2/16 - *Chairman and Vice Chairman agreed £3000*

That with regret, the following applications were refused:

ABC to read (already received funding from the RBWM/3 fund)
Maidenhead Amateur Swimming Club
TWBSBC
Windsor Chinese Academy

N.B: Out of a total budget of £123,000, £97,470 was allocated which left £25,530 unallocated from the Revenue budget. The Panel agreed that this funding should be made available to be allocated for consideration at the Quarterly Grants Panels during 2016/17.

Capital Grants

Organisation	Description	£
Braywick Heath Nurseries	To Modernise and upgrade their computer systems with 6no. new PCs, new display screens, software packages with licenses, in-house email server software and Microsoft Office packages	1,000
Elizabeth House	To install a new kitchen with a new air extraction system, new flooring and new worktops	4,000
Maidenhead & Windsor Community Responders	To go towards the purchase of a new 4x4 vehicle	2,500
Maidenhead Heritage Trust	For the purchase of a new display screen	650
Maidenhead United FC Charitable Trust	To go towards the purchase of 3no defibrillators	2,394 (1)
Norden Farm	For funding towards their replacement and renewals plan which comprises new IT, refurb of Foyer toilets and technical sound and lighting equipment.	6,000
Old Windsor Memorial Hall	To go towards the costs of purchasing and installing a key pad door entry system	1,000
SportsAble	To go towards development costs such as: Project Management, Stakeholder/partner engagement, project design, site investigations & Surveys, Detailed project budget and detailed business case before work commences on building an extension	4,000
St Peters Church	To go towards the costs of raising enough funds to convert the church into a resource for all sections and ages of the community. To include: external weatherproofing, internal re-plastering, redecoration, installation of two toilets, installation of kitchen, removal of pews to create a multi-functional space.	500
TWBSBC	For the purchase of a new double boat.	3,500
Windsor & Eton Sea Cadets	To go towards the purchase of a new mini bus.	3,000
PCC Windsor Parish Church	To go towards the restoration of	5,000

Organisation	Description	£
with All Saints	3-manual and pedal organs	(2)

(1) Maidenhead United FC – relevant Grants Officer to suggest to local Ward Councillors that they could provide additional funding via the Members’ Participatory Budget scheme.

(2) PCC Windsor Parish Church with all Saints – the Panel wished it to be highlighted that the funding was provided in recognition of the community and school activities undertaken at the church, including Windsor Festival, Windsor Fringe and carol concerts.

That with regret, the following applications were refused:

Cox Green School

N.B: Out of a total budget of £40,000, £33,544 was allocated which left £6,456 unallocated from the Capital budget. The Panel agreed that this funding should be made available to be allocated for consideration at the Quarterly Grants Panels during 2016/17.

Kidwells Trust Grants

Organisation	Description	£
Maidenhead Choral Society	Towards the costs of putting on a concert	200
Maidenhead Music Society	To engage more well-known artists for and for a broader advertising strategy.	500
Windsor Fringe	To promote the ever-expanding “Exhibition and Artists Open House”.	250
Windsor & Maidenhead Symphony Orchestra	To cover the cost of hire of Eton College School Hall	2,500

N.B. Out of a total budget of £10,000, £3,450 was allocated which left £6,550 unallocated. The Panel agreed that this funding should be made available to be allocated for consideration at the Quarterly Grants Panels during 2016/17.

Service Funded Grants

Organisation	£
<u>Libraries, Arts & Heritage</u>	
Firestation Arts & Culture	80,000
Norden Farm Centre for the Arts	100,000
Windsor Festival Society	15,000*
Windsor Fringe	2,500
<u>Adult & Community</u>	
Maidenhead Mencap	6,000

Organisation	£
Thames Valley Positive Support	13,500
Windsor Mencap Buddy Scheme	8,000
Windsor Old People's Welfare Association	10,000

*** Windsor Festival Society – relevant Grants officer to suggest organisation apply for additional funding through Quarterly Grants process**

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 takes place on items 6-8 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

The meeting, which began at 7.30 pm, finished at 8.59 pm

CHAIRMAN.....

DATE.....

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FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Potential Closure Maidenhead High Street Post Office Branch	-	11/2/16	Urgent item
Offer to Members of Maidenhead Golf Club	-	11/2/16	Urgent Item
Tender for Residential and Nursing Beds	25/2/16	-	Withdrawn; to be included in a later procurement paper
Creation of Windsor UK CIC	28/1/16	25/2/16	To allow for further work
Parking Penalty Discount Pilot	-	25/2/16	New Item
New Road and Streetworks Permit Scheme	25/2/16	31/3/16	Deferred for legal input on the consultation
Improved Textile Recycling in the Royal Borough of Windsor and Maidenhead	-	31/3/16	New Item
Proposed Naming of Footbridge over Jubilee River Eton	-	31/3/16	New Item
S106 Financial Update 2015-2016	-	31/3/16	New Item
Retail Re-occupation Relief	-	31/3/16	New Item
Shared Lives	-	28/4/16	New Item
Increasing Home Ownership – Partnership and Investment Plan	-	28/4/16	New Item
Maidenhead Town Centre Conservation Area Appraisal	-	26/5/16	New Item
Holyport Conservation Area Appraisal	-	26/5/16	New Item

FORWARD PLAN OF CABINET AND COUNCIL 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 24	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)
Tender for Residential and Nursing beds	Open -	Seeking authority to Tender to test the market for Residential and Nursing Block Bed provision	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal process	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
New Road and Streetworks Permit Scheme	Open -	A report detailing the timetable to implement a road and streetworks permit scheme, update on progress to date and approval to incur	Yes	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	None	Highways, Transport and Environment Overview and Scrutiny Panel 23 Mar 2016	Cabinet 31 Mar 2016	

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)
		expenditure.							
25 Improved Textile Recycling in the Royal Borough of Windsor and Maidenhead	Part exempt - 3	This paper recommends options to improve textile recycling in Royal Borough of Windsor and Maidenhead to make it easier and more convenient for residents to recycle clothing, shoes and other textiles	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox)	Craig Miller	Internal	Highways, Transport and Environment Overview and Scrutiny Panel 23 Mar 2016	Cabinet 31 Mar 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 tbc	Cabinet 31 Mar 2016	
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 tbc	Cabinet 31 Mar 2016	

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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)
Proposed Naming of Footbridge over Jubilee River Eton	Open -	The council has received a request to name this bridge "Michael's Bridge" in memory of the young man who drowned in the Jubilee River in August 2015 under ss17 to 19 Public Health Act 1925	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	John Tordoff	Eton Town Council	Highways, Transport and Environment Overview and Scrutiny Panel 23 Mar 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)	Kevin McDaniel	n/a	Children's Services Overview and Scrutiny Panel 22 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)	Hilary Hall	n/a	Adult Services and Health Overview and Scrutiny Panel 24 Mar 2016	Cabinet 31 Mar 2016	
Delivery of Children's Services	Open -	Consideration of options and service areas.	Yes	Lead Member for Education (Councillor Phillip Bicknell), Lead Member for Adult Services and Health (Councillor	Alison Alexander	Internal process	Children's Services Overview and Scrutiny Panel 22 Mar 2016	Cabinet 31 Mar 2016	

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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)
				David Coppinger), Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)					
27 Retail Re-occupation Relief	Open -	Proposed changes to the Council's Retail Re-occupation Relief Policy in light of changes to the Government scheme	No	Lead Member for Finance (Councillor Simon Dudley)	Andy Jeffs, Andrew Brooker	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Mar 2016	
RBWM Transformation Programme 2015-18: An Agile Council	Open -	Strategic paper setting out the principles, priorities and approach to transformation at the Royal Borough, to ensure we change ready, agile and commercially focused.	Yes	Principal Member for Transformation and Performance (Councillor Paul Brimacombe)	Simon Fletcher	Internal process	All O&S Panels	Cabinet 31 Mar 2016	
Parking Strategy	Fully exempt - 1	Strategic paper setting out the principles, priorities and approach to parking / parking enforcement	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox), Lead Member	Simon Fletcher	Internal and external consultation	Highways, Transport and Environment Overview and Scrutiny Panel 23 Mar 2016, Crime and	Cabinet 31 Mar 2016	

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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)
		across the Royal Borough.		for Highways and Transport (Councillor Colin Rayner)			Disorder tbc, Corporate Services tbc, Culture and Communities tbc		
28 Delivering Differently in Operations and Customer Services Directorate	Fully exempt - 1	Strategic paper setting out the principles, priorities and approach to alternative service delivery across the directorate going forward	Yes	Lead Member for Environmental Services (Councillor Carwyn Cox), Lead Member for Highways and Transport (Councillor Colin Rayner), Lead Member for Customer and Business Services (Councillor Geoffrey Hill), Principal Member for Culture and Communities (Councillor Claire Stretton)	Simon Fletcher	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 23 Mar 2016	Cabinet 31 Mar 2016	
S106 Financial Update 2015-2016	Open -	Update on the receipts and planned expenditure of S106 Developer Contributions	No	Lead Member for Planning (Councillor Derek Wilson)	Hilary Oliver	Internal process	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 31 Mar 2016	

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Financial Update	Open -	Finance update	No	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Mar 2016	
Dynamic Purchasing Systems - Business Case	Open -	Report to consider whether dynamic purchasing is a route the Council wishes to proceed down to procure its services, and the options available	No	Lead Member for Finance (Councillor Simon Dudley), Principal Member for Policy (Councillor George Bathurst)	Liz Hinchy	Internal process	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 31 Mar 2016	
29									
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)	David Scott	n/a	n/a	Cabinet Local Authority Governors Appointments Subcommittee 31 Mar 2016	
Home to School Transport - Post 16 Policy (Annual)	Open -	The Council's policy on providing Home to School transport is subject to annual review.	No	Lead Member for Education (Councillor Phillip Bicknell)	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016	
St Cloud's Opportunity Area	Part exempt - 3,4	An update on the work by the DM	Yes	Principal Member for	Chris Hilton	Proposed Stakeholder	Corporate Services	Cabinet 28 Apr	

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		Manger GL Hearn		Culture and Communities (Councillor Claire Stretton), Principal Member for Maidenhead Regeneration (Councillor Philip Love)		and Public Consultations	Overview and Scrutiny Panel 21 Apr 2016	2016	
Progress Report on Extending Grammar School Provision into the Royal Borough	Open -	Report on progress on investigations into opening a satellite site to Sir William Borlase's Grammar School in Maidenhead.	Yes	Lead Member for Education (Councillor Phillip Bicknell)	Alison Alexander	n/a	Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016	
Shared Lives Scheme – Business Case	Open -	To agree preferred option for a Shared Lives scheme in the Royal Borough	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger)	Hilary Hall	Internal	Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 28 Apr 2016	
Financial Update	Open -	Finance update	No	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	n/a	Corporate Services Overview and Scrutiny Panel 21 Apr 2016 Adult Services and Health Overview and Scrutiny Panel tbc	Cabinet 28 Apr 2016	

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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)
							Children's Services Overview and Scrutiny Panel 19 Apr 2016		
New Primary School Places in Ascot	Open -	Report setting out options for new primary school places in Ascot, and seeking permission for public consultation	No	Lead Member for Education (Councillor Phillip Bicknell)	Kevin McDaniel	Internal process	Children's Services Overview and Scrutiny Panel 19 Apr 2016	Cabinet 28 Apr 2016	
3 Increasing Home Ownership – Partnership and Investment Plan	Open -	A plan for increasing Home Ownership in RBWM through partnerships with developers and Housing associations and investment of S106 monies	Yes	Lead Member for Adult Services and Health (Councillor David Coppinger), Lead Member for Planning (Councillor Derek Wilson)	Chris Hilton, Hilary Hall	Discussions with Developers and Housing Associations	Planning & Housing Overview & Scrutiny Panel 18 Apr 2016	Cabinet 28 Apr 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	David Scott	public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Apr 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend	Yes	Principal Member for Culture and Communities	David Scott	n/a	Corporate Services Overview and Scrutiny Panel	Cabinet Participatory Budget	

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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)
		their PB allocation		(Councillor Claire Stretton)			via email	Sub Committee 20 Apr 2016	
32	Open -	To provide a brief overview of the Participatory Budgeting (PB) programme for the 2015/16 financial year and agree how the overall 2016/17 PB Capital Budget will be allocated to the various elements of the PB programme.	Yes	Principal Member for Culture and Communities (Councillor Claire Stretton)	David Scott	Internal	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 20 Apr 2016	
	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)	Hilary Hall	tbc	Adult Services and Health Overview and Scrutiny Panel 19 May 2016	Cabinet 26 May 2016	
	Open -	Report detailing performance of the Council against the corporate scorecard for quarter 4 2015/16	No	Principal Member for Policy (Councillor George Bathurst), Chairman of Cabinet (Councillor	David Scott, Karen Shepherd	Internal process	Corporate Services Overview and Scrutiny Panel tbc Culture and Communities Overview and Scrutiny Panel	Cabinet 26 May 2016	

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				David Burbage)			17 May 2016		
Flood Monitoring	Open -	Provides an update on national and local developments relating to flooding.	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Internal process	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	
Ofsted Improvement Plan	Open -	To provide a further update on progress against the Ofsted improvement plan and to report on the outcome of the Local Government Association safeguarding peer review	No	Lead Member for Youth Services and Safeguarding (Councillor Natasha Airey)	Hilary Hall	Internal process	Children's Services Overview and Scrutiny Panel tbc	Cabinet 26 May 2016	
Holyport College – Safe Route to School (Petition)	Open -	Council received a petition on 15th December 2015 and resolved the following: i) The council notes the petition, and recognises the need to create and maintain safe routes to school ii) The council notes that £80,000 of highways	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Public consultation	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	

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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)
34		<p>developer contribution funding awaits a suitable scheme</p> <p>iii) The council recommends that a report be brought to Cabinet in Spring 2016 with potential options to utilise the funding and address the issues raised by the petition, including a full consultation process</p> <p>This report will respond to the Council resolution</p>							
Road Safety Improvements at School – Parking Policy & Practice	Open -	<p>Indiscriminate parking outside schools creates road safety hazards for children.</p> <p>This report will consider policies and initiatives to be introduced, or reinforced to</p>	No	Lead Member for Highways and Transport (Councillor Colin Rayner)	Ben Smith	Consultation with Headteachers / Ward Members and Parish Councils	Highways, Transport and Environment Overview and Scrutiny Panel 18 May 2016	Cabinet 26 May 2016	

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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)
		improve road safety.							
Maidenhead Town Centre Conservation Area	Open -	Adoption of updated Conservation Area Appraisal for Maidenhead Town Centre	No	Lead Member for Planning (Councillor Derek Wilson)	Jenifer Jackson	Public consultation	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 26 May 2016	
Holyport Conservation Area 35	Open -	Adoption of updated and revised Conservation Area Appraisal for Holyport	No	Lead Member for Planning (Councillor Derek Wilson)	Jenifer Jackson	public consultation	Planning & Housing Overview & Scrutiny Panel tbc	Cabinet 26 May 2016	
Financial Update	Open -	Financial update	Yes	Lead Member for Finance (Councillor Simon Dudley)	Andrew Brooker	Internal process	Children's Services Overview and Scrutiny Panel tbc Adult Services and Health Overview and Scrutiny Panel 19 May 2016 Corporate Services Overview and Scrutiny Panel tbc	Cabinet 26 May 2016	
Appointment of Local Authority Governors	Part exempt - 1	To consider the appointment of LA Governor	Yes	Lead Member for Education (Councillor Phillip)	David Scott	Internal process	n/a	Cabinet Local Authority Governor	

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		Representatives to Governing Bodies of Schools in the Borough		Bicknell)				s Appointments Sub Committee 26 May 2016	
Appointments to Outside and Associated Bodies	Open -	To make appointments of Council representatives on Outside and Associated Bodies	No	Chairman of Cabinet (Councillor David Burbage)	Karen Shepherd	Internal	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 23 Jun 2016	
36 Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor Simon Dudley)	Richard Bunn	Internal	Corporate Services Overview and Scrutiny Panel tbc	Cabinet 23 Jun 2016	
Member Participatory Budgets	Open -	To receive details of how Members propose to spend their PB allocation	No	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	Internal	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 16 Jun 2016	
Neighbourhood Participatory Budget Scheme - Results of Public Vote	Open -	The results of the neighbourhood participatory budget scheme as voted for by the public	No	Principal Member for Culture and Communities (Councillor Claire Stretton)	Andrew Scott	Public vote	Corporate Services Overview and Scrutiny Panel via email	Cabinet Participatory Budget Sub Committee 16 Jun 2016	
Participatory	Open -	This report will	Yes	Principal		Consultation	Corporate	Cabinet	

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Budget consultation 2016 – Borough-wide and Geographic Areas – Results		provide the results of the Participatory Budget 2016 consultation – borough-wide and geographic areas		Member for Culture and Communities (Councillor Claire Stretton)	Louisa Dean	carried out with residents via ATRB and Council Tax leaflet	Services Overview and Scrutiny Panel via email	Participatory Budget Sub Committee 16 Jun 2016	

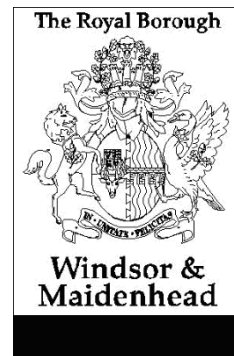
ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, 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.

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

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Creation of Windsor UK Community Interest Company
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	Kevin Mist, Head of Community Services, 01628 796443
Member reporting	Cllr Stretton, Principal Member for Culture and Communities; Cllr Bateson, Lead Member Ascot and the Sunnings; and Cllr Bicknell, Lead Member for Windsor
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediate
Affected Wards	Windsor; Eton; Ascot and Cheapside

REPORT SUMMARY

1. This report updates Cabinet on the creation of the new Windsor UK Community Interest Company (CIC) following approval from Cabinet on 26 March 2015.
2. It outlines the specification and articles of association for Windsor UK, agreed in principle by the Windsor District Chamber of Commerce (WDCC) and the Windsor and Eton Town Partnership (WETP). It also provides details on how Windsor UK will operate, what services it could provide, the funding it requires and the necessary TUPE transfers.
3. Cabinet are requested to delegate authority to approve a service level (SLA) agreement with Windsor UK and approve the articles of association as outlined within Appendix A of this report and agree for the CIC to lead in the development and delivery of a Business Improvement District (BID) for Windsor
4. If approved, Windsor UK will be fully operational from 30 June 2016. It will provide services on behalf of the Council, creating a stronger, more dynamic local economy for residents, businesses and other town centre users.

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
Increased community involvement and empowerment through a new social enterprise body which will deliver a range of services, events and initiatives.	30 June 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i) Delegates authority to the Strategic Director of Corporate and Community Services, Principal Lead Member for Culture and Communities and Lead Member for Finance to approve: a service level agreement with Windsor UK CIC to deliver a range of services for the town centre and neighbouring areas; and the articles of association as outlined in Appendix A for Windsor UK CIC.**
- ii) Approve Windsor UK CIC as the designated body to investigate and deliver a Business Improvement District (BID) for the town centre.**
- iii) Agrees that the Lead Member for Ascot and the Sunnings and Lead Member for Windsor be appointed onto the Board of Windsor UK CIC.**

2. REASON FOR RECOMMENDATION (S) AND OPTIONS CONSIDERED

- 2.1 In March 2015, Cabinet agreed the Heads of Terms and the merging of Windsor and Eton Town Partnership and the Windsor District Chamber of Commerce. A draft service level agreement (SLA) is attached in Appendix B.
- 2.2 This document outlines the key functions of Windsor UK CIC and the delivery of some services on behalf of the Council which were being fulfilled by the Windsor and Eton Partnership. They include (but not limited to) delivery of the towns annual events programme, Christmas lights programme and monitoring and reporting on various economic key performance indicators such as footfall and vacancy rates.
- 2.3 It is intended that Windsor UK CIC will be incorporated formally by the end of February 2016 and be fully operational from 30 June 2016.
- 2.4 The SLA covers a period of 5 years and sets out a number of targets to be delivered for the town centres over that period, including increasing membership to the new company by up to 30% on the existing memberships of the two existing entities, delivering additional events, and providing key services in the town centre such as a taxi marshalling scheme in Goswell Hill. They would also investigate the potential benefits of forming a Business Improvement District (BID) at some time in the future. A further Cabinet report would then be prepared detailing these proposed arrangements for formal consideration.

- 2.5 With the challenging economic climate, growing pressure from online shopping and budget pressures on Council services, it has become important that the Windsor UK CIC seek to secure equitable funding across a range of businesses and sources.
- 2.6 Outlined in Appendix C is a 5 year business plan which the newly established CIC would deliver. Along with the delivery of the existing services and activities of both Windsor and Eton Town partnership and the Windsor District Chamber of Commerce, Windsor UK CIC would seek to take on the equivalent role of a local Parish in accepting a range of services to operate on behalf of the Council under the devolution agenda. These services complement the Windsor UK Aims and Objectives and would enable them to deliver a more co-ordinated and cohesive shopping and visitor experience for the Windsor and district town centre users.
- 2.7 In order to support an additional resource the SLA will bring forward funding in years 1 and 2 to support the recruitment of a BID Project Manager.
- 2.8 It's recommended that the Lead Member for Ascot and the Sunnings and Lead Member for Windsor be appointed to the Board of Windsor UK. Neither position will be remunerated or able to claim allowances from the CIC.

BUSINESS IMPROVEMENT DISTRICTS (BIDs)

- 2.9 Attached in Appendix D is a briefing document outlining the concept of BIDs. Over 200 towns across the UK now operate a BID generating over £145m in additional income. This has enabled towns to provide enhanced services, public realm improvements, business services and additional marketing spend to develop town brand campaigns (*source: Nationwide BIDs survey 2015 - BritishBIDS UK*).
- 2.10 A BID is a business-led initiative (voted for by businesses), which needs to be supported by the local authority and is formed to improve a defined commercial area. It enables a levy to be placed on those businesses within that area to enable the delivery of the improvements agreed. The benefits of BIDs are wide-ranging and can include:
- a. Businesses decide and direct what they want for the area.
 - b. Businesses are represented and have a voice in issues affecting the area
 - c. BID levy money is ring-fenced for use only in the BID area (unlike business rates which are paid in to, and redistributed, by central government).
 - d. Increased footfall.
 - e. Improved staff retention.
 - f. Business cost reduction.
 - g. Area promotion.
 - h. Facilitated networking opportunities with neighbouring businesses.
 - i. Assistance in dealing with the Council, Police and other public bodies.
- 2.11 To develop a BID, a process would be undertaken involving different stages of engagement and consultation with local businesses followed by a formal ballot

that would require a majority of businesses both on number of votes and rateable value for a BID to be established. RBWM would have a right to veto the boundary of the BID and the proposed percentage of any additional levy on business rates. A copy of the proposed timetable is set out in section 15.

- 2.12 If a BID is taken forward an Operating Agreement would be created between RBWM and Windsor UK CIC governing how the BID levy monies are collected and administered. A Baseline Agreement with RBWM and other service providers would be established, which specifies the level of service provision in the area. This ensures that any services the BID provides are additional.
- 2.13 Recent advice from the Association of Town and City Centre Management suggests that £50k-£100k should be set aside to deliver a feasibility study and ballot. This funding would pay for additional resource for a fixed period of two years. Their role would be to fully investigate and establish the BID area, BID levy amount, business plan, governance arrangements and the ballot.
- 2.14 There is grant funding available from BritishBIDS UK who could provide a loan of up to £50k which is paid back if the BID is successful with interest..

OPTIONS CONSIDERED

Option	Comments
1. Cabinet agrees to delegate authority to agree an SLA as shown in Appendix A of this report and associated documents. Approves the transfer of funding of the town manager and town assistants posts to Windsor UK CIC in order to fulfil the SLA reducing costs to RBWM. This is the recommended option.	This provides an opportunity for Windsor UK CIC to offer maximum benefit to businesses in Windsor and enables greater participation and support of town centre initiatives. It provides an opportunity to delivery more services for local residents which will over time reduce cost of services for the Council.
2. Cabinet does nothing and the WETP and WDCC continue to exist as two separate entities, with RBWM acting as employer for the 2 staff members. Not Recommended.	This could lead to the loss of engagement with a large number of businesses in and around the town centres. Could lead to a reduction in membership to both organisations which could lead to one or both failing.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Amalgamation of WEPT and WDCC to form Windsor UK completed by:	After 30 June 2016	30 June 2016	31 May 2016	30 April 2016	30 June 2016
SLA agreed with	After 30	30 June	31 May	30 April	30 June

Windsor UK to operate the Town Centre Management Function on behalf of RBWM by:	June 2016	2016	2016	2016	2016
Number of paid membership levels achieved by Windsor UK	Below 180	180-210	211-300	Above 300	30 September 2017

4. FINANCIAL DETAILS

SLA Costs

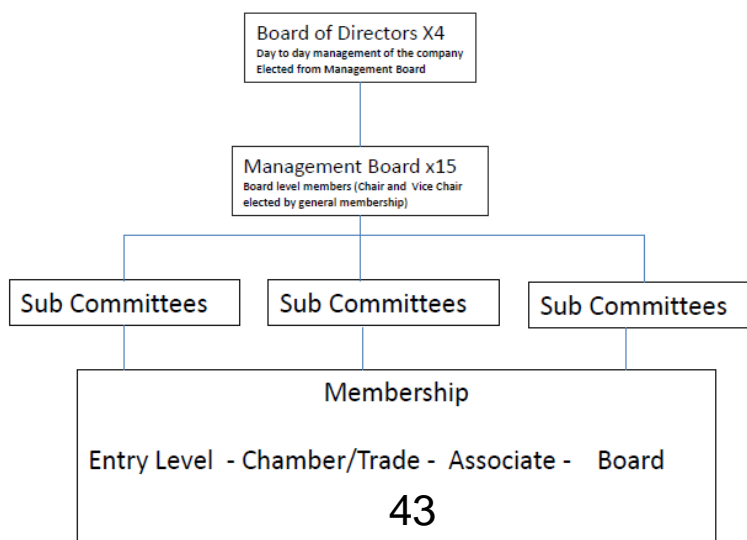
	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20	Year 5 2020/21
	Revenue £000	Revenue £000	Revenue £000	Revenue £000	Revenue £000
Current cost of Town Centre Manager function	83	83	83	83	83
Proposed SLA fee	150	120	55	35	25

- 4.1. Any surplus from the Windsor and Eton Town Centre Partnership will be transferred into the Windsor CIC accounts which currently are £40k (made up of membership fees, charitable donations and sponsorship costs which have been committed for projects and Windsor UK CIC set up costs 2016/17). A similar transfer arrangement will also be undertaken with the Windsor District Chamber of commerce accounts which are currently around £4k (made up of membership fees).

5. LEGAL IMPLICATIONS

- 5.1 The operation structure of Windsor UK CIC is summarised below followed by the membership fees.

Structure of Windsor UK CIC



MEMBERSHIP LEVELS

WINDSOR UK

A Regional Community Interest Company Members benefits

Membership Levels	Board Level	Associate Level	Chamber/Trade Association Level	Entry Level Auto Enrolment
Fees	Min. £3,000	**£499	£99	Free
Voting Rights	✓ all positions	✓ Chair and Vice Chair of Management Board and sub committees)	✓(Chair and Vice Chair of Management Board)	-
Seat on the board	✓	-	-	-
Discounted advertising in key publications.	✓	✓	-	-
*Free promotional days in town centre.	✓	✓	-	-
Exclusive corporate and social events.	✓	✓	✓	-
Yellow Advantage card discounts.	✓	-	-	-
Access to research and statistics about the town centre.	✓	✓	-	-
Provide statutory notices (road closures, civic events)	✓	✓	✓	✓
Share knowledge and information through e-communication.	✓	✓	✓	-
Trader discounts in stores	✓	✓	✓	-

Notes

*limited to 6 days for board members and 3 for associate members.

** Businesses with less than 15 employees

Any major sponsors of events/activities delivered by Windsor UK will be invited to become Associate members.

- 5.2 The proposed Service Level Agreement has been drawn up by Shared Legal Solutions (SLS), Matthew Tucker in SLS has approved the Articles of Association of the Windsor CIC.
- 5.3 SLS consider that this proposed transfer of economic entities to Windsor UK constitutes a 'relevant transfer' for the purposes of the *Transfer of Undertakings (Protection of Employment) Regulations 2006* ('TUPE' hereafter, as amended). The transfer fulfils the legal test for a relevant transfer, as there is likely to be a Service Provision Change (under Regulation 3(1)(b) for the purposes of the TUPE Regulations. This is because the 'activities' which are currently carried out by WDCC and WETP on behalf of the Council will cease to be carried out by those service providers, they will be carried out by a new provider on the Council's behalf (Windsor UK CIC). Therefore, if there is an organised grouping of employees who carry out as

their principle purpose, the ‘activities’ in question, they will transfer to the new provider if the intention is that the new provider will carry out those activities.

- 5.4 TUPE functions to protect employees whose contracts of employment are transferred to a new employer. In effect, this results in anyone who falls within the ‘organised grouping of employees’ of either WDCC and WETP (the Transferor’s) immediately before the transfer automatically becomes an employee of the new employer, Windsor UK CIC (the Transferee) on the basis of their existing terms of employment, and without a break in their employment.
- 5.5 All existing rights, powers, duties and liabilities under the employment contracts pass to the transferee. Both the transferor and transferee must inform and consult representatives of their own affected employees in relation to the transfer. However, where a company has 10 or less employees and there is neither a recognised union nor existing representatives, then the employer may directly inform and consult with the affected employees.
- 5.6 There are a number of other changes given effect by the TUPE framework. The automatic transfer of employees includes employees dismissed before the transfer, by reason of the transfer. Changes to employees’ terms will be void if the sole or principal reason for that change is the transfer. Employees may also refuse to transfer, but the effect of this is to terminate their employment, without any right to compensation. If an employee is dismissed prior to the transfer any such dismissal may be held to be automatically unfair.

6. VALUE FOR MONEY

- 6.1 The recommendations of this report support the recommendation outlined in the Cabinet report on 26 March 2015 in delivering services for local businesses and ensuring the creation of an effective business forum representing views of the business community in the town centres. Delivery of a successful BID will enhance the service provision in the town centre, providing a secure source of income for Windsor UK CIC and its partners and members in delivering a range of services for the town centre.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 The recommendations of this report will support the Council’s Big Society agenda in encouraging resident participation and empowerment within the Borough’s business communities.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Unsuccessful transfer of staff and WETP membership.	Windsor UK would not be sufficiently resourced and non delivery of service plan.	Agree plan with HR as to how best to arrange secondment/ transfer of resources to new	New company is properly resourced and delivering targets.

		enterprise.	
No increase in membership	No additional finance will be attracted in to Windsor UK CIC and will limit the delivery of outcome set in service specification.	Full marketing package produced to promote the benefits of membership to Windsor UK CIC.	Additional members attracted to the company.
Non delivery of service outputs	Windsor UK CIC does not deliver programme of activities and service for the town centre.	Full Specification plan to be agreed and signed off outlining outputs required from the new Company.	Delivery of an effective programme of services which will retain and attract members.
Windsor UK CIC company failure	Failings in the company structure resulting in non delivery of SLA	Legal binding SLA monitored by contract monitoring officer with KPI attached.	Service Outputs are monitored and objectives amended and resourced accordingly

- 8.1 Should Windsor UK CIC be wound up the assets would be assigned to RBWM or another designated organisation and the funding from the SLA would be used to fund Town manager and Full Time Assistants role within Windsor, Eton and Ascot Town Centres.

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 This change in our culture in delivering this service to residents will be an investment in the future delivery of an effective and enhanced service, strengthening partnerships within the town centre and its environs whilst reducing the current costs associated with its provision.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS:

- 11.1 As confirmed in the March 2015 Cabinet report, to deliver the service level agreement, Windsor UK will require dedicated support with use of current office accommodation at York House for an initial period of 12 months, until full transfer has taken place.

11.2 Two members of staff will TUPE transfer to the new organisation being the Town Centre Manager and the Assistant Town Centre Manager.

12. PROPERTY AND ASSETS

12.1 A full inventory list is provided with the draft service level agreement (Appendix B) identifying all assets which will come under the responsibility of Windsor UK CIC, e.g. Christmas lights, Christmas storage units.

13. ANY OTHER IMPLICATIONS

N/A

14. CONSULTATION

14.1 A formal consultation process will be undertaken with affected staff, as required by and in accordance with the provisions of the *Transfer of Undertakings (Protection of Employment) Regulations 2006* (as amended).

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
February 2015 - Completed	Approval for Windsor District Chamber to wind up and create Windsor UK
March 2015 - Completed	Approval from the Windsor and Eton Town Partnership.
April 2015 - Completed	Approval from RBWM Full Council for Windsor UK.
December 2015 - in progress	Final draft of service level agreement.
December 2015 - in progress	Winding up of existing WETP and WDCC
January 2016 - in progress	Register/Create new organisation
February/March 2016	Elect committee and appoint officer of the CIC
March 2016 - in progress	Agree all TUPE and employment arrangements
March 2016	Open new bank account
April 2016	Signing of new service level agreement
May/June 2016	Windsor UK CIC Launch

Outline timetable for delivery of Business Improvement District for Windsor Town Centre if - feasibility funding were approved

MARCH 2016 – May 2016 RBWM and Windsor UK CIC commission a feasibility study into the prospects for a BID, TBID or DBID.

APRIL 2016 – JULY 2016 Online survey takes place. Conference and workshops collate views of over local businesses.

AUGUST 2016 RBWM takes decision to prepare BID for wider consultation.

SEPTEMBER 2016 AND NOVEMBER 2016 Working Group to create draft five-year business plan and levy payment structure.

DECEMBER 2016 - FEBRUARY 2017 Consultation and feedback on business plan .

MARCH 2017 Final 5 year business plan is signed off and published.

MARCH 2017 – JUNE 2017 Launch campaign towards ‘yes’ vote. Numerous events hosted at which those within the industry will be encouraged to add their support. Also seek to make the case for a BID with a media campaign.

JUNE – JULY 2017 Postal ballot takes place over four weeks

AUGUST – SEPTEMBER 2017 BID company formed following a successful YES vote to deliver business plan.

16. APPENDICES

Appendix A - Articles of Association
 Appendix B - Service Level Agreement - Draft
 Appendix C - Briefing Document (BIDs)
 Appendix D - Business Case for Windsor UK CIC

17. BACKGROUND INFORMATION

Cabinet Report - September 2014
 Cabinet Report - March 2015

18. CONSULTATION

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Cllr David Burbage	Leader of the Council			
Michael Llewelyn	Cabinet Policy Officer	17/12/15	18/12/15	
Cllr Bateson	Lead Member for Ascot and the Sunnings			
Cllr Bicknell	Lead Member for Windsor and Chair of Visitor Forum			
Cllr Stretton	Principal member for Culture and Communities			
Terry Baldwin	Head of HR			
Alison Alexander	Managing Director and Strategic Director for Adults, Children’s and Health			
Simon Fletcher	Strategic Director of Operations and Customer Services			
Sean O’Connor	Service Manager Shared Legal Solutions			
Russell O’Keefe	Strategic Director of Corporate and			

	Community Services			
Chris Hilton	Director of Development and Regeneration			
Julia White	Visitor Manager			

REPORT HISTORY

Decision type:	Urgency item?
Non-key	No

Full name of report author	Job title	Full contact no:
Kevin Mist	Head of Community Services	01628 796443

Appendix A

Articles of Association for Windsor UK CIC.

DRAFT

The Companies Act 2006

Community Interest Company Limited by Guarantee

Articles of Association¹

of

Windsor UK Community Interest Company

(CIC Limited by Guarantee, Schedule 1, Large Membership)

The Companies Act 2006
Community Interest Company Limited by Guarantee
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The Companies Act 2006
Articles of Association
of
Windsor UK Community Interest Company

INTERPRETATION

1 Defined Terms

- 1.1 The interpretation of these Articles is governed by the provisions set out in the Schedule at end of the Articles.

COMMUNITY AND INTEREST COMPANY AND ASSET LOCK

2 Community Interest Company

- 2.1 The Company is to be a community interest company.

3 Asset Lock²

- 3.1 The Company shall not transfer any of its assets other than for full consideration.

- 3.2 Provided the conditions in Article 3.3 are satisfied, Article 3.1 shall not apply to:

the transfer of assets to any specified asset-locked body, or (with the consent of the Regulator) to any other asset-locked body; and

the transfer of assets made for the benefit of the community other than by way of a transfer of assets into an asset-locked body.

The conditions are that the transfer of assets must comply with any restrictions on the transfer of assets for less than full consideration which may be set out elsewhere in the Memorandum and Articles of the Company.

If:

the Company is wound up under the Insolvency Act 1986; and

all its liabilities have been satisfied

any residual assets shall be given or transferred to the asset-locked body specified in Article 3.5 below.

For the purposes of this Article 3, the following asset-locked body is specified as a potential recipient of the Company's assets under Articles 3.2 and 3.4:

Name: Royal Borough Of Windsor and Maidenhead.

Charity Registration Number (if applicable): []
Company Registration Number (if applicable): []
Registered Office: []³

4 Not for profit

- 4.1 The Company is not established or conducted for private gain: any surplus or assets are used principally for the benefit of the community.

OBJECTS, POWERS AND LIMITATION OF LIABILITY

5 Objects⁴

- 5.1 The objects of the Company are to carry on activities which benefit the community and in particular (without limitation) to.
- 5.2 Be the lead organisation in creating and delivering Business Improvement District (BID)/ or Tourism Business Improvement District (TBID) to Windsor and associated town centres.
- 5.3 Devise and undertake town centre management activities, which will promote the economic development and well-being of the people in Windsor, Eton , Ascot, Sunning Hill and Sunning Dale town centres (known as town centre areas), improving the environment for the benefit of those who live or work in the town centre areas and those who visit;
- 5.4 Promote town centre areas as a regional centre for shopping, commercial, residential, cultural, entertainment, leisure and tourism activities;
- 5.5 Develop an extensive and effective marketing plan to raise the profile of the area as a international and regional destination centre for retail and tourism.
- 5.6 Assist in developing existing, and attracting, new investment to the town centre areas from the public and private sectors and from any other appropriate source for the furtherance of the Objects;
- 5.7 Establish and encourage partnership and co-ordination between those in the public and private sectors having an interest in the town centre areas to co-ordinate and focus the efforts of such parties;
- 5.8 Maintain and improve the quality and viability of the area and to bring benefits to the businesses in the area through collaboration where appropriate;
- 5.9 Promote schemes to improve the environmental quality of the area;
- 5.10 Support redevelopment of property so as to enhance the environment and where appropriate to preserve, repair and maintain (directly or indirectly) for the benefit of the

general public buildings of historical, architectural, community or constructional interest in the Area;

- 5.11 Support the conservation, protection and improvement (where appropriate) of the physical and natural environment in the Area;
- 5.12 Participate in and contribute to any appropriate forums to study and exchange ideas for town centre management, funding, planning, marketing and general improvement;
- 5.13 Cause to be written, printed, published or otherwise reproduced, issued and circulated, in hard copy or in electronic form or otherwise, the Objects by means of the internet, guides, journals, exhibitions, meetings, lectures, seminars and broadcasts, newspapers, periodicals, books, leaflets, reports or other documents.
- 5.14 Improve street management in the Area and raise the standards of appearance to ensure the Area is bright, clean and welcoming;
- 5.15 Improve safety in the Area, working with appropriate Community Safety Partnerships and agencies where appropriate;
- 5.16 Improve all access methods to the Area and therefore make a difference to people's experience of working and visiting the area by making better use of existing facilities;
- 5.17 Procure, promote or carry out any form of entertainment in the Area;
- 5.18 In furtherance of the Objects but not otherwise, the Company shall have the following powers:
 - 5.19 To draw, make, accept, endorse, discount, execute and issue promissory notes, bills, cheques and other instruments, to operate bank accounts in the name of the Company as well as to deposit with any local government authority capable of taking such deposits, the Company's funds or part thereof and to operate such an account held in the name of the Company;
 - 5.20 To raise funds and invite and receive contributions and in particular, but without limitation, to propose and promote in accordance with the legislation the imposition by any competent billing authority upon non-domestic rate payers within the Area and in addition to invite voluntary contributions from any source in each case in accordance with the legislation and any relevant statutory regulations and to exercise all the Company's powers for the renewal of such funding;
 - 5.21 Subject to Articles 24 below, to employ and remunerate such staff and such self employed independent contractors as are necessary for the proper pursuit of the objects
 - 5.22 To enlist the support of and to co-operate with Local Government and other statutory authorities, voluntary and other organisations and individuals representative of any community or communities within the area or otherwise likely to be affected by the furtherance or achievement of the Objects or who may be independently operating

wholly or partly in furtherance of the Objects or similar purposes and to exchange information and advice with them;

- 5.23 To exercise all of the powers that are from time to time granted to or available to the Company by the legislation or as may be granted to it by any delegation of authority by any statutory or public body;
- 5.24 To acquire assets and/or carry on any trade or business whatever which can in the opinion of the Board of Members be advantageously carried on for the furtherance of the Objects;
- 5.25 To purchase, lease, hire or otherwise acquire any real or personal property/equipment which the Company considers to be necessary for the furtherance of its Objects;
- 5.26 To purchase or by any other means acquire and take options over any property whatever and any rights or privileges of any kind over or in respect of any property; to subscribe to, become a member of, or amalgamate, or co-operate with any other organisation, institution, society or body not formed or established for purposes of profit whose objects are wholly or in part similar to those of the Company and which by its constitution prohibits the distribution of its income and property amongst its members to an extent at least as is imposed on the Company under or by virtue of Article 4 and to purchase or otherwise acquire and undertake all such part of the property, assets, liabilities and engagements as may be lawfully acquired or
- 5.27 Undertaken by the Company of any such organisation, institution, society or body; to improve, manage, construct, repair, develop, let on lease or otherwise, mortgage, charge, sell, dispose of, turn to account, grant licences, options, rights and privileges in respect of, or otherwise deal with all or any part of the property and rights of the Company;
- 5.28 To invest and deal with the moneys of the Company not immediately required in such manner as may from time to time be determined and to hold or otherwise deal with any investments made;
- 5.29 To establish and support or aid the establishment and support of any trusts, associations or institutions and to subscribe or guarantee money for purposes in any way connected with or calculated to further any of the Objects;
- 5.30 To borrow and raise money in any manner and to secure the repayment of any money borrowed, raised or owing by mortgage, charge, standard security, lien or other security upon the whole or any part of the Company's property or assets (whether present or future) and also by a similar mortgage, charge, standard security, lien or security to secure and guarantee the performance by the Company of any obligation or liability it may undertake or which may become binding on it; to draw, make, accept, endorse, discount, negotiate, execute and issue cheques, bills of exchange, promissory notes, bills of lading, warrants, debentures and other negotiable or transferable instruments;
- 5.31 To apply for promote and obtain any Act of Parliament, order or licence of the Department of Trade and Industry or other authority for enabling the Company to carry

any of the Objects into effect, or for effecting any modification of the Company's constitution or for any other purpose which may seem calculated directly or indirectly to promote the Company's interests and to oppose proceedings or applications which may directly or indirectly seem prejudice the Company's interests;

- 5.32 To subscribe for, take, purchase or otherwise acquire, hold, sell, deal with and dispose of, place and underwrite shares, stocks, debentures, debenture stocks, bonds, obligations or securities issued or guaranteed by any other company constituted or carrying on business in any part of the world and debentures, debenture stocks, bonds, obligations, securities issued or guaranteed by any government or authority, municipal, local or otherwise, in any part of the world;
- 5.33 To control, manage, finance, subsidise, co-ordinate or otherwise assist any company in which the Company has a direct or indirect financial interest and whose objects are wholly or in part similar to those of the company and which, by its constitution, prohibits the distribution of its income and property amongst its members to an extent at least as great as that in Article 4, to provide secretarial, administrative, technical, commercial and other services and facilities of all kinds for any such company and to make payments by way of subvention or otherwise and any other arrangements which may seem desirable with respect to any business or operations of or generally with respect to any such company;
- 5.34 To sell or otherwise dispose of the whole or any part of the business or property of the Company;
- 5.35 To act as agents or brokers and as trustees for any persons, firm or company, and to undertake and perform sub-contracts;
- 5.36 To remunerate any person, firm or company rendering services to the Company either by cash payment or otherwise as may be thought expedient;
- 5.37 To pay all or any expenses incurred in connection with the promotion, formation and incorporation of the Company, or to contract with any person, firm or company to pay the same;
- 5.38 To provide indemnity insurance to cover the liability of the directors which by virtue of any rule of law would otherwise attach to them in respect of any negligence, default, breach of trust or breach of duty in relation to the Company provided that any such insurance shall not extend to any claim arising from any act or omission which the directors knew to be a breach of trust or duty or which was committed by the directors in reckless disregard of whether it was a breach of trust or a breach of duty or not and provided also that any insurance shall not extend to the costs of an unsuccessful defence to a criminal prosecution brought against the directors or any of them in their capacity as directors of the Company;
- 5.39 To do all such things as may be deemed conducive to or facilitate the attainment of the Objects
- 5.40 None of the powers in any sub-clause of this Article shall be restrictively construed but the widest interpretation shall be given to each of such powers, and none of these

powers shall, except where the context expressly so requires, be in any way limited or restricted by reference to or inference from any other power or powers, or by reference to or inference from the name of the Company.

- 5.41 The income and property of the Company shall be applied solely towards the promotion of the Objects and no part shall be paid or transferred, directly or indirectly, by way of dividend, bonus or otherwise by way of profit, to members of the Company.
- 5.42 Nothing in these Articles shall prevent any payment in good faith by the Company: of reasonable and proper remuneration for any services rendered to the Company by any member, office or servant of the Company; of reasonable and proper rent for premises or let by any member of the Company; to any director for reasonable out-of-pocket expenses;
- 5.43 Of the usual professional charges for business done by any director who is a solicitor, accountant or other person engaged in a profession, or by any partner of his or hers, when instructed by the Company to act in a professional capacity on its behalf, provided that at no time shall a majority of the directors benefit under this provision and that a director shall withdraw from any meeting at which his or her appointment or remuneration, or that of his or her partner, is under discussion; or
- 5.44 Of interest on money lent by any member of the Company or director at a reasonable and proper rate per annum not exceeding 2 per cent less than the published base lending rate of a clearing bank to be selected by the directors.

6 Powers

- 6.1 To further its objects the Company may do all such lawful things as may further the Company's objects and, in particular, but, without limitation, may borrow or raise and secure the payment of money for any purpose including for the purposes of investment or of raising funds.

7 Liability of members⁵

- 7.1 The liability of each member is limited to £1, being the amount that each member undertakes to contribute to the assets of the Company in the event of its being wound up while he or she is a member or within one year after he or she ceases to be a member, for:
- 7.2 payment of the Company's debts and liabilities contracted before he or she ceases to be a member;
- 7.3 payment of the costs, charges and expenses of winding up; and
- 7.4 adjustment of the rights of the contributories among themselves.

DIRECTORS

DIRECTORS' POWERS AND RESPONSIBILITIES

8 Directors' general authority

- 8.1 Subject to the Articles, the Directors are responsible for the management of the day to day business of the Company, for which purpose they may exercise all the powers of the Company.
- 8.2 Management of all staff and contractors assigned to work on behalf of the company and ensure the delivery of the service level agreement between the Royal Borough of Windsor and Maidenhead and the company.
- 8.3 Provide activity and financial reports to the Management Board for approval.

9 Members' reserve power

- 9.1 The members of the management board may, direct the Directors to take, or refrain from taking, specific action.

10 Directors may delegate⁶

- 10.1 Directors may delegate the following powers to other directors in order to deliver the objects of the company:
 - 10.1.1 Financial
 - 10.1.2 Administration
 - 10.1.3 Membership
 - 10.1.4 Sub committees of the company
- 10.2 If the Directors so specify, any such delegation may authorise further delegation of the Directors' powers by any person to whom they are delegated.
- 10.3 The Directors may revoke any delegation in whole or part, or alter its terms and conditions.

11 Committees

- 11.1 Committees to which the Directors delegate any of their powers must follow procedures which are based as far as they are applicable on those provisions of the Articles which govern the taking of decisions by Directors.
- 11.2 The Directors may make rules of procedure for all or any committees, which prevail over rules derived from the Articles if they are not consistent with them.
- 11.3 The role and decisions of the directors will be lead by the Management board who will meet quarterly.

DECISION-MAKING BY DIRECTORS

12 Directors to take decisions collectively⁷

12.1 Any decision of the Directors must be either a majority decision at a meeting or a decision taken in accordance with Article **Error! Reference source not found.** and any direction made by the Management board.

13 Calling a Directors' meeting

13.1 Two Directors may (and the Secretary, if any, must at the request of two Directors) call a Directors' meeting.

13.2 A Directors' meeting must be called by at least seven Clear Days' notice unless either:

13.2.1 all the Directors agree; or

13.2.2 urgent circumstances require shorter notice.

13.3 Notice of Directors' meetings must be given to each Director.

13.4 Every notice calling a Directors' meeting must specify:

13.5 the place, day and time of the meeting; and

13.5.1 if it is anticipated that Directors participating in the meeting will not be in the same place, how it is proposed that they should communicate with each other during the meeting.

13.6 Notice of Directors' meetings need not be in Writing.

13.7 Notice of Directors' meetings may be sent by Electronic Means to an Address provided by the Director for the purpose.

14 Participation in Directors' meetings

14.1 Subject to the Articles, Directors participate in a Directors' meeting, or part of a Directors' meeting, when:

14.1.1 the meeting has been called and takes place in accordance with the Articles; and

14.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.

14.2 In determining whether Directors are participating in a Directors' meeting, it is irrelevant where any Director is or how they communicate with each other.⁸

14.3 If all the Directors participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

15 Quorum for Directors' meetings⁹

15.1 At a Directors' meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.

15.2 The quorum for Directors' meetings will be three. However, this may be amended from time to time by a decision of the Management Board and will be agreed in advance at an Annual General Meeting.

15.3 If the total number of Directors for the time being is less than the quorum required, the Directors must not take any decision other than a decision:

15.3.1 to appoint further Directors; or

15.3.2 to call a special meeting of the management board so as to enable the members to appoint further Directors.

16 Chairing of Directors' meetings

16.1 The Chair, if any, or in his or her absence another Director nominated by the Directors present shall preside as chair of each Directors' meeting.

17 Decision making at a meeting¹⁰

17.1 Questions arising at a Directors' meeting shall be decided by a majority of votes.

17.2 In all proceedings of Directors each Director must not have more than one vote.¹¹

17.3 In case of an equality of votes, the Chair shall have a second or casting vote.

18 Decisions without a meeting¹²

18.1 The Directors may take a unanimous decision without a Directors' meeting by indicating to each other by any means, including without limitation by Electronic Means, that they share a common view on a matter. Such a decision may, but need not, take the form of a resolution in Writing, copies of which have been signed by each Director or to which each Director has otherwise indicated agreement in Writing.

18.2 A decision which is made in accordance with Article 0 shall be as valid and effectual as if it had been passed at a meeting duly convened and held, provided the following conditions are complied with:

18.3 Approval from each Director must be received by one person being either such person as all the Directors have nominated in advance for that purpose or such other person as volunteers if necessary ("the Recipient"), which person may, for the avoidance of doubt, be one of the Directors;

18.4 Following receipt of responses from all of the Directors, the Recipient must communicate to all of the Directors by any means whether the resolution has been formally approved by the Directors in accordance with this Article 0;

18.5 The date of the decision shall be the date of the communication from the Recipient confirming formal approval;

18.6 The Recipient must prepare a minute of the decision in accordance with Article **Error! Reference source not found.**8.

19 Conflicts of interest¹³

- 19.1 Whenever a Director finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Directors unless, or except to the extent that, the other Directors are or ought reasonably to be aware of it already.
- 19.2 If any question arises as to whether a Director has a Conflict of Interest, the question shall be decided by a majority decision of the other Directors.
- 19.3 Whenever a matter is to be discussed at a meeting or decided in accordance with Article 19 and a Director has a Conflict of Interest in respect of that matter then, subject to Article 21, he or she must:
- 19.3.1 remain only for such part of the meeting as in the view of the other Directors is necessary to inform the debate;
 - 19.3.2 not be counted in the quorum for that part of the meeting; and
 - 19.3.3 withdraw during the vote and have no vote on the matter.
- 19.4 When a Director has a Conflict of Interest which he or she has declared to the Directors, he or she shall not be in breach of his or her duties to the Company by withholding confidential information from the Company if to disclose it would result in a breach of any other duty or obligation of confidence owed by him or her.

20 Directors' power to authorise a conflict of interest

- 20.1 The Directors have power to authorise a Director to be in a position of Conflict of Interest provided:
- 20.1.1 in relation to the decision to authorise a Conflict of Interest, the conflicted Director must comply with Article 20.3;
 - 20.1.2 in authorising a Conflict of Interest, the Directors can decide the manner in which the Conflict of Interest may be dealt with and, for the avoidance of doubt, they can decide that the Director with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum;
 - 20.1.3 the decision to authorise a Conflict of Interest can impose such terms as the Directors think fit and is subject always to their right to vary or terminate the authorisation; and
- 20.2 If a matter, or office, employment or position, has been authorised by the Directors in accordance with Article **Error! Reference source not found.** then, even if he or she has been authorised to remain at the meeting by the other Directors, the Director may absent himself or herself from meetings of the Directors at which anything relating to that matter, or that office, employment or position, will or may be discussed.
- 20.3 A Director shall not be accountable to the Company for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Directors in accordance with Article **Error! Reference source not found.** (subject to any limits or conditions to which such approval was subject).

21 Register of Directors' interests

21.1 The Directors shall cause a register of Directors' interests to be kept. A Director must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the Company or in any transaction or arrangement entered into by the Company which has not previously been declared.

APPOINTMENT AND RETIREMENT OF DIRECTORS¹⁴

22 Methods of appointing directors

22.1 Those persons notified to the Registrar of Companies as the first Directors of the Company shall be the first Directors.

22.2 Any person who is willing to act as a Director, and is permitted by law to do so, may be appointed to be a Director:

22.2.1.1 by ordinary resolution; or

22.2.1.2 by a decision of the Directors.

22.2.1.3 by a decision of the Management board

22.3 There will be no more than 4 Directors appointed to run the company. Directors will be appointed from members of the Management board.

22.4 Council officers will not be permitted to become a Directors of the company.

22.5 In any case where, as a result of death, the Company has no members and no Directors, the personal representatives of the last Director to have died have the right, by notice in writing, to appoint a person to be a member.

22.6 For the purposes of Article 23.3, where two or more members die in circumstances rendering it uncertain who was the last to die, a younger member is deemed to have survived an older member.

22.7 If agreed by the management board the Windsor Town manager and or equivalent post(s) shall be permitted to become a Director of the company.

23 Termination of Director's appointment¹⁵

23.1 A person ceases to be a Director as soon as:

23.1.1 that person ceases to be a Director by virtue of any provision of the Companies Acts, or is prohibited from being a Director by law;

23.1.2 a bankruptcy order is made against that person, or an order is made against that person in individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;

23.1.3 a composition is made with that person's creditors generally in satisfaction of that person's debts;

- 23.1.4 notification is received by the Company from the Director that the Director is resigning from office, and such resignation has taken effect in accordance with its terms (but only if at least two Directors will remain in office when such resignation has taken effect);
- 23.1.5 the Director fails to attend three consecutive meetings of the Directors and the Directors resolve that the Director be removed for this reason; or
- 23.1.6 at a special meeting of the Management Board, a resolution is passed that the Director be removed from office, provided the meeting has invited the views of the Director concerned and considered the matter in the light of such views.
- 23.1.7 Directors shall serve a minimum term of three years as a Director of the company after which point they can stand for re election at AGM. Directors will not be able to serve more than 9 years as a Director.

24 Directors' expenses

- 24.1 The Company may pay any reasonable expenses which the Directors properly incur in connection with their duties in delivering the objectives of the company :

MANAGEMENT BOARDS' POWERS AND RESPONSIBILITIES

25 Management Board general authority

- 25.1 Subject to the Articles, the Management Board are responsible for the overall strategic direction that Directors of the Company take. They will oversee and ensure that the company is managed for the benefit of its members at all times and the overall improvement of the local economy.
- 25.2 Management Board will approve all financial budgets for the company every year. These reports will be provided by the Directors.
- 25.3 All major contracts and financial decisions for the company will be authorised by the Management Board in advance.
- 25.4 Management Board will have authority to create sub committees and groups to deliver the objectives of the company. These groups will be operated in line with the general meetings and will have appointed chairs who will be appointed at Annual General meetings.

DECISION-MAKING BY MANAGEMENT BOARD

26 Management board to take decisions collectively

- 26.1 Any decision of the Management board must be by a majority decision at a meeting.

27 Management board

- 27.1 Management board members will be those businesses who have paid the relevant executive board members fees or have been given special dispensation to attend management board meetings by members of the management board (such as trade associations). Minimum number required for the management board is 15.

- 27.2 Unless they have been appointed as a director of the company members of the Management board are not directors. But can instruct and approve decisions made by the Directors
- 27.3 The Management board shall permit up to 2 councillors (cabinet members) a seat at management board meetings.
- 27.4 Management board members can appoint and remove directors of the company.

28 Management Board

- 28.1 Management board shall meet quarterly.
- 28.2 Unless appointed as a Director of the company members of the Management board are not directors of the company.
- 28.3 The Management board will be able to co opt any members and or third parties as it sees necessary in order to deliver the activities of the group. This may include council officials.
- 28.4 Minimum number of members required for the management board is 15 with a maximum of 25.

29 Appointments Of Chair and Vice Chair to the Management board

- 29.1 All fee paying members of the company will be able to vote at the Annual General meeting the appointment of Chair and Vice chair of the Management Board at an Annual General meeting. That post can not be filled by a council representative

30 Calling a Management board ' meeting

- 30.1 A Management board meeting must be called by at least seven Clear Days' notice unless either:
30.1.1 all the Management board agree; or
30.1.2 urgent circumstances require shorter notice.
- 30.2 Notice of Management board meetings must be given to each Director.
- 30.3 Every notice calling a Management board meeting must specify:
- 30.4 the place, day and time of the meeting; and
30.4.1 Notice of Management board meetings need not be in Writing.
- 30.5 Notice of Management board meetings may be sent by Electronic Means to an Address provided by the Director for the purpose.

31 Participation in Management board meetings

- 31.1 Subject to the Articles, Management board members participate in a Management board meeting, when:
- 31.1.1 the meeting has been called and takes place in accordance with the Articles;
 - and
 - 31.1.2 they can each communicate to the others any information or opinions they have on any particular item of the business of the meeting.
- 31.2 In determining whether Management board members are participating in a Management board meeting, it is irrelevant where any Management board member is or how they communicate with each other.
- 31.3 If all the Management board members participating in a meeting are not in the same place, they may decide that the meeting is to be treated as taking place wherever any of them is.

32 Quorum for Management board meetings¹⁶

- 32.1 At a Management board meeting, unless a quorum is participating, no proposal is to be voted on, except a proposal to call another meeting.
- 32.2 The quorum for Management board meetings may be fixed from time to time by a decision of the Management board members, but it must never be less than 10.
- 32.3 If the total number of Management board members for the time being is less than the quorum required, the Directors must not take any decision other than a decision:
- 32.3.1 to appoint further Directors; or
 - 32.3.2 to call a general meeting so as to enable the members to appoint further Directors.

33 Chairing of Management board meetings

- 33.1 The Chair, if any, or in his or her absence another Management board member nominated by the members present shall preside as chair of each Management board meeting.

34 Decision making at a meeting

- 34.1 Questions arising at an Management board meeting shall be decided by a majority of votes.
- 34.2 In all proceedings of the Management board each member must not have more than one vote.
- 34.3 In case of an equality of votes, the Chair shall have a second or casting vote.

35 Decisions without a meeting

- 35.1 The Management board members may take a unanimous decision without a Management board meeting by indicating to each other by any means, including without limitation by Electronic Means, that they share a common view on a matter.

Such a decision may, but need not, take the form of a resolution in Writing, copies of which have been signed by each Management board member or to which each Management board member has otherwise indicated agreement in Writing.

35.2 A decision which is made in accordance with Article **Error! Reference source not found.** shall be as valid and effectual as if it had been passed at a meeting duly convened and held, provided the following conditions are complied with:

35.2.1 approval from each Management board member must be received by one person being either such person as all the Management board members have nominated in advance for that purpose or such other person as volunteers if necessary (“the Recipient”), which person may, for the avoidance of doubt, be one of the Management board members;

35.2.2 following receipt of responses from all of the Management board members, the Recipient must communicate to all of the Management board members by any means whether the resolution has been formally approved by the Management board members in accordance with this Article **Error! Reference source not found.**;

35.2.3 the date of the decision shall be the date of the communication from the Recipient confirming formal approval;

35.2.4 the Recipient must prepare a minute of the decision in accordance with Article 8.

36 Conflicts of interest¹⁷

36.1 Whenever a Management board members finds himself or herself in a situation that is reasonably likely to give rise to a Conflict of Interest, he or she must declare his or her interest to the Management board unless, or except to the extent that, the other Management board members are or ought reasonably to be aware of it already.

36.2 If any question arises as to whether a Director has a Conflict of Interest, the question shall be decided by a majority decision of the other Management board members.

36.3 Whenever a matter is to be discussed at a meeting or decided in accordance with Article 19 and a Director has a Conflict of Interest in respect of that matter then, subject to Article 21, he or she must:

36.3.1 remain only for such part of the meeting as in the view of the other Management board members is necessary to inform the debate;

36.3.2 not be counted in the quorum for that part of the meeting; and

36.3.3 withdraw during the vote and have no vote on the matter.

36.4 When a Management board member has a Conflict of Interest which he or she has declared to the Management board members, he or she shall not be in breach of his or her duties to the Company by withholding confidential information from the Company if to disclose it would result in a breach of any other duty or obligation of confidence owed by him or her.

37 Management board members power to authorise a conflict of interest

- 37.1 The Management board members have power to authorise a Management board members to be in a position of Conflict of Interest provided:
- 37.1.1 in relation to the decision to authorise a Conflict of Interest, the conflicted Management board member must comply with Article 20.3;
 - 37.1.2 in authorising a Conflict of Interest, the Management board members can decide the manner in which the Conflict of Interest may be dealt with and, for the avoidance of doubt, they can decide that the Management board member with a Conflict of Interest can participate in a vote on the matter and can be counted in the quorum;
 - 37.1.3 the decision to authorise a Conflict of Interest can impose such terms as the Management board members think fit and is subject always to their right to vary or terminate the authorisation; and
- 37.2 If a matter, or office, employment or position, has been authorised by the Management board members in accordance with Article **Error! Reference source not found.** then, even if he or she has been authorised to remain at the meeting by the other Management board members, the Management board member may absent himself or herself from meetings of the Management board at which anything relating to that matter, or that office, employment or position, will or may be discussed.
- 37.3** A Management board shall not be accountable to the Company for any benefit which he or she derives from any matter, or from any office, employment or position, which has been authorised by the Management board in accordance with Article **Error! Reference source not found.** (subject to any limits or conditions to which such approval was subject).

38 Register of Management board members interests

- 38.1 The Directors shall cause a register of Management board members interests to be kept. A Management board member must declare the nature and extent of any interest, direct or indirect, which he or she has in a proposed transaction or arrangement with the Company or in any transaction or arrangement entered into by the Company which has not previously been declared.

APPOINTMENT AND RETIREMENT OF MANAGEMENT BOARD MEMBERS

39 Methods of appointing Management board members

- 39.1 Any business completing the relevant forms and paying the approved Management board membership fees will be permitted to apply for membership to the company; and or
- 39.1.1.1 by a decision of Directors and
 - 39.1.1.2 by a decision of the Management board

40 Termination of Management board members appointment

- 40.1 A person/organisation ceases to be an Management board member as soon as:
- 40.1.1.1 notification is received by the Company from the Management board member that they/company are resigning from the membership, and such resignation has taken effect in accordance with its terms (but only if at least 12

- Management board members will remain in office when such resignation has taken effect);
- 40.1.1.2 the Management board member fails to attend three consecutive meetings of the Management board and the resolve that the Management board member be removed for this reason; or
- 40.1.1.3 at a special general meeting, a resolution is passed that the Management board member be removed from membership list, provided the meeting has invited the views of the Management board member concerned and considered the matter in the light of such views.
- 40.1.1.4 No membership fees have been paid for the preceding 12 months.

MEMBERS¹⁸

BECOMING AND CEASING TO BE A MEMBER¹⁹

41 Becoming a member²⁰

- 41.1 “Entry Level” Membership is free of charge and open to any registered business in the defined area that pay business rates and is operating from a commercial address within the defined “town centre areas”.
- 41.2 There will be different levels of membership which will require a corresponding fee to be paid in order to complete qualification. Membership levels include Board, Associate and Chamber/Trade levels. Refer to page 32 for membership levels and benefits. All membership fees will be paid on an annual basis.
- 41.3 (Sole traders, unincorporated partnerships, businesses working from a residential address or businesses from outside the area can be accepted at the discretion of the Directors.
- 41.4 No person shall be admitted a member of the Company unless he or she is approved by the Directors.
- 41.5 Every person who wishes to become a member shall deliver to the Company an application for membership in such form (and containing such information) as the Directors require and executed by him or her.

42 Termination of membership²¹

- 42.1 Membership is not transferable to anyone else.
- 42.2 Membership is terminated if:
- 42.2.1 the member dies or ceases to exist;
- 42.2.2 otherwise in accordance with the Articles; or
- 42.2.3 at a meeting of the Management Board a resolution is passed resolving that the member be expelled on the grounds that his or her continued membership is harmful to or is likely to become harmful to the interests of the Company. Such a resolution may not be passed unless the member has been given at least 14 Clear Days’ notice that the resolution is to be proposed, specifying the

circumstances alleged to justify expulsion, and has been afforded a reasonable opportunity of being heard by or of making written representations to the Directors. A member expelled by such a resolution will nevertheless remain liable to pay to the Company any subscription or other sums owed by him or her.

ORGANISATION OF ANNUAL GENERAL MEETINGS²¹

43 AGM meetings

- 43.1 The Directors will call a general meeting on or within fourteen days of the 1 March of every year.
- 43.2 At the AGM an annual report of work done by the company in the previous year will be presented by the Chair of the management board ; the accounts for the company; where necessary, a review of any of the rules and policies of the company and any other business announced in the AGM agenda.
- 43.3 Any changes to the Articles can be made at the AGM.

44 Length of notice

- 44.1 All AGM meetings must be called by either:
- 44.1.1 at least 28 Clear Days' notice; or
 - 44.1.2 shorter notice if it is so agreed by a majority of the members having a right to attend and vote at that meeting. Any such majority must together represent at least 90% of the total voting rights at that meeting of all the members.

45 Contents of notice

- 45.1 Every notice calling an AGM must specify the place, day and time of the meeting, whether it is a general or an annual general meeting, and the general nature of the business to be transacted.
- 45.2 If a special resolution is to be proposed, the notice must include the proposed resolution and specify that it is proposed as a special resolution.
- 45.3 In every notice calling a meeting of the Company there must appear with reasonable prominence a statement informing the member of his or her rights to appoint another person as his or her proxy at a general meeting.
- 45.4 All members attending the AGM will be able to vote on the following positions:
- 45.4.1 Chair of Management Board – non council position
 - 45.4.2 Vice Chair of the Management Board - non council position
 - 45.4.3 Chair of any sub committees of the company.
- 45.5 All Management Board members will be able to vote on the following positions
- 45.5.1 Directors of the Company (every three years)

45.6 Notification of any intended amendments to the Articles of Association.

46 Service of notice

46.1 Notice of AGM must be given to every member, to the Directors and to the auditors of the Company.

47 Attendance and speaking at AGM

47.1 All members are able to exercise the right to speak at an Annual General meeting when that person is in a position to communicate to all those attending the meeting, during the meeting, any information or opinions which that person has on the business of the meeting.

47.2 Only fee paying members are able to exercise their right to vote at a general meeting when:

47.2.1 that person is able to vote, during the meeting, on resolutions put to the vote at the meeting; and

47.2.2 that person's vote can be taken into account in determining whether or not such resolutions are passed at the same time as the votes of all the other persons attending the meeting.

47.2.3 Council members of the management board will be permitted to vote at AGM.

47.3 The Directors may make whatever arrangements they consider appropriate to enable those attending an Annual General meeting to exercise their rights to speak or vote at it.

48 Quorum for AGM

48.1 No business (other than the appointment of the chair of the meeting) may be transacted at any AGM unless a quorum is present.

48.2 20% of the total membership or 20 (represented in person or by proxy), whichever is lower, shall be a quorum.

48.3 If a quorum is not present within half an hour from the time appointed for the meeting, the meeting shall stand adjourned to the same day in two weeks at the same time and place, or to such time and place as the Directors may determine, and if at the adjourned meeting a quorum is not present within half an hour from the time appointed for the meeting those present and entitled to vote shall be a quorum.

49 Chairing AGM

49.1 The Chair (if any) or in his or her absence some other Management Board member nominated by the Directors will preside as chair of the Annual General meeting.

49.2 If neither the Chair nor such other Director nominated in accordance with Article **Error! Reference source not found.** (if any) is present within fifteen minutes after the time appointed for holding the meeting and willing to act, the Directors and Management board members present shall elect one of their number to chair the

meeting and, if there is only one Director or Management Board member present and willing to act, he or she shall be chair of the meeting.

49.3 If no Director or Management Board member is willing to act as chair of the meeting, or if no Director or Management board member is present within fifteen minutes after the time appointed for holding the meeting, the members present in person or by proxy and entitled to vote must choose one of their number to be chair of the meeting, save that a proxy holder who is not a member entitled to vote shall not be entitled to be appointed chair of the meeting.

50 Attendance and speaking by Directors and non-members

50.1 A Director may attend and speak at any AGM.

50.2 The chair of the meeting may permit other persons who are not members of the Company to attend and speak at annual meeting. Prior notice of this must be given to the Directors within 3 days of the AGM.

51 Adjournment

51.1 The chair of the meeting may adjourn a AGM at which a quorum is present if:

51.1.1 the meeting consents to an adjournment; or

51.1.2 it appears to the chair of the meeting that an adjournment is necessary to protect the safety of any person attending the meeting or ensure that the business of the meeting is conducted in an orderly manner.

51.2 The chair of the meeting must adjourn a AGM if directed to do so by the meeting.

51.3 When adjourning a AGM, the chair of the meeting must:

51.3.1 either specify the time and place to which it is adjourned or state that it is to continue at a time and place to be fixed by the Directors; and

51.3.2 have regard to any directions as to the time and place of any adjournment which have been given by the meeting.

51.4 If the continuation of an adjourned meeting is to take place more than 14 days after it was adjourned, the Company must give at least seven Clear Days' notice of it:

51.4.1 to the same persons to whom notice of the Company's AGM is required to be given; and

51.4.2 containing the same information which such notice is required to contain.

51.5 No business may be transacted at an adjourned AGM which could not properly have been transacted at the meeting if the adjournment had not taken place.

VOTING AT AGM

52 Voting:

52.1 A resolution put to the vote of an AGM must be decided on a show of hands unless a poll is duly demanded in accordance with the Articles.

52.2 A person who is not a member of the Company shall not have any right to vote at a AGM of the Company

52.3 Article 0 shall not prevent a person who is a proxy for a member or a duly Authorised Representative from voting at an AGM of the Company.

53 Votes

53.1 On a vote on a resolution on a show of hands at a meeting every person present in person (whether a member, proxy or Authorised Representative of a member) and entitled to vote shall have a maximum of one vote.

53.2 On a vote on a resolution on a poll at a meeting every member present in person or by proxy or Authorised Representative shall have one vote.

53.3 In the case of an equality of votes, whether on a show of hands or on a poll, the chair of the meeting shall not be entitled to a casting vote in addition to any other vote he or she may have.

53.4 No member shall be entitled to vote at any general meeting unless all monies presently payable by him, her or it to the Company have been paid.

53.5 The following provisions apply to any organisation that is a member ("a Member Organisation"):

53.5.1 a Member Organisation may nominate any individual to act as its representative ("an Authorised Representative") at any meeting of the Company;

53.5.2 the Member Organisation must give notice in Writing to the Company of the name of its Authorised Representative. The Authorised Representative will not be entitled to represent the Member Organisation at any meeting of the Company unless such notice has been received by the Company. The Authorised Representative may continue to represent the Member Organisation until notice in Writing is received by the Company to the contrary;

53.5.3 a Member Organisation may appoint an Authorised Representative to represent it at a particular meeting of the Company or at all meetings of the Company until notice in Writing to the contrary is received by the Company;

53.5.4 any notice in Writing received by the Company shall be conclusive evidence of the Authorised Representative's authority to represent the Member Organisation or that his or her authority has been revoked. The Company shall not be required to consider whether the Authorised Representative has been properly appointed by the Member Organisation;

53.5.5 an individual appointed by a Member Organisation to act as its Authorised Representative is entitled to exercise (on behalf of the Member Organisation) the same powers as the Member Organisation could exercise if it were an individual member;

53.5.6 on a vote on a resolution at a meeting of the Company, the Authorised Representative has the same voting rights as the Member Organisation would be entitled to if it was an individual member present in person at the meeting; and

53.5.7 the power to appoint an Authorised Representative under this Article is without prejudice to any rights which the Member Organisation has under the Companies Acts and the Articles to appoint a proxy or a corporate representative.

54 Poll votes

54.1 A poll on a resolution may be demanded:

54.1.1 In advance of the general meeting where it is to be put to the vote; or

54.1.2 At a general meeting, either before a show of hands on that resolution or immediately after the result of a show of hands on that resolution is declared.

54.2 A poll may be demanded by:

54.2.1 The chair of the meeting;

54.2.2 The Directors;

54.2.3 two or more persons having the right to vote on the resolution;

54.2.4 any person, who, by virtue of being appointed proxy for one or more members having the right to vote at the meeting, holds two or more votes; or

54.2.5 a person or persons representing not less than one tenth of the total voting rights of all the members having the right to vote on the resolution.

54.3 A demand for a poll may be withdrawn if:

54.3.1 the poll has not yet been taken; and

54.3.2 the chair of the meeting consents to the withdrawal.

54.4 Polls must be taken immediately and in such manner as the chair of the meeting directs.

55 Errors and disputes

55.1 No objection may be raised to the qualification of any person voting at a general meeting except at the meeting or adjourned meeting at which the vote objected to is tendered, and every vote not disallowed at the meeting is valid.

55.2 Any such objection must be referred to the chair of the meeting whose decision is final.

56 Content of proxy notices

56.1 Proxies may only validly be appointed by a notice in writing (a "Proxy Notice") which:

56.1.1 states the name and address of the member appointing the proxy;

56.1.2 identifies the person appointed to be that member's proxy and the general meeting in relation to which that person is appointed;

56.1.3 is signed by or on behalf of the member appointing the proxy, or is authenticated in such manner as the directors may determine; and

56.1.4 is delivered to the Company in accordance with the Articles and any instructions contained in the notice of the general meeting to which they relate.

56.1.5 The Company may require Proxy Notices to be delivered in a particular form, and may specify different forms for different purposes.

56.1.6 Proxy Notices may specify how the proxy appointed under them is to vote (or that the proxy is to abstain from voting) on one or more resolutions.

56.1.7 Unless a Proxy Notice indicates otherwise, it must be treated as:

56.1.8 allowing the person appointed under it as a proxy discretion as to how to vote on any ancillary or procedural resolutions put to the meeting; and

56.1.9 appointing that person as a proxy in relation to any adjournment of the AGM to which it relates as well as the meeting itself.

57 Delivery of proxy notices

57.1 A person who is entitled to attend, speak or vote (either on a show of hands or on a poll) at an AGM remains so entitled in respect of that meeting or any adjournment of it, even though a valid Proxy Notice has been delivered to the Company by or on behalf of that person.

57.2 An appointment under a Proxy Notice may be revoked by delivering to the Company a notice in Writing given by or on behalf of the person by whom or on whose behalf the Proxy Notice was given.

57.3 A notice revoking the appointment of a proxy only takes effect if it is delivered before the start of the meeting or adjourned meeting to which it relates.

58 Amendments to resolutions

58.1 An ordinary resolution to be proposed at an AGM may be amended by ordinary resolution if:

58.1.1 notice of the proposed amendment is given to the Company in Writing by a person entitled to vote at the general meeting at which it is to be proposed not less than 48 hours before the meeting is to take place (or such later time as the chair of the meeting may determine); and

58.1.2 the proposed amendment does not, in the reasonable opinion of the chair of the meeting, materially alter the scope of the resolution.

58.2 A special resolution to be proposed at an AGM may be amended by ordinary resolution, if:

58.2.1 the chair of the meeting proposes the amendment at the AGM at which the resolution is to be proposed; and

58.2.2 the amendment does not go beyond what is necessary to correct a grammatical or other non-substantive error in the resolution.

58.3 If the chair of the meeting, acting in good faith, wrongly decides that an amendment to a resolution is out of order, the chair's error does not invalidate the vote on that resolution.

WRITTEN RESOLUTIONS

59 Written resolutions

59.1 Subject to Article **Error! Reference source not found.**, a written resolution of the Company passed in accordance with this Article **Error! Reference source not found.** shall have effect as if passed by the Company in general meeting:

59.1.1 A written resolution is passed as an ordinary resolution if it is passed by a simple majority of the total voting rights of eligible members.

59.1.2 A written resolution is passed as a special resolution if it is passed by members representing not less than 75% of the total voting rights of eligible members. A written resolution is not a special resolution unless it states that it was proposed as a special resolution.

59.2 In relation to a resolution proposed as a written resolution of the Company the eligible members are the members who would have been entitled to vote on the resolution on the circulation date of the resolution.

59.3 A members' resolution under the Companies Acts removing a Director or an auditor before the expiration of his or her term of office may not be passed as a written resolution.

59.4 A copy of the written resolution must be sent to every member together with a statement informing the member how to signify their agreement to the resolution and the date by which the resolution must be passed if it is not to lapse. Communications in relation to written notices shall be sent to the Company's auditors in accordance with the Companies Acts.

59.5 A member signifies their agreement to a proposed written resolution when the Company receives from him or her an authenticated Document identifying the resolution to which it relates and indicating his or her agreement to the resolution.

59.5.1 If the Document is sent to the Company in Hard Copy Form, it is authenticated if it bears the member's signature.

59.5.2 If the Document is sent to the Company by Electronic Means, it is authenticated [if it bears the member's signature] or [if the identity of the member is confirmed in a manner agreed by the Directors] or [if it is accompanied by a statement of the identity of the member and the Company has no reason to doubt the truth of that statement] or [if it is from an email Address notified by the member to the Company for the purposes of receiving Documents or information by Electronic Means].

59.6 A written resolution is passed when the required majority of eligible members have signified their agreement to it.

59.7 A proposed written resolution lapses if it is not passed within 28 days beginning with the circulation date.

60 ADMINISTRATIVE ARRANGEMENTS AND MISCELLANEOUS

61 Means of communication to be used

61.1 Subject to the Articles, anything sent or supplied by or to the Company under the Articles may be sent or supplied in any way in which the Companies Act 2006 provides for Documents or information which are authorised or required by any provision of that Act to be sent or supplied by or to the Company.

61.2 Subject to the Articles, any notice or Document to be sent or supplied to a Director in connection with the taking of decisions by Directors may also be sent or supplied by the means by which that Director has asked to be sent or supplied with such notices or Documents for the time being.

61.3 A Director may agree with the Company that notices or Documents sent to that Director in a particular way are to be deemed to have been received within an agreed time of their being sent, and for the agreed time to be less than 48 hours.

62 Irregularities

62.1 The proceedings at any meeting or on the taking of any poll or the passing of a written resolution or the making of any decision shall not be invalidated by reason of any accidental informality or irregularity (including any accidental omission to give or any non-receipt of notice) or any want of qualification in any of the persons present or voting or by reason of any business being considered which is not referred to in the notice unless a provision of the Companies Acts specifies that such informality, irregularity or want of qualification shall invalidate it.

63 Minutes

63.1 The Directors must cause minutes to be made in books kept for the purpose:

63.1.1 of all appointments of officers made by the Directors;

63.1.2 of all resolutions of the Company and of the Directors; and

63.1.3 of all proceedings at meetings of the Company and of the Directors, and of committees of Directors, including the names of the Directors present at each such meeting;

63.2 and any such minute, if purported to be signed (or in the case of minutes of Directors' meetings signed or authenticated) by the chair of the meeting at which the proceedings were had, or by the chair of the next succeeding meeting, shall, as against any member or Director of the Company, be sufficient evidence of the proceedings.

63.3 The minutes must be kept for at least ten years from the date of the meeting, resolution or decision.

64 Records and accounts²²

64.1 The Directors shall comply with the requirements of the Companies Acts as to maintaining a members' register, keeping financial records, the audit or examination of accounts and the preparation and transmission to the Registrar of Companies and the Regulator of:

64.1.1 annual reports;

64.1.2 annual returns; and

64.1.3 annual statements of account.

65 Indemnity

65.1 Subject to Article **Error! Reference source not found.**, a relevant Director of the Company or an associated company may be indemnified out of the Company's assets against:

65.1.1 any liability incurred by that Director in connection with any negligence, default, breach of duty or breach of trust in relation to the Company or an associated company;

65.1.2 any liability incurred by that Director in connection with the activities of the Company or an associated company in its capacity as a trustee of an occupational pension scheme (as defined in section 235(6) of the Companies Act 2006); and

65.1.3 any other liability incurred by that Director as an officer of the Company or an associated company.

66 This Article does not authorise any indemnity which would be prohibited or rendered void by any provision of the Companies Acts or by any other provision of law.

67 In this Article:

67.1.1 companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate; and

67.1.2 a "relevant Director" means any Director or former Director of the Company or an associated company.

68 Insurance

68.1 The Directors may decide to purchase and maintain insurance, at the expense of the Company, for the benefit of any relevant Director in respect of any relevant loss.

In this Article:

68.1.1 a “relevant Director” means any Director or former Director of the Company or an associated company;

68.1.2 a “relevant loss” means any loss or liability which has been or may be incurred by a relevant Director in connection with that Director’s duties or powers in relation to the Company, any associated company or any pension fund or employees’ share scheme of the company or associated company; and

68.1.3 companies are associated if one is a subsidiary of the other or both are subsidiaries of the same body corporate.

69 Exclusion of model articles

69.1 The relevant model articles for a company limited by guarantee are hereby expressly excluded.

SCHEDULE
INTERPRETATION

Defined terms

In the Articles, unless the context requires otherwise, the following terms shall have the following meanings:

Term	Meaning
“Address”	includes a number or address used for the purposes of sending or receiving Documents by Electronic Means;
“Articles”	the Company’s articles of association;
“Authorised Representative”	means any individual nominated by a Member Organisation to act as its representative at any meeting of the Company in accordance with Article Error! Reference source not found. ;
“asset-locked body”	means (i) a community interest company, a charity ²³ or a Permitted Industrial and Provident Society; or (ii) a body established outside the United Kingdom that is equivalent to any of those;
“bankruptcy”	includes individual insolvency proceedings in a jurisdiction other than England and Wales or Northern Ireland which have an effect similar to that of bankruptcy;
“Chair”	has the meaning given in Article Error! Reference source not found. ;
“chairman of the meeting”	has the meaning given in Article Error! Reference source not found. ;
“Circulation Date”	in relation to a written resolution, has the meaning given to it in the Companies Acts;
“Clear Days”	in relation to the period of a notice, that period excluding the day when the notice is given or deemed to be given and the day for which it is given or on which it is to take effect;
“community”	is to be construed in accordance with accordance with Section 35(5) of the Company’s (Audit) Investigations and Community Enterprise) Act 2004;
“Companies Acts”	means the Companies Acts (as defined in Section 2 of the Companies Act 2006), in so

	far as they apply to the Company;
“Company”	Windsor UK Community Interest Company;
“Conflict of Interest”	any direct or indirect interest of a Director (whether personal, by virtue of a duty of loyalty to another organisation or otherwise) that conflicts, or might conflict with the interests of the Company;
“Director”	a director of the Company, and includes any person occupying the position of director, by whatever name called;
“Document”	includes, unless otherwise indicated, any Document sent or supplied in Electronic Form;
“Electronic Form” and “Electronic Means”	have the meanings respectively given to them in Section 1168 of the Companies Act 2006;
“Hard Copy Form”	has the meaning given to it in the Companies Act 2006;
“Memorandum”	the Company’s memorandum of association;
“paid”	means paid or credited as paid;
“participate”	in relation to a Directors’ meeting, has the meaning given in Article 15;
“Permitted Industrial Provident Society”	and an industrial and provident society which has a restriction on the use of its assets in accordance with Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations 2006 or Regulation 4 of the Community Benefit Societies (Restriction on Use of Assets) Regulations (Northern Ireland) 2006;
“Proxy Notice”	has the meaning given in Article Error! Reference source not found. ;
“the Regulator”	means the Regulator of Community Interest Companies;
“Secretary”	the secretary of the Company (if any);
“specified”	means specified in the memorandum and articles of association of the Company for the purposes of this paragraph;
“subsidiary”	has the meaning given in section 1159 of the Companies Act 2006;

“transfer” includes every description of disposition, payment, release or distribution, and the creation or extinction of an estate or interest in, or right over, any property.

“Town Centre areas” Means Windsor, Eton , Ascot, Sunning Hill and Sunning Dale town centre areas

“Writing” the representation or reproduction of words, symbols or other information in a visible form by any method or combination of methods, whether sent or supplied in Electronic Form or otherwise.

Subject to clause 0**Error! Reference source not found.** of this Schedule, any reference in the Articles to an enactment includes a reference to that enactment as re-enacted or amended from time to time and to any subordinate legislation made under it.

Unless the context otherwise requires, other words or expressions contained in these Articles bear the same meaning as in the Companies Act 2006 as in force on the date when the Articles become binding on the Company.

Explanatory Notes : CIC Limited by Guarantee, Schedule 1, Large Membership

¹ On articles of association generally, see [Part 5] of the Regulator’s information and guidance notes. If you are an existing company wishing to become a community interest company, there is no need to adopt completely new articles, but you must comply with the requirements of the Community Interest Company Regulations 2005 (as amended) (“the Regulations”) by including the provisions set out in Schedule 1 to the Regulations in the articles of your company.

² See [Part 6] of the Regulator’s information and guidance notes. Inclusion of the provisions contained in article 3.1 to 3.3 is mandatory, reflecting sub-paragraphs (1) to (3) of paragraph 1 of Schedule 1 to the Regulations.

³ See regulation 23 of the Regulations and [Parts 6 and 10] of the Regulator’s information and guidance notes. If the company does not specify that the remaining residual assets are to be transferred to a particular Asset Locked Body, an appropriate recipient will be chosen by the Regulator, in consultation with the company’s directors and members.

⁴ On the specification of the company’s objects, see [Part 5] of the Regulator’s information and guidance notes.

⁵ On limited liability, see [Part 3] of the Regulator’s information and guidance notes. On guarantees generally see [Chapter 3.2] of the Regulator’s information and guidance notes.

⁶ Articles 11 and 12 allow the directors to delegate any of their functions. Delegation may take the form of, for instance, the Directors giving a managing director general authority to run the company’s day to day business, or responsibility for specific matters being delegated to particular directors (e.g. financial matters to a finance director); or may be equally appropriate to delegate matters to persons other than Directors. In all cases, it is important to remember that delegation does not absolve Directors of their general duties towards the company and their overall responsibility for its management. This means, amongst other things, that Directors must be satisfied that those to whom responsibilities are delegated are competent to carry them out.

⁷ Article 13 states that the Directors must make decisions by majority at a meeting in accordance with article 15; or unanimously if taken in accordance with article 19.

⁸ Article 15.2 is designed to facilitate the taking of decisions by the directors communicating via telephone or video conference calls. Note the requirement to keep a written record of meetings and decisions (article 48).

⁹ The quorum may be fixed in absolute terms (e.g. “two Directors”) or as a proportion of the total number of Directors (e.g. “one third of the total number of Directors”). You may even wish to stipulate that particular named Directors, or Directors representing particular stakeholder interests, must be present to constitute a quorum. In any event, it is recommended that the quorum should never be less than half of the total number of Directors.

¹⁰ Article 18 reflects paragraph 4 of Schedule 1 to the Regulations, which is required to be included in the articles of all community interest companies.

¹¹ You may wish to include a provision which gives the chair of the board a casting vote. This will enable the directors to resolve any deadlock at board level.

¹² Article 19 is designed to facilitate the taking of decisions by directors following discussions in the form of, for example, email exchanges copied to all the directors. Note the requirements as to recording the decision in articles 19.2 and 48.

¹³ The provisions in articles 20 and 21 reflect the position under the Companies Act 2006. However, it is recommended that, as a matter of good practice, all actual and potential conflicts of interest are disclosed in writing or at a meeting, as the case may be.

¹⁴ Private companies are obliged to have at least one director. Provisions can be inserted into the articles providing for a minimum number of directors. Where the company has just one director, that director must be a natural person. You may wish to consider whether provision should also be made for a maximum number of directors (eg. “and the total number of directors in office at any one time shall not exceed four”). While it is often important to ensure proper representation of a number of different groups on a board of directors, very large boards can become unwieldy and a maximum number of directors provision may help to guard against this.

¹⁵ The board of directors cannot remove a director other than in accordance with the provisions in article 24 and the Companies Act 2006.

¹⁶ The quorum may be fixed in absolute terms (e.g. “two Directors”) or as a proportion of the total number of Directors (e.g. “one third of the total number of Directors”). You may even wish to stipulate that particular named Directors, or Directors representing particular stakeholder interests, must be present to constitute a quorum. In any event, it is recommended that the quorum should never be less than half of the total number of Directors.

¹⁷ The provisions in articles 20 and 21 reflect the position under the Companies Act 2006. However, it is recommended that, as a matter of good practice, all actual and potential conflicts of interest are disclosed in writing or at a meeting, as the case may be.

¹⁸ See section 112 of the Companies Act 2006. A company’s members are (i) the subscribers to its memorandum; and (ii) every other person who agrees to become a member of the company and whose name is entered in its register of members.

¹⁹ There is no need for all those who wish to become Members to subscribe to the Memorandum on incorporation; they can become Members and be entered in the register of Members after the company has been formed.

²⁰ Inclusion of the provisions in article 27 (reflecting paragraphs 2(1)-(4) of Schedule 1 to the Regulations) is mandatory. [Directors should ensure that the information to be included on an application form includes all the information which will be required to fill in Companies House Form [288a] on the appointment of the new Member as a Director (see <http://www.companieshouse.gov.uk/forms/generalForms/288A.pdf>).]

²¹ Inclusion of the provisions of article 28.1 and 28.2.1 – 28.2.2 (reflecting sub-paragraphs (5) and (6) of paragraph 2 of Schedule 1 to the Regulations), is mandatory.

²² See the Companies House guidance booklet, “Accounts and Accounting Reference Dates” (available online at <http://www.companies-house.gov.uk/about/gbhtml/gba3.shtml>).] On the annual community interest company report, see [Part 8] of the Regulator’s information and guidance notes.

²³ Section 1(1) of the Charities Act 2006 defines “charity” as an institution which “is established for charitable purposes only, and falls to be subject to the control of the High Court in the exercise of its jurisdiction with respect to charities.”.

Membership levels

WINDSOR UK

**A Regional Community Interest Company
Members benefits**

Membership Levels	Board Level	Associate Level	Chamber/Trade Association Level	Entry Level Auto Enrolment
Fees	Min. £3,000	**£500/£1000	**£99/£199	Free
Voting Rights	✓ all positions	✓ Chair and Vice Chair of Management Board and sub committees)	✓(Chair and Vice Chair of Management Board)	-
Seat on the board	✓	-	-	-
Discounted advertising in key publications.	✓	✓	-	-
*Free promotional days in town centre.	✓	✓	-	-
Exclusive corporate and social events.	✓	✓	✓	-
Yellow Advantage card discounts.	✓	-	-	-
Access to research and statistics about the town centre.	✓	✓	-	-
Provide statutory notices (road closures, civic events)	✓	✓	✓	✓
Share knowledge and information through e-communication.	✓	✓	✓	-
Trader discounts in stores	✓	✓	✓	-

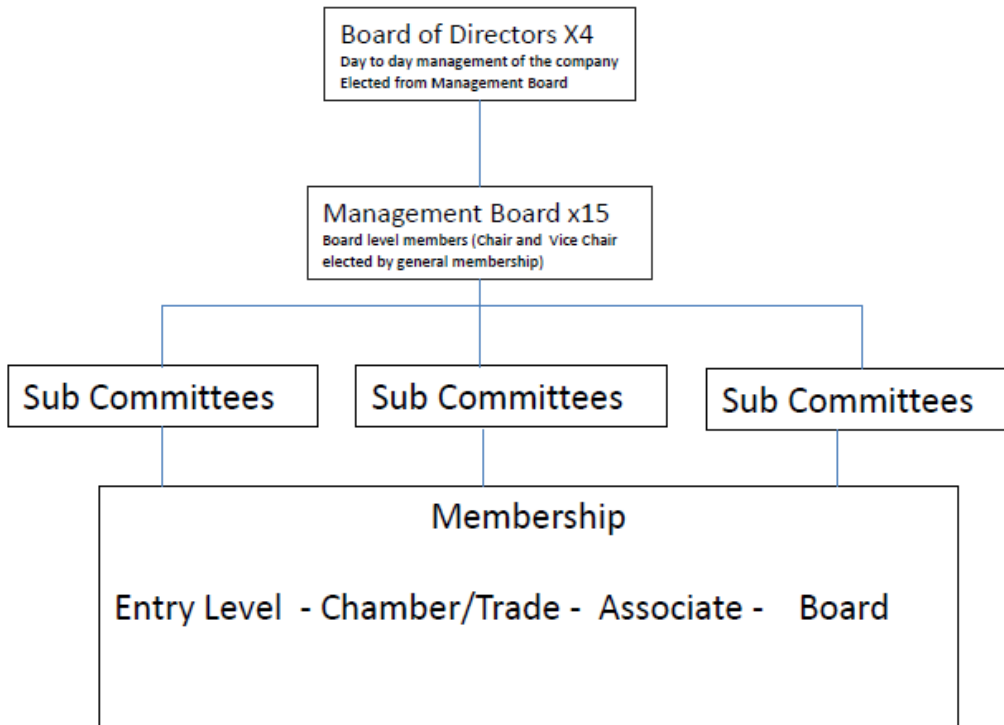
Notes

*limited to 6 days for board members and 3 for associate members.

** Businesses with less than 20 employees

Any major sponsors of events/activities delivered by Windsor UK will be invited to become Associate members.

Structure of Windsor UK CIC



APPENDIX B

Service Level Agreement Windsor UK CIC



SERVICE LEVEL AGREEMENT FOR THE

PROVISION OF TOWN CENTRE SERVICES

IN THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

By Windsor UK Community Interest Company

Document Created: October 2015

Document Review:

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Background

- 1.1. Windsor UK Community Interest Company (Windsor UK CIC) is an amalgamation of the Windsor and District Chamber of Commerce WDCC and Windsor and Eton Town Partnership, which jointly deliver an extensive and successful range of events, activities and initiatives for the town centres including Windsor, Eton, Ascot, Sunninghill and Sunningdale.
- 1.2. Windsor UK CIC will provide services for large and small sized businesses and organisations located across the town centre and its districts
- 1.3. RBWM believes that supporting the creation of Windsor UK CIC will provide an opportunity to enhance the services to the town centre and provide greater opportunities to improve the local economy.
- 1.4. This document outlines the service specification for Windsor UK CIC.
- 1.5. The proposal is to have a single award to the new Windsor UK CIC. A five year contract will be awarded to enable the service to develop a range of business services for the town centre leading to the development and delivery of a Business Improvement District for the Town and districts.

Reason for Change

- 1.6. WETP and WDCC is limited by the number of staff available to engage businesses, and staff to provide a complete town centre service. Windsor UK CIC are seeking to expand their current services to encompass a range of Town Centre users who would benefit from its offer including:
 - a) All residents in and around the town centres.
 - b) All businesses operating in and around the town centres.
 - c) All Landlords and agents operating in the and around the town centres.
 - d) All visitors to the town centres.
- 1.7. Currently there are a number of different business groups/ forums operating in the town centre representing the views of businesses. All of the forums discuss very similar topics. Many set up additional smaller working groups/meetings to tackle the same issues. Some businesses are not clear which forum is the correct one to raise business concerns, or who takes the lead on them to ensure they are dealt with.
- 1.8. Relatively few contribute financially to support WETP or WDCC activities but will benefit from those activities. This undermines the work and benefits of those members.
- 1.9. WETP cannot currently respond to demand and or secure significant external charitable/grant funding linked so closely to the local authority.
- 1.10. As an independent body, Windsor UK CIC will have greater freedom to respond to a very dynamic and challenging market, meeting increased demands, recruiting more support staff and delivering more for the town centres.
- 1.11. A Community Interest Company is eligible for other grants and funding streams that it cannot presently access under the current support of the Local Authority.

RBWM's Role in Town Centre

Service Scope

The development plan must meet the needs of all town centre users.

The development plan will be up-dated regularly, and there will be clear milestones with progress clearly documented, ensuring all goals follow the SMART principle.

1.12. Outcomes

Delivery of:

1.13. Windsor Neighbourhood Plan for Business

- I. Providing full administration and marketing support to the W2030 Steering group and maintain and recruit forum members. Provide opportunities through annual events programme to promote the aims and objectives of W2030 in order to deliver Planning document for referendum in 2016.

1.14. Marketing plan for the town centre activities, events and inward investment.

- I. Agree to market Windsor, Eton and Ascot town centres as leading retail and business destinations, able to deliver a mixed and integrated offer. The marketing plan for the CIC will seek to attract and retain new members to the CIC inline with targets set out in table in section 1.31 below.
- II. The marketing plan will Identify the town centres key market segments, it will identify and support the delivery of Inward investment programmes. Delivery of retail led events programmes (see table in 1.31 or targets), provide an effective communications strategy. The development and management of the evening and night time economy, Support strategies for reducing crime and disorder in the town centre and delivering a stronger online presence.
- III. RBWM will extend the following benefits to Executive Committee members on page 8 of the Article of Association below, inline with those currently received as members for the former Windsor and Eton Town Partnership and include:

Yellow Advantage membership for one board member per company
Discounted rates in RBWM publications

1.15. A range of business support services.

- I. Provide no less than 4 business focused events/meetings aimed at providing support for SMEs and large businesses in the town centres including but not limited to, legal and financial advice, recruitment and management of staff, marketing and business continuity and incident planning.

1.16. Annual town centre events programme.

- I. RBWM will allow Windsor CIC exclusive rights to manage and promote all activities on the main public highways in the main trading areas of Windsor, Eton and Ascot town centres. This will include booking and promoting a range of cultural events/promotions in the town centre. All bookings for these spaces will be managed by Windsor UK.
- II. RBWM will be permitted to book spaces on the highway at no extra cost on completion of agreed booking forms. If as a result of an RBWM booking there are any additional costs these will be met in full by RBWM (this includes the cost of removing or rescheduling pre-existing bookings from the highway). All bookings will be subject to special terms and conditions in the event of a major incident or state/civic event.
- III. As part of the benefit to the community element Windsor UK CIC will work with RBWM to manage and deliver a range of events/activities in the green spaces in and around the town centres. Including but not limited to:
 - a. Spring, summer and winter attractions for Alexandra Gardens.
 - b. Baths Island programme of events.
 - c. Bandstand programme in Alexandra Gardens.

1.17. Annual Christmas lights Installation programme (Windsor, Eton, Ascot, Sunninghill and Sunningdale).

- I. Arrange in consultation with RBWM Lighting team the installation of lights in Windsor, Eton and Ascot (Sunninghill and Sunningdale).
- II. Windsor UK CIC will take responsibility for the maintenance and storage of all Christmas lights and cinema projector.
- III. Maintenance and infrastructure of the support points, electricity and power will be retained by RBWM.

1.18. Annual Christmas events programme.

- I. RBWM will cover all application costs for the provision of traffic management road for the following Christmas events:
 - i. Delivery directly and with partners the Official Christmas light switch on events for Windsor, Eton, Ascot, Sunninghill and Sunningdale.
 - ii. Official town centre parades and Christmas Markets including but not limited to: Windsor Reindeer Parade, Sunninghill Christmas Fair, Eton Christmas Market.
 - iii. All other activity that can and will be created from time to time linked to official Christmas programmes designed to increase footfall and spend in the town centre.

(All official Christmas events requiring traffic management support will require prior approval from the Head of Highways at RBWM.)

1.19. Community Toilet Scheme.

- I. Windsor UK CIC manage and promote RBWM community toilet scheme in Windsor, Eton and Ascot Town centre. See table on section 1.32 for targets. Windsor UK will

inspect and manage in line with RBWM approved criteria all partners involved within the scheme.

1.20. Commercial and high street promotions and contracts programme in the town centre.

- I. RBWM will allow Windsor UK CIC exclusive rights to manage and promote on the main public highways and in the main trading areas of Windsor, Eton and Ascot town centres to book and promote all commercial events and promotions in the town centre. All bookings for these spaces will be managed by Windsor UK CIC.
- II. All bookings on the highway will be entered on the RBWM “Confirm” system (all fees and access rights to Confirm will be paid for by RBWM).
- III. Delivery and management of Duck Tours contract in Windsor Town centre

1.21. Street entertainer’s scheme.

- I. Windsor UK will take responsibility for the approval and a management of the town centres street entertainment scheme. Including arranging open auditions and judges and issuing/renewing of permits for approved performers.

1.22. Premises licences requirements for the town centres.

- i. Windsor UK CIC will maintain Premises Licence 06/00168/LAPRE ensuring that the annual fees are paid and designated officers are in place to operate the licence when required.
- ii. Additional licences maybe required for other public areas in Ascot, Sunning Hill and Sunning dale which Windsor UK CIC will arrange as and when required.
- iii. RBWM licencing team shall agree all licence fees for events required in the town centre. If these events and activities are at the request of RBWM those fees will not apply.
- iv. Delivery and management of contract for taxi marshalling programme in Goswell Hill.

1.23. Enhanced operational duties in the town centre.

- I. Central and coordinating role of works in the town centre including
 - i. Coordinating role in consultation with businesses on all permission, permits and planning applications connected to the town centres.
 - ii. Coordinating role in key projects affecting the town centre and businesses
 - iii. Effective communication strategy for businesses and office workers in the town centres.

1.24. Strategic programmes for the Town centre*,

- I. Co-ordinating the management of the town, between council departments, town businesses and other third parties for the effective operation of the town centre including
 - I. Develop and deliver a 5 year business plan for Windsor and Eton Town Centre.
 - II. Assist with the delivery of Ascot regeneration programme.
 - III. Management and maintenance of wayfinding signs in the town centres
 - IV. Identifying and delivering key public realm improvements in the town centres
 - V. Provision of regular trading markets and other commercial activity in and around the town centres.

- 1.25. **RBWM shall ensure that the Windsor UK CIC are included into the council constitutions and will be a designated consultee on all planning applications, permits, transport and any other major policy changes connected to or effecting the town centres.**
- 1.26. **Civic events programme (when required) in the town centre*.**
I. Assist in the delivery of civic events in the town centre when required.
- 1.27. **Windsor UK CIC will ensure all Health and Safety policy is developed and kept up to date in line with the events and activities delivered in the Town Centre.**
- 1.28. ***Regular independent research on town centre issues.**
I. Event customer surveys for all main events delivered
II. Operator surveys - annual
- 1.29. ***Regular monitoring programme on town centre including; *footfall, vacancy and office accommodation.**
- 1.30. **Key operational, business and sector meetings include retailers, crime reduction, Christmas planning and project planning meetings.**

**Additional charges may apply for the delivery of these outcomes outside of this specification and will need to be costed separately.*

Outcomes that should be experienced by members of the company should include:

- a) Voting rights at AGM and executive meetings
- b) Range of benefits listed in the menu of benefits for members.

Windsor UK CIC will in the long term seek to deliver an enhanced range of Council services linked directly to the town centre which will increase the vitality and vibrancy of the town centre.

As a result all equipment hired or purchased in the line of work to deliver the activities of the town partnership will transfer's over to Windsor UK CIC. These will be protected like all other assets acquired for Windsor UK CIC. A list of these items can be found in Appendix A – Inventory of items transferring to Windsor UK CIC

1.31. **Service Targets & Outputs**

Windsor UK CIC is expected to deliver the following service targets and outputs:

Target / Output	Baseline (2014/15)	Year 1 (2016/17)	Year 2 (2017/18)	Year 3 (2018/19)	Year 4 (2019/20)	Year 5 (2020/21)
a) Increased number of event days delivered in the town centres	75	+2	+2	+3	+3	+3

b) Increase the number of members to the company	180	210	235	260	285	310
c) Increase users of Taxi Marshalling scheme in Goswell Hill	10,000 pa	+200	+200	+200	+300	+300
d) Increase income to Windsor UK CIC	94,000	+3000	+3000	+4000	+4000	+4000
e) Increase number of community toilet partners in the town centre	10	11	12	13	14	15

Payment by Results (PbR)

Monies withheld and linked to PbR will be calculated on the combined sum average % of the performance measures:

- b) Increased number of events.**
- e) Increased number of members per year.**
- f) Increase in users of the taxi marshalling scheme.**

Each of the individual measures will carry an equal weighting in the calculation of the average % achieved. Each of the measures identified will need to have achieved a minimum service level of 70%. If any of the individual measures used in the combined sum average % (used to calculate the performance) do not meet the 70% then the Windsor UK CIC will not be entitled to any of the payment linked to performance within that contractual year.

Performance of the combined sum average % (where all individually linked measures ('b', 'e' and 'f') achieve at least 70%), will be linked to payment as follows:

Combined sum average % of targets achieved	<70%	70-79%	80-89%	90-100%	>101%
Payment due	£0	£1,000	£2,000	£3,000	£4,000

*(This comprises of the full **£4k** withheld)

2. Staffing

All staff engaged with the delivery of the service will be suitably qualified and have the experience and skills to provide the service outputs as described.

2.1. TUPE

There are 2 full-time posts covered by 2 staff. There will be a transfer of staff to Windsor UK CIC with their current terms and conditions protected under TUPE.

2.2. Pensions

Membership of the LGPS (Berkshire Pension Fund) will be maintained through Windsor UK CIC gaining admitted body status, with a closed scheme.

RBWM will self-insure, acting as guarantor, for the accrued liabilities under the pension scheme, providing a guarantee in respect of potential future liabilities arising from an early termination of agreement.

RBWM will self-insure, acting as guarantor, for the accrued liabilities under the pension scheme, providing a guarantee in respect of potential future liabilities arising from an early termination of the Admission Agreement.

3. Operating Policies

Windsor UK CIC shall ensure that there are written operational policies for the guidance of all staff involved in the Service for the members. The policies need to be in accordance with the Service aims and objectives and current national guidance and legislation.

Windsor UK CIC will provide copies of the Policies to RBWM upon request.

Windsor UK CIC will review policies at least annually to take into account any legislative updates/changes, or service changes.

Specific Policies to include but are not limited to the following:

a) Policy on Management of Unacceptable Behaviour

The Windsor UK CIC's written policy on management of unacceptable behaviour may be used where a member or user's behaviour puts at risk, themselves, staff or other member or users. If action is taken using this policy, then the reason(s) and action(s) taken are to be recorded

b) Policy on Speaking out about Poor Practice

A key principle of Windsor UK CIC is that members' interest shall be paramount and that there is a common law 'duty of care' incumbent upon all employees to observe this.

Additional policies and procedures could include, but not limited to the following:

- a) Quality Assurance
- b) Complaints and Merits
- c) Equality and Diversity
- d) Health and Safety
- e) Recruitment and Selection
- f) Induction and Training

- g) Supervision and Appraisal
- h) Emergency Procedures/Business Continuity Plans

3.1. Record Keeping

Windsor UK CIC will maintain accurate, up-to-date, authorised and accessible records relating to the safe management of the service, including but not limited to the following:

- a) Decision to give or withdraw consent to capture / share information
- b) Accidents and Incidents
- c) Risk Assessments
- d) Quality Monitoring and Reporting
- e) Complaints
- f) Staff recruitment, induction and training
- g) Staff supervision and appraisal
- h) Sickness and Absence
- i) Working Time Directive
- j) Evidence of the amount of support delivered in accordance with agreements made.

Windsor UK CIC will make records available on request from any member at no charge within 10 working days of the request, subject to the Data Protection Act 1998 and other legal responsibilities placed upon both Windsor UK CIC and its members. Windsor UK CIC will maintain a retention schedule and dispose of records appropriately in accordance with that schedule.

Each member or their representative will have access to information that is held on him/her.

3.2. Registration(s)

Windsor UK CIC shall at all times be registered with any relevant Registration Authority to provide services (e.g. Companies House). Windsor UK CIC shall notify the Council of any changes to its registration status.

Windsor UK CIC shall at all times comply with the Relevant Registration Authority's standards and best practice guidance.

3.3. Electronic Monitoring

During the term of the contract the Council intends to evaluate the use of electronic recording systems that assist the compilation of data for more effective monitoring purposes and that streamline the invoicing and payment process.

Should it be decided to use electronic monitoring for Town Centre management services, Windsor UK CIC shall be expected to work in conjunction with the Council and have a commitment to develop, implement and use any chosen electronic recording system as required, at no extra cost to the Windsor UK CIC. Any expenses incurred in the use of this system for Private Individuals /businesses will not be funded by the Council and will be the responsibility of Windsor UK CIC or the private individual/business requiring that information (provided that this does not contravene Data Protection 1998).

4. Quality Assurance & Service Performance

Outlined below are the key performance indicators for the supported employment service:

At a minimum, Windsor UK CIC will collect the following data on its members:

- a) Name of company
- b) Name of directors/owners
- c) Full postal address
- d) Telephone number
- e) Email addresses
- f) Web site and social media details
- g) Number of employees

In addition Windsor UK CIC will collect the following information on its users

- a) Name
- b) Age
- c) Address
- d) Email and social media contacts
- e) Phone number

There will be close monitoring through this service specification against the Service Targets & Outputs with an annual review. Should Windsor UK CIC appear not to be able to succeed then the Town management service will return in-house.

5. Complaints

Windsor UK CIC will have in place a robust complaints policy and procedure and ensure that its staff fully understand and adhere to this.

Windsor UK CIC will be expected to have their own accessible complaints procedure for use by members which also complies with the requirements of any Regulatory body to which Windsor UK CIC is subject, including any change in such requirements.

Windsor UK CIC will also be responsible for informing members and users that a complaint can be made via RBWM own complaints service.

The response must be prompt to members and users and the initial response should be no later than 48 hours following the complaint. The response needs to be in an accessible written form.

Inventory of Equipment that will fall to the responsibility of Windsor UK CIC

Bunting

Union Flag Bunting x 3 boxes rectangle
Union Flag Bunting x 3 boxes triangle

Electrical

Floor Stand and Flood Light 240v blue
Tea Urn Marco 20 Litre
Loud hailers - x2 large hailers x4 mini hailers
Christmas Box – hats, signs,
Pumpkin Box – decorations, apron, cutters, posters
Willow x3 bundles
Wet Tissue Paper for Lantern making workshops

Road Closure Equipment

Diversion Signs Right – 2, Left - 2, Straight ahead - 2
Road Closed - 4
Ahead Road Closed - 4
No Right Hand turn - 2
No left hand Turn - 2
Orange Road Closure Barriers x 9

Pop Up Gazeboes

4 white pop up gazeboes with covers (Gala tents)
4 black bags with white side panels (Gala tents)
2 white pop up gazeboes with roller bag covers (caravan tents)
6 blue pop up gazeboes (Gala Tents)
24 metal weights
3 sets of panels, x6 roller bags
1 bag with green side panels
X2 Mobile flood light (1x blue stand 240 volt and x1 green floor battery operated)
Mic Stand
3x extension leads
1x Tool Box
Christmas Lighting Schemes in Windsor, Eton and Ascot.
Cinema Projector
Storage container units in Priors Way (3 x 20ft and 2x 40ft) and Windsor Cemetery.

Windsor UK

Community Interest Company (C.I.C)

Ascot / Datchet / Eton / Sunningdale / Sunninghill / Windsor

Executive Summary

In relation to the changing landscape for Town Centre businesses in the UK and specifically those within the Windsor & Ascot Region, both the Windsor & Eton Town Partnership (WETP) and the Windsor District Chamber of Commerce (WDCC) have been working ever more closely together to establish common working practices that help to drive success within our area.

In order to build on this success and better represent the business community to consult with RBWM, Thames Valley LEP and other parties such as British BIDs, WDCC and WETP are looking to formally merge together to create a new Social Enterprise body representing the business community. This new body will be a Community Interest Company (C.I.C.) which resolves to work for the benefit of the community rather than shareholders.

In terms of the C.I.C.'s strategy it seeks to build upon the internationally recognised brand name that is 'Windsor' and simultaneously highlight that the company actually represents a wider region than just the Town itself including Ascot, Datchet, Sunninghill & Sunningdale – hence the title 'Windsor UK'.

Windsor UK C.I.C. will continue to deliver everything that the current WDCC and WETP already does, including the roles of the Town Centre Manager & Assistant and will bring forward a balance of £43K into the new company. However in order to truly grow the membership status of Windsor UK C.I.C. rapidly and tie the region's business community together we will need to employ a new member of staff at a senior level who will take on the role of a Business Development Manager. This individual will be employed for 2 years and will be tasked with growing the membership levels, retaining current members and carrying out a feasibility study into the delivery of a Windsor & Eton Town Centre Business Improvement District (BID) and achieving a successful BID vote from the respective Business community. They will be targeted to achieve significant results and will need to achieve these results in order to effectively then pay for their own employment after the first 2 years as the new BID Area Manager. A BID is vital for the continued success of our high streets & evening economy so that customer service initiatives can be delivered that help to attract more people into our Town Centre's, ensuring they are smarter, more relevant for residents & visitors, are safer, cause less disturbance and ultimately deliver more thriving and successful Town Centre's in this age of internet shopping.

In order to be able to employ this new person and facilitate the operation & marketing costs required of this Business Development role, we kindly ask for a 5 Year Service Level Agreement (SLA) with RBWM. Based upon Windsor UK C.I.C. and its Business Development Manager achieving its targets and the implementation of a successful Business Improvement District (BID), then Windsor UK C.I.C. will also deliver a minimum of £25,000 overall in savings during Years 4 & 5 of the SLA plus and additional £210,000 min should Windsor C.I.C. gain a successful second term. This will be as a direct result of RBWM's support for Windsor UK C.I.C. through the weighting of the annual SLA payments in the early years which will help facilitate the necessary membership growth and operational efficiencies.

Further significant additional savings to RBWM may also be possible should Windsor UK C.I.C. successfully tender for selected contracts &/or services currently performed by RBWM such as visitor marketing or street cleaning for example.

Business Case:

Windsor UK C.I.C– A Social Enterprise for Business

Background

Windsor Castle & Ascot Racecourse are both popular visitor destinations in our region, with many of these visitors also enjoying Windsor Great Park and LEGOLAND which are both situated in-between Windsor & Ascot Town Centres. Across the bridge from Windsor over the River Thames lies Eton, home to Eton College, England's most famous school and alma mater to numerous British Prime Ministers. The Global reputation of the Windsor & Ascot region, its cultural attractions and the proximity of the region to London, the M4 & M25 alike make it a popular residential choice for professional and managerial personnel and many non-UK nationals working in London and the Thames Valley.

Additionally, more than 5 million people specifically come into Windsor and Eton town centre every year, spending in excess of £400 million, which in turn supports more than 9,000 jobs in the visitor economy alone. SOURCE: *The Economic Impact on Tourism on Windsor & Maidenhead 2014*.

Windsor and Eton has for obvious reason been the cultural and historic centre of the region for many years however Ascot Town Centre has also become a more recent visitor destination in its own right within the region due to the ever stronger Royal association with Ascot Racecourse and the growth in National & International media coverage with the Royal Ascot event. More and more people find the region an irresistible place to visit, live, work, shop, eat and of course be entertained. The region has also become a great & prestigious destination for short breaks to both the UK & global market, with a strong drive to 4/5* Accommodation with the likes of the Oakley Court Hotel, the Harte & Garter Hotel and Coworth Park Hotel to name but a few each being internationally renowned in their own right.

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1. Background & Context

Windsor and Eton Town Partnership (WETP) has been at the heart of Windsor Town centre in the Royal Borough for over 11 years. Established in response to the growing needs and desires of the commercial sector and the local authority to have a mechanism to communicate and deliver a host of events, initiatives and activities which significantly improved the economic prosperity of the town centre.

Windsor District Chamber of Commerce (WDCC) has a history spanning over 100 years of work in the Windsor, Eton and Ascot areas supporting small to medium sized businesses and delivering a range of social and economic programmes designed to support and engage this sector in and around the town centres.

This document seeks to set out the case for the creation of a new Social Enterprise Company 'Windsor UK Community Interest Company (C.I.C.)' and to show how it will operate and deliver key changes to the town centres.

1.1 Joint Key Successes of Windsor and Eton Town Partnership and Windsor District Chamber of Commerce.

- Successfully coordinated and delivered 5 new Christmas lighting schemes in Eton, Ascot, Sunninghill, South Ascot and Windsor December 2015
- Coordinating and delivered 65 event day Christmas programme which saw increased footfall count of 1.1 million for the month of December 2015 (increase of 12% on 2014).
- Key consultee on the improvement programme for the town centre enhancement programme in Lower Peascod Street 2015.
- Project lead on delivery of Windsor Town centres new wayfinding scheme | 2014
- Hosting over 45 events and business meetings engaging over 360 businesses.
- Attracted over 12 new businesses to commit to the RBWM community toilet scheme providing an additional 200 toilets for the general public to use.
- Increased board membership to Windsor and Eton Town between 2011 – 2014 by 50% increasing WETP board membership income by over £25k
- Raised over £33k from private donations contributing to town centre projects.
- Delivery of Royal Boroughs first Taxi marshalling scheme which has seen over 100k users of the service since its introduction in 2008.
- Successful delivery of State and Civic events on behalf of the Council include 70th VE Day celebrations Beacon event (*as featured in HM The Queens Christmas day message 2015*).

2. SWOT Analysis

Strengths	Current Weaknesses
<ul style="list-style-type: none"> • Strong and effective leadership • Experienced and successful management team. • Strong governance from the management board. • Staff commitment and skills, including the ability to innovate and act independently. • Have strong links with large number of businesses across the districts. 	<ul style="list-style-type: none"> • Position within the local authority limits potential (not seen as fully independent) . Restricting ability to grow service and exploit new income streams. • HR, finance & business knowledge and expertise within existing staff team. • Too many different networks between businesses and RBWM causing confusion and businesses unable to understand where they interactive in an effective way. • Slow to react to opportunities due to lack of resource and funding.
Opportunities	Threats
<ul style="list-style-type: none"> • Development of Business Improvement District managed through Windsor UK CIC. • Creating new opportunities for income generation through third party funding and expand the reach & benefit of the service to a other businesses. • Commercially beneficial partnerships with organisations that offer complementary services. • Efficiencies through reducing the red tape and speeding up operational process • Draw in additional skills and expertise to within team. • Use of members skills, expertise for specific types of work e.g. marketing , event management, training, financial , HR . • Access to new streams of funding UKBIDs, Revive and Thrive.. • Flexibility to be creative and innovated. • Staff development opportunities - specialised training, career progression, flexible working 	<ul style="list-style-type: none"> • Additional funding for post is not achieved and feasibility into delivering a BID not achieved • Service fails to attractive/achieve membership levels into the company. • Cost of maintaining defined benefit pension • Underestimate start-up tasks / costs • Become isolated from other relevant agencies • Change in political landscape. • Failure to generate new income streams undermines ability to deliver savings to RBWM.

3. Case for Change

WDCC and WETP have been exploring the various opportunities that a 'social enterprise' focused enterprise can bring to the modernisation of the business community and the possibilities of it moving to a more independent body alongside the services of the Borough Council rather than within it.

WETP and WDCC have established a clear commitment, from their members, to realise this opportunity and to therefore set up as a new single company, defined as an independent CIC.

There are a number of factors which indicate that now is the right time to make the transition including:

- The changing attitude of local government to the externalisation of non statutory service areas, brought about by increased pressure on government funding and reducing overall spend on local services.
- Both members and officers from RBWM have confidence in WETP and WDCC combined efforts in delivering significant changes to the town centres and an understanding that the team has the opportunity to use its reputation and credibility within the sector to build new income streams.
- The success and recognition, nationally, of Community Interest Companies as a model of best practice for delivering successful and effective town centre management programs linked to Business Improvement Districts (BIDs), both for residents, businesses and for visitors who come to experience what the town centres have to offer.
- Since the introduction of Business Improvement Districts (BIDs) in 2005, over 200 BIDs have now been established across the country attracting over £140m extra income into those areas providing opportunity for:
 - a) Businesses deciding and directing what they want for the area
 - b) Businesses being represented and have a voice in issues effecting the area
 - c) Increased footfall
 - d) Improved staff retention
 - e) Business cost reduction
 - f) Regional promotion
 - g) Facilitated networking opportunities with neighbouring businesses
 - h) Council, Police and other public bodies to be assisted in dealing with key Town centre issues (crime, enforcement, street care management).

(BID levy money is ring-fenced for use only in the BID area – unlike business rates which are paid in to, and redistributed, by government)

WETP and WDCC already makes a good contribution to meeting these requirements, but in order to deliver significantly enhanced work it needs to be able to establish a stronger and more coordinated voice from businesses in the town centres with a dedicated resource supporting its members.

In practice, however, while WETP and WDCC operate separately trying to respond to the same issues and as a result they tie up valuable council resource in officer time and money which often will mean a delay in responding quickly to the challenging economic environment of the High Street.

By joining the WETP and WDCC together this will provide the opportunity to expand the membership base of the CIC and increase the range of services offered for businesses and a greater number of events and activities for people to experience in the town centres.

Furthermore by moving out from the council WETP will be well positioned to work with a wider range of individuals and businesses, creating opportunities for supporting more businesses outside the borough boundary who feel they are more linked economically to the businesses and organisations in the Royal borough.

4. Our Services

Windsor UK CIC will focus on key operational functions of the town centres and where budgets exist it will act as a conduit to gain commitment and collaborate with its partners to direct resources accordingly and effectively

4.1 Strategic Influence

Provide an honest forum for discussion, debate and the exchanging of best practice, knowledge and expertise in managing and coordinating specific town centre functions.

Windsor UK CIC will do this through

IDENTIFYING issues, problems and opportunities that affect the town centre and supports

ENABLING direct delivery of Windsor UK projects and its partners.

CONTRIBUTING to plans, budgets that improve and enhance the town centre and

MAINTAINING close links with all the towns key partners.

Key Themes

4.2 Accessibility and transport

To identify and develop plans to improve parking and transport in and out of Windsor and Eton. To put forward proposals for Windsor UK and the Council to fund via S106/CIL investments in sustainable transport and parking initiatives in Windsor and Eton

4.3 Crime Reduction

Windsor UK CIC will identify and pursue means of improving the safety and security of businesses, residents and visitors in the Windsor region. Assist the Council, police and others investment in crime reduction initiatives in Windsor, Eton & Ascot in particular to the strategy group and the board.

4.4 Environment

Windsor UK CIC will identify, develop and manage plans that improve the physical environment of the area including beautification of the street scene, litter reduction/removal and 'green' initiatives. Including putting forward proposals to RBWM and private land owners around specific sites for investment opportunities and or delivery of environmental initiatives.

4.5 Marketing

To develop and deliver an annual events programme designed to increase footfall and sales to businesses in the town centres and marketing campaigns which raise the profile of them and drive inward investment. These may include loyalty schemes, training programmes, business services, temporary attractions, joint working with third parties to greatly enhance the towns international events/programmes.

4.6 Strategic Development and Performance

To identify and pursue strategic opportunities for expansion and development of the company e.g. attracting new members across the town centres and key sectors (night time economy). Developing and promoting an attractive membership package for new members. To receive and comment on project ideas from members and other groups, recommending priority projects to the company and its partners.

To monitor and review all of the activities delivered as a result of the themes outlined above.

To manage and control the financial position of the company to ensure it achieves financial independence within 3 years and advise the management Board of any recommendations that arise in order to achieve this goal.

4.7 Business services and support

Windsor UK will deliver a range of services, events and activities designed to support the business community. Successful deliver of these events will have a positive affect on residents, workers and visitors to the town centre. This range will include the following:

- Business focused events/meetings which will provide support for SMEs and large businesses in the town centres including but not limited to; legal and financial advice, recruitment and management of staff, marketing, business continuity and incident planning.
- Marketing plan for the town centre activities, events and inward investment.
- Annual town centre events programme.
- Annual Christmas lights Installation programme (Windsor, Eton, Ascot, Sunninghill and Sunningdale).
- Annual Christmas events programme (Windsor, Eton, Ascot, Sunninghill and Sunningdale).
- Strategic programmes for the Town centres.
- Consultee on all planning, permits, transport applications and any other major policy changes connected to or effecting the town centres.

- Provide regular independent research an monitoring programme on town centre including; *footfall, vacancy and office accommodation stats on town centre issues.

5. Financial Plan

Windsor UK C.I.C. - 5 year Budget 2016/17 - 2020/21						
	2015/16	2016/17	2017/18	2018/19	2019/20	2020/21
Income						
RBWM SLA		£150,000	£120,000	£55,000	£35,000	£25,000
Cumulative SLA		£150,000	£270,000	£325,000	£360,000	£385,000
Membership						
Board @ £3000		£54,000	£74,000	£84,000	£85,000	£86,000
Associate @ £499		£9,980	£14,970	£19,960	£22,455	£24,950
Chamber @ £99		£5,940	£8,415	£9,999	£9,999	£9,999
Other Income						
High Street Promotions		£9,000	£14,000	£19,000	£21,000	£24,000
Grants/Trusts		£2,000	£2,000	£3,000	£3,500	£4,000
Sponsorship		£10,000	£15,000	£20,000	£22,000	£25,000
Donations		£5,000	£10,000	£15,000	£15,000	£15,000
W&E Town Centre BID				£150,000	£150,000	£150,000
TOTAL INCOME		£245,920	£258,385	£375,959	£363,954	£363,949
Cumulative income		£245,920	£504,305	£880,264	£1,244,218	£1,608,167
Expenditure						
Management Staff		£53,000	£53,000	£55,000	£55,000	£55,000
Town Centre's Assistant		£24,000	£24,000	£25,000	£25,000	£25,000
CIC / BID Business Development Manager		£20,000	£40,000	£42,500	£42,500	£42,500
Admin / Finance / HR		£13,424	£13,424	£13,424	£13,424	£13,424
Event / SLA Project delivery		£35,000	£40,000	£40,000	£40,000	£40,000
NIC / Pension / Reserve		£9,500	£9,500	£10,500	£10,500	£10,500
Travel / Training / Support		£3,000	£3,000	£3,000	£3,000	£3,000
Marketing / Website / Social Media		£30,000	£30,000	£40,000	£40,000	£40,000
ICT, Data		£7,500	£7,500	£7,500	£7,500	£7,500
Accommodation		£8,300	£8,300	£8,300	£8,300	£8,300
Legal & Professional		£18,930	£6,930	£6,930	£6,930	£6,930
Insurance		£3,000	£3,000	£3,500	£3,500	£3,500
Misc costs		£4,480	£4,720	£5,520	£5,520	£5,520
Windsor BID Staffing/Mktg (Ringfenced)		£0	£0	£100,000	£100,000	£100,000
TOTAL EXPENSES		£230,134	£243,374	£361,174	£361,174	£361,174
Cumulative expenses		£230,134	£473,508	£834,682	£1,195,856	£1,557,030
P&L						
Net income		£15,786	£15,011	£14,785	£2,780	£2,775
Social contribution		£789	£751	£739	£139	£139
Corporation tax		£3,157	£6,159	£9,116	£556	£555
Profit (Loss) after tax		£11,840	£8,101	£4,929	£2,085	£2,081

Cumulative profit		£11,840	£19,941	£24,870	£26,955	£29,036
3rd party BID support grant / repayment			£35,000			
RBWM SLA (special payment)						
Cash at bank	£43,000	£54,840	£97,941	£102,870	£104,955	£107,036
Saving calculation						
RBWM payment		£82,000	£82,000	£82,000	£82,000	£82,000
Partnership income		£48,000	£48,000	£48,000	£48,000	£48,000
Chamber		£5,000	£4,000	£3,000	£2,000	£1,000
Total do nothing case		£135,000	£134,000	£133,000	£132,000	£131,000
Total CIC/BID investment proposed		£245,920	£258,385	£375,959	£363,954	£363,949
Total saving to RBWM vs direct investment		£110,920	£124,385	£242,959	£231,954	£232,949
Cumulative saving		£110,920	£235,305	£478,264	£710,218	£943,167
BID Expenditure Estimated Figures - To be confirmed via BID feasibility study						
<i>BID Ambassadors - Daytime</i>				£40,000	£40,000	£40,000
<i>BID Ambassadors - Nighttime</i>				£30,000	£30,000	£30,000
<i>W&E Events</i>				£15,000	£15,000	£15,000
<i>W&E Marketing</i>				£15,000	£15,000	£15,000
				£100,000	£100,000	£100,000

5.1 The above financial model show that in year 3 if a successful BID were achieved and estimated additional income of £150k could be achieved

6. Social Enterprise Model

WETP has had numerous discussions regarding the opportunity of becoming more independent and to spin-out as a potential social enterprise, A number of possible structures were identified and discussed. Potential benefits and downsides were identified and the general reaction from the board was positive, CIC model was chosen on the basis that it allowed WETP management board to have a similar role with the opportunity every year to appoint at an annual meeting a chair and vice chair of the company, meeting the governance requirements currently undertaken within WDCC.

A major focus of WETP and WDCC was in ensuring the following were carried into the spin-out:

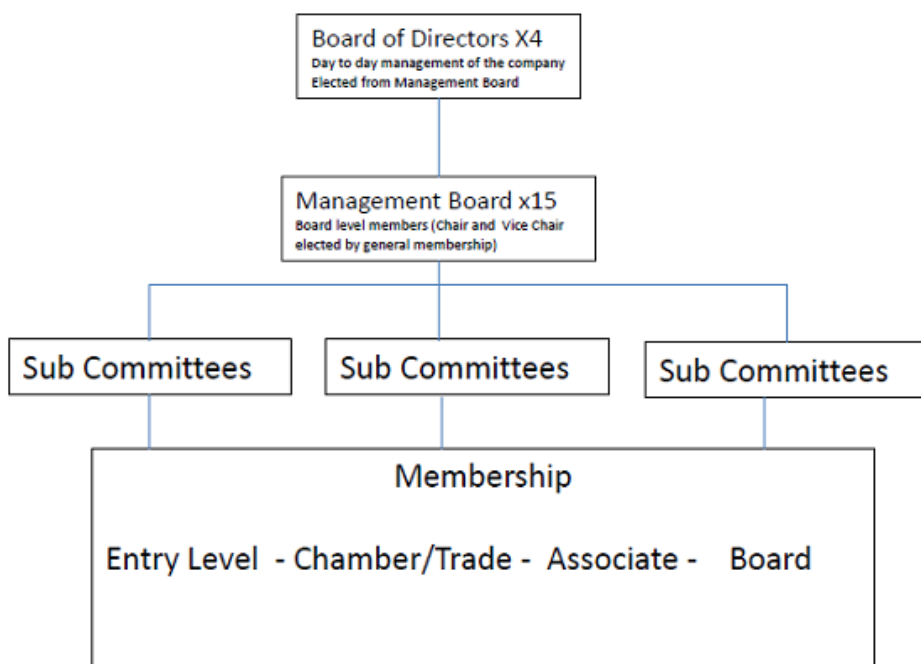
- Professional and effective approach to all projects
- Enhance the level of activity of the board and its partners
- Development more tangible benefits for members to see and take advantage of.
- Take risks
- Be more flexible and creativity in our programme delivery.

A significant issue for CIC, is the defined benefit pension scheme. Previous social enterprises set up out of the RBWM have indicated that Royal Berkshire Pension Fund assessment calculating the contribution rate for the new social enterprise. Estimates from 1 January 2015 were 12.2% of payroll for an open agreement and 14.4% of payroll for a closed agreement. It is anticipated that Windsor UK CIC would leave the scheme open, in case of future transfers of staff under TUPE.

The financial cost of the pension scheme is a consideration, as there may also be a bond required.

The company will have structure in place to govern and manage the work programme of the

Structure of Windsor UK CIC



The day to day operation of the company will be managed by the Directors. Directors will be led by the Management Board who will be made up of those members who have paid their board level membership fees, chairs of sub committees and or specific trading districts within the borough.

There will be an Annual General Meeting when all members can vote for the chair and vice chair positions on the management board.

7. Community Benefit

The CIC will provide arrange of services that will benefit a large number of businesses and residents in the royal borough. It will help to identify and deliver opportunities enabling local people to access and engage with local businesses for employment, provide specific training opportunities for business owners and staff.

Windsor UK CIC will deliver a range of free events and activities for residents and visitors to take advantage of which will drive footfall and sales into the town centres.

Work with town centre partners to create a “Five Star” welcome and experience for everyone that visits the town centre and ensure they feel safe and secure during their time in town.

The CIC is not being established or conducted for private gain, any surplus or assets are used principally for the benefit of the community. If the company makes any surplus it will be used to reinvest into improving the service and/or the conditions for members and people visiting the town centre.

In recognition of the origin of work by WETP and WDCC over the years, 5% of the net profit will be held by the company as a local giving fund for the benefit of the residents of RBWM.

8. Transition from in-house to social enterprise

- Develop detailed business plan and transition strategy.
- Establish CIC, Directors and management structure, domain names, branding.
- Develop communication strategy, including stakeholder consultation approach and new business development
- Present to partnership boards as part of informal consultation with stakeholders.
- Formal consultation with businesses who use the service. Identify any concerns; what works well and what could be done differently in the future to better meet the needs of the business community.
- Arrange a visioning day and ensure members feedback feeds into the business plan as a significant stakeholder.
- HR agreement with the CIC of any measures /changes /and pre any consultation process commencing that pension scheme confirmation or admitted body status for LGPS is in place. All confirmed in preparation for commencing dialogue with staff and unions under TUPE.
- Negotiate service specification, contract terms, and legal sign-off.
- Agree employment policies; draw up contracts for staff on day one (post transfer task). As a result of the TUPE Transfer existing T&C's including policies will transfer with the staff.
- Specify ICT requirements, hardware (VDI, laptops, tablets, mobile phones), develop policies and security measures, agree data transfer protocols, negotiate access to CONFIRM/GCXS accounts and secure other systems required.
- Agree accommodation available for Windsor UK, including use of RBWM buildings, alternative premises and multi-site working arrangements.
- Establish financial systems, bank account, sales & purchase ledger, PAYE, insurance

9. In Summary

Windsor UK CIC will be a highly successful model that is driven to continue to provide the best quality services to the benefit of the widest range of businesses. Transition to a social enterprise would protect the core values of the service, and allow for expansion to meet unmet needs.

APPENDIX D

Briefing note on Business Improvement Districts (BIDS)

A BID is a defined area in which a levy is charged on all business rate payers in addition to the business rates bill. This levy is used to develop projects which will benefit businesses in the local area.

There is no limit on what projects or services can be provided through a BID. The only requirement is that it should be something that is in addition to services provided by local authorities. Improvements may include, but are not limited to, extra safety/security, cleansing, making capital improvements, streetscape enhancement, marketing, events and environmental measures.

Typically a BID is within a local authority boundary but in April 2013 government introduced Cross Boundary BIDs enabling BIDs to operate across local authority boundaries and more recently the introduction of Tourism Business Improvement Districts (TBIDS) and Destination Business Improvement Districts (DBIDS) which both focus on businesses connected to and delivering for the visitor sector.

How is a Business Improvement District established?

A BID can be set up by a business rate tax payer, or independent company with an intention to deliver improvements to a specific area (The proposer).

The Business Improvement District proposer (Windsor UK)

The proposer will have to submit to RBWM a business plan outlining how improvements will be made to the area.

The proposal should set out the services to be provided and the size and scope of the BID. It will also set out who is liable for the levy, the amount of levy to be collected and how it is calculated

The ballot

Businesses that are subject to the levy, as set out in the proposals, vote in a ballot. This determines whether the scheme goes ahead.

A successful vote is one that has a simple majority both in votes cast and in ratable value of votes cast. Each business entitled to vote in a BID ballot is allowed one vote in respect of each property occupied or (if unoccupied) owned by them in the geographical area of the BID.

Once the BID is in operation the levy is charged on all businesses within the BID area (regardless of whether or how that business voted in the ballot).

Who pays the levy?

The BID proposal must set out who is liable for the levy, the amount of levy to be collected and how it is calculated. Usually BIDs charge a levy rate of between 1% and 4% of ratable value. Refer to table on Appendix 1 which shows from the National BID Survey typical

How long will a Business Improvement District last?

The maximum period that a BID levy can be charged is for 5 years. Once the term is completed the BID will automatically cease. If the BID wants to continue its activities it must hold a new ballot.

Other BID's

The newly created TBIDS were originally designed to secure a levy based on the occupancy or % of income taken on number of bedrooms hotels or other similar visitor services provided. This model has proved difficult to implement and so most recent TBIDS have adopted the simpler process of a levy based on a % of the businesses ratable value.

Key differences between a BID and TBIDs is the following:

1. The way the levy is determined - BIDs generally require all businesses within a specified area except where exemptions exist, to become levy payers. However, TBIDs define levy payers by the type of service they provide and the sector within which they operate.
2. The geographical spread of a TBID is likely to be much more extensive than a BID and have been more extensive and defined by the levy payers' association with a particular destination.

Following the National BIDS survey in 2014 there were 179 BIDS operating in the UK gaining their respective areas a combined additional income of over £130,300,000 in total.

Currently there are only a handful of TBIDs operating in the UK but all have generated significant sums of money for their areas. Both Bournemouth and Weymouth BIDS collectively raise £791k pa for their respective coastal areas (for Bournemouth this is in addition to a city centre BID which attracts £770k pa).

What is the potential value to RBWM

Initial discussions with the Windsor District Chamber of Commerce and the Windsor and Eton Town Partnership on how large an area should be, identified that the BID should seek to secure an area around the central hub of the town centre. Some areas have operated both BID and TBIDS together as has been the case with Bournemouth City who have operated a successful BID for a number of years in the city centre and then wanted to extend those benefits to the coastal parts of the city and a TBID was used to include to use businesses.

Based on current business rate information, from just the core trading areas of Windsor town, a successful ballot for a BID requiring a 1% levy to be paid could generate up to £339k pa. Over five year period that could provide up to £1.69million additional income. If levy were 1.5%, this would increase level income to up to £509k pa and £2.5 million respectively.

If a TBID method were used this could provide an opportunity to include visitors focused businesses in the wider areas of the Royal borough. Whilst not every business included in the town centre BID may be eligible (depending upon definition), Including just eight large visitor attractions and hotels currently not included in a town BID could bring an additional £34k pa (£166k over five years).

It must be noted that these figures are only estimates, and will be dependent on what threshold levels are set, below which some businesses may not be eligible to pay the levy. This will require a feasibility study to confirm exact sums in order that a fully costed business plan can be provided for businesses to approve and vote on.

The Industry Criteria states that up to 1% is the expected norm, with some allowances made for up to 2% in exceptional circumstances and smaller locations that need to be justified.

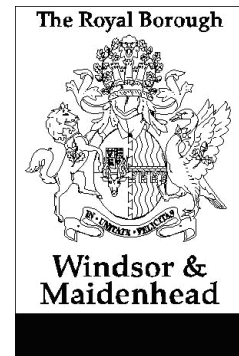
The total sample for the base levy rate, i.e. the rate that the BID starts with in year one of its current term and quotes in its BID Proposal, is 125.

Base Levy Rate	Number of BIDs	% of total sample
< 1%	2	1%
1%	50	34%
>1% to <1.5%	18	12%
1.5%	40	27%
>1.5% to <2%	10	7%
2%	9	6%
>2%	3	2%
Banded	10	7%
Variable	4	3%

The highest concentration is between 1 – 2% (78% of total BIDS surveyed fall within this range) 1.5% is becoming increasingly popular with 33 (26%) this year compared to 23 in 2013. Most TBIDS have opted for higher levy of 1.5%.

*Source: British BIDS (2015): Nationwide BID Survey 2015

Report for: ACTION



Contains Confidential or Exempt Information	No – Part I – Main Report Yes – Part II – Appendix C – Not for publication by virtue of Paragraphs 1-7 of Schedule 12A of the Local Government Act 1972
Title	Integrated Performance Monitoring Report (IPMR) Quarter 3 2015/16
Responsible Officer(s)	Russell O’Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	David Scott, Head of Governance, Partnerships, Performance and Policy 01628 796748
Member reporting	Cllr Burbage, Leader of the Council & Chairman of Cabinet Cllr Brimacombe, Principal Member for Transformation and Performance
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. The Integrated Performance Monitoring Report (IPMR) summaries performance outturns against the key Council priorities for Quarter 3, 2015/16, which includes seven HR-related indicators, provides an overview of performance against key strategic risks and provides a summary of savings and key corporate projects.
2. The performance report contains a section that tracks outcomes of Cabinet recommendations from March 2014 to December 2015.
3. It recommends that progress against indicators is noted.

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. Residents and Members will be able to gauge how the Council is performing against its strategic priorities and Key Performance Indicators for the year 2015/2016.	March 2016
2. That integrated approach to performance management will lead to service improvement in targeted areas. These areas are linked to the Royal	March 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
Borough's strategic priorities and residents' concerns as identified in the Annual Residents' Survey.	

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Note the progress made against the performance measures listed in the IPMR Quarter 3 2015/16 report.**
- ii. Agree to move three primary Key Performance Indicators (KPIs) as detailed in paragraph 2.11 to secondary indicators as they all continue to perform strongly.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Changes to performance management in IPMR

- 2.1 The Council is continuing to further develop the performance management system including the presentation of the Integrated Performance Monitoring Report (IPMR) to enable a greater focus on those KPIs that need attention. This improvement to the layout is work in progress with further improvements to be made for the next quarterly report, which will also include details on the Council's transformation measures.
- 2.2 Further improvements to the commentary provided on specific Indicators and performance to sharpen up the analysis will continue in the next quarter. Further work will be undertaken to ensure the report is dynamic and the most relevant PI's are provided. This will include ensuring the most critical KPIs by function are discussed and have commentary that reflects the importance of the performance to which they relate.
- 2.3 The IPMR report seeks to describe good and bad performance and details the mitigation measures in place to address weak performance. The report has three appendices. Appendix A provides commentary and analysis on KPIs that are falling just short or are off target, with a summary of those that have been performing well. Appendix B provides detailed progress on all 30 KPIs and secondary indicators, together with information on key strategic risks, key Council projects and financial savings. Appendix C is the Part II Cabinet Outcomes Tracker.
- 2.4 The Council has acknowledged that Off Target KPIs, 'red flag', are not necessarily a failure or a problem, rather it signals that an intervention is required to ensure that the performance measure achieves the Cabinet's expected outcomes and or the indicator is brought back on track. The 'comments section' within Appendix B for each KPI sets out:
 - Work is in progress
 - Issues
 - Success
 - Intervention required.

- 2.5 For all indicators that are 'On Target', Green, the 'Intervention required' 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 'Intervention required' section.

Current performance

- 2.6 The indicators are predominately designed to measure how effective the Council is at providing services to residents with a few indicators focussed on how the Council manages their operation.
- 2.7 The Key indicators are those areas Cabinet prioritised for improvements in 2015/16. The secondary indicators, has light touch monitoring from Cabinet but are important. If performance of these secondary indicators were to drop below acceptable levels, a process of escalation is triggered and the said indicator(s) moved from secondary to KPIs. This report summarises performance, with full details in Appendix B – IPMR.
- 2.8 A summary on current performance against the 30 KPIs is as follows:

Table 1: KPI Summary of Performance

Status	2014/15		2015/16		
	Q3 14/15	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16
On Target	14 (52%)	17 (63%)	15 (50%)	13 (44%)	16 (53%)
Just Short	7 (26%)	4 (15%)	9 (30%)	7 (23%)	6 (20%)
Off Target	5 (18.5%)	5 (18%)	6 (20%)	10 (33%)	8 (27%)
Data not available	1 (3.5%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)
Total	27	27	30	30	30

- 2.9 Appendix A summarises those KPIs that have improved performance since the last quarter (see Table A2), describes those KPIs that are on target and are performing well (See Table A3) and provides details of the action taken/proposed to bring the 8 KPIs outlined below that are currently off target back on track (see paragraphs 6 – 13).

Table 2: List of KPIs that are off target

IPMR Page Number	Target
8	SG3 - Stability of placements (number of moves) of children in RBWM's care lasting two or more years
9	SG30 - Total number of approved RBWM foster cares available
10	PD7 - Processing of planning applications ('Minor' application types)
11	PD8 - Processing of planning applications ('Other' application types)
11	PD9 - % of Planning appeals lost
16	BBA03 - Speed of payment – in month average time to process invoices
17	BBA02 - % of in-year Business Rates collected
26	Working days lost per FTE

- 2.10 The IPMR report, Appendix B, starts with a summary of performance (pages 1-3). It then has a number of sections:
- Key indicators – pages 4 -18
 - Secondary Performance indicators – pages 19 - 25
 - HR section – details performance against 7 key HR indicators, pages 26 - 31
 - Key strategic risks – pages 32- 33.
 - Combined Savings tracker summary – page 34
 - Project summary report – pages 35 – 40
 - Cabinet Outcomes section - overview of the outcomes that have been achieved against Cabinet reports covering the period March 2014 to December 2015 – pages 41 – 42

Review of KPIs

- 2.11 Due to the continued strong performance in 3 key indicators it is recommended that these KPIs be moved from primary to secondary. The 3 indicators are:
- **AS29** - The number of new people receiving Telecare – (see page IPMR 4 in Appendix B). The year-end target of 350 has increased by 100% compared to last year and the Council has nearly met the target by end of Q3 2015/16 with 343 residents supported by Telecare. The average number of people receiving telecare per month during 2015/16 is 39.
 - **AS1** - Proportion of people using long term social care who receive Self Directed Support (SDS) – (see page IPMR 4 in Appendix B). The target is 95% and the Council has been above this target for the past 11 months. The average performance score for the past 11 months is 97.6%.
 - **NSDA01** - % of dangerous potholes repaired within 24 hours – (see page IPMR 18 in Appendix B). The target is 98% and the Council continues to meet this. During the first three quarters of 2015/16, the Council has repaired 253 out of 254 dangerous potholes within the timescale (equating 99.6%). Last year's figure was 99.6% as the Council repaired 447 out of 449 potholes on time.

Table 3: Options

Option	Comments
The Council doesn't produce a corporate IPMR. This is not recommended	Production of a performance report is necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
The Council produces an IPMR that sets out performance against the key indicators determined as corporate priorities. This is the recommended option	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.
The IPMR is refreshed to show fewer but more relevant Performance Indicators This is the recommended option	Fewer KPIs will enable Senior Officers and Members to give greater focus to those indicators that are considered key to driving further improvement in the Council's performance

3. KEY IMPLICATIONS

Table 4: Defined Outcomes

% of KPIs Achieved by Directorate	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Adult, Children & Health Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016
Corporate & Community Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016
Operations & Customer Services	Below 60%	60-79%	80–89%	90% or above	31 March 2016

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 There are no direct financial implications arising from this report.

5. LEGAL IMPLICATIONS

5.1 There are no direct legal implications arising from this report.

6. VALUE FOR MONEY

6.1 Monitoring KPIs ensures that relevant action is taken to maintain performance at an agreed level, which should ensure that residents receive the services they need and want in a timely and efficiently manner.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 The report includes monitoring against one key performance indicator where the Council encourages households within the Borough to improve recycling: CCA02 Percentage households waste sent for reuse, recycling, energy recovery and composting (see page IPMR 12).

8. RISK MANAGEMENT

Table 5: 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 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

Risks	Uncontrolled Risk	Controls	Controlled Risk
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 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 Corporate Strategy and the Manifesto Commitments providing a clear link to the key strategies frameworks governing the work of the Council.	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The 30 key performance indicators address the Council's strategic priorities:

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

- Enhance 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

10.1 There are no equalities implications stemming from this report.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The report was considered by the Corporate Services Overview and Scrutiny Panel on 4 February 2016 and fully endorsed the recommendations. During deliberations concern was raised about the performance of the Planning Department. It was explained that remedial actions were in place; however Members said they received a lot of complaints about the service. The Panel also raised concern about the public's perception of the planning system when so many applications were being lost at appeal. It was noted the importance of adopting neighbourhood plans.

15. TIMETABLE FOR IMPLEMENTATION

15.1 None.

16. APPENDICES

16.1 Appendix A – Summary on Performance Indicator Progress
Appendix B – Integrated Performance Monitoring Report – Quarter 3 2015/16.
Appendix C - Part II Cabinet Outcomes Tracker

17. BACKGROUND INFORMATION

Cabinet Outcomes

17.1 The IPMR includes a tracker to monitor the progress of Cabinet Outcomes. During Q3 2015/16, a total of 22 reports (including 7 Part II reports) have been reviewed and updated where the outcome date was due by the end of December 2015. Of the 22 reports, there are a total of 30 defined outcomes (including outcomes from the Part II Cabinet reports).

17.2 The summary in table 7 provides a breakdown of success in delivering against the targets carried in each Cabinet report. The summary is broken down by directorate and against a seven point outcome code:

Table 7: Outcome Code

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

Table 7: Summary of Success

Directorate	Red	Orange	Light Green	Green	Dark Green	Purple	N/A
Adult, Children & Health Services	1	1	0	0	0	0	0
Corporate & Community Services	5	2	4	0	1	0	1
Operations & Customer Services	5	2	5	0	1	2	0
Total	11	5	9	0	2	2	1
%	43%	13%	17%	17%	4%	0%	4%

17.2 The specific reports that 'scored' as a Red where the outcome was not met are set out in table 8.

Table 8: Cabinet defined outcomes not met within timescale.

Report Title	Outcome	Date Considered by Cabinet
Windsor Neighbourhood Areas and Forums	Government grants received	21/08/2014
Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience -	Reduce telephone calls to the council by 10%	27/11/2014
Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Days taken to process council tax queries	27/11/2014
Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Increase in online payments	27/11/2014
Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Increase in online transactions	27/11/2014
Customer Relationship Management (CRM) Upgrade (Channel Shift)	% residents receiving updates by email or SMS on the progress of requests	29/01/2015
Better Care Fund - Pooled Budget Agreement	Reduce all emergency admissions to hospital by 3.5% or 406	26/03/2015

Report Title	Outcome	Date Considered by Cabinet
River Thames Scheme - Update	Number of property level protection products implemented to make homes more resistant to flooding	26/03/2015
Community Infrastructure Levy (CIL) Rates and Consultation Process	CIL in operation	28/05/2015
Part II - Community Infrastructure Levy Implementation and Infrastructure Delivery Plan	CIL in operation	17/12/2014
Part II - Community Infrastructure Levy Implementation and Infrastructure Delivery Plan	CIL in operation	28/02/2015

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	27 Jan 2016	28 Jan 2016	
Cllr Brimacombe	Principal Member of Performance	20 Jan 2016	26 Jan 2016	Section 2
Russell O'Keefe	Strategic Director of Corporate Services	18 Jan 2016	19 Jan 2016	Included throughout the report
Alison Alexander	Manging Director	13 Jan 2016	16 Jan 2016	Included throughout the report
Simon Fletcher	Strategic Director Operations and Customer Services	18 Jan 2016	19 Jan 2016	Included throughout the report
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Paul Johnson	Corporate Performance Officer	01628 796445

SUMMARY ON PERFORMANCE INDICATOR PROGRESS

1. A summary on current performance against the 30 KPIs and 38 secondary indicators is as follows:

Table A1: KPI Summary of Performance

Status	2014/15		2015/16		
	Q3 14/15	Q4 14/15	Q1 15/16	Q2 15/16	Q3 15/16
On Target	14 (52%)	17 (63%)	15 (50%)	13 (44%)	16 (53%)
Just Short	7 (26%)	4 (15%)	9 (30%)	7 (23%)	6 (20%)
Off Target	5 (18.5%)	5 (18%)	6 (20%)	10 (33%)	8 (27%)
Data not available	1 (3.5%)	1 (4%)	0 (0%)	0 (0%)	0 (0%)
Total	27	27	30	30	30

KPIs that are on Target

2. 53% of the KPIs are on target (compared to 52% in the same period last year). The performance in Q3 has also improved compared to the previous quarter (44% in Q2). This is due to 6 KPIs improving their performance status since Q2.

Table A2: KPIs that have improved performance since last quarter

IPMR Page Number	Target	Q2 2015/16 status	Q3 2015/16 status	Comment
7	LA14 Library & museum income	Off Target	On Target	This is back on target as some annual payments have been received
10	PD6 Processing of 'Major' planning applications	Off Target	Just Short	The Council continues to prioritise major planning applications which is helping to improve the overall performance figure
12	PD12 Enforcement cases – number of closures	Just Short	On Target	This is on target as the Council closed an average of 49 cases per month during Q3. The monthly target is 40 cases
12	CCA02 % of households waste sent for reuse, recycling, energy recovery & composting	Just Short	On Target	The recycling rate has increased due to successful relaunch of food waste collection service (this has resulted 25% increase in food waste collected during November and December) and residual

IPMR Page Number	Target	Q2 2015/16 status	Q3 2015/16 status	Comment
				waste being sent to Energy from Waste for recovery rather than landfill.
13	RFA01 Call abandoned rate	Off Target	Just Short	The Council will continue to focus analysing avoidable contact to reduce this further.
15	SAMA04 Income from parking	Just Short	On Target	This is now on target as car park income has been increasing with Alma Road (10% up), River Street (2.5% up) and Stafferton Way (10% up) exceeding expectations.

3. Table 3 below highlights a number of these indicators that are performing well during Q3 2015/16.

Table A3: Summary of KPIs that are on Target and performing well

IPMR Page Number	Target	Comment
4	AS29 Number of new people receiving Telecare	2015/16 target has increased by 100% compared to last year. The Council is currently 26% ahead of the target at the end of Q3. Recommend to move this KPI to secondary.
4	AS1 Proportion of people using long term social care who received Self Directed Support	Work has increased to ensure residents undergo 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. The target of 95% has been met for past 11 months. Recommend to move this KPI to secondary.
6	LE4 Total number of attendances at Leisure Centres	Currently 14% above the profiled target. The 2015/16 performance has increased by 13.6% compared to the same period last year.
7	CS85 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.
14	RCU5 Time taken to process Housing Benefit and Council Tax	The Council is continuing to improve its performance. The processing time is currently 3.8 days better than the target of

IPMR Page Number	Target	Comment
	Support new claims and events	less than 10 days.
14	RFA04 Average walk in waiting times for Housing & Council Tax Benefit customers only	This remains on target as the Council made changes to offer assisted claims face to face services. This has resulted in significantly quicker processing times for benefit applications
15	SAMA03 Car park visits	The number of car park usage within the Borough is 3.8% above target and 2015/16 performance has increased by 4% compared to the same period last year. Season ticket sales continue to grow which has enabled forward budget planning.
16	CPEA04 % of PCNs appeals that are upheld	The Council's performance and accuracy in issuing PCNs continues to improve month on month and the Council is track to exceed the year-end target of less than 12%.
18	NSDA01 % of dangerous potholes repaired within 24 hour	During 2015/16, the Council has repaired 253 out of 254 dangerous potholes on time (99.6%). Recommend to move this KPI to secondary.

KPIs that are Off Target

4. Eight KPIs (equivalent to 27%) are off target (compared to 18.5% in the same period last year). Q3 performance has improved compared to the previous quarter as in Q2 there were 33% off target KPIs. The Council will continue to focus on improving the performance for all eight KPIs that are off target (please see paragraphs 6 – 12 below for details of the action that has been/is being taken to bring them back on track). The majority of these eight KPIs are continuing to improve compared to Q2 performance.
5. The performance status for two KPIs has slipped since the last quarter, these are:
 - % of Support Plans completed within 28 days (now Just Short)
 - % of in-year Business Rates collected (now Off Target).
6. **SG3 - Stability of placements (number of moves) of children in RBWM's care lasting two or more years**

Target for 2015/2016 – Less than 7%

Achievement to date – 16.0%

Work in Progress – In Quarter 2, we reported that 13 young people out of the cohort of 98 who had been in care for more than two and half years had had more than three placements moves in the last 12 months. In Quarter 3, the number of young people with three or more placements moves increased by two but the overall cohort reduced to 94. The data is reported on a rolling 12 month basis. 11 young people have remained in the cohort of those having moves over the two quarters. In Quarter 3, four new young people

came into the cohort having had three or more placement moves and two moved out of the cohort. Of the four, one young person moved into an adoptive placement and the other three young people had unplanned placement moves due to their challenging behaviour.

Issues

- The service works hard to keep any placement moves to a minimum. Sometimes placement moves are positive in terms of a young person moving to their adoptive placement. In other cases, placement moves are required because the placement is not meeting the young person's needs or they are continually going missing from it and residential options have to be considered.

Success

- All children and young people in the case of the Royal Borough are in appropriate placements.

Intervention required

- No further action required at this stage.

7. SG30 - Total number of approved RBWM foster carers available

Target for 2015/2016

- 50 (20 new foster carers recruited)

Achievement to date

- 45 (recruited 3 new foster carers)

Work in Progress

- This KPI has been amended to show the total number of foster carers available in order to present an overview of current performance for monitoring purpose. There have been three formal approvals of new foster carers through the Fostering Panel during 2015/16. The service is currently working with a further six potential foster carers and they have all passed the first stage of recruitment process.

Issues

- 57% of 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 but it is more challenging. 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 or in residential accommodation. The timescale for assessment of suitability of prospective foster carers from formal application is eight months as determined by the Fostering Regulations.

Success

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

Intervention required

- No further action required at this stage.

8. PD7 - Processing of planning applications ('Minor' application types)

Target for 2015/2016

- 75%

Achievement to date

- 43.48%

Work in Progress

- In early December 2015 enhanced performance management arrangements were put in place for the team and this has helped to increase the number of

applications being processed. In addition, agreements with applicants for Extensions of Time are now also being used where appropriate. The 28 day cut off for member call in is also being applied. Whilst too early for this quarter, these changes are starting to show through in the early quarter 4 performance figures, which are showing improvement in processing, particularly minor applications. By the end of February a detailed review of the process for 'minor' applications, as part of the wider review of the planning service will be completed. This will bring forward recommendations to deliver sustained service improvement.

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, allied with recruitment difficulties due to a severe shortage of Chartered Town Planners has resulted in reduction in capacity.

Success

- The service is processing the vast majority of minor applications quickly, efficiently and accurately.

Intervention required

- The service review needs to be completed and improvements relating to processing of minor applications, arising from the review, implemented as quickly as possible.

9. PD8 - Processing of planning applications ('Other' application types)

Target for 2015/2016

- 90%

Achievement to date

- 58.02%

Work in Progress

- External consultants (TerraQuest) were appointed for 16 weeks from 22 October 2015. They have so far processed 172 'other' applications and are currently working on a further 96. This additional capacity, as well as improving the speed of determining this type of applications, is also helping to free up the wider service to focus on processing the other application types. Whilst not showing in this quarter, the benefit of this additional capacity has, as was anticipated, started to show in the early performance figures for quarter 4 which are showing some improvement across all application types. By the end of February a detailed review of the process for 'other' applications, as part of the wider review of the planning service, will be completed. This will bring forward recommendations to deliver sustained service improvement.

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

- The service is processing the vast majority of other applications quickly, efficiently and accurately.

Intervention required

- The service is buying in support; this is being closely monitored. The service review also needs to be completed and improvements relating to processing of

other applications arising from the review implemented as quickly as possible.

10. **PD 9 - % of Planning appeals lost**

- Target for 2015/2016 – Less than 30%
- Achievement to date – 35.48%
- Work in Progress – All decisions are reviewed and learning points are taken forward and reported to Members. It has been noted that the appeal rate in the area of the borough with an adopted neighbourhood plan is generally stronger than elsewhere. Planning appeals is an area that is being considered in the service review which will be completed by the end of February.
- Issues – The small number of appeals means that there is a greater impact on the percentage change (22 appeals lost out of 62 appeals during 2015/16).
- Success – No appeals were upheld during December 2015.
- Intervention required – When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed. The Panel will be advised by officers on the strength of the refusal reasons proposed and further advised on any additional strengthening of those reasons, as appropriate.

11. **BBA03 - Speed of payment – in month average time to process invoices**

- Target for 2015/2016 – Less than 17 days
- Achievement to date – 18.8 days
- Work in Progress – In Q3 2015/16, the average number of days to process invoices reduced to 18.8 days. This is 1.8 days above the 17 day target. In December 2015, the Council achieved 17.5 days, 0.5 days above target.
- 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 11.2 days quicker than this in Q3 2015/16.
- Intervention required - The Council is currently reviewing its procure to pay process, which should lead to sustained improvements in the time taken to process invoices.

12. **BBA02 - % of in-year Business Rates collected**

- Target for 2015/2016 – 97.5%
- Achievement to date – 83.15%
- Work in Progress – In Q3, the Council collected 83.15% of the 2015-16 Business Rates. This is 1.85% below the Q3 target. To date, the Council has collected £66.834m out of the total of £80.380m.

Issues – Businesses are now given the choice to pay Business Rates over 12 months rather than 10 months and a significant number have taken the opportunity to do that. This has meant that where in previous years all Business Rates would have been due to be paid by January, in 2015-16 £5.165m is now due for payment in February and March (equates to 6.43% of the Business Rates payable). There are more businesses taking up this option this year than in 2014/15 therefore the small shortfall showing in December is due to profiling rather than non-payment.
The 2015/16 actual will be used as the baseline to profile the target for next year.

Success –
Intervention required – The Council continues to take 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.

13. Working days lost per FTE

Target for 2015/2016 – Less than 6 days
Achievement to date – 6.9
Work in Progress – Sickness absence remains a high priority for all services and absence rates and reasons are reviewed monthly at Directorate Management Teams and CMT (Corporate Management Team). Absence workshops have been provided for managers and greater emphasis is placed on trigger level management. Trigger levels are:

- Absence totalling 7 working days or more within a rolling 12 month period or 3 periods of sickness absence in a 3 month period
- A Bradford Factor Score of 120 or above.
- Any other recurring recognisable pattern.

Issues – Sickness levels have increased over the year, increasing from 6.24 days in December 2015 (based on a rolling year) to 6.9 days per FTE in December 2015.

Success – The current figure is below the average for the public sector which is 7.9 (based on 2014 CIPD absence management survey).

Intervention required – No further action required at this stage.

Secondary Indicators

14. For the secondary set of indicators (38 PIs)

- 55% of performance indicators are on target (Q2 performance 58%)
- 16% are just short (Q2 performance 16%)
- 5% are off target. (Q2 performance 11%)
- 9 performance indicators do not have data available for Q3 (there were 6 in Q2). One of them relates 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 there are no baselines available.

15. Table 4 provides commentary on a number of those indicators that are performing well.

Table A4: Secondary Indicator Performance Highlights Quarter 3 2015/2016

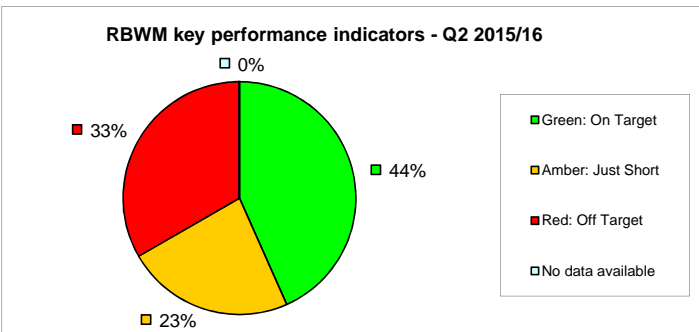
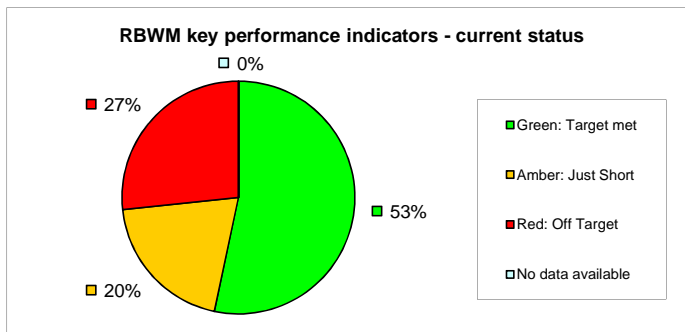
IPMR Page Number	Target	Comment
20	Number of visitors to Windsor & Royal Borough Museum	The Council has exceeded the profiled target by just under 43% for the first three quarters of the year. The very high figures during June 2015 due to interest in Magna Carta events and higher than expected take up of activities related to the HLF funded For King and Country project.
20	% of all RBWM schools inspected by Ofsted to receive a Good or Outstanding Excellent judgement	Four inspections took place and all four have improved their Ofsted rating with three moving to Good or Outstanding. Based on current projections, this figure is anticipated to increase to 84% by July 2016.
21	Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
23	Percentage of empty shops in Maidenhead Town Centre	Vacancy rate at the end of Q3 2015/16 is 8.5% (target is less than 10.9%). Over the busy Christmas period the Nicholsons Centre has several pop-up shops and temporary lets which are likely to be gone in the new year. However in the Spring 2016, H&M will be opening in the centre which will be occupying 3 vacant units. Other new occupiers include Warren James jewellers and Store TwentyOne.
25	Number of Waste Awareness events undertaken by end of 2015/16	The target is 25 awareness events by end of 2015/16 and the Council have already carried out 23 events.
25	Number of Community Recycling Champions recruited by end of 2015/16	The target of 5 additional recycling champions has been achieved as 8 has been recruited by end of Q3 2015/16.
25	Number of highway schemes delivered	On track to meet the year-end target of 250 schemes. The actual delivery at the end of Q3 2015/16 is 127 which is 15% ahead of the profile target of 110.

Royal Borough of Windsor and Maidenhead

Integrated Performance Monitoring Report - Quarter 3 2015-16

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 3 of 2015-16 (period October to end of December 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.

<h3>1.0 Performance</h3> <h4>1.1 Key Performance Indicators (by Strategic Priority)</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <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 style="text-align: center;">6</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Delivery Together</td> <td style="text-align: center;">8</td> <td style="text-align: center;">4</td> <td style="text-align: center;">6</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Value for Money</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Equipping Ourselves for the Future</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1*</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">16</td> <td style="text-align: center;">6</td> <td style="text-align: center;">8</td> <td style="text-align: center;">0</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	1	1	0	Delivery Together	8	4	6	0	Value for Money	2	1	0	0	Equipping Ourselves for the Future	0	0	1*	0	Total	16	6	8	0	<h3>2.0 HR performance</h3> <h4>2.1 People/staff</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Q2 15/16</th> <th style="text-align: center;">Q3 15/16</th> </tr> </thead> <tbody> <tr> <td>% Established FTE Vacant</td> <td style="text-align: center;">11.06%</td> <td style="text-align: center;">10.95%</td> </tr> <tr> <td>Working days lost per FTE</td> <td style="text-align: center;">6.99</td> <td style="text-align: center;">6.90</td> </tr> <tr> <td>Agency Staff - number</td> <td style="text-align: center;">116</td> <td style="text-align: center;">120</td> </tr> <tr> <td>Agency Spend</td> <td style="text-align: center;">£1,332,510</td> <td style="text-align: center;">£1,458,999</td> </tr> <tr> <td>Turnover %</td> <td style="text-align: center;">14.77%</td> <td style="text-align: center;">14.17%</td> </tr> <tr> <td>Voluntary Turnover %</td> <td style="text-align: center;">12.55%</td> <td style="text-align: center;">11.50%</td> </tr> <tr> <td>Bradford Factor (score >120)</td> <td style="text-align: center;">92</td> <td style="text-align: center;">93</td> </tr> <tr> <td>% Bradford Factor (score >120)</td> <td style="text-align: center;">7%</td> <td style="text-align: center;">7.1%</td> </tr> </tbody> </table>		Q2 15/16	Q3 15/16	% Established FTE Vacant	11.06%	10.95%	Working days lost per FTE	6.99	6.90	Agency Staff - number	116	120	Agency Spend	£1,332,510	£1,458,999	Turnover %	14.77%	14.17%	Voluntary Turnover %	12.55%	11.50%	Bradford Factor (score >120)	92	93	% Bradford Factor (score >120)	7%	7.1%									
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<h3>5.0 Key Corporate Projects</h3> <h4>5.1 Directorate Overall Project Status</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">Green</th> <th style="background-color: #FFA500;">Amber</th> <th style="background-color: #FF0000;">Red</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Adult, Children & Health Services</td> <td style="text-align: center;">5</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">6</td> </tr> <tr> <td>Corporate & Community Services</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> <td style="text-align: center;">5</td> </tr> <tr> <td>Operations & Customer Services</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> <td style="text-align: center;">6</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">10</td> <td style="text-align: center;">7</td> <td style="text-align: center;">0</td> <td style="text-align: center;">17</td> </tr> </tbody> </table>		Green	Amber	Red	Total	Adult, Children & Health Services	5	1	0	6	Corporate & Community Services	2	3	0	5	Operations & Customer Services	3	3	0	6	Total	10	7	0	17	<h3>6. Cabinet outcome</h3> <h4>6.1 Directorate Cabinet Report Outcomes Tracker</h4> <table border="1" style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th></th> <th style="text-align: center;">Adult, Children & Health Services</th> <th style="text-align: center;">Corporate & Community Services</th> <th style="text-align: center;">Operations & Customer Services</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td style="background-color: #FF0000;">Red</td> <td style="text-align: center;">1</td> <td style="text-align: center;">5</td> <td style="text-align: center;">5</td> <td style="text-align: center;">11</td> </tr> <tr> <td style="background-color: #FFA500;">Orange</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td style="text-align: center;">5</td> </tr> <tr> <td style="background-color: #90EE90;">Light Green</td> <td style="text-align: center;">0</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> <td style="text-align: center;">9</td> </tr> <tr> <td style="background-color: #008000;">Green</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="background-color: #006400;">Dark Green</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> </tr> <tr> <td style="background-color: #800080;">Purple</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> </tr> <tr> <td style="background-color: #A9A9A9;">N/A</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> </tbody> </table>		Adult, Children & Health Services	Corporate & Community Services	Operations & Customer Services	Total	Red	1	5	5	11	Orange	1	2	2	5	Light Green	0	4	5	9	Green	0	0	0	0	Dark Green	0	1	1	2	Purple	0	0	2	2	N/A	0	1	0	1	
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7. Performance - Q3 2015/16

For Q3 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. Q3 data is available for all 30 KPIs included in this report.

Of the 30 KPIs where Q3 data was reported - 53% are registered as 'on target' (green) compared to 52% in Q3 2014/15. The performance in Q3 has also improved compared to the previous quarter (44% in Q2 2015/16). This is due to several KPIs improving its performance status during Q3 (Q2 performance status in brackets):

- * Library & Museum income - this is on target as some annual payments have been received (off target).
- * Processing of 'Major' planning applications - the Council continues to prioritise major planning applications which is helping to improve the overall performance figure. The performance is now just short of target (off target).

7. Performance - continued

- * Enforcement cases - a number of closures - this is on target (just short) as the Council closed an average of 49 cases per month during Q3. The monthly target is 40 cases.
- * % of households waste sent for reuse, recycling, energy recovery & composting - recycling rate is now above target (just short). The recycling rate has increased due to successful relaunch of food waste collection service (this has resulted 25% increase in food waste collected during November and December) and residual waste being sent to Energy from Waste for recovery rather than landfill.
- * Call abandoned rate - this is now just short of target (off target). The Council will continue to focus analysing avoidable contact to reduce this further.
- * Parking income - this is now on target (just short) as car park income has been increasing with Alma Road (10% up), River Street (2.5% up) and Stafferton Way (10% up) exceeding expectations.

However, the performance status for two KPIs have slipped - '% of Support Plans completed within 28 days' (now just short of target) and '% of in-year Business Rates collected' (now off target). The highlights during Q3 were:

- * Number of new people receiving Telecare - 2015/16 target has increased by 100% compared to last year. The Council is currently 26% ahead of the target at the end of Q3. Recommend to move this KPI to secondary.
- * Proportion of people using long term social care who received Self Directed Support - the target of 95% has been met for past 11 months. Recommend to move this to secondary.
- * % of calls answered in under one minute - despite the improvement, performance remains just short of target. The performance during Q3 has steadily improved month on month from 77.9% in October 2015 to 82.4% in December 2015. The target has increased from 75% to 80% during this period.
- * 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 3.8 days better than the target of less than 10 days.
- * Car park visits - the number of car park usage within the Borough is 3.8% above target and 2015/16 performance has increased by 4% compared to the same period last year. Season ticket sales continue to grow which has enabled forward budget planning.
- * % of PCNs appeals that are upheld - the Council's performance and accuracy in issuing PCNs continues to improve month on month and the Council is track to exceed the year-end target of less than 12%.
- * % of in-year Council Tax collected - the Council is ahead of target and 0.5% ahead of the same period last year.
- * % of dangerous potholes repaired within 24 hours - during 2015/16, the Council has repaired 253 out of 254 dangerous potholes on time (99.6%). Recommend to move this KPI to secondary.

Other areas of high performance include:

- * Total number of attendances at Leisure Centres (currently 14% above the profiled target).
- * Grounds maintenance contract performance score (the performance is continuing to improve over the past three months despite the overall performance is just short of target. The Council continues to work with the contractor's management team to continue improvement).
- * 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).
- * Processing minor planning applications and processing other planning applications (despite both KPIs being off target, the overall performance has improved since Q2 as the Council has secured additional resources).
- * Average walk in waiting times for Housing & Council Tax Benefit customers only (this remains on target as the Council made changes to offer assisted claims face to face services. This has resulted in significantly quicker processing times for benefit applications).

However, 27% of indicators (eight KPIs) are off target (compared to 18.5% in the same period last year). The number of off target indicators has reduced during Q3 from 10 to 8. Several off target KPIs including those that belong to the Planning team are continuing to improve performance. 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
SG3	Stability of placements (number of moves) of children in RBWM's care	IPMR 8
SG30	Total number of approved RBWM foster carers available	IPMR 9
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
BBA03	Speed of payment - in month average time taken to process invoices	IPMR 16
BBA02	% of in-year Business Rates collected	IPMR 17
HR	Working days lost per FTE	IPMR 27

8. Risk Management - Q3 2015/16

The corporate risks for 2015/16 IPMR include all risks under the category 'Key Strategic Risks'. During Q3 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:

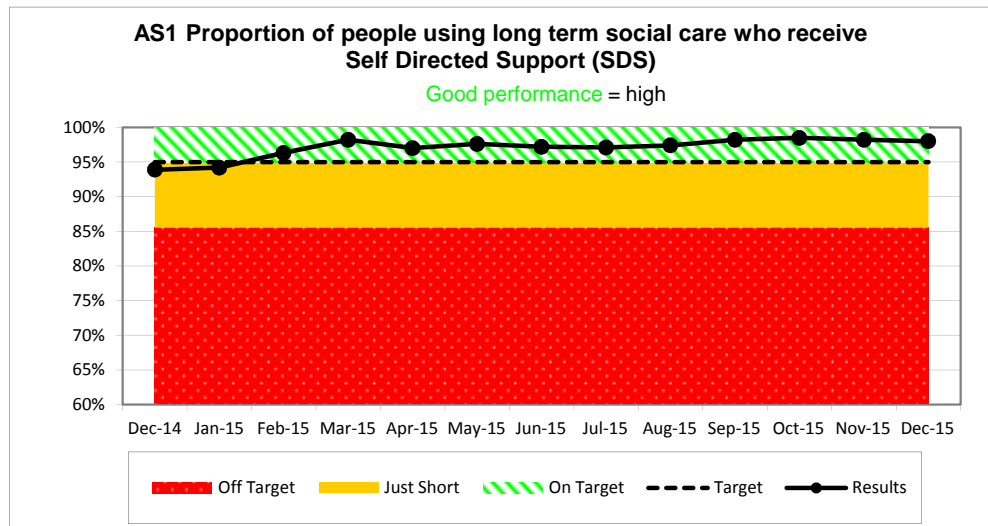
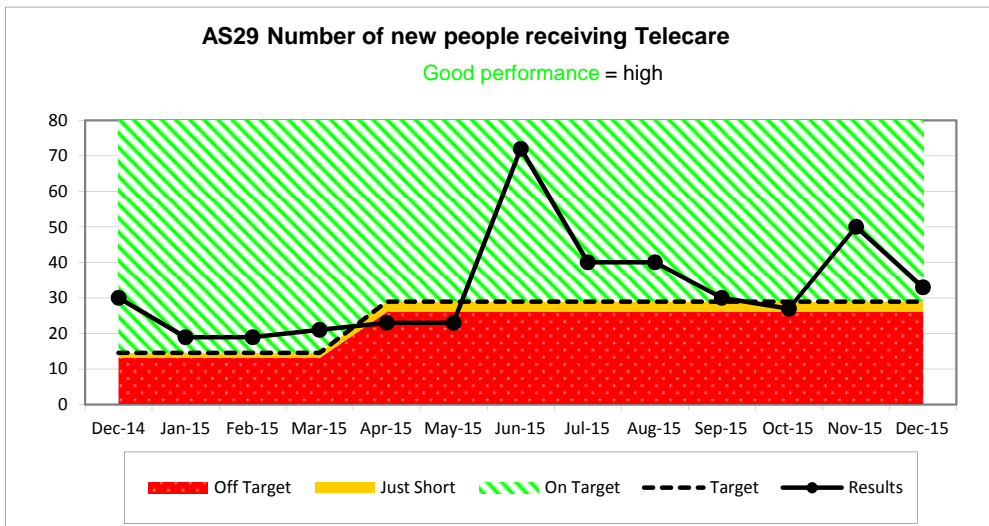
- a. BID0008 (Data integrity and/or data security failure) - two mitigations has made progress during Q3 2015/16:
 - Government connect PSN code of connection submission and government security accreditation - 50% progress
 - Implement cloud IT strategy - 80% progress.
- b. CMT0039 (The Council is at the heart of building a safe, secure and cohesive community) - 3 new mitigations added during Q3 2015/16:
 - Since the Act places a new risk based duty on Local Authorities, proposals have been drafted on the Council's response.
 - Agree TOR (Terms of Reference) for Channel Panel (administered and chaired by RBWM) who collectively assess risk and decide on support packages.
 - One Borough Group (OBG) report quarterly to the Community Partnership Board.
- c. 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) - added one new mitigation during Q3 2015/16:
 - Embed the consistent use of a monthly weighting scheme to ensure caseloads are manageable.
- d. CMT0038 (Technology obsolescence/inadequate for task) - added five new mitigations during Q3 2015/16:
 - Investment in the appropriate security infrastructure to be approved.
 - Corporate Management Team (CMT) to establish strategically what services to commission, share, improve internally or stop.
 - Business Continuity Planning to be carried out by all Heads of Service to identify critical business systems.
 - IT digital strategy 2016-2020 to be endorsed by Cabinet in 2016.
 - Investment in telephony system, monitoring software to be approved.

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 14 risks where the rating is 6 or above. The table below shows the number of risks for each risk appetite:

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

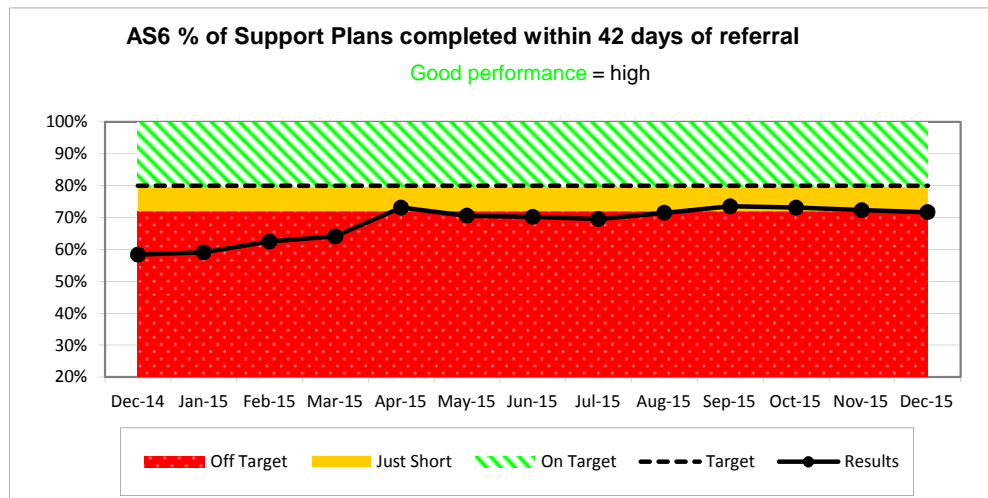
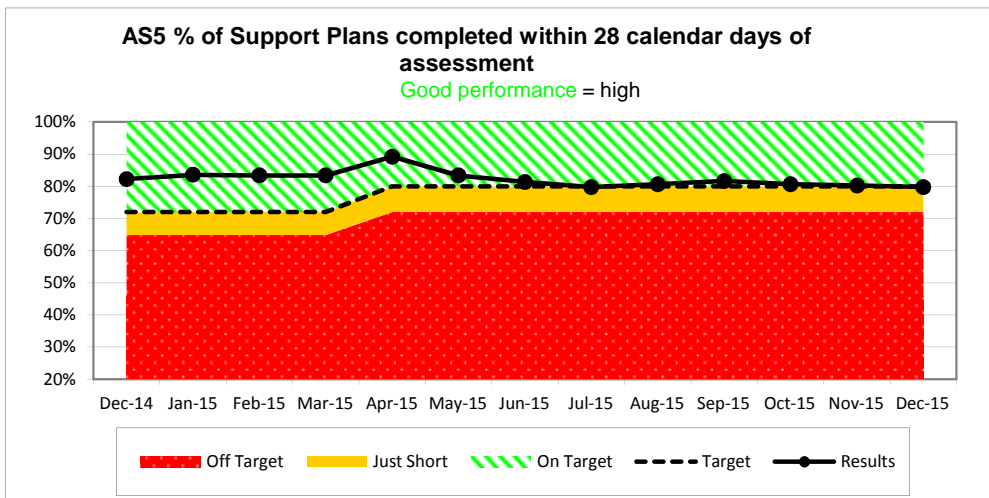
Members are briefed on the risks falling in their portfolios on a regular basis. A new methodology for Lead Members is being trialled to further refine understanding of the main messages arising.

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.



Lead Officer:	Nick Davies	Lead Member:	Cllr Coppinger
Why is this important?	This provides a home safety and personal security system that enables people to live independently within their own homes via 24 hour telephone link.		
Strategic Priority:	Residents First	Last year's data:	332 (2014/15)
Achievement to date:	343 (Q3 15/16)	2015/16 Target:	350
Note:	The graph shows monthly data only. Current data is cumulative. The target for Telecare in 15/16 is 350 new installations.		
Work in progress:	<p>* Target for 2015/16 has increased by 100% compared to last year.</p> <p>* Work is ongoing on the Technology Enabled Care Services. The report will be ready for Senior Manager adoption in January 2016 when all feedback has been received. A meeting will be held in February 2016 to review the action plan.</p>		
Issues:	None.		
Success:	At the end of Q3 2015/16, 343 residents were supported by Telecare which is above the profiled target of 261. The performance for 2015/16 has increased by 26% compared to the same period last year. Please note that last year's data did not include figures from two separate providers.		
Intervention required:	None		

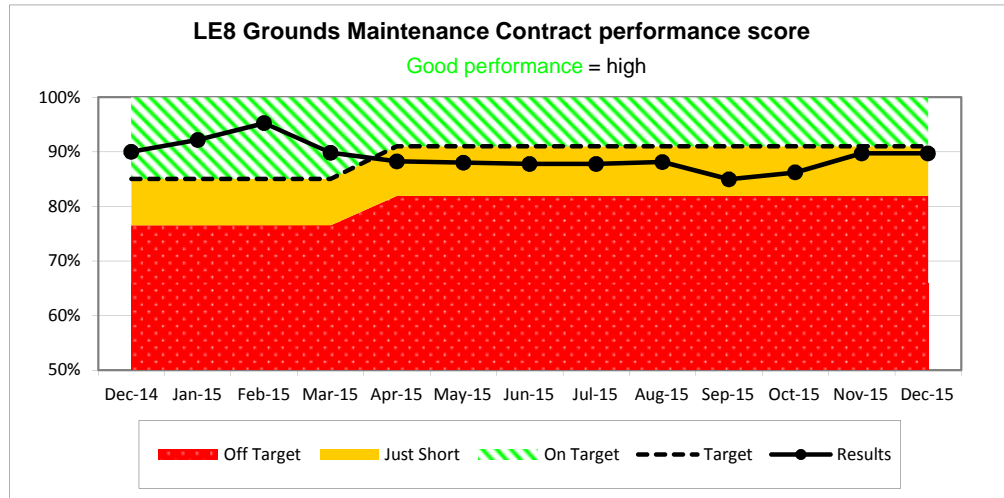
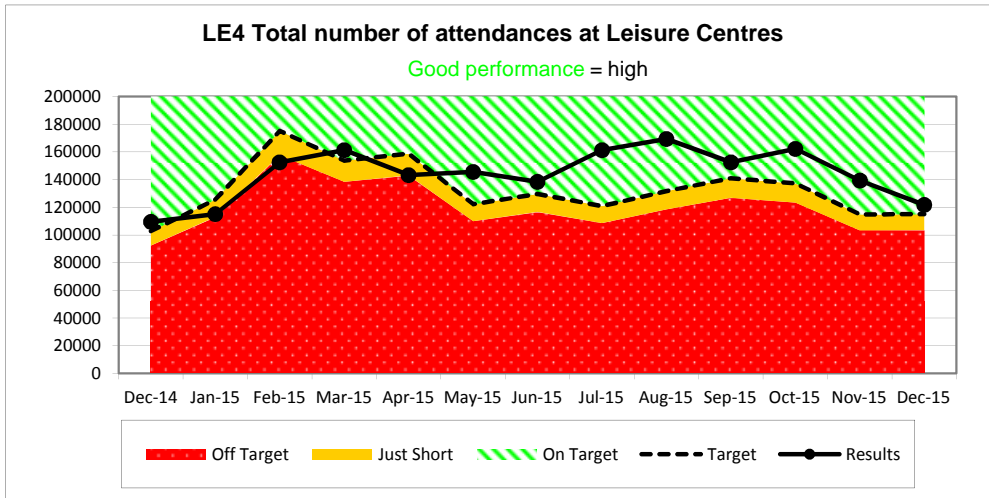
Lead Officer:	Angela Morris	Lead Member:	Cllr Coppinger
Why is this important?	Self Directed Support gives control and choice to residents over how money for their social care is spent.		
Strategic Priority:	Delivering Together	Last year's data:	98.22% (2014/15)
Achievement to date:	98.00% (Q3 15/16)	2015/16 Target:	95.00%
Note:	The graph shows monthly data only. Please note that the bottom of the graph starts from 60%.		
Work in progress:	Good performance is being maintained. Work has increased to ensure residents undergo 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.		
Issues:	None.		
Success:	The Council's performance at the end of Q3 2015/16 is at 98% which means that 637 out of a possible 650 residents are receiving self directed support. This is above the target of 95%. The target has been met for past 11 months.		
Intervention required:	None.		



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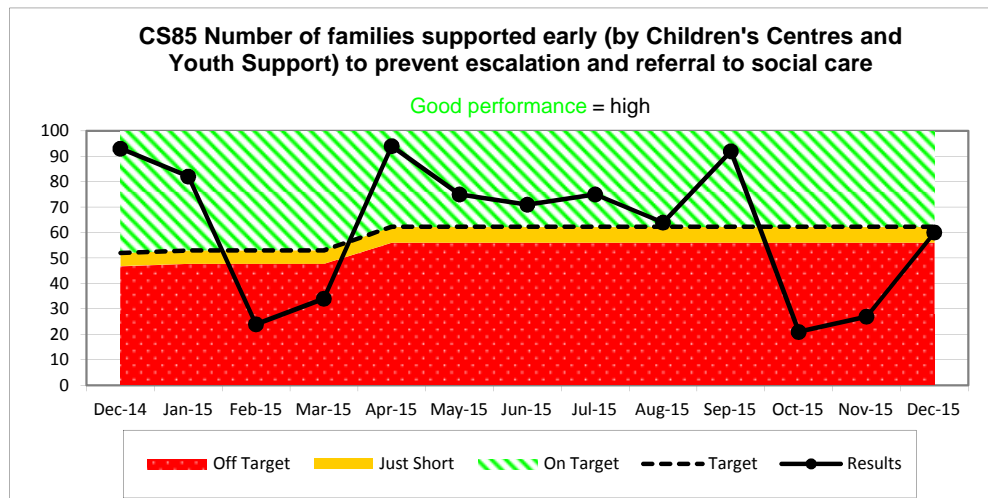
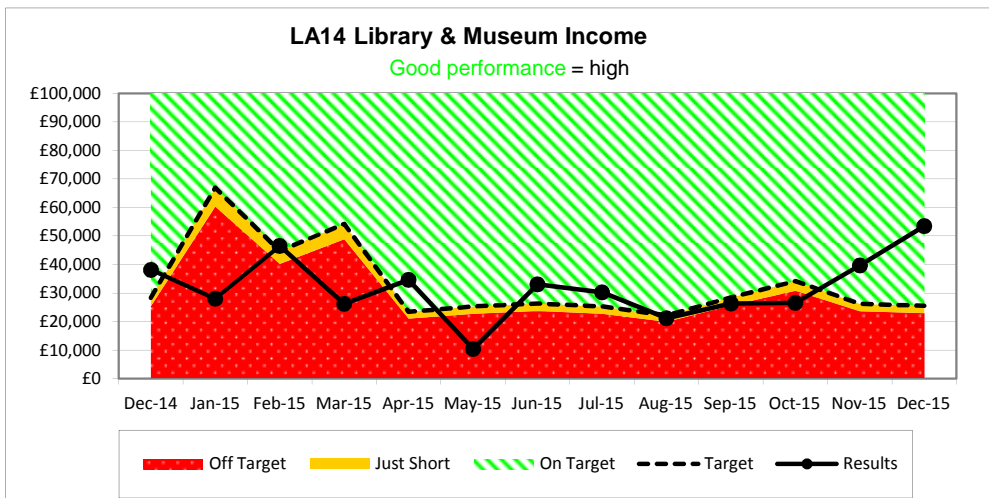
Lead Officer:	Angela Morris	Lead Member:	Cllr Coppinger
Why is this important?	Support plans are required for everyone going through the Self Directed Support (SDS) process. The Council needs to ensure these are completed in a timely manner.		
Strategic Priority:	Delivery Together	Last year's data:	83.40% (2014/15)
Achievement to date:	79.80% (Q3 15/16)	2015/16 Target:	80%
Note:	Target for 2015/16 is 80% per month. The graph shows monthly data only. Please note that the bottom of the graph starts from 20%.		
Work in progress:	By Q3 2015/16, the Council completed 727 Support Plans following a Self Assessment Questionnaire (SAQ). The Council completed 580 (79.8%) of support plans within 28 calendar days of assessment. 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.		
Issues:	The continued drop in performance appears to be partially caused by some errors in recording procedures. Support plans are not finalised until approval of client/family and this can lead to delay. Recruitment to vacancies to maintain productivity is a priority.		
Success:			
Intervention required:	Continued monitoring of staff to ensure efficient performance. Recruitment to vacancies.		

Lead Officer:	Angela Morris	Lead Member:	Cllr Coppinger
Why is this important?	Support plans are required for everyone going through the Self Directed Support (SDS) process. The Council needs to ensure these are completed in a timely manner.		
Strategic Priority:	Delivery Together	Last year's data:	64.10% (2014/15)
Achievement to date:	71.70% (Q3 15/16)	2015/16 Target:	80%
Note:	This is a new indicator for 2015/16. Target for 2015/16 is 80% per month. The graph shows monthly data only.		
Work in progress:	In Q3 2015/16, the Council completed 788 Support Plans. Of these 565, or 71.7%, were completed within 42 days of the referral. As with AS5 (see left), social care workloads will continue to be managed weekly in order to improve the performance.		
Issues:	It has been challenging to maintain performance because the number of support plans being completed has increased over last year and there have been staff vacancies, particularly of assessment officers who are primarily responsible for completing support plans. Similar to AS5, there have also been errors in recording procedures.		
Success:			
Intervention required:	Recruitment necessary to vacancies to ensure team able to keep up with demand and meet performance target.		



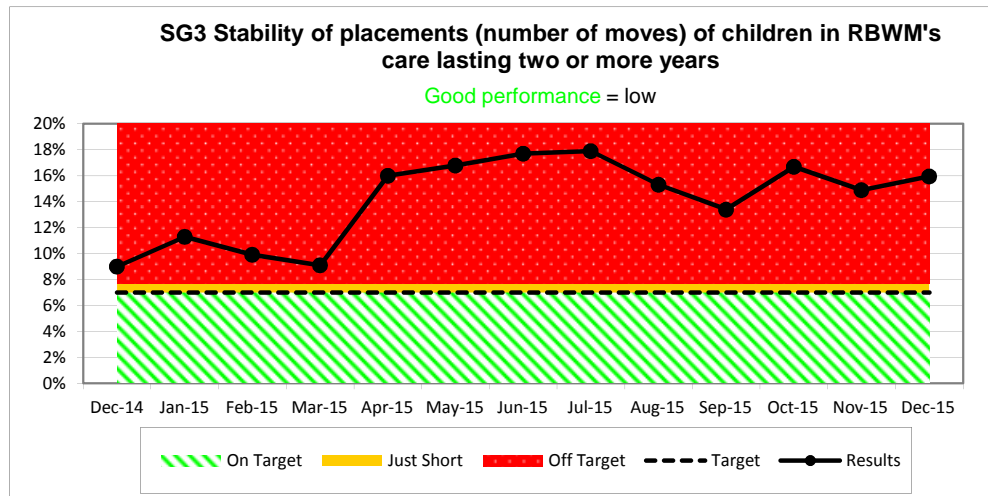
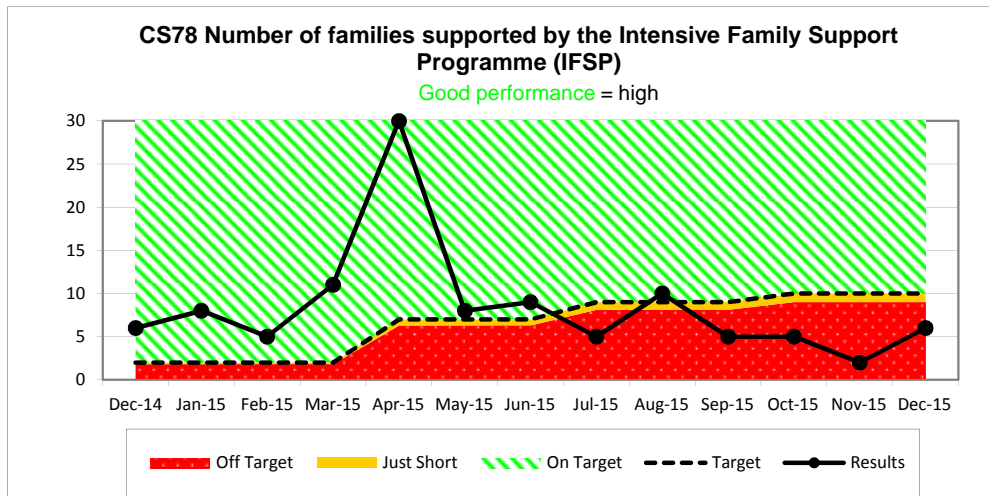
Lead Officer:	Kevin Mist	Lead Member:	Cllr Stretton
Why is this important?	This indicates the level of attendances at Leisure Centres in the Borough.		
Strategic Priority:	Residents First	Last year's data:	1,603,568 (2014/15)
Achievement to date:	1,334,074 (Q3 15/16)	2015/16 Target:	1,680,000
Note:	The graph shows monthly figures only. The current data shows cumulative figures.		
Work in progress:	<ul style="list-style-type: none"> * Attendances continue to increase due to new facilities at Furze Platt Leisure Centre and attendances in gyms at all 5 leisure centres. * New 50 week a year swim programme has increased number of swim lessons which will increase attendances in future and plans for spring sales drive for gym and swim memberships are in place. 		
Issues:	Seasonal and weather can impact performance.		
Success:	<ul style="list-style-type: none"> * The target for 2015/16 has increased by 12% compared to 2014/15 target. * The total number of attendances at leisure centre for the first 3 quarters of 2015/16 is 1,334,074 which is 14% above the profiled target. * 2015/16 performance has increased by 13.6% compared to the same period last year. 		
Intervention required:	None.		

Lead Officer:	Kevin Mist	Lead Member:	Cllr Stretton
Why is this important?	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.		
Strategic Priority:	Value for Money	Last year's data:	89.81% (2014/15)
Achievement to date:	89.70% (Dec 15)	2015/16 Target:	91%
Note:	The graph shows monthly data.		
Work in progress:	At the end of December, the performance score is 89.7% which is just short of target by 1.3%.		
Issues:	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. Additional operational staff have been employed to focus on high profile sites.		
Success:	<ul style="list-style-type: none"> * The target for 2015/16 has increased by 6% compared to last year's target. * Performance is continuing to improve over the past three months despite it currently being just short of target. 		
Intervention required:	The Council is working with the contractor's management team to continue improvement in performance.		



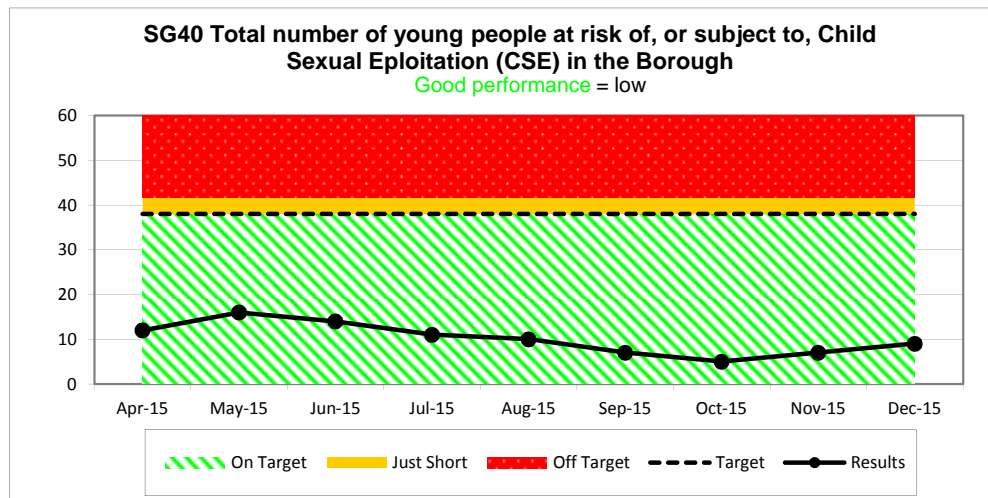
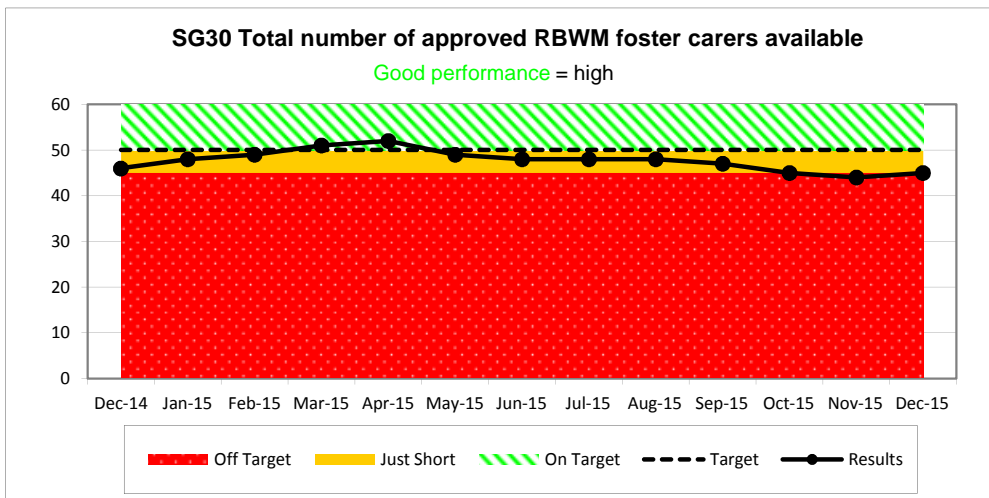
Lead Officer:	Mark Taylor	Lead Member:	Cllr Stretton																
Why is this important?	This indicates the level of income of libraries and museums that the Council operate.																		
Strategic Priority:	Value for Money	Last year's data:	£455,863 (2014/15)																
Achievement to date:	£275,631 (Q3 15/16)	2015/16 Target:	£384,750																
Note:	The graph shows monthly data only. The current data is cumulative year to date.																		
Work in progress:	The cumulative income is just over 3.5% higher than the target for the first three quarters. Some annual payments have been received and billing for further sums is under way for receipt in the final quarter. Income received to date in each category is as follows:																		
	<table border="1"> <tr> <td>Fees & Charges</td> <td>£114,810</td> <td>Museum</td> <td>£14,210</td> </tr> <tr> <td>Space Hire</td> <td>£35,486</td> <td>Total</td> <td>£275,631</td> </tr> <tr> <td>Sales & Events</td> <td>£9,978</td> <td></td> <td></td> </tr> <tr> <td>Donations/Contributions</td> <td>£101,165</td> <td></td> <td></td> </tr> </table>	Fees & Charges	£114,810	Museum	£14,210	Space Hire	£35,486	Total	£275,631	Sales & Events	£9,978			Donations/Contributions	£101,165				
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Sales & Events	£9,978																		
Donations/Contributions	£101,165																		
Issues:	<ul style="list-style-type: none"> * 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. * The target for the current year excludes S106 income which is why it is lower than last year's total achieved. 																		
Success:	The income target is currently on track to be achieved subject to receipts due in the final quarter.																		
Intervention required:	Continued billing for due income for 2015/16 and earlier billing for annual sums in future years.																		

Lead Officer:	Theresa Leavy	Lead Member:	Cllr Airey
Why is this important?	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.		
Strategic Priority:	Delivering Together	Last year's data:	747 (2014/15)
Achievement to date:	579 (Q3 15/16)	2015/16 Target:	747
Note:	The graph shows monthly data only. For 2015/16, this measure includes Intensive Family Support Programme.		
Work in progress:	<ul style="list-style-type: none"> * Preventing escalation of specialist services is carried out through the Children's Centres, Intensive Family Support Programme and the Youth Service. The work is focused on one to one and group targeted work with young people and with families in response to identified need. * Cumulative performance for 2015/16 is still on track to meet the year-end target. 		
Issues:	* Performance through the year is affected by seasonality in particular, Youth Services will undertake significantly more work through the holiday periods.		
Success:	The Council has continued to meet its overall target as it is currently 3.3% above the profiled target.		
Intervention required:	None.		



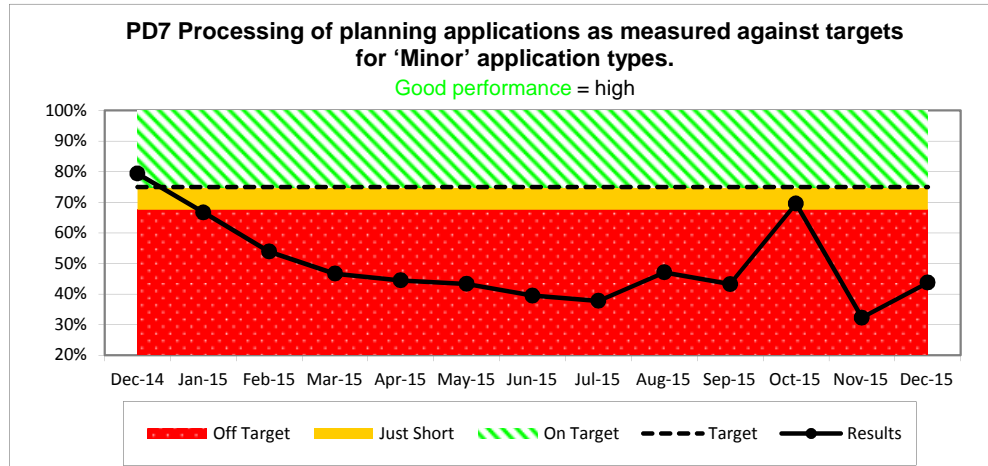
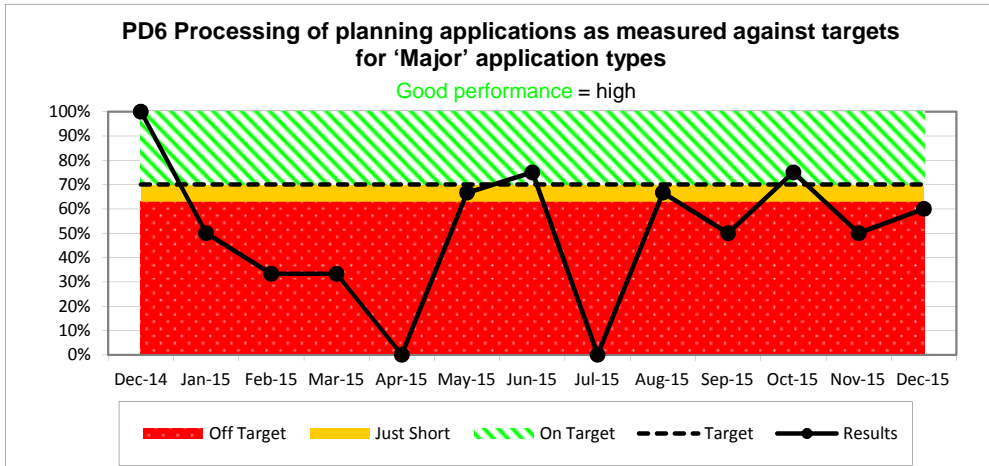
Lead Officer:	Theresa Leavy	Lead Member:	Cllr Airey
Why is this important?	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms of employment, improved school attendance, and reduction in anti social and criminal behaviour.		
Strategic Priority:	Residents First	Last year's data:	191 (2014/15)
Achievement to date:	80 (Q3 15/16)	2015/16 Target:	108
Note:	The graph shows monthly data only. The target has been set at 108 new families by end of March 2016 (start of 3 years period).		
Work in progress:	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 through intensive work with families on areas of identified need, which could include improving parenting skills, increasing employability skills and reducing school absence.		
Issues:	None.		
Success:	IFSP has worked with 80 new families to date this financial year which is in line with the target set by the Government for the Royal Borough of working with 108 families in 2015-2016.		
Intervention required:	None.		

Lead Officer:	Theresa Leavy	Lead Member:	Cllr Airey
Why is this important?	The Council wants to provide children in care with a stable home rather than moving them around from one place to another.		
Strategic Priority:	Residents First	Last year's data:	9.1% (2014/15)
Achievement to date:	16.0% (Q3 15/16)	2015/16 Target:	7%
Note:	The graph shows cumulative data only.		
Work in progress:	In Quarter 2, it was reported that 13 young people out of the cohort of 98 who had been in care for more than two and half years had had more than three placements moves in the last 12 months. In Quarter 3, the number had increased by two but the overall cohort had reduced to 94. The data is reported on a rolling 12 month basis. 11 young people have remained in the cohort of those having moves over the two quarters. In Quarter 3, four new young people came into the cohort having had three or more placement moves and two moved out. Of the four, one young person moved into an adoptive placement and the other three young people had unplanned placement moves due to their challenging behaviour.		
Issues:	The service works hard to keep any placement moves to a minimum. Sometimes placement moves are positive in terms of a young person moving to their adoptive placement. In other cases, placement moves are required because the placement is not meeting the young person's needs or they are continually going missing from it and residential options have to be considered.		
Success:	All children and young people in the case of the Royal Borough are in appropriate placements.		
Intervention required:	Placement moves are kept to a minimum but will always be made when in the best interest of child/young person.		



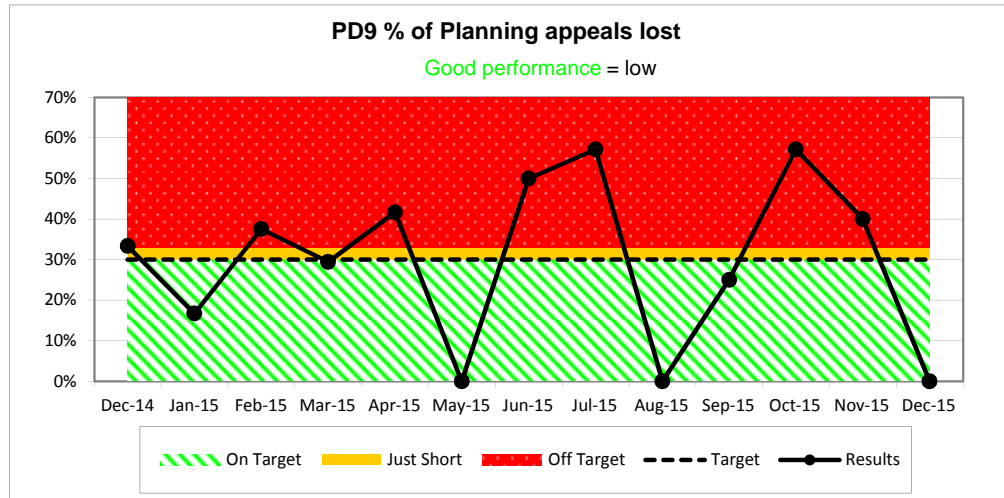
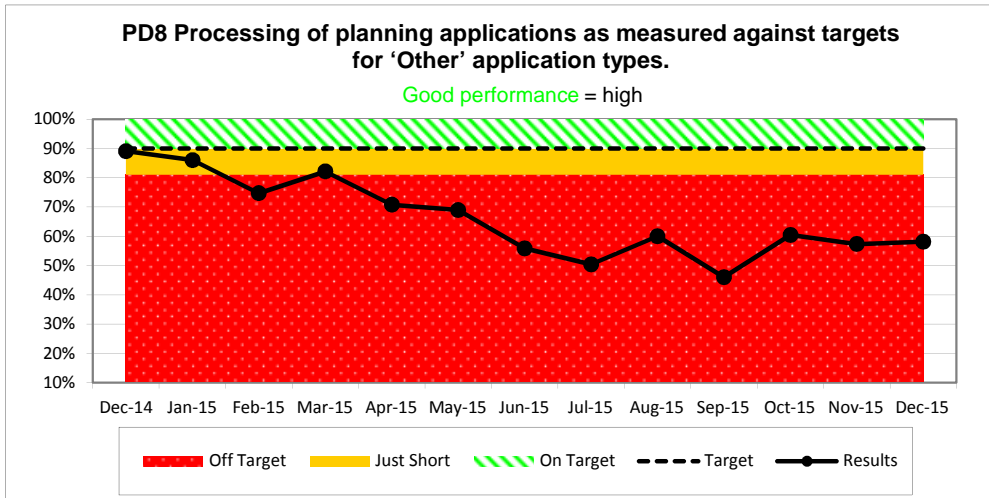
Lead Officer:	Theresa Leavy	Lead Member:	Cllr Airey
Why is this important?	The Council want to increase the number of approved foster carers to provide a secure and caring environment for children and young people who cannot live with their families.		
Strategic Priority:	Delivery Together	Last year's data:	51 (2014/15)
Achievement to date:	45 (3 new) (Q3 15/16)	2015/16 Target:	50 (20 new carers)
Note:	The graph shows cumulative data for total number of RBWM foster carers available (number in brackets show how many has been recruited).		
Work in progress:	<p>* This KPI has been amended to show the total number of foster carers available in order to give a better picture of current performance.</p> <p>* There have been three formal approvals of new foster carers 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 eight months as determined by the Fostering Regulations.</p>		
Issues:	57% of 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 but it is more challenging. 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 or in residential accommodation.		
Success:	The Council has a sufficient number of in house foster carers for the under 10 age range.		
Intervention required:	The Council needs to continue to recruit Foster Carers who will care for 13 plus aged children.		

Lead Officer:	Theresa Leavy	Lead Member:	Cllr Airey
Why is this important?	The Council actively seeks to prevent the risk of child sexual exploitation to children & young people in the Borough, protect those experiencing it and support the prosecution of offenders.		
Strategic Priority:	Residents First	Last year's data:	New for 2015/16
Achievement to date:	9 (Q3 15/16)	2015/16 Target:	Less than 38
Note:	The graph shows monthly data only. There are no data available before April 2015 as this is a new performance indicator.		
Work in progress:	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 to mitigate the risks they are facing.		
Issues:	* The number of young people on the tracker has risen during Quarter 3 and it is likely that this figure may rise further when the MASH is fully operational in January 2016.		
Success:	All young people identified on the tracker have a personalised intervention plan in place.		
Intervention required:	None.		



Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This shows the speed of processing "Major" planning applications against their own target.		
Strategic Priority:	Delivery Together	Last year's data:	77.59% (2014/15)
Achievement to date:	61.29% (Q3 15/16)	2015/16 Target:	70.00%
Note:	The graph shows monthly data only. Both last year's and current data are cumulative. National target is 60%.		
Work in progress:	Major planning applications continue to be a prioritised as this is an area which Government monitors and which there is a national target (since 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. 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 control measures 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 due to a small number of major applications. Key applications also involve very detailed and protracted pre application discussions and are consequently resource intensive.		
Success:	The current position on rolling two year performance for 'district matter' applications in the 24 months to the end of December 2015 is 59%. The current threshold is 50%.		
Intervention required:	The service is seeking to use the provisions for Extensions of Time for those applications on which the Council is negotiating to achieve a successful outcome for the applicant. In addition Planning Performance Agreements are being taken forward for significant majors in the pre application stages; this also generates income for the Council and sets expectations for all parties.		

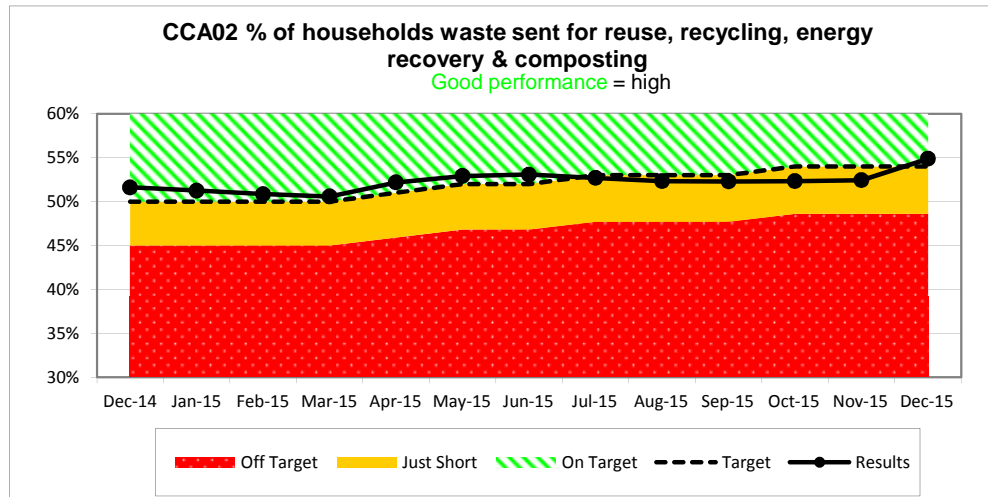
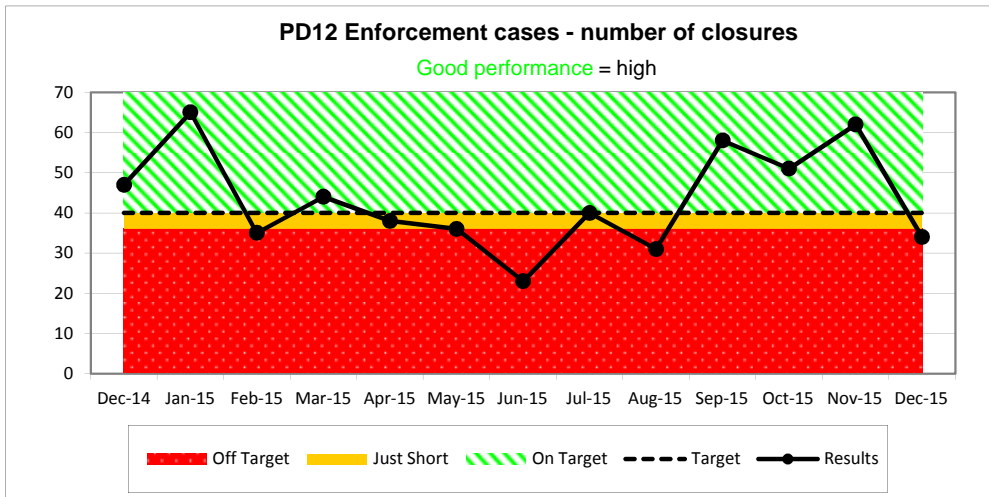
Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This shows the speed of processing "Minor" planning applications against their own target.		
Strategic Priority:	Delivery Together	Last year's data:	65.60% (2014/15)
Achievement to date:	43.48% (Q3 15/16)	2015/16 Target:	75.00%
Note:	The graph shows monthly data only. Both last year and current data are cumulative. National target is 65%.		
Work in progress:	In early December 2015 enhanced performance management arrangements were put in place for the team and this has helped to increase the number of applications being processed. In addition, agreements with applicants for Extensions of Time are now also being used where appropriate. The 28 day cut off for member call in is also being applied. Whilst too early for this quarter, these changes are starting to show through in the early quarter 4 performance figures, which are showing improvement in processing, particularly minor applications. By the end of February a detailed review of the process for 'minor' applications, as part of the wider review of the planning service will be completed. This will bring forward recommendations to deliver sustained service improvement.		
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, allied with recruitment difficulties due to a severe shortage of Chartered Town Planners has resulted in		
Success:	The service is processing the vast majority of minor applications quickly, efficiently and accurately.		
Intervention required:	The service review needs to be completed and improvements relating to processing of minor applications, arising from the review, implemented as quickly as possible		



Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This shows the speed that the Council is processing "Other" planning applications against their own target		
Strategic Priority:	Delivery Together	Last year's data:	89.98% (2014/15)
Achievement to date:	58.02% (Q3 15/16)	2015/16 Target:	90.00%
Note:	The graph shows monthly data only. Both last year and current data are cumulative. National target is 80%.		
Work in progress:	External consultants (TerraQuest) were appointed for 16 weeks from 22 October 2015. They have so far processed 172 'other' applications and are currently working on a further 96. This additional capacity, as well as improving the speed of determining this type of applications, is also helping to free up the wider service to focus on processing the other application types. Whilst not showing in this quarter, the benefit of this additional capacity has, as was anticipated, started to show in the early performance figures for quarter 4 which are showing some improvement across all application types. By the end of February a detailed review of the process for 'other' applications, as part of the wider review of the planning service, will be completed. This will bring forward recommendations to deliver sustained service improvement.		
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:			
Intervention required:	The service is buying in support; this is being closely monitored. Extensions of Time are being used. The 28 day cut off for Member call in is being applied. Officer performance is being closely monitored also.		

Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This indicator measures the percentage of Planning appeals where the Council lost.		
Strategic Priority:	Delivery Together	Last year's data:	37.74% (2014/15)
Achievement to date:	35.48% (Q3 15/16)	2015/16 Target:	Less than 30%
Note:	The graph shows monthly data only. Both last year and current data are cumulative.		
Work in progress:	All decisions are reviewed and learning points are taken forward and reported to Members. It has been noted that the appeal rate in the area of the borough with an adopted neighbourhood plan is generally stronger than elsewhere. Appeals is an area that is being considered in the service review.		
Issues:	The small number of appeals means that there is a greater impact on the percentage change (22 appeals lost out of 62 appeals during 2015/16).		
Success:	The figures in the graph dropped to zero in May, August and December 2015 as no appeals were upheld.		
Intervention required:	When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed. The Panel will be advised by officers on the strength of the refusal reasons proposed and further advised on any additional strengthening of those reasons, as appropriate.		

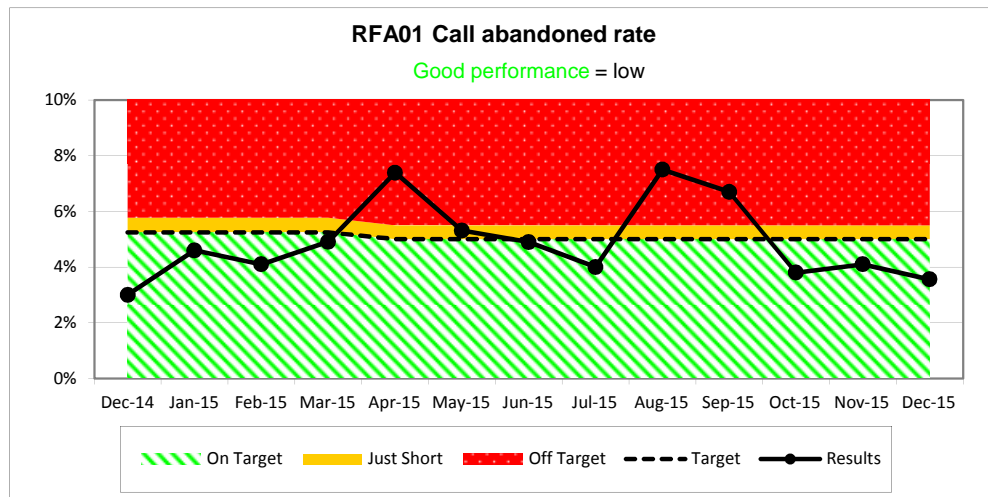
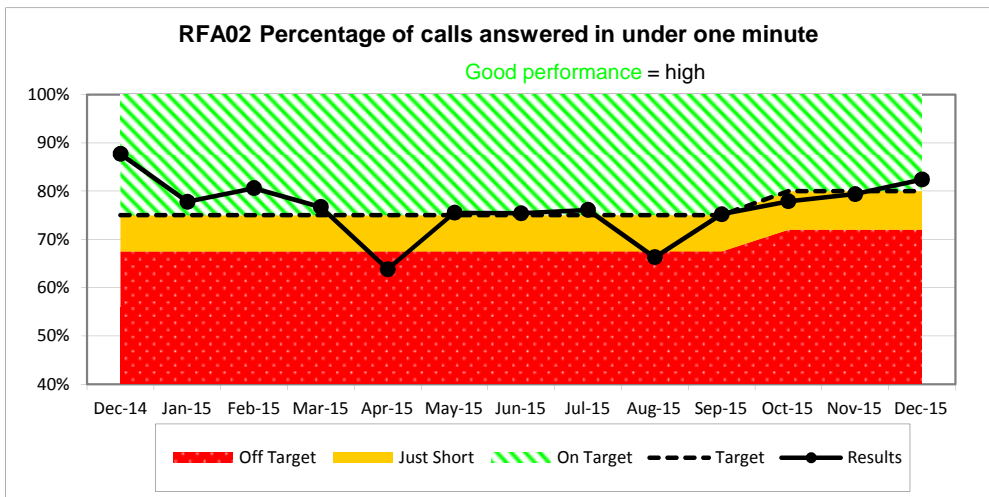
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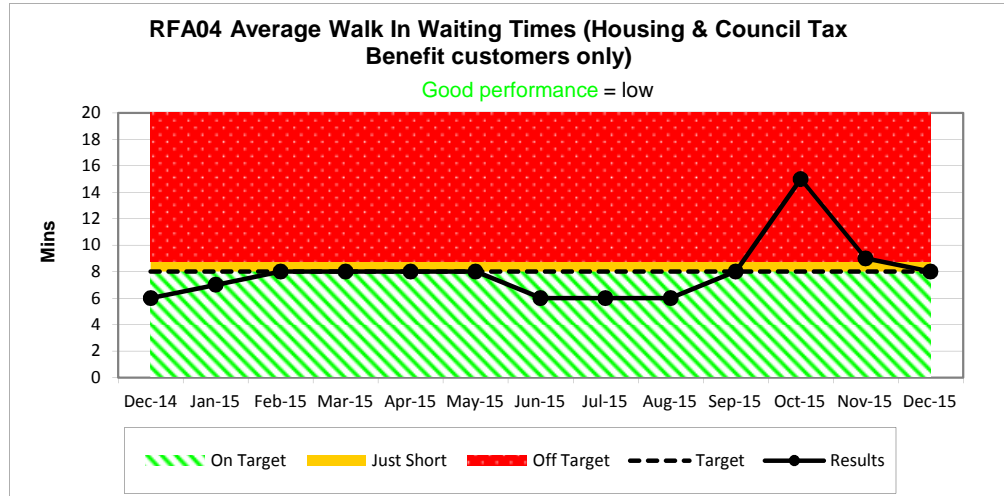
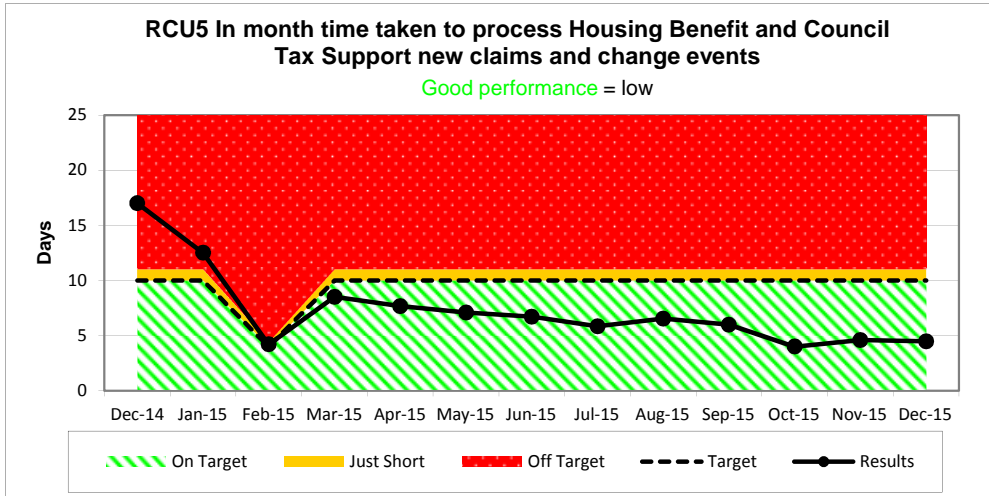
Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?			
Closing enforcement cases indicates the number of cases that the Council is dealing with. Enforcement cases can be a lengthy and very complicated process.			
Strategic Priority:	Delivering Together	Last year's data:	New for 2015/16
Achievement to date:	373 (Q3 15/16)	2015/16 Target:	480 cases
Note:	This is 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 monthly data only. Target is 40 cases per month.		
Work in progress:	<p>* 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>* Q3 2015/16 performance is above the target level. The Council closed 147 cases during Q3 compared to 129 cases in Q2 and 97 cases in Q1.</p>		
Issues:	The Enforcement Team Leader will be on maternity leave from February 2016 for up to one year. The service has failed to recruit maternity cover and is now considering other available options. There is no capacity in house to absorb the additional work. Enforcement is currently being reviewed as part of the service review.		
Success:	Up to end of Q3 2015/16, a total of 373 cases was closed which is above the profile target of 360. Recent successes include taking direct action to secure compliance with the terms of an enforcement notice.		
Intervention required:	None.		

Lead Officer:	Craig Miller	Lead Member:	Cllr Cox
Why is this important?			
The Council want to encourage the recycling / reuse and composting of domestic waste.			
Strategic Priority:	Delivering Together	Last year's data:	50.57% (2014/15)
Achievement to date:	54.87% (Q3 15/16)	2015/16 Target:	55%
Note:	Both data and graph are cumulative .		
Work in progress:	Officers are currently undertaking detailed analysis of recycling performance across the Borough to enable needs based deployment of marketing resource and effort. This will help increase recycling rates in areas of need. Initial figures indicate that the full year effect in 2016/17 will bring the total percentage of household waste sent for reuse, recycling, energy recovery & composting to over 85%.		
Issues:	None.		
Success:	A relaunch of the food waste collection service has successfully taken place. This has resulted in a 25% increase in food waste collected during November and December. The warm, wet Autumn has also led to higher than usual garden waste tonnages, which has increased the recycling rate. Residual waste has been sent to Energy from Waste for recovery rather than landfill since the 26th November 2015, which has increased the reuse, recycling, energy recovery and composting rate.		
Intervention required:	As waste continues to be sent to Energy from Waste in Quarter 4 the cumulative reuse, recycling, energy recovery and composting rate will increase to exceed the target for the year.		



Lead Officer:	Edward Phillips	Lead Member:	Cllr Hill
Why is this important?	It gives a good indication of the availability of the Contact Centre to handle customer enquiries.		
Strategic Priority:	Delivery Together	Last year's data:	72.87% (2014/15)
Achievement to date:	82.40% (Dec 2015)	2015/16 Target:	80%
Note:	This is the percentage of calls into the Contact Centre which are answered in less than 1 minute. The graph & current data shows monthly data only.		
Work in progress:	<p>The Council analyse customer contacts to understand why they are contacting RBWM. This information allows the Council to work closely with services to continually make improvements and reduce unnecessary contact into the Customer Service Centre. For example;</p> <ul style="list-style-type: none"> • Changing and adding the information on the website. • Writing clearer letters and other communication. • Raising awareness of activities through Around The Royal Borough. • Continually training the Customer Service Staff so they can resolve calls first time. <p>In 2016, a Digital Solution to replace the out-of-date Customer Relationship Management system (CRM) will be implemented. This will allow customers to have other ways to contact the Council and do business with the option of being kept up to date. Services will be re-designed to be delivered digitally reducing the number of manual touch points. This will allow the Council resources to be focused on improving and maintaining this target.</p>		
Issues:	None.		
Success:	Target was increased during this period. Performance over this quarter has steadily improved month on month from 77.9% in October to 82.4% in December, attaining the increased target, which the Council hope to continue into the new year.		
Intervention required:	None.		

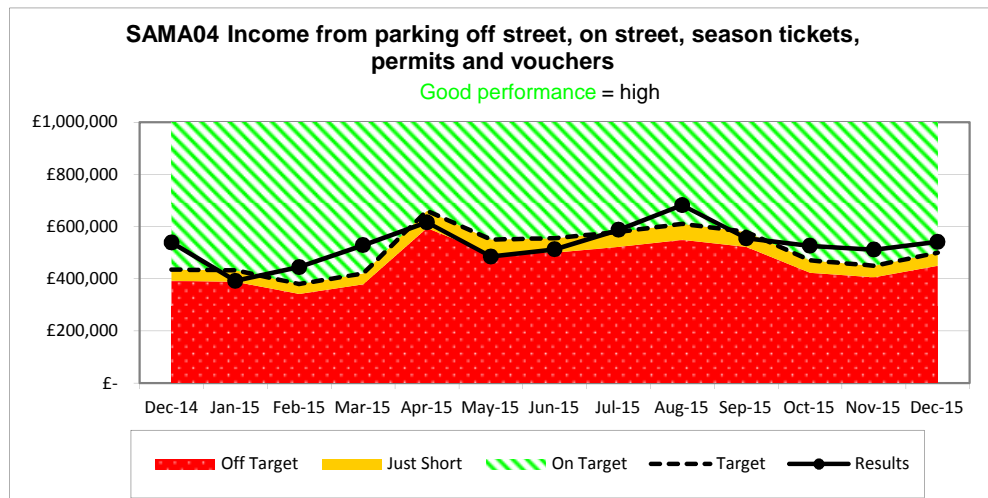
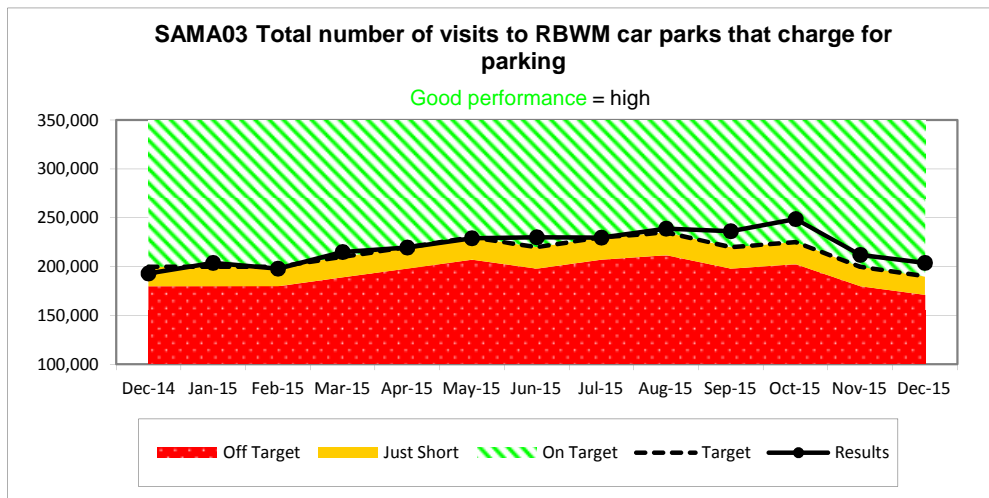
Lead Officer:	Edward Phillips	Lead Member:	Cllr Hill
Why is this important?	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
Strategic Priority:	Resident First	Last year's data:	4.91% (2014/15)
Achievement to date:	5.24% (Q3 15/16)	2015/16 Target:	Less than 5.0%
Note:	The graph shows monthly data.		
Work in progress:	<p>This is linked to RFA02 - % of calls answered in under one minute (see left). The focus during Q4 2015/16 will be to analyse avoidable contact to reduce this further. The overall performance 2015/16 is just short of target by 0.24%.</p>		
Issues:	None.		
Success:	Performance during quarter 3 2015/16 has been consistently ahead of target.		
Intervention required:	None.		



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Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill
Why is this important?			
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.			
Strategic Priority:	Delivering Together	Last year's data:	12.7 days (2014/15)
Achievement to date:	6.2 days (Q3 15/16)	2015/16 Target:	Less than 10 days
Note: The figure shown is the combined in month processing time for new claims and change events.			
Work in progress:			
Note: The <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.			
Issues:			
None.			
Success:			
The Council's excellent performance in this area continued in Q3, when the combined average processing time was 4 days, significantly ahead of target. Year to date, the Council's processing time is 6.2 days, 3.8 days better than the 10 day target.			
Intervention required:			
None.			

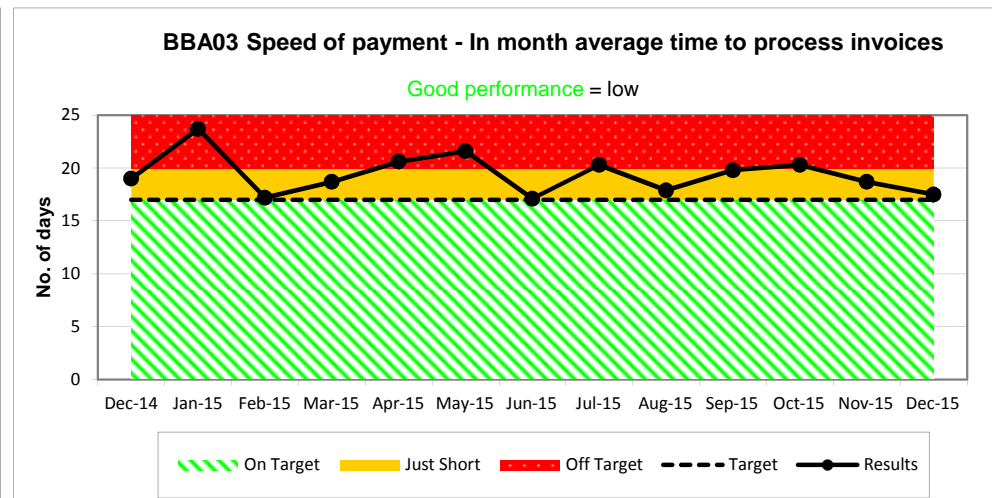
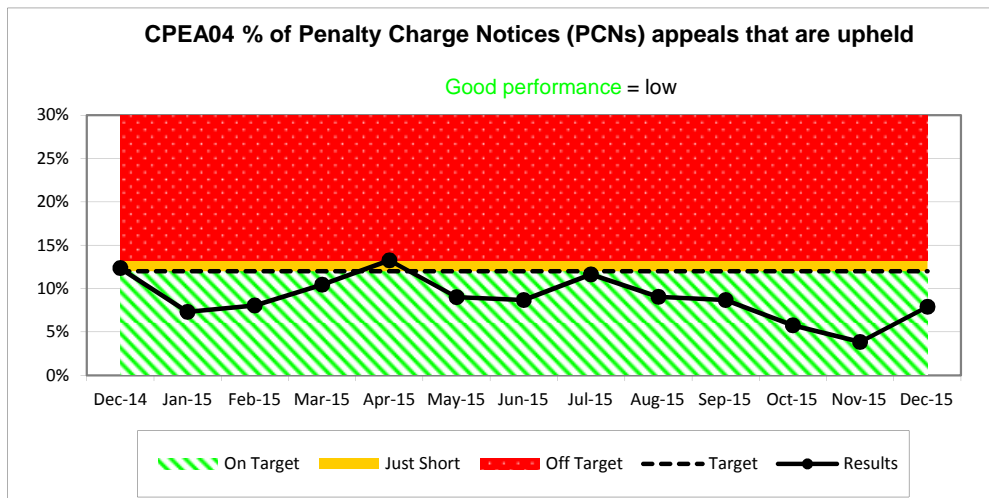
Lead Officer:	Edward Phillips	Lead Member:	Cllr Hill
Why is this important?			
To ensure that resources are in place to deal with customer queries and reduce waiting times.			
Strategic Priority:	Resident First	Last year's data:	8 mins (2014/15)
Achievement to date:	8 mins (Q3 15/16)	2012/13 Target:	Less than 8 mins
Note: The graph shows monthly data only.			
Work in progress:			
In Q3 2015/16, changes were made to the way Housing Benefit claims are processed (moving to an assisted claims face to face service), resulting in significantly quicker processing times for benefit applications but a slightly longer waiting time for customers. This is due to higher quality interactions with customers taking slightly longer and some customers waiting longer to be seen as a consequence. Wait times have now been reduced as less customers are repeat calling.			
Issues:			
None.			
Success:			
Quality interactions have reduced the number of customers who have to make repeat visits, speeding up the process for them and other customers.			
Intervention required:			
None.			



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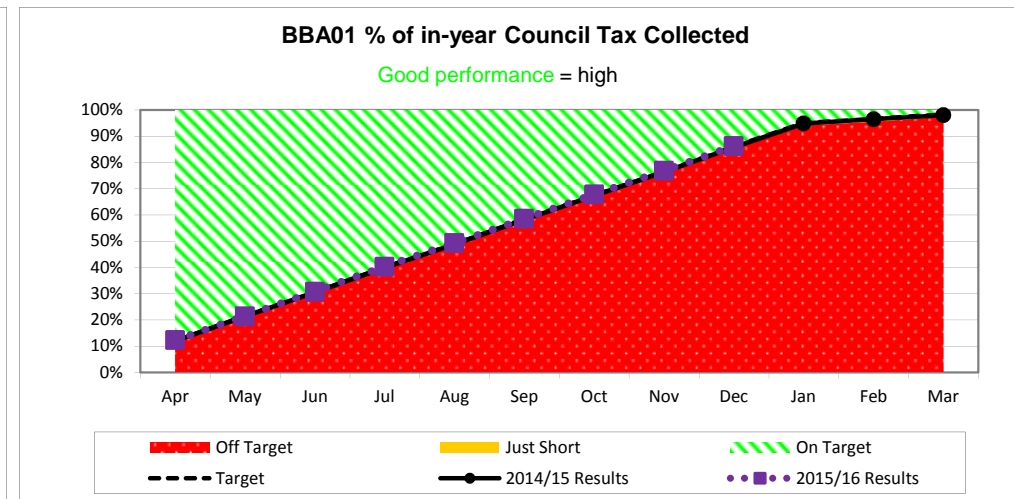
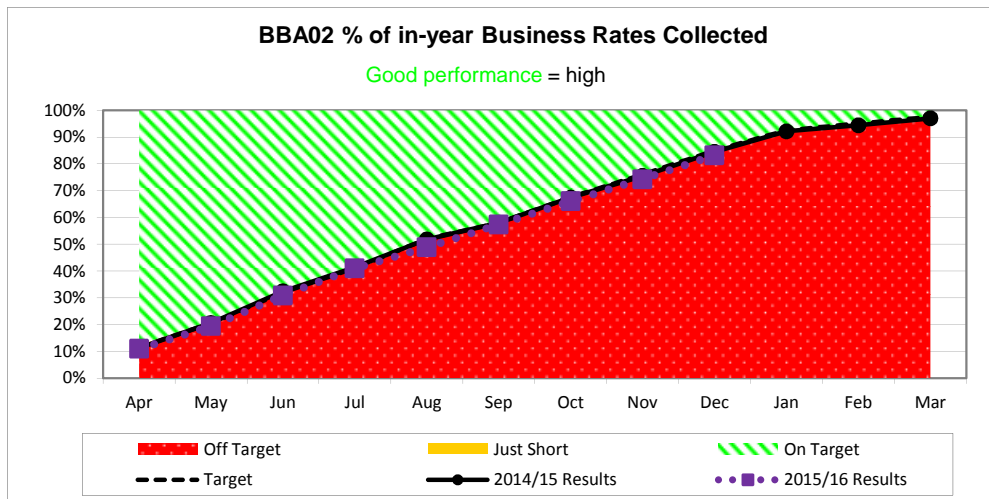
Lead Officer:	Neil Walter	Lead Member:	Cllr Rayner
Why is this important?			
This gives an indicator that the car park charges are correct and how many people are using the towns.			
Strategic Priority:	Resident First	Last year's data:	2,573,569 (2014/15)
Achievement to date:	2,047,836 (Q3 15/16)	2015/16 Target:	2,580,000
Note: The graph shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.			
Work in progress:			
Usage figures for 2015/16 includes visits made by those with a season ticket. As the use of season tickets increases the daily usage decreases, however the overall usage will be approximately 5% above the profiled target.			
Issues:			
None.			
Success:			
Car park usage for Q3 of 2015/16 is above the target of 1,970,000 (3.81%). Season ticket sales continue to grow in Maidenhead, especially in Hines Meadow, which is £160k higher than end of Q3 2014/15. The steady increase in the use of season tickets enables forward budget planning as income is received up front either on a monthly, quarterly, half yearly or annual basis.			
Intervention required:			
None.			

Lead Officer:	Neil Walter	Lead Member:	Cllr Rayner
Why is this important?			
This shows how much revenue is generated from the Council's car parks, season tickets, permits and vouchers during the financial year.			
Strategic Priority:	Value for Money	Last year's data:	£5,948,087 (2014/15)
Achievement to date:	£5,017,255 (Q3 15/16)	2015/16 Target:	£6,320,000
Note: The graph shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.			
Work in progress:			
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 Q3 of 2015/16 is £5,017,255 against a target of £4,955,000 or 1.25% up. The Council continues to work closely with key partners to identify ways to increase footfall in the town centres in the Borough.			
Issues:			
None.			
Success:			
Income in both Windsor and Maidenhead is increasing with Alma Road (10% up) , River Street (2.5% up) and Stafferton Way (10% up) doing particularly well.			
Intervention required:			
None.			



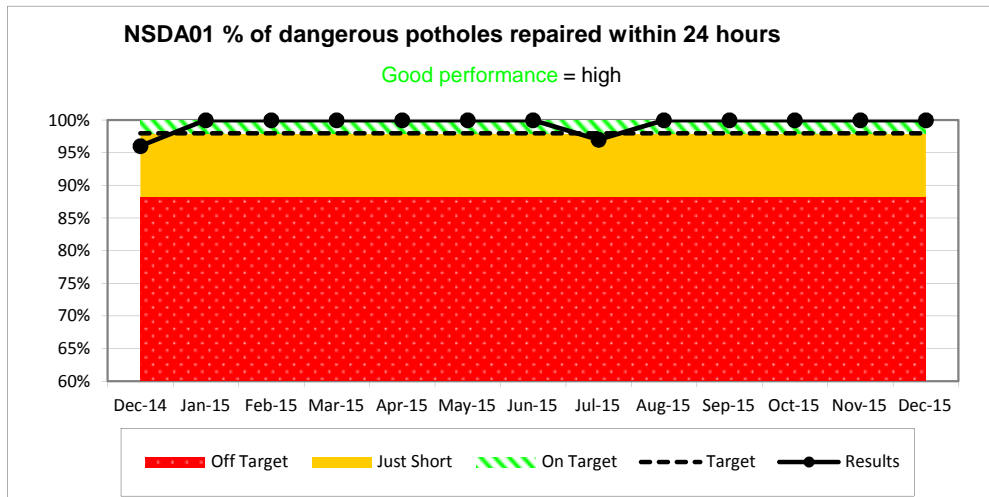
Lead Officer: Craig Miller	Lead Member: Cllr Cox
Why is this important? A low figure will show that the PCN is issued fairly and correctly. A high figure could show that PCNs are issued perhaps unfairly or incorrectly.	
Strategic Priority: Delivering Together	Last year's data: 9.36% (2014/15)
Achievement to date: 8.48% (Q3 15/16)	2015/16 Target: Less than 12%
Note: The graph shows monthly data only. The current data is cumulative .	
Work in progress: * This is a new key performance indicator for 2015/16 IPMR which has replaced % of PCNs issued that are appealed. * Out of the total of 19,219 PCN's issued up to the end of Q3 2015/16, 1,629 were cancelled after appeals, equating to 8.48%. This has improved as Q2 performance was 10.1%.	
Issues: None.	
Success: The Council's performance and accuracy in issuing PCNs continues to improve month on month and is on track to exceed the year-end target.	
Intervention required: None.	

Lead Officer: Andy Jeffs	Lead Member: Cllr Hill
Why is this important? This indicator reports on the average number of days in the month it has taken to pay invoices for goods and services.	
Strategic Priority: Delivering Together	Last year's data: 18 days (2014/15)
Achievement to date: 18.8 days (Q3 15/16)	2015/16 Target: Less than 17 days
Note: The graph shows monthly 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.	
Work in progress: * In Q3 2015/16, the average number of days to process invoices reduced to 18.8 days. This is 1.8 days above the 17 day target. * In December 2015, the Council achieved 17.5 days 0.5 days above target.	
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 11.2-days quicker than this in Q3 2015/16.	
Intervention required: The Council is currently reviewing its procure to pay process, which should lead to sustained improvements in the time taken to process invoices.	



Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill			
Why is this important?	This performance indicator reports the cumulative in-year Business Rates collection.					
Strategic Priority:	Delivering Together	Last year's data:	97.00% (2014/15)			
Achievement to date:	83.15% (Q3 15/16)	2015/16 Target:	97.50%			
Note:	The graph shows cumulative data for both financial year 2014/15 and 2015/16.					
Work in progress:	In Q3, the Council collected 83.15% of the 2015-16 Business Rates. This is 1.85% below the Q3 target. To date, the Council has collected £66.834m out of the total of £80.380m.					
Issues:	Businesses are now given the choice to pay Business Rates over 12 months rather than 10 months and a significant number have taken the opportunity to do that. This has meant that where in previous years all Business Rates would have been due to be paid by January, in 2015-16 £5.165m is now due for payment in February and March (equates to 6.43% of the Business Rates payable). There are more businesses taking up this option this year than in 2014/15 therefore the small shortfall showing in December is due to profiling rather than non-payment. 2015/16 actual will be used as baseline to profile target for next year.					
Success:						
Intervention required:	The Council continues to take 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.					
Monthly Performance Data						
	July	Aug	Sept	Oct	Nov	Dec
Last year's performance	41.34%	51.80%	58.04%	41.34%	51.80%	58.04%
Target (2015/16)	41.00%	52.00%	58.00%	67.50%	76.00%	85.00%
Performance 2015/16	41.00%	48.89%	57.39%	66.06%	74.27%	83.15%
Difference 2015/16	0.00%	-3.11%	-0.61%	-1.44%	-1.73%	-1.85%

Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill			
Why is this important?	This performance indicator reports the cumulative in-year Council Tax collection.					
Strategic Priority:	Delivering Together	Last year's data:	98.02% (2014/15)			
Achievement to date:	86.22% (Q3 15/16)	2015/16 Target:	98.30%			
Note:	The graph shows cumulative performance data for both financial year 2014/15 and 2015/16.					
Work in progress:	In Q3 the Council collected 86.22% of the 2015-16 Council Tax. This is 0.22% above the Q3 target. At the end of December 2015, the Council has collected £65.688m of the total of £76.187m.					
Issues:	None.					
Success:	0.22% above 2015-16 target and 0.5% ahead of the same period in 2014-15.					
Intervention required:	None.					
Monthly Performance Data						
	July	Aug	Sept	Oct	Nov	Dec
Last year's performance	39.92%	48.84%	58.17%	39.92%	48.84%	58.17%
Target (2015/16)	40.00%	49.00%	58.50%	67.50%	76.50%	86.00%
Performance 2015/16	40.30%	49.28%	58.55%	67.78%	76.87%	86.22%
Difference 2015/16	0.30%	0.28%	0.05%	0.28%	0.37%	0.22%



Lead Officer:	David Perkins	Lead Member:	Cllr Rayner
Why is this important?			
This shows how quickly the Council repair all dangerous potholes within the Borough road network.			
Strategic Priority:	Delivering Together	Last year's data:	99.60% (2014/15)
Achievement to date:	99.6% (Q3 15/16)	2015/16 Target:	98%
Note:	The graph shows monthly data only. The current data is cumulative .		
Work in progress:			
* Repairs are undertaken using a proprietary material suitable for a first time permanent single layer repair.			
* The Council repaired all 93 dangerous potholes during Q3 compared 69 out of 70 in Q2 and all 91 in Q1.			
Issues:			
Success:			
During the first 3 quarters of 2015/16, the Council repaired 253 out of 254 dangerous potholes within 24 hours, achieving 99.6% performance against the target of 98%.			
Intervention required:			
None			

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

					2015/16 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16	DOT*	Comments
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%	N/A		N/A	It is no longer possible to capture data in this way for WIW as they are no longer part of RBWM and do not have access to Paris. A process of ensuring accurate data collection is currently being explored that complies with data protection laws.
Number of permanent admissions to residential or nursing care 65+ made in a year	Angela Morris	Adults, Culture & Health	98	Less than 95	38	77	119		↓	The total for Q3 2015/16 is 119. 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	Hilary Hall	Adults, Culture & Health	3,146	3500	930	1,872	2,894		↑	Performance during Q2 2015/16 is strong with 1022 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	Hilary Hall	Adults, Culture & Health	866	750	235	305 (up to end of July)			N/A	The Council is still awaiting data / updates from Public Health
Childhood immunisation - MMR2 (measles, mumps and rubella)	Hilary Hall	Adults, Culture & Health	86.3%	95% uptake	86.4%	86.7%			↑	The Council received Q2 data which is 86.7%. This data is for WAM CCG, not available at Local Government leve. Q3 data has not been released yet.

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		
Number of households prevented from becoming homeless by Housing Options	Nick Davies	Adults, Culture & Health	1,756	1000	481	833	1137		<p>↓</p> <p>The target for 2015/16 has increased by 25% compared to last year. Up to end of Q3 2015/16, a total of 1,137 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 3% 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.</p>
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Adults, Culture & Health	55,336	52,000	34,037	49,748	61,259		<p>↓</p> <p>The Q3 2015/16 performance was at or just over target for each month. The Council has exceeded the profiled target by just under 43% for the first three quarters of the year. The very high figures during June 2015 due to interest in Magna Carta events and higher than expected take up of activities related to the HLF funded For King and Country project have contributed to a positive variance of just over 22K visits relative to the target for 3/4 of the year.</p>
% of all RBWM schools inspected by Ofsted to receive a Good or Outstanding Excellent judgement	Kevin McDaniel	Children's Services	73% - All	73%	75.0%	75.0%	79.0%		<p>↑</p> <p>There have been four reported inspections to date during this academic year. All four have improved their Ofsted rating with three moving to Good or Outstanding. Based on current projections, this figure is anticipated to increase to 84% by July 2016.</p>
Number of 0-4 year olds registered with Children's Centres in the top 8 deprived areas	Theresa Leavy	Children's Services	935	960	864	881	891		<p>↑</p> <p>The top 8 deprived areas are being targeted by Children's Centres through a combination of volunteer parent champions, targeting services and using opportunities to attend local events for families with young children. Although the numbers slowed slightly in the third quarter, it is anticipated that the year end target will be met.</p>
Permanent exclusions from schools in RBWM	Kevin McDaniel	Children's Services	15 (AY 2013/14)	12 (AY 2014/15)	11 (for AY 2014/15)	0 (for AY 2015/16)	2 for AY 2015/16)		<p>↓</p> <p>* AY = Academic Year.</p> <p>There have been two permanent exclusions to date during the current academic year. All of the exclusions were in secondary schools and none of them were children in care.</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		
The total number of education health & care plans for pupils aged under 20	Theresa Leavy	Children's Services	739	Less than 750	746	741	738		↑	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. 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%	Theresa Leavy	Children's Services	4.6%	Less than 5.25%	3.32%	5.8%	5.3%		↑	The proportion of young people not in employment, education or training is currently just short of target by 0.05% off target. The Council is still working with various partners to secure employment or alternative training provision.
Child Protection Plans lasting two years or more	Theresa Leavy	Children's Services	9.1%	Less than 4.5%	4.5%	0.0%	0.0%		↑	There are no children with a child protection plan lasting two years or more.
% of care leavers in suitable accommodation	Theresa Leavy	Children's Services	76.9%	100%	84.6%	97.6%	94.7%		↓	As at 31 December 2015, two young people were designated as not being in suitable accommodation although they are accommodated.
% of care leavers in education, employment or training	Theresa Leavy	Children's Services	76.9%	80%	84.6%	65.9%	65.8%		↓	13 young people out of the cohort of 38 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 three young people to secure appropriate education, employment or training for them.
% of children who have become the subject of a Child Protection Plan for the second time	Theresa Leavy	Children's Services	11.4%	Less than 12%	22.9%	13.1%	0.0%		↑	No children became subject of a child protection plan for a second time in the quarter.
Number of young people, under 18, missing from home three times or more in a quarter	Theresa Leavy	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	8		↑	Eight 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.

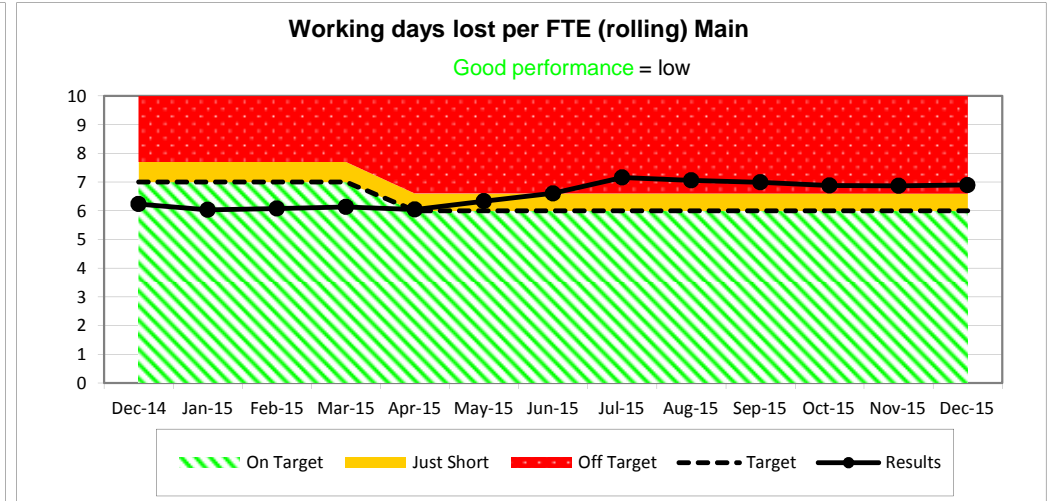
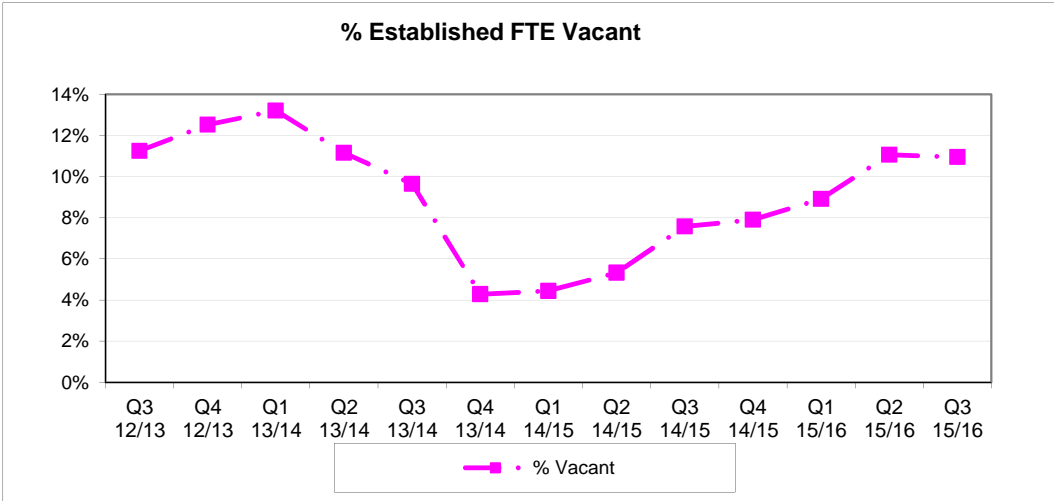
Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Number of young people, under 18, missing from care three times or more in a quarter	Theresa Leavy	Children's Services	New indicator for 2015/16	TBC (no baseline available to set target as this is a new KPI for 2015/16)	2	7	0		↑	No children in care went missing from care three times or more in the quarter.
% of children / young people removed from the Child Sexual Exploitation (CSE) case tracker within three months of identification due to successful intervention	Theresa Leavy	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%	16.0%		↑	Three young people have been removed from the case tracker in Q3 2015/16; in all cases, the risk had significantly reduced. 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 153	Theresa Leavy	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%	13.4%		↓	Two young people have been re-referred to the tracker as a result of increased risk identified. Personal intervention plans are in place for each of the young people which are being actively progressed by the allocated social worker.
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate Services	95.3%	92.0%	95.70%	94.80%	96.20%		↑	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.

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 milestones hit on Area Action Plan (AAP) sites	Chris Hilton	Corporate Services	New indicator for 2015/16	8	2	6	9		<p>↓</p> <p>During Q3 2015/16, 3 milestones hit on AAP sites being:- 1) Lambert Smith Hampton Capacity Study completed. 2) GVA appointed as Development Manager for Ray Mill Road East. 3) Lambert Smith Hampton appointed as Development Manager for Reform Road Industrial Estate.</p> <p>Milestones include: 1. Development Manager appointed. 2. Feasibility study completed. 2. Development framework completed. 3. Planning application in. 4. Planning consent obtained. 5. Contract in place with contractor or development partner. 6. Contractor on site.</p>	
Number of participants in the So Much Improvement with a Little Exercise (SMILE) programme	Kevin Mist	Corporate Services	63,691	64,960	19,305	37,672	54,743		<p>↓</p> <p>The Council has increased the target for 2015/16 by 42% compared to last year. The total for Q3 2015/16 is 54,743 which is on track to achieve the year-end target of 64,960. The performance in 2015/16 has increased by 28% compared to the same period last year.</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%	8.5%		<p>↑</p> <p>Vacancy rate at the end of Q3 2015/16 is 8.5%. Over the busy Christmas period the Nicholsons Centre had several pop-up shops and temporary lets which are likely to be gone in the new year. However in the Spring 2016, H&M will be opening in the centre which will be occupying 3 vacant units. Other new occupiers include Warren James jewellers and Store TwentyOne.</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>↓</p> <p>Awaiting data/updates from Town Centre Manager</p>	
Number of footfall in Maidenhead Town Centre	Steph James	Corporate Services	5,616,573	5,728,904	1,392,006	2,717,891	4,119,556		<p>↑</p> <p>Target is to increase the footfall by 2% from 2014/15 baseline. Footfall in quarter 3 was 5.4% up on the same period in 2014. Footfall over the festive period was particularly strong with footfall in November and December 2015 up by 8.9% compared to the same period in 2014. The Maidenhead Town Partnership has delivered a strong event programme with particular focus over the Christmas period. Free Christmas parking helped drive footfall to the town centre during the Christmas period.</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 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	* Awaiting data/updates from Town Centre Manager who has been informed that the footfall counter in one of the stations has been reported faulty which is being investigated
Reduction in the use of gas and electricity	Michael Potter	Corporate Services	3.3%	7% reduction on 2013/14 baseline	3.9%	3.1%	2.63% (up to end of November)		↓	Please note that the Council is still to receive all invoices for December. Up to end of November 2015, the Council has reduced the energy use by 2.63% when compared to the same period in 2013/14). The annual projected target is not being met due to increasing street lighting consumption which has increased by 6% compared to last year. It is predicted that the Council will not meet the year-end target of 7%.
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate Services	3,200	4,000	3,388	3,418	4,125		↑	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. The Council has exceeded the year-end target as there are currently 4125 volunteers directly assisting Council services. Volunteering opportunities are promoted on the WAM Get Involved Website and 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	51		↓	During Q3 2015/16, 15 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.
Amount of external funding secured	Harjit Hunjan	Corporate Services	£2,520,060	£600,000	£175,410	£210,590	£812,561		↑	Please note that the amount of external funding 'secured' has replaced 'drawn down' that was reported in previous IPMR report. Drawn down element has not been included in the new contract with Our Community Enterprise Ltd that commenced from October 2015 since this is dependent on when the funders release amount awarded. For amount secured, the target has increased from £360k to £600k in the new contract. The team has already met the year-end target during Q3 2015/16.

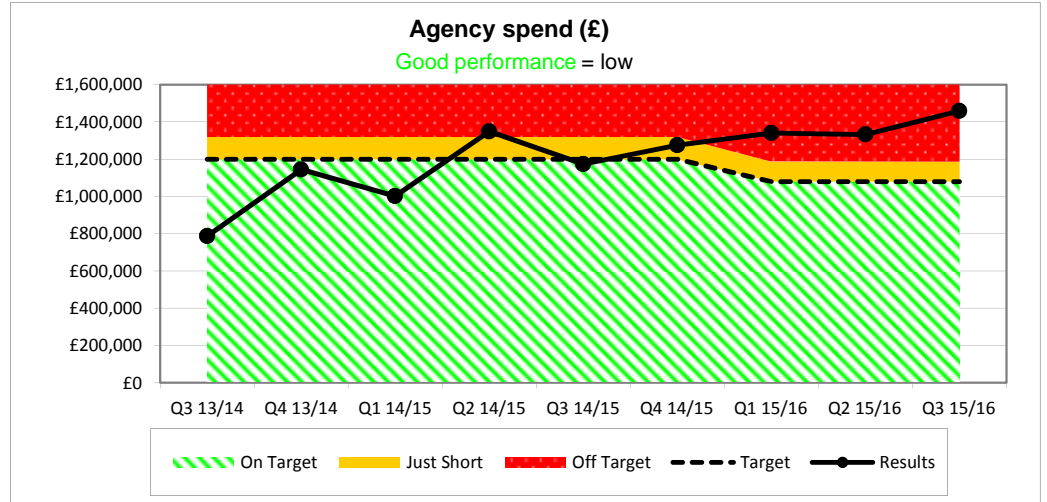
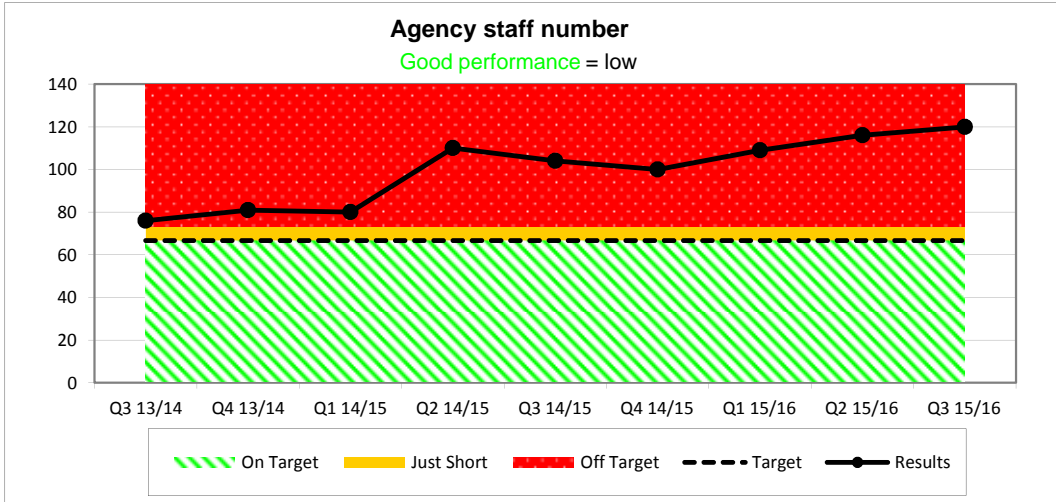
Performance Indicator	Lead Officer	Directorate	2014/15 data	Target 2015/16	2015/16 Performance				DOT*	Comments
					Qtr 1 2015/16	Qtr 2 2015/16	Qtr 3 2015/16	Qtr 4 2015/16		
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations	0.83%	Less than 1%	1.8%	2.64%	1.70%		↑	Fewer phone calls are received in quarter 3 every year, but compared to Q3 2014/15 (0.6%) performance against this indicator has improved this year.
Number of Licensing compliance operations completed (across all towns and parishes)	Craig Miller	Operations	66	60	16	31	48		↑	Forty eight licensing compliance operations were completed during the first three quarters of 2015/16. This has met the profiled target and the Council is on track to meet the annual target.
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations	11	12	1	2	4		↑	The Council has completed 4 under age sales compliance operations to date. Two more operations are already planned for February, Licensing discussions with Thames Valley Police have taken place and more joint operations will be undertaken before April 2016. Trading Standards are also assessing their position with the hope of undertaking operations in March 2016. The focus thus far in terms of Licensing's work with children has been directed on other areas related to child sexual exploitation but it is fully expected that the target will be met.
Reduction in the number of food premises that have a rating of 0 or 1 out of 5, with five being very good. (25 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	15		↓	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). Between Q2 and 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.
Number of Waste Awareness events undertaken by end of 2015/16	Craig Miller	Operations	25	25	12	17	23		↑	An additional six waste awareness events were carried out during Quarter 3. Further events are planned during Quarter 4 and the target will be met by year end.
Number of Community Recycling Champions recruited by end of 2015/16	Craig Miller	Operations	20	5 additional recycling champions	2	2	8		↑	The target for 2015/16 is find 5 additional recycling champions. Eight additional community champions have been recruited so far this year. Champions have assisted at recycling events, encouraged their neighbours to recycle, and monitored recycling sites in the Borough.
Number of highway schemes delivered	Christopher Wheeler	Operations	420	250	21	72	127		↑	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 Q3 2015/16 is 127 which is 15% ahead of the profile target of 110.

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



Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	To ensure efficient resources are available to meet service needs.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	7.9% (14/15)
Achievement to date:	10.95% (Q3 15/16)	2014/15 Target:	No Target
Note:	Exclude schools and does not include agency FTE as the data is not available. There is no target available for this HR measure.		
Work in progress:	The Council has changed they are reporting vacant post to provide a more accurate report of establishment. Vacant posts are now built into the system once permission to recruit has been provided rather than building the post at the point the occupant is available to fill it.		
Issues:	The Council currently have a number of difficult to fill roles in Finance, Children's Services, Planning and Regeneration which are impacting the vacancy rate.		
Success:	The % established FTE vacant has decreased this quarter and is up on the same quarter in the previous year.		
Intervention required:	Market comparisons have been undertaken particularly in finance, in addition the Council is are part of the South East region memorandum of cooperation which is specifically reviewing the recruitment of social worker's.		

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	6.14 (14/15)
Achievement to date:	6.90 (Dec 2015)	2014/15 Target:	Less than 6 days
Note:	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.		
Work in progress:	Sickness absence is remains a high priority for all services and absence rates and reasons are reviewed monthly at Directorate Management Teams and CMT (Corporate Management Team). Absence workshops have been provided for managers and greater emphasis is placed on trigger level management. Trigger levels are: <ul style="list-style-type: none"> • Absence totalling 7 working days or more within a rolling 12 month period or 3 periods of sickness absence in a 3 month period • A Bradford Factor Score of 120 or above. • Any other recurring recognisable pattern. 		
Issues:	Sickness levels have increased over the year, increasing from 6.24 days in December 2015 (based on a rolling year) to 6.9 days per FTE in December 2015.		
Success:	The current figure is below the average for the public sector which is 7.9 (based on 2014 CIPD absence management survey).		
Intervention required:	None.		

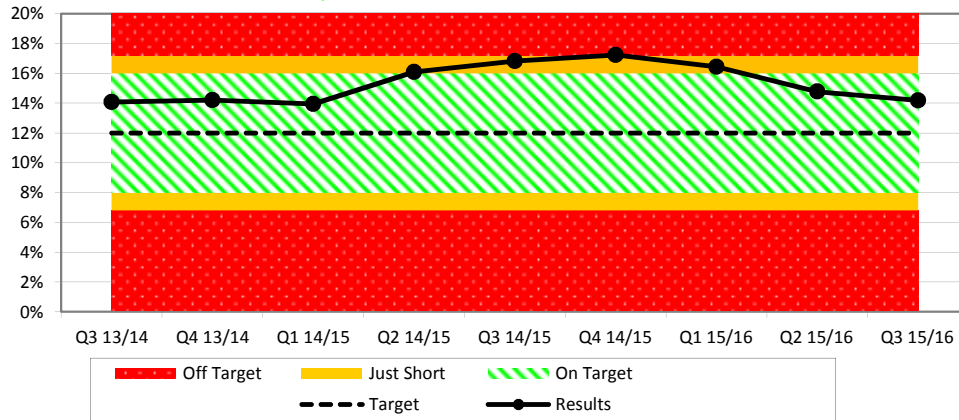


Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?			
To monitor the level of agency staff the Council are using.			
Strategic Priority:	Equipping ourselves for the future	Last year's data:	100 (14/15)
Achievement to date:	120 (Q3 15/16)	2014/15 Target:	67
Note:	The target is based on no more than 5% of total workforce (the total headcount at end of 2014/15 was 1334).		
Work in progress:			
The Council is currently review our market rates with comparators to identify if they are competitive in the market place.			
Issues:			
Agency headcount has increased slightly in Q3 of this year and is slightly higher than the same period last year. There is an increased need for specialist social care staff in Adult services. There also continues to be high demand for temporary staff in the Revenues and Benefits, Customer Services, Information Technology Services and Regeneration and Development.			
Success:			
Intervention required:			
For areas where the Council is below the market, CMT may make request for additional funding to be available for difficult to fill roles.			

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?			
To monitor the level of agency staff the Council are using.			
Strategic Priority:	Equipping ourselves for the future	Last year's data:	£4.8m (14/15)
Achievement to date:	£1,458,999 (Q3 15/16)	2014/15 Target:	< £1.079m per quarter
Note:	The graph shows quarterly data and target only . The year-end target is less than £4.317m (based on 10% reduction on 2014/15 baseline).		
Work in progress:			
New contract agreed with de Poel to start from 1 March 2016. This will be an all encompassing contract which will provide social care staff and therefore reduce current off contract spend. In additional the rate provided by de Poel is lower than previously offered by Reed, and therefore a reduction in expenditure is expected.			
Issues:			
Agency spend has increased slightly in Q3 of this year and remains higher than the same period last year. The higher than anticipated level of performance is linked to the increase in agency headcount.			
Success:			
Intervention required:			
New contract in place from 1 March 2016 will impose tighter controls on agency spend and the Council would anticipate seeing initial improvements by Q1 of 2016/17.			

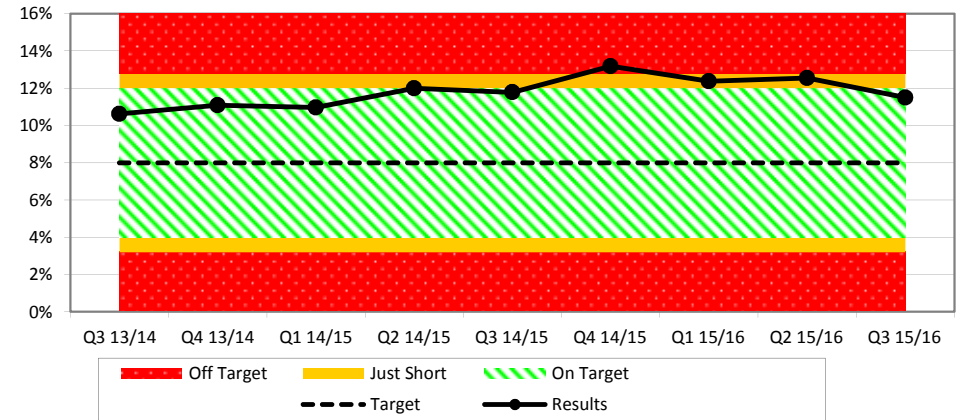
% Staff Turnover

Good performance = between 8% to 16%



% Staff Voluntary Turnover

Good performance = between 4% to 12%



Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	17.2% (14/15)
Achievement to date:	14.17% (Q3 15/16)	2014/15 Target:	12%
Note:	Exclude schools.		
Work in progress:	The majority of staff turnover is voluntary and is being managed as per comments provided for % staff voluntary turnover.		
Issues:	None.		
Success:	There has been a slight reduction in RBWM staff turnover compared to Q2 2015/16.		
Intervention required:	None.		

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	13.2% (14/15)
Achievement to date:	11.50% (Q3 15/16)	2014/15 Target:	8%
Note:	Exclude schools.		
Work in progress:	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. The improved management information provided by ExitView will be used to influence employee recruitment and retention.		
Issues:	None.		
Success:	There has been a reduction in voluntary turnover compared to Q2 2015/16 and has reduced by 1.7% compared to 2014/15 data. In addition 67.5% of eligible leavers in Q3 2015/16 undertook an exit interview using Exit view. This is a 125% increase in the number of people completing Exit interviews compared to Q2.		
Intervention required:	None.		

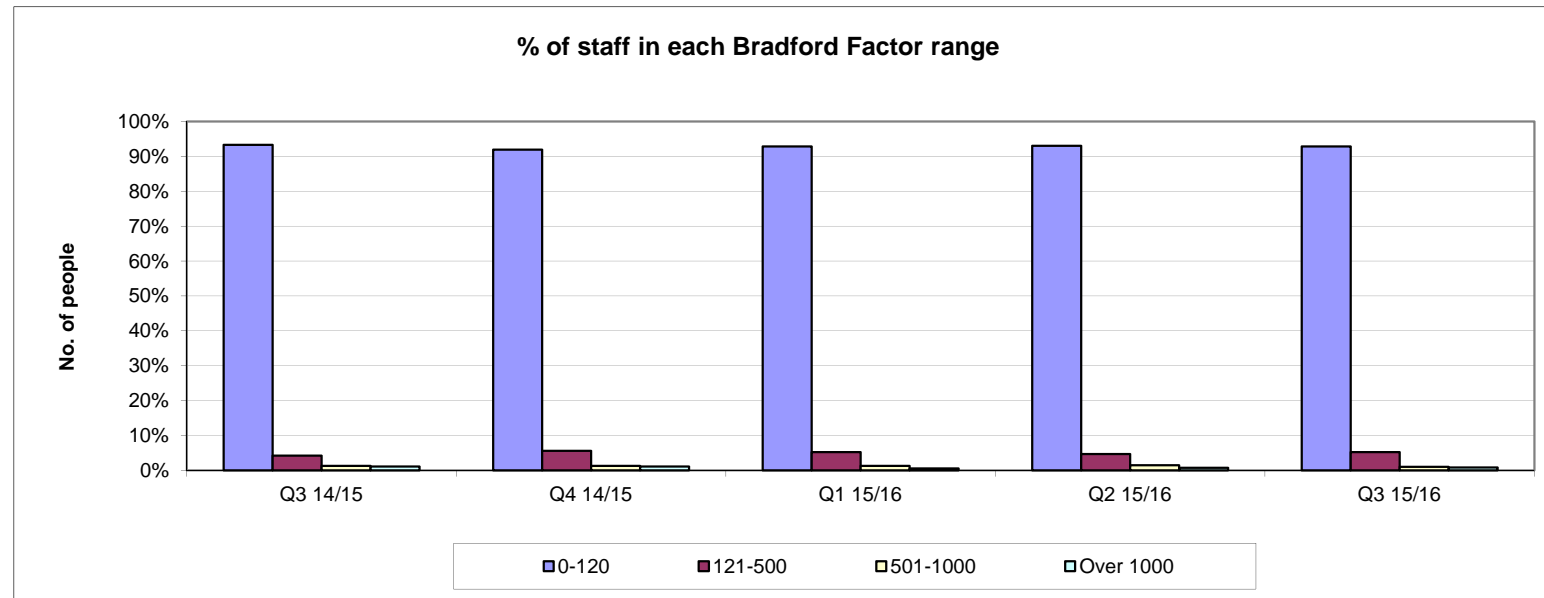
The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

Number of people in each Bradford Factor range

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Note:	"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.		
Strategic Priority:	Equipping ourselves for the future	Good performance:	Improved performance is typified by a lower number in range 120+
Comments:	This indicator has decreased overall in the last 21 months and currently 92.9% of staff have a Bradford Factor score of 0 - 120. The total number of people whose Bradford Factor score is greater than 120 is 93, which shows a slight increase on Q2.		

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	92.9%	1227	93.0%	1216	92.9%		
121-500	81	5.1%	59	4.2%	68	4.2%	75	6%	69	5.2%	62	4.7%	69	5.3%		
501-1000	19	1.2%	20	1.3%	21	1.3%	17	1%	17	1.3%	20	1.5%	13	1.0%		
Over 1000	23	1.4%	19	1.1%	18	1.1%	15	1%	8	0.6%	10	0.8%	11	0.8%		
TOTAL	1594	100%	1565	100%	1614	100%	1335	100%	1323	100%	1319	100%	1309	100%		

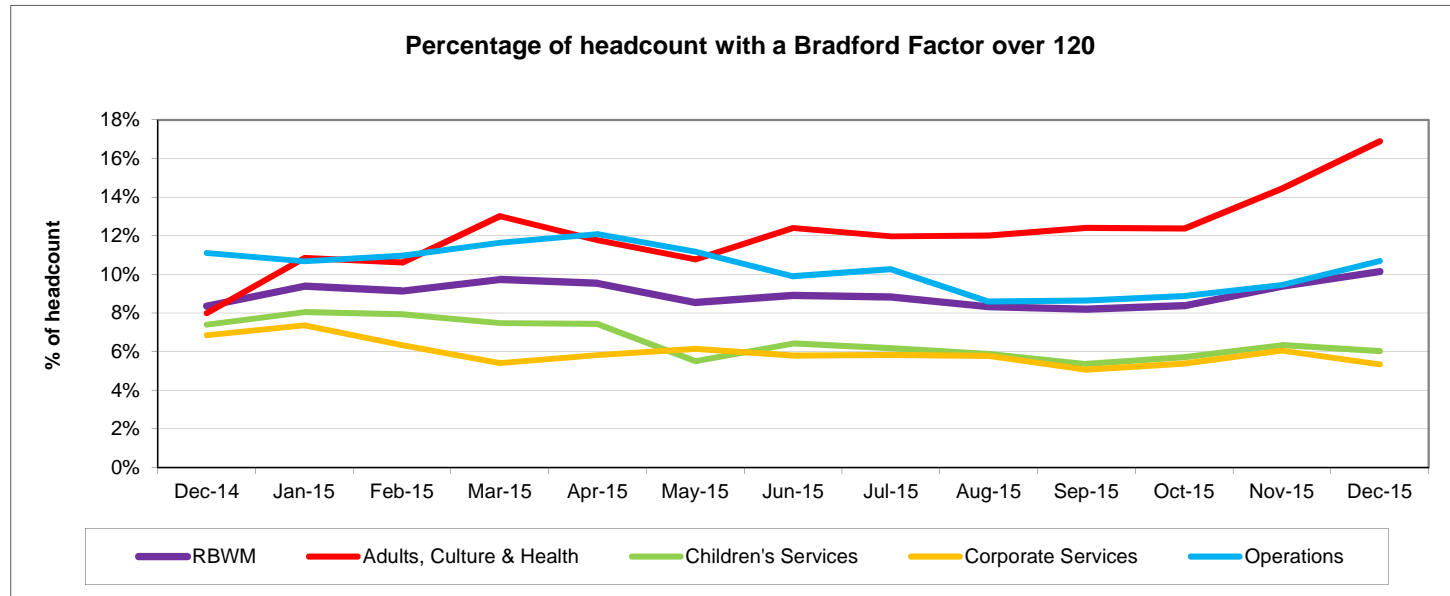
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Bradford Factor - % of headcount with a Bradford Factor score over 120 - split by Directorate

Directorate	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15
Adults, Culture & Health	8%	11%	11%	13%	12%	11%	12%	12%	12%	12%	12%	14%	17%
Children's Services	7%	8%	8%	7%	7%	6%	6%	6%	6%	5%	6%	6%	6%
Corporate Service	7%	7%	6%	5%	6%	6%	6%	6%	6%	5%	5%	6%	5%
Operations	11%	11%	11%	12%	12%	11%	10%	10%	9%	9%	9%	9%	11%
RBWM	8%	9%	9%	10%	10%	9%	9%	9%	9%	8%	8%	9%	10%

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

Quarter 2 2015/16 - Headcount				
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

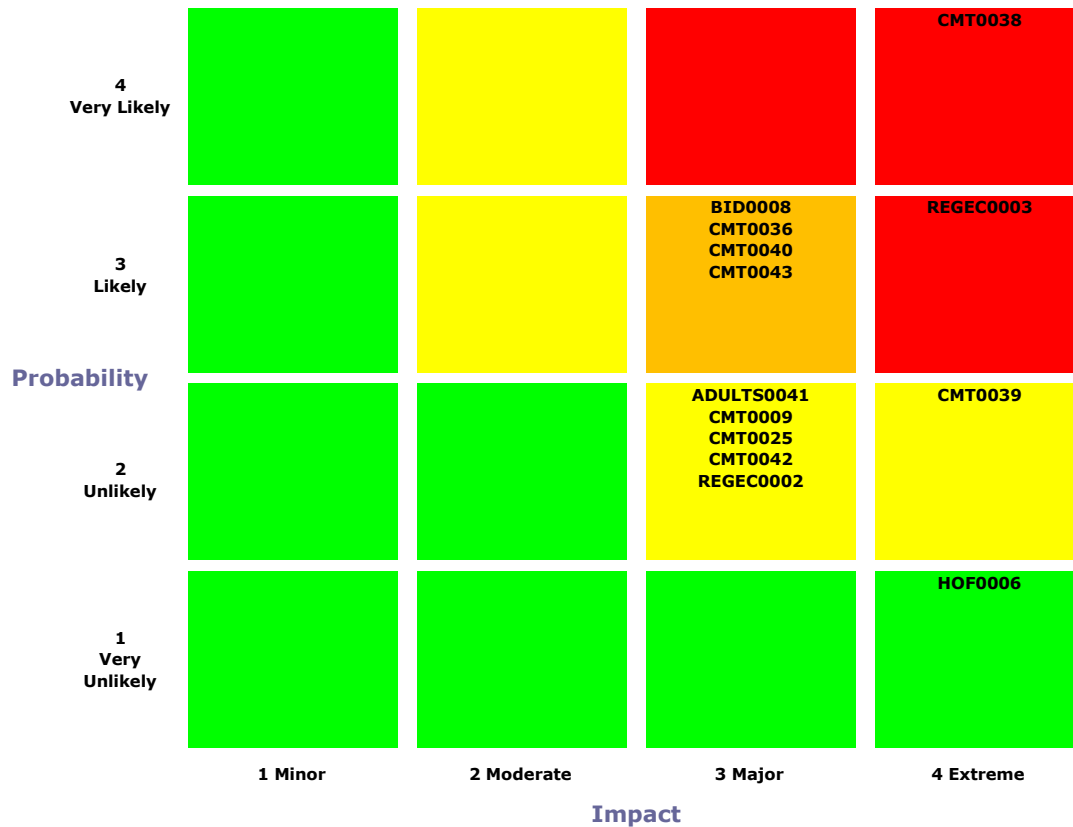
Quarter 2 2015/16 - %				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	89.97%	6.86%	1.58%	1.58%
Children's Services	95.24%	3.27%	1.19%	0.30%
Corporate Service	94.90%	3.14%	1.57%	0.39%
Operations	92.82%	4.89%	1.72%	0.57%

Quarter 3 2015/16 - Headcount				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	321	31	6	3
Children's Services	319	9	2	2
Corporate Service	249	9	0	4
Operations	328	20	5	2

Quarter 3 2015/16 - %				
Directorate	BF 0-120	BF 121-500	BF 501-1000	BF Over 1000
Adults, Culture & Health	88.92%	8.59%	1.66%	0.83%
Children's Services	96.08%	2.71%	0.60%	0.60%
Corporate Service	95.04%	3.44%	0.00%	1.53%
Operations	92.39%	5.63%	1.41%	0.56%

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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

Risk Ref	Details	Trend	Changes in risk rating
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)
Adult, Children & Health Services	2557	2357	1549
Corporate & Community Services	980	800	576
Operations & Customer Services	1340	1340	682
Total	4877	4497	2807

Directorate	Risk Level	
	At Risk	Major Risk
Adult, Children & Health Services		ST000974
Corporate & Community Services	ST001156	

Project Summary Report

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
G1 - Pre Live													
PR000305	Ray Mill Road East	Chris Hilton	01/09/13	31/07/18	Current	GREEN	GREEN	GREEN	AMBER	GREEN	BLUE	March 2015 Cabinet paper approved to appoint DM from the Framework Panel.	18/12/2015
					Previous	GREEN	GREEN	GREEN	AMBER	GREEN	BLUE		
166	Stafferton Way Multi Storey Car Park	Chris Hilton, Simon Fletcher	30/11/14	30/11/16	Current	AMBER	RED	GREEN	AMBER	AMBER	GREEN	<p>Cabinet paper drafted for consideration seeking approval to approach the 'market' with respect to design, construction and operation of a 1000 space car park.</p> <p>Member / officer discussions ongoing with respect to delivery options and alignment with the broader regeneration programme for the town centre - Cabinet paper deferred accordingly (revised timetable to be confirmed)</p> <p>Additionally, a draft parking strategy has been prepared which will be considered by Members in January 2016.</p> <p>(31/12/15)</p>	31/12/2015
					Previous	AMBER	AMBER	GREEN	AMBER	GREEN	GREEN		
					Current	AMBER	GREEN	GREEN	AMBER	AMBER	GREEN	<p>A schedule of BLP documentation has been produced and will be circulated with the LPWG members indicating timing of distribution of key BLP documents. These are scheduled for circulation between end of December and February 2016.</p> <p>Key risks and the revised project timetable are monitored via weekly BLP Management meetings and updates provided at LPWG (next two meetings 11 January and 2 February)</p> <p>NB Project end date needs to align with BLP submission date (end Sept 2016) and will be amended next report.</p>	30/12/2015
PR000751	Borough Local Plan	Chris Hilton	01/01/08	31/07/16	Previous	AMBER	AMBER	GREEN	AMBER	GREEN	GREEN		
					Current	AMBER	GREEN	GREEN	AMBER	AMBER	GREEN		
					Previous	AMBER	GREEN	GREEN	AMBER	AMBER	GREEN		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
PR001108	Direct Payments Project	Angela Morris	03/11/14	01/06/15	Current	GREEN	BLUE	BLUE	BLUE	BLUE	BLUE	Decisions around how to progress a direct payment support service and internal management on DPs made.	4/11/2015
					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	First meeting with consultants re detailed design	6/1/2016
					Previous	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN		
PR001181	Dedworth Middle School expansion	Ann Pfeiffer		25/08/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Initial scoping meeting held with school.	6/1/2016
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001182	Furze Platt Senior School Expansion	Ann Pfeiffer			Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Discussions with school have taken place.	30/12/2015
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001183	Charters School	Ann Pfeiffer			Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	Tenders awaited for feasibility study	6/1/2016
					Previous	GREEN	GREEN	GREEN	AMBER	GREEN	AMBER		
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 a cycle route linking the A4 Bridge Road to the 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.	21/12/2015
					Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		
G2 - Live Projects													
PR000303	CRM Platform Upgrade	Jacqui Hurd	01/02/14	08/10/15	Current	AMBER	AMBER	AMBER	RED	AMBER	GREEN	Budget: Capital for funding may be sufficient depending on the solution chosen and the requirements approved Risks: There is a risks that the solution may not be signed off Issues: The delay in the choice of the CRM has meant a shorter timeframe for delivery	30/12/2015
					Previous	AMBER	GREEN	AMBER	RED	AMBER	GREEN		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
PR000486	Waterways	Chris Hilton	20/01/14	31/10/17									
168					Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	<p>A paper was taken to Group and Cabinet Regeneration Sub Committee for the approval in principal of £3m to complete the York Stream channel works and install a weir. This budget was approved subject to final sign off at Full Council in February 2016.</p> <p>Greenford have completed the piling in section F and are now trailing the liner and gearing up to complete the hard and soft landscaping. This will enable section F to be used as a showcase of what the rest of the channel will look like.</p> <p>Flood Defence Consents (FDCs) have been submitted to the EA for Stages 2a and 2b following the approval in principal for the budget to complete these sections. The EA have up to 2 months to issue the FDCs.</p> <p>Discussions are on going with Shanly Group regarding the interfaces with the finishings along the amphitheatre, the treatment of the bridge and the removal of the island to open up the arches.</p> <p>We are still awaiting a response from Thames Water and likely budget for the sewer diversions.</p>	22/12/2015
					Previous	AMBER	AMBER	AMBER	AMBER	AMBER	AMBER	GREEN	

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
PR000587	Windsor Parking Strategy	Ben Smith	01/04/14	31/03/19									31/12/2015
169					Current	GREEN	AMBER	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>Draft Borough-wide parking strategy developed, including a specific strategic approach for Windsor - Member / officer meeting scheduled for mid-January 2016 (deferred from December 2015 due to unavailability of key attendees)</p> <p>Meadow Lane, Eton car park extension - construction commenced / completion programmed by March 2016</p> <p>River Street car park - new equipment procured and in manufacture, target date for installation rescheduled to January 2016 to avoid Christmas trading period (agreed with Lead Member)</p> <p>(31/12/15)</p>	
					Previous	GREEN	AMBER	GREEN	GREEN	AMBER	GREEN		

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
PR000588	Stafferton Way Link Road	Ben Smith	01/07/13	31/10/15	Current	AMBER	GREEN	RED	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>Property / Land agreements - all land / property agreements concluded.</p> <p>Significant budget pressures identified - full report being prepared for consideration by Members in January 2016.</p> <p>Main Contract Start date - 26 January 2015</p> <p>Works on site, significant construction activity in all areas during this reporting period, resources increased and programme accelerated.</p> <p>All sections opened for public use on 23rd December 2015.</p> <p>Outstanding works to be completed in January 2016 to achieve 100% contract completion.</p> <p>Construction Phase of Communication Plan with residents and stakeholders started w/c 19/1/15 with regular press releases, website updates and Tweets</p> <p>Project Scope expanded to include a new footway on Oldfield Road (west side) from railway bridge to Oldfield Road</p> <p>(31/12/15)</p>	31/12/2015
						AMBER	AMBER	AMBER	AMBER	AMBER	GREEN		
						Previous	AMBER	AMBER	AMBER	AMBER	AMBER	GREEN	
PR000620	RBWM CMS replacement and Website Refresh Project	Simon Fletcher	01/07/14	12/01/16	Current	GREEN	GREEN	GREEN	BLUE	GREEN	GREEN	All Green	21/12/2015
					Previous	GREEN	AMBER	GREEN	AMBER	AMBER	GREEN		

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Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project													
PR000621	Town Centre WiFi Concession Award	Simon Fletcher	01/07/14	15/03/16	Current	AMBER	AMBER	GREEN	GREEN	AMBER	GREEN	<p>Alternative options to the original project to deliver town centre wif-fi have been identified which are set out below:</p> <p>* Option 1: secure bid from 'InTechnology Wi-Fi': scoping meeting held, bid expected by close of business on Monday 11th January 2016</p> <p>* Option 2: the LED lighting contract includes an opportunity for bidders to add value and identify innovative ideas (for example: wi-fi) as part of their tender submission. Tender return date, end of January 2016</p> <p>* Option 3: identify potential suppliers and commence a new procurement exercise</p> <p>Subject to the outcome of options 1 and 2 a way forward will be agreed with the Lead Member.</p> <p>Regular updates provided to the Lead member at the fortnightly meetings.</p> <p>(06/01/16)</p>	6/1/2016
					Previous	RED	RED	GREEN	BLUE	AMBER	GREEN		
PR000636	Procurement and Implementation of Outcome Based Commissioning of Homecare	Angela Morris	01/04/12	30/06/16	Current	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN	<p>Packages are continuing to be placed with Carewatch. Joint work has also continued on the design and implementation of Independence plans.</p>	18/12/2015
					Previous	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN		
PR001230	Building LED lighting project	David Scott	01/08/15	31/03/16	Current	AMBER	AMBER	GREEN	AMBER	AMBER	GREEN	<p>Installations ongoing. Hines Meadow is almost complete except for one small area on the 6th floor where there are currently access issues. This issue should be resolved in the near future. Hines Meadow has taken longer to complete than expected which has unfortunately meant that the programme has been delayed. The two main reasons why it has taken longer to complete have been access problems to certain areas of the car park and the need for additional lamps to be installed to complete the work. The total number of lamps tendered for Hines Meadow was not correct which has meant that the contractor has had to install more lamps. The contractor has agreed that the Council will not be liable for any extra costs.</p>	6/1/2016
					Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		

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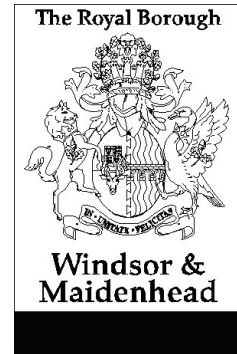
Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Q3 (Jan 16) end Commentary
460	27/03/2014	Standards and Quality of Education in Royal Borough Schools - A Review of the Academic Year 2012-13	Adult, Children & Health Services	Kevin Mc Daniel	6 out of 6 Middle/ Secondary schools currently requiring improvement move to at least good at their next Ofsted inspection.	6/6	31-Dec-15	Predicted 3 of 6 Good or better during 2015-16.	Orange	Only one school has been inspected since Sept 2015 and the report will be published in early 2016. Others have been working to action plans to improve standards.
573	21/08/2014	Windsor Neighbourhood Areas and Forums	Corporate & Community Services	Robert Paddison	Government grants received	£70,000	31-Oct-15		Red	The various Windsor Neighbourhood Plans are not at a stage where we can claim money from the Government. We are working with the Neighbourhood Planning groups to progress these Neighbourhood Plans.
591	25/09/2014	Request for Corporately Funded Capital Budget for a New Content Management System and the Redesign of the Council Website	Corporate & Community Services	Louisa Dean	Website content is cleansed and transferred from the existing CMS (Content Management System) site to the new one.	Website and CMS are delivered on time by 31st December 2015,	31-Dec-15	The website content has been moved to the new CMS system and we have switched off Reddot.	Light Green	
593	25/09/2014	Windsor Chamber and Town Partnership Joint Offer	Corporate & Community Services	Kevin Mist	Membership of the newly created chamber exceeds the combined total of its (previously independent) constituent members.	239 - 300 full members of the central chamber.	31-Nov-15		N/A	The new organisation will not be formed until April 2016 so no increase in membership can be achieved until 6 months after that date. The year was inputted incorrectly in the Cabinet report. Should have been 2016.
616	27/11/2014	Flood Risk Management: 6-Monthly Update	Operations & Customer Services	Ben Smith	Number of Parish Resilience Plans developed and agreed.	1	30-Nov-15	1	Light Green	Cookham Parish Council - complete Datchet Parish Council - in progress Ongoing work with Parishes affected by flooding to increase the number of resilience plans in place
620	27/11/2014	Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Operations & Customer Services	Jacqui Hurd/ Rocco Labellarte	Reduce telephone calls to the council by	10%	31-Oct-15	5.81% reduction	Red	April – Nov 14: volume 174,161 calls April – Nov 15: volume 164,032 calls The CRM replacement project has encountered delays, and the new supplier will start work in the next quarter which will provide the technology for customers to access the council digitally. The absence of a CRM to enable us to track changes makes it difficult to account for the 5.81% reduction noted.
621	27/11/2014	Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Operations & Customer Services	Andy Jeffs/ Rocco Labellarte	Days taken to process council tax queries	7	31-Oct-15	Information not currently measured. Estimate 10 days on average in December	Red	We are currently implementing Capita's Connect self service modules which will allow residents to interact with us online speeding up the time taken to process Council Tax queries. Go-live in January 2016. The new self service module will provide management information, helping us to measure time taken.
622	27/11/2014	Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Operations & Customer Services	Andy Jeffs/ Rocco Labellarte	Increase in online payments	10%	31-Oct-15	8.7% Increase	Red	April – Nov 14: Volume 39,387 April – Nov 15: Volume 42,814 The Head of Revenues & Benefits has now been tasked (December 2015) with developing a project to increase availability and usage of online payment mechanisms.
623	27/11/2014	Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Operations & Customer Services	Jacqui Hurd/ Rocco Labellarte	Increase in online transactions	5%	31-Oct-15		Red	There has been little development in this area due to the delay in the digital online solution. This is a priority in Q4 2015/16, when work will commence with the supplier, Jadu, to implement a CRM Lite solution.
624	27/11/2014	Update to the ICT Strategy 2010-15 renamed: Delivering a Great Customer Experience	Operations & Customer Services	Jacqui Hurd/Andy Jeffs	Reduction in complaints relating to poor feedback	5%	31-Oct-15	Unmeasured	Orange	The information to baseline is not available. April – Nov 14: no information available April – Nov 15: 4 complaints recorded as not being kept informed In addition, the avoidable contact category 'chasing progress' has fallen from 20.66% in April to 8.62% in November
648	29/01/2015	Customer Relationship Management (CRM) Upgrade (Channel Shift)	Corporate & Community Services	Jacqui Hurd	% residents receiving updates by email or SMS on the progress of requests	90-92	31-Dec-15	Zero - Unable to establish	Red	The CRM project has experienced significant delays and escalating costs resulting in a re-scoping of requirements. A new solution is in the process of being procured and work will then commence with the new supplier. This target will not be achieved this Financial year. The Lead Member is involved in this project.
657	29/01/2015	Waste Disposal – Procurement of Future Waste Disposal Solution	Operations & Customer Services	David Thompson/ Simon Fletcher	Procurement process live by	02-Feb-15	28-Feb-15	Procurement Process Complete	Orange	Procurement process was delayed by three weeks but implementation was achieved within timeframes (26/11/15)
658	29/01/2015	Waste Disposal – Procurement of Future Waste Disposal Solution	Operations & Customer Services	David Thompson/ Simon Fletcher	Savings per tonne against landfill costs	£5-£10	25-Nov-15	Savings of £15 per tonne achieved.	Dark Green	
674	27/02/2015	Review of Progress of the Various Groups Preparing Neighbourhood Plans on Behalf of their Local Communities	Corporate & Community Services	Robert Paddison	Submission of draft neighbourhood plans	2	30-Nov-15	2 draft Neighbourhood Plans have been submitted for our comments by the end of November 2015	Light Green	

Row	Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	Q3 (Jan 16) end Commentary
678	27/02/2015	Night Time Economy Enforcement	Operations & Customer Services	Craig Miller	Reduce NTE noise & nuisance complaints by:	10-15%	30-Nov-15	47%	Purple	Performance between Jul-Sept '15
679	27/02/2015	Night Time Economy Enforcement	Operations & Customer Services	Craig Miller	Reduce NTE ASB complaints by:	10-15%	30-Nov-15	27%	Purple	Performance between Jul-Sept '15
680	27/02/2015	Night Time Economy Enforcement	Operations & Customer Services	Craig Miller	Reduce taxi-related NTE complaints by:	10-15%	30-Nov-15	12%	Light Green	
684	26/03/2015	Better Care Fund - Pooled Budget Agreement	Adult, Children & Health Services	Nick Davies	Reduce all emergency admissions to hospital by 3.5% or 406	3.5%-4%	31-Dec-15	Cumulative variance of 876 additional NEL admissions against target in 15/16 to end Q3	Red	Whilst are not meeting challenging local targets, performance is still below national and East Berkshire wide NEL admission profile and includes 12% reduction in falls related NEL admissions year-on-year
697	26/03/2015	River Thames Scheme - Update	Operations & Customer Services	Ben Smith	Number of property level protection products implemented to make homes more resistant to flooding	151-165	31-Dec-15	52	Red	173 properties identified for Property Level Products in RBWM - 124 have been surveyed and 52 installations completed. This is an Environment Agency led initiative and a remedial plan is in place to increase the uptake from residents
699	26/03/2015	Windsor Chamber and Town Partnership Joint Offer	Corporate & Community Services	Kevin Mist	Full amalgamation of the WETP and WDCC under a new Service Level Agreement by:	31-Oct-15	31-Oct-15		Orange	Cabinet Report in January 2016 to deliver the outcome which is equal to Windsor UK, CIC. See also row 700
700	26/03/2015	Windsor Chamber and Town Partnership Joint Offer	Corporate & Community Services	Kevin Mist	Windsor UK achieves membership levels between:	239 – 280	30-Nov-15		Orange	Cabinet Report in January 2016 to deliver the outcome which is equal to Windsor UK, CIC. See also row 699
709	28/05/2015	Community Infrastructure Levy (CIL) Rates and Consultation Process	Corporate & Community Services	Hilary Oliver	CIL in operation	CIL in operation before end of Dec. 2015	Dec. 2015	The General Fund Reserves (including the Development Fund) were £6.385m. The two rounds of public consultation were undertaken during 2015 and the Draft Charging Schedule has been submitted for examination	Red	The responses received to the public consultations required analysis and further Viability Work being completed. In addition Government announcements on Affordable Housing Rents required an assessment on the impacts on Viability of sites
744 173	27/08/2015	The Future Use of the Site at Reform Road Industrial Estate	Corporate & Community Services	Mark Shephard	Development Manager appointed by	31-Dec-15	31-Dec-15	Development Manager appointed 12 November 2015.	Dark Green	

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'

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Chobham Road, Sunningdale - Petition to Reduce Weight Limit from 18T to 7.5T (Consultation Results)
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Ben Smith - Head of Highways & Transport, 01628 796147
Member reporting	Cllr C Rayner, Lead Member for Highways & Transport
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	4 April 2016
Affected Wards	All
Keywords/Index	Chobham, Road, Sunningdale, Weight limit, lorries, traffic regulation order

Report Summary

1. A petition, with signatories in excess of 1000, 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 18 tonnes to 7.5 tonnes.
2. The Mayor agreed that this petition should be submitted to Cabinet for consideration. Cabinet considered the petition on 26 November 2015 and resolved that:

“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.” and “The results of the consultation be reported to Cabinet for further consideration in February 2016”.
3. The purpose of this report is to therefore consider the responses to the consultation and to consider whether to make the proposed order. It recommends that:
 - The Weight Limit on Chobham Road be reduced from 18T to 7.5T.
 - Those people who formally objected to the proposed Traffic Regulation Order

be notified of the decision in accordance with Regulations.

4. This recommendation is being made on the basis that it is considered to be the most appropriate way of resolving the issues arising from the use of Chobham Road by heavy lorries. The issues are set out in more detail below. The financial implications of implementation of the scheme will be contained within existing approved budgets.
5. Additional points to note are that objections were received from a total of 46 respondents. Those objecting include Surrey County Council, Surrey Heath Borough Council, Surrey Police, Windlesham Parish Council and Chobham Parish Council.

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
Reducing the weight limit will address the concerns raised by residents living in the Chobham Road area; reducing road safety risks and providing environmental benefits to the residents of Chobham Road and those living in the vicinity	4 April 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDED: That:

- (i) **The Weight Limit on Chobham Road be reduced from 18T to 7.5T with effect from 4 April 2016**
- (ii) **Those who formally objected to the proposed Traffic Regulation Order be notified of the decision in accordance with Regulations**

2. REASON FOR DECISION AND OPTIONS CONSIDERED

- 2.1 A petition, with signatories in excess of 1000, 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. 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...*'
- 2.2 The Mayor agreed that this petition should be submitted to Cabinet for consideration. At Cabinet on 26 November 2015 it was resolved that consultation be undertaken on reducing the weight limit to 7.5T and that the results be reported to this Cabinet meeting for consideration.
- 2.3 Chobham Road is a busy road carrying both local and through traffic, in the region of 10,000 vehicles a day and is currently used by heavy lorries weighing up to 18T. It is a residential road with a mixture of houses, the majority having off street parking but a number requiring to park on street. At the northern end is the village centre with shops on either side of the road. This shopping area is busy 7 days a week, with many elderly residents and

mothers with young children regularly crossing the road, generally at the dropped crossing point between parked cars, although crossing movements are not limited to this location. Limited waiting on-street parking is available and in great demand, leading to vehicles circling the area for spaces and then exiting spaces at busy periods, further adding to traffic congestion in the village. It is therefore considered that the order should be made on the grounds that it is necessary for avoiding danger to persons or other traffic using the road or for preventing the likelihood of any such danger arising and on the grounds that it is necessary in order to facilitate the passage on the road of pedestrian traffic and other traffic.

- 2.4 The visibility issues and safety concerns on the bridge as referenced in the petition are illustrated in a series of photographs in Appendix E, whilst Appendix G shows the tracked path of a rigid heavy goods vehicle crossing Chobham Road railway bridge. A vehicle of the dimensions shown in Appendix G can currently legally enter the 18T weight limit, although it can be seen that this vehicle would leave a maximum of 2.7 metres of available space in the other lane, even if driven tight to the nearside wall. The proposed Order would make it illegal for vehicles of this size to cross the bridge on Chobham Road aiming to mitigate the current safety risk.

This risk this poses is compounded by the fact that the road is fronted by walls to each side, which leads to drivers positioning themselves more towards the centre of the road than would be the case where there are no vertical constraints at the road edge. Furthermore, the forward visibility on the bridge is highly constrained, due to the road alignment, with a double bend restricting the visibility to create a dangerous situation and a set of constraints that do not exist on other possible alternative routes. The proposed Order would make it illegal for vehicles of this the size shown in the swept path analysis of Appendix G, to cross the bridge on Chobham Road, which it is considered would help aiming to mitigate the current safety risk.

- 2.5 The request to reduce the weight limit was generated by complaints of increases in lorry movements in Chobham Road and in addition to concerns raised by residents that there has been no improvement to public safety as a consequence of the imposition of the 18T weight limit, which came into force in June 2015. Residents have complained that 18T lorries are continuing to be unable to cross the bridge without travelling across the centre white line and into the path of oncoming vehicles, continuing damage only collisions between lorries and cars and continuing congestion in Chobham Road in the vicinity of the shops. It is also likely that a reduction in the current 18T weight limit would improve the quality of life for residents in the immediate vicinity of the bridge due to the inevitable reduction in the number of lorries, which will in turn reduce noise and vibration in the vicinity of their properties. It is therefore considered that the proposed restriction is necessary for the purposes of preventing the use of the road by unsuitable vehicular traffic having regard to the existing character of the road or adjoining property.
- 2.6 The consultation on the 7.5T weight limit has been carried out in accordance with The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 and included consulting with additional parties specified by Cabinet as well as the required additional statutory consultees. The formal consultation period ran from 16 December 2015 until 14 January 2016; A total of 30 days. This exceeds the statutory minimum period of 21 days to allow objections to the proposed Order. It was subsequently agreed that responses

would be permitted up to and including 22 January 2016. This was in response to a request from Surrey County Council to allow extra time due to the Christmas period.

- 2.7 A total of 174 responses to the consultation were received, of which 73.6% (128) support the implementation of the 7.5T weight limit. The comments are reproduced in tabular form within Appendix C.
- 2.8 Objections were received from 46 respondents, which included Surrey County Council, Surrey Police, Surrey Heath Borough Council, Chobham Parish Council, Windlesham Parish Council and Neville Surtees Ltd. The comments are summarised in tabular form in Appendix D
- 2.9 Surrey Heath Borough Council has objected to the proposed order on the basis that the proposal will generate additional lorry movements through Windlesham village. It is acknowledged that without other measures being considered by Surrey County Council, this may happen. However, it is considered that the proposal is justified on the basis that making of the order is expedient in order to best address the dangers identified in the vicinity of the Chobham Road bridge. It should be noted that Surrey County Council is the relevant Highway Authority for Windlesham village and could consider the introduction of a weight limit in the village or positively sign a preferred lorry route in order to address concerns from some respondents, including Surrey Heath Borough to the possible increase in lorry movements in Windlesham.
- 2.10 The objections of Surrey County Council are along the same lines as detailed in its previous objection to the 18T restriction and their opinions, which are shared by Surrey Police, are included in Appendix D and are also summarised as follows:
- Some of the local roads are less suitable for carrying heavy goods vehicles
 - The B386 through Windlesham village would be used by drivers and this route is less suitable due to poor alignment, a raised table, a number of pinch points and a school
 - Recent safety record in Windlesham is worse than the B383 Chobham Road
 - Not satisfied with the consultation and notification process followed in proposing the Order.
- 2.11 Surrey County Council has also suggested that the proposed alternative route should have been specified as part of the formal consultation documentation. It should be noted that the various alternative routes available to 18T lorries are all within the jurisdiction of Surrey County Council. However, the Royal Borough's has considered, in so far as it is able to do so, the suitability of any alternative routes for lorries over 7.5 tonnes and considers that a suitable alternative route which does not present the same safety issues encountered on Chobham Road at the railway bridge and alongside the parade of shops exists. That route would follow the B383 Windsor Road southwards through the village of Burrowhill to the outskirts of Chobham, turn right at the mini-roundabout onto the A319 and then the A322 dual carriageway to junction 3 of the M3. This route has no narrow bridges and spot checks on the B383 road width were 6.7 metres and there exist no areas where forward visibility is as constrained as at Chobham Road. Appendix B offers a plan of the broader area for information and indicates this possible alternative route.

- 2.12 Royal Borough officers, Cllr Rayner and Cllr Mrs Bateson met with Surrey County Council on 1st February 2016 to discuss the proposed reduced weight limit. Surrey County Council's Cabinet Member for Highways, Transport and Flooding outlined his Authority's concerns with the implications of the weight limit on Surrey's roads. There exists a difference of opinion between Surrey County Council and the Royal Borough as to whether Chobham Road is suitable for use by HGVs and whether the possible alternative route shown in Appendix B is better suited to carrying HGV traffic and whether increases in lorry movements on that route and other routes would result in safety problems. Surrey County Council also made it clear that they are primarily concerned that the Royal Borough follows the correct and legal process in making its decision on whether to introduce the 7.5T weight limit and reasonable consideration be given to all objections and concerns raised.
- 2.13 Thames Valley Police commented on the proposed restriction, outlining concerns about the practicality of enforcement. They have commented that, the lack of visibility of the full length of the restriction from a stationary position will require significant police resources to enforce. Thames Valley Police suggest that in order to achieve greater enforcement levels, the Royal Borough consider a lorry watch scheme should the scheme go ahead. Lorry Watch is a scheme operated using local observers, often coordinated through Parish Councils, working alongside Council Trading Standards teams, to detect the misuse of weight restricted routes by heavy goods vehicles.
- 2.14 Surrey County Council and Surrey Police also raised concerns about the length of the alternative route and the provision of turning points if drivers should miss the advance signage. In order to provide advance warning of both the existing 18T restriction and the proposed 7.5T should it proceed, signage would be recommended for installation at the Surrey end of Chobham Road, which would give drivers advance warning, but currently this has been refused by Surrey County Council. Surrey Police also feel that "it would be very difficult to secure a conviction when presented with the facts that there is no advanced warning of the restriction and never has been due to a dispute from the neighbouring Highway Authority and that the driver thought that it was unsafe to carry out a 'u' turn and a safer option was to proceed over the bridge". In this regard, Surrey County Council have, by virtue of not providing permission for advance signage on their roads, prevented the existing legal 18T weight limit from being signed effectively; thereby preventing a reasonable response to the concerns expressed by Surrey Police both in regards to the existing weight limit and the 7.5T limit, if progressed.
- 2.15 Notwithstanding the objections to the making of the proposed order, there is clear strong local support for introducing the 7.5T weight limit, which is evidenced in the petition and in the consultation responses. There are many reported incidents of near misses and complaints regarding lorries on the wrong side of the road on the bridge, contained within the responses. The reasons for making the Order are the same as those reasons for making the original 18T weight limit Order in 2015. This proposed reduced weight limit is intended to help meet the objectives originally envisaged when the 18T weight limit was introduced and in doing so to address the safety and other concerns highlighted following receipt of the petition.

Option	Comments
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 because of delays and congestion that would result from a priority system and the negative impacts on the local economy and amenities from removal of on-street parking spaces
Implement the 7.5T weight limit as soon as is practical and in accordance with the required legal process.	This is the recommended option to address the ongoing safety and other concerns.
Consider the results of the consultation and the feedback from stakeholders opposed to the current weight limit and resolve to revoke the existing 18T weight limit	This option is not recommended as it will not address the issues identified by the petition and the subsequent letters responding to the consultation. This option would lead to increased lorry movements in Chobham Road, heightening the risk of accidents and environmental concerns.
Consider the results of the consultation and resolve not to reduce the weight limit to 17T.	This option is not recommended as it will not address the issues identified by the petition and the subsequent letters responding to the consultation. 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
Environmental benefits through reduced number of lorries using Chobham Road*	Lorry numbers increase	0-70%	71-85%	Above 85%	04 July 2016
Reduction in accidents and near misses linked to lorry movements in Chobham Rd (6 months post implementation)	Increase in recorded injury accidents involving lorries	No recorded injury accidents linked to lorries	No accidents or reported near misses linked to lorries	No reports of any lorries breaching the weight limit	4 October 2016

Note: *a baseline position has been established by a traffic survey undertaken in September 2015

4. FINANCIAL DETAILS

4.1 Revenue Funding

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

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

4.2 Capital Funding

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

The estimated cost of implementing the weight limit would be £3,000. This would be funded from the approved capital budget 'Traffic Management' (CD10) - £150k'.

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

Description	Ref.	Budget	Estimated Costs
Traffic Management	CD10	£150,000	£3,000

5. LEGAL IMPLICATIONS

5.1 A Traffic Regulation Order (TRO) may be made where it appears to a traffic authority that it is expedient to do so. "Expedient" means advantageous, advisable on practical grounds, suitable or appropriate. The purposes for which a traffic regulation order (TRO) may be made are set out in the Road Traffic Regulation Act 1984 (RTRA 1984). Section 1 of the Act allows TRO's to be made for reasons such as (a) for avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising; (c) for facilitating the passage on the road or on any other road of any class of traffic (including pedestrians); (d) for preventing the use of the road by vehicular traffic of a kind which is unsuitable having regard to the existing character of the road or adjoining property; and (f) for preserving or improving the amenities of the area through which the road runs. The process for consulting on a traffic regulation order reducing the weight limit to 7.5T has been undertaken in accordance with the Road Traffic Regulation Act 1984 and after having regard to the network management duty imposed on the authority by section 16 of the Traffic Management Act 2004 (TMA 2004).

5.2 Section 16 of TMA 2004 confers a duty on the authority to manage its road network with a view to achieving, in so far as may be practicable having regard to their other obligations, policies and objectives, the objective of securing the expeditious movement of traffic on the authority's roads network and facilitating

the expeditious movement of traffic on road networks for which another authority is the traffic authority.

- 5.4 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;
 - (c) the strategy prepared under section 80 of the Environment Act 1995 (national air quality strategy);
 - (d) 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
 - (e) any other matters appearing to the local authority to be relevant.

A failure to have regard to the matters set out in section 122(2) may lead to the TRO being successfully challenged. However, it is clear that whilst the Council must exercise its functions under section 1 of the RTRA 1984 so as to secure the objectives set out in section 122(2) and to have regard to the network management duty conferred by section 16 of the TMA 2004 these this requirement cannot be intended to prevent statutory powers from being used for the purposes set out in section 1. A balance has to be achieved both between the achievement of the objectives set out in section 1 such as the avoidance of danger to traffic etc. and those matters set out in section 122(2) which include any other matter which the local authority considers to be relevant. It has been decided that following the decision in the case of St. Helens MBC --v- West Lancashire DC (1997) 95 LGR 484 that no one factor necessarily has primacy over another. The weight to be given to each factor is a matter for the authority.

- 5.5 In relation to section 122 (2)(d), the inclusion of the Chobham Road route in the Construction and Environmental Management Plan (CEMP) for the redevelopment of the DERA site at Longcross is considered to be relevant since the proposed order will require construction lorries exceeding 7.5T to use the alternative route specified by Surrey County Council in the CEMP, which leads east from the DERA site towards the M25 (see Appendix F).
- 5.6 Whilst it is recognised that the proposed TRO would generate increased HGV traffic on the other 'preferred route' shown on Appendix F, if no other changes to the construction traffic routes were made within Surrey, it is considered that the road safety risks caused by the current use of the Chobham Road bridge outweighs the inconvenience caused to the affected construction and other HGV traffic and thus that the proposed 7.5 T weight restriction is justified. The current dangers include the risk of collisions between lorries and cars travelling over the bridge, increasing the risk of injury to pedestrian traffic, damage to vehicles, or collision with the bridge itself. Furthermore, there exists a possible alternative HGV route within Surrey as detailed in paragraph 2.10, which Surrey County Council may wish to consider designating and signing as an alternative lorry route, to alleviate concerns about any possible increases in HGV movements on

the alternative route identified in the CEMP or through Windlesham, should they consider those routes to be wholly unsuitable for any increased traffic volumes.

5.7 It should be noted that if Members resolve to make the proposed order, it will be necessary to erect prescribed traffic signs indicating the new weight restriction and advance warning signs to HGV traffic approaching Chobham Road which will include HGV traffic travelling from the Surrey direction. Section 65 of the RTRA 1984 provides for the erection of prescribed traffic signs and section 68(2) of the Act empowers a traffic authority to place traffic signs on the roads of another traffic authority provided that it has consulted with the other authority before doing so. It may therefore be reasonably concluded that if the relevant traffic order is lawfully made, a decision taken by a neighbouring traffic authority refusing to allow requisite signage to be erected on its roads so as to allow for the enforcement a traffic order made by another authority would be unreasonable in the Wednesbury sense and susceptible to challenge.

6. VALUE FOR MONEY

6.1 The works to implement the 7.5T weight limit would be undertaken by term maintenance contractors 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

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

8. RISK MANAGEMENT

8.1 The recommendations of this report offer a robust, transparent and positive response to the petition and the results of the consultation, 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

12.1 Introduction of a reduced weight limit may offer additional protection to highway assets by reducing the risk of damage to the bridge, barriers and footway 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 24 February 2016 with the panel's comments reported to Cabinet for consideration.

14.2 This report recommends implementation of the proposed reduced 7.5T weight limit in response to the clear majority preference for this course of action evident in the consultation responses. This action would provide a safer environment by avoiding danger to persons or other traffic using the road or for preventing the likelihood of any such danger arising, preventing damage to the road or any building on or near to the road, preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character or the road or adjoining property and for preserving or improving the amenities of the area through which the road runs.

14.3 The consultation complied with the requirements set out in the relevant Regulations. The Royal Borough allowed for an extended period for objections beyond the statutory minimum of 21 days, in the interests of ensuring that adequate time was given for all parties to respond. In addition to consulting with potentially affected neighbouring authorities, Royal Borough Councillors and Sunningdale Parish Council, as well as all the required statutory consultees, signs were positioned on site to advise of the consultation and an online consultation was set up. Letters were circulated to residents in the Sunningdale area as requested by Ward Councillors.

15. Timetable for Implementation

Stages	Timescale
Statutory process to make the Traffic Regulation Order (Subject to Cabinet decision)	28 March 2016
Scheme Implementation (subject to Cabinet decision)	4 April 2016

16. APPENDICES

16.1 Appendix A – Location plan of proposed 7.5T weight limit

16.2 Appendix B – Location plan of the broader area for information

16.3 Appendix C – Consultation Results

16.4 Appendix D – Summary of Objections from Councils, police and developers

16.5 Appendix E – Photos of Chobham Road

16.5 Appendix F – Longcross North Construction HGV Traffic Routing drawing

16.6 Appendix G – Swept path analysis for 2 axle rigid HGV

16.7 Appendix H – Full objections from Surrey County Council, Windlesham Parish Council, Chobham Parish Council, Surrey Heath Borough Council, Surrey Police, Crest Nicholson.

17. BACKGROUND INFORMATION

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

17.2 The 18T weight limit scheme 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 The 18T weight limit was introduced for the reasons set out below.

- The safety of vehicles on the railway bridge as it is considered to be too narrow for large vehicles. This was confirmed by residents in the consultation feedback with evidence of cars having to reverse to allow large lorries to pass causing a risk of collision.
- The local access road and premises close to the bridge have limited visibility for pedestrian and motorised traffic. Residents complained that they have difficulty emerging from local roads
- The additional road traffic pollution caused by heavy lorries travelling through the area affecting residents living either side of the bridge. Residents have reported noise and dust pollution from lorries crossing the bridge
- Congestion on Chobham Road due to limited visibility and road width when large vehicles are approaching the bridge. Residents have reported having to slow down suddenly and at times reverse to allow lorries across the bridge.
- Danger to pedestrians shopping at local shops in the central part of the village due to larger lorries taking up more road space in a congested and busy shopping area. Vulnerable pedestrians usually require more time to cross the road and wheelchair and pushchair users require more space to cross.

17.4 The request to reduce the weight limit has been generated by continued use of Chobham Road by HGVs since implementation of the 7.5T weight limit. A vehicle survey between 22 and 24 September 2015 showed that between 6am and 7pm, an average of 103 vehicles travelling over the Chobham Road bridge exceed a maximum gross weight of 7.5T and 51 of those vehicles also exceed 18T. Many vehicles exceeding 7.5T but not breaching the existing 18T limit can be of similar dimensions to lorries in excess of 18T, and the proposed Order therefore seeks to address continuing issues; with lorries being 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. The restriction would be intended to achieve a reduction in numbers of larger lorries in a congested area thereby leading to a safer environment. Photographs of Chobham Road at the railway bridge and alongside the shops are included in Appendix E to illustrate width and visibility constraints.

17.5 Surrey County Council and Surrey Police objected to the current 18T traffic regulation order as they considered the restriction to be unnecessary and that it would create negative benefits on communities in Surrey. It is accepted that if the current proposal is approved and a weight limit of 7.5T implemented that the affected traffic will be forced to use the second route identified in the CEMP implemented as part of the planning permission relating to the DERA site. However, it should be noted that the Royal Borough formally objected to the inclusion of the Chobham Road Route in the CEMP plan at that time and maintain this position having regard to the concerns about the Chobham Road bridge outlined in this report. The reasons given in the objection to the CEMP plan related to concerns about safety and impacts on traffic flow arising from increased use of Chobham Road by construction traffic. The Royal Borough made it clear in its response that it was considered that more suitable alternative routes exist for construction traffic.

17.6 Notwithstanding the objections of the Surrey County Council and the Surrey Police, the Royal Borough 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 resolved to introduce the current weight limit.

17.7 The Lead Member for Highways & Transport met with the Executive Member for Highways at Surrey County Council to understand Surrey County Council's concerns in respect of the current 18T restriction and to investigate the possibility of securing a mutually acceptable solution. This was not achieved as Surrey County Council is 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 having regard to the views of its local residents who use the road most frequently.

17.8 A location plan highlighting the proposed 7.5T weight limit is attached as Appendix A.

17.9 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. This is evidenced in the feedback comments for this consultation.

17.10 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 by increasing the speed of traffic in the approach to the shops due to the lack of on street parking
- Increase congestion and delays by traffic waiting for the traffic lights to change and then being released in a block
- Negatively impact on local shops and trade undermining the vibrancy of this area which is a popular and well used shopping area
- Increase vehicle speeds and numbers, increasing road safety risks in the shopping area with numbers of both old and young pedestrians crossing the road to access the shops on either side

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	28/01/16	29/1/16	
Cllr Rayner	Lead Member for Highways & Transport	22/01/16	27-01-16 01-02-16	Minor edits. Additional option & appendices
Simon Fletcher	Strategic Director of Operations	22/01/16		

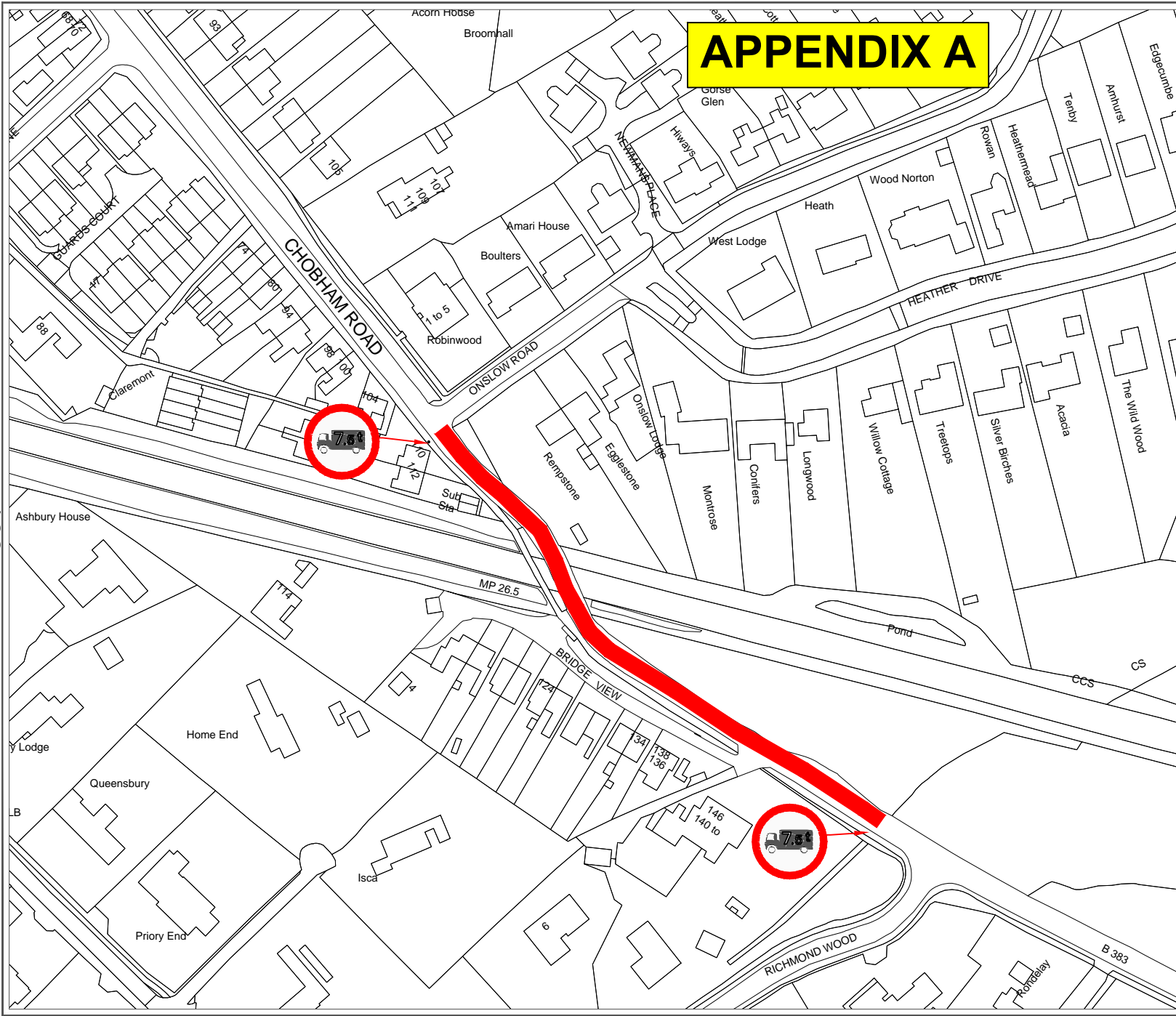
Michael Llewelyn	Cabinet Policy Office	22/01/16	25-01-16	Revised deliverables & other minor changes
Catherine Woodward	Shared Legal Solutions /	22/01/16	25-01-16 & 27-01-16	Additional information / alterations throughout
Mark Lampard	Finance Partner	22/01/16	27-01-16	None
Huw Jones	Traffic Engineer	22/01/16	26-01-16	Technical information.

Report History

Decision type:	Urgency item?
	No

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

APPENDIX A

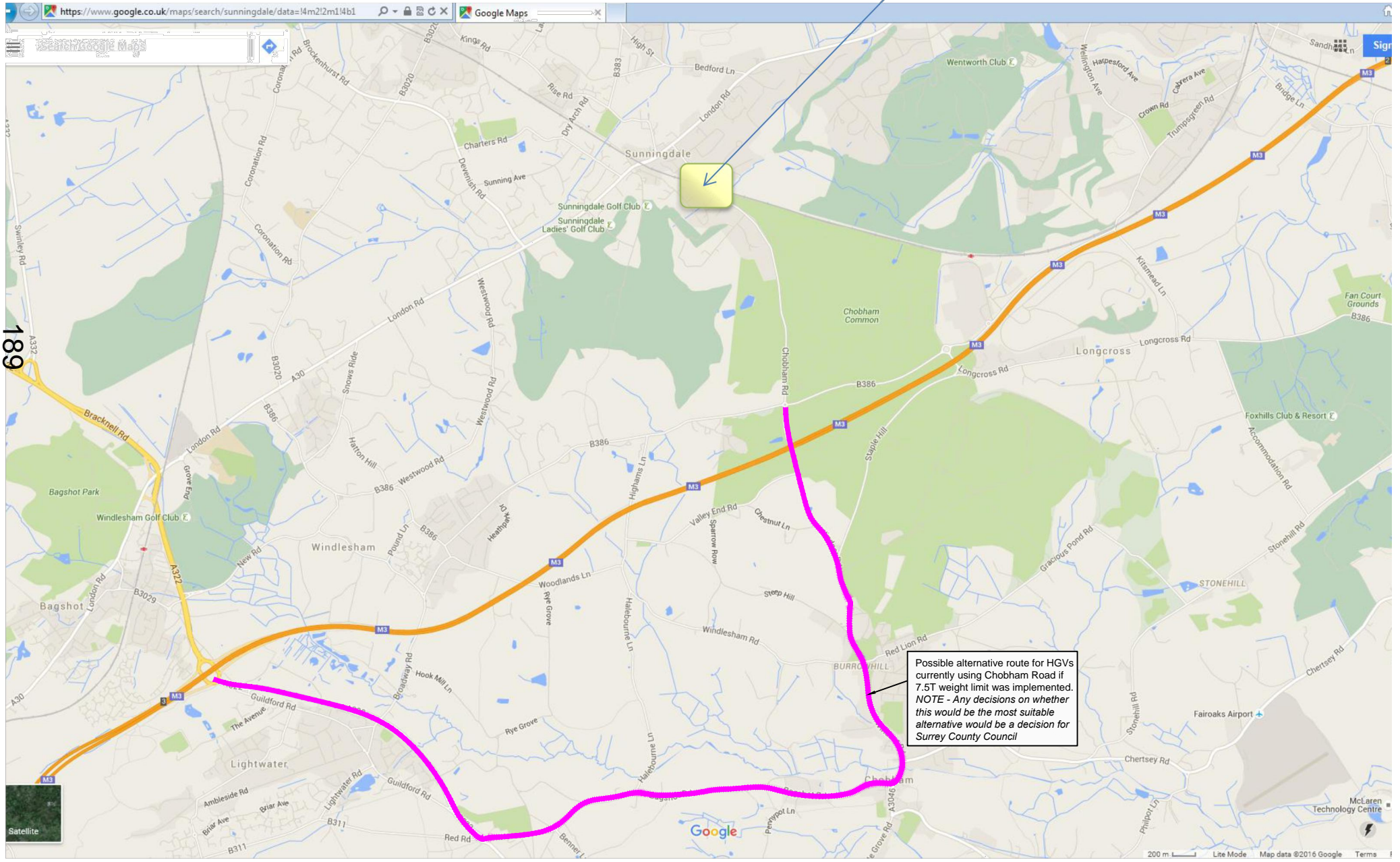


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Drg No. PN 2113		Rev. -
Extents of 7.5 tonne weight restriction shown in red.		
Rev	Date	Amendments
By		
Directorate of Operations		
Town Hall, St. Ives Road, Maidenhead, Berks, SL6 1RF.		 <p>The Royal Borough Windsor & Maidenhead</p>
Tel: 01628 683800 Fax: 01628 796774 http://www.rbwm.gov.uk		
Project: Local Safety Schemes 7.5 Tonne Weight Restriction		
Title: Chobham Road Sunningdale		
Drg No. PN 2113		Rev -
Date 08.12.15	Scale NTS	Size A3
Drawn By HJ	CAD By HJ	Checked By -
Signed Off By		
Drawing Path. Y:/Drawings/PN 2113		
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APPENDIX B - LOCATION PLAN OF THE BROADER AREA

Location of weight limit



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Possible alternative route for HGVs currently using Chobham Road if 7.5T weight limit was implemented. NOTE - Any decisions on whether this would be the most suitable alternative would be a decision for Surrey County Council



Chobham Road 7.5 Tonne Weight Restriction - Consultation Summary

Appendix C Consultation results

1	Reference	Agree with proposal?	Comments
2	CRWT124124	No	No further comments.
3	CRWT124775	No	Traffic will be diverted elsewhere (Windlesham). Danger to children. Find alternative route.
4	CRWT124835	No	In Windlesham heavy vehicles already straddle both lanes. New housing will increase problems further.
5	CRWT124989	No	Traffic will be diverted elsewhere (Windlesham). Large vehicles already mount the kerb in order to pass.
6	CRWT125196	No	Traffic will be diverted elsewhere (Windlesham). Implement same weight restriction here.
7	CRWT125210	No	Traffic will be diverted elsewhere (Windlesham), which is already unsuitable for HGVs.
8	CRWT125202	No	It would be better to replace or widen the bridge to allow vehicles to pass.
9	CRWT125303	No	Traffic in Windlesham already suffers. With planned M3 works situation will become unacceptable.
10	CRWT125316	No	Ban all HGVS in Sunningdale and Windlesham.
11	CRWT124793	No	Windlesham already has increased traffic due to width restrictions on bridge over the M3, the repairs to which will force even more traffic through the village.
12	CRWT123596	No	Better as it is now.
13	CRWT124832	No	Traffic will be diverted through Windlesham, which is already congested.
14	CRWT125311	No	Traffic will be diverted through Windlesham village centre, which is already expected to be inundated with extra traffic due to the closure of the bridge over the M3.
15	CRWT125330	No	Traffic will be diverted elsewhere, on to less suitable roads.
16	CRWT127322	No	Traffic will be diverted through Windlesham, a more residential area. Greater danger to school children. Bridge should be upgraded & redesigned, incorporating the existing pedestrian bridge.
17	CRWT126483	No	Windlesham is at total breaking point with traffic in the area.
18	CRWT128339	No	Current weight limit is contributing to severe traffic congestion and queues on the Chertsey Road.
19	CRWT126579	No	Restricting the weight limit on this bridge has already diverted a lot of inappropriate heavy goods traffic through Windlesham. Further restrictions would make the situation worse.
20	CRWT125535	No	Concerns traffic will be diverted through Windlesham.
21	CRWT127430	No	Other villages will suffer as a result.
22	CRWT125341	No	Vehicles are already mounting the pavement along Chertsey Road in order to pass. Danger to pedestrians.
23	CRWT125342	No	Traffic will be diverted elsewhere (Windlesham). The roads here are already over used by ratrunning commuters, and are not suitable for HGVs.
24	CRWT125356	No	The scheme is unnecessary and displaces traffic to adjacent parishes that already suffer from too much heavy goods traffic.
25	CRWT125357	No	Steer lorries towards the A322 via the Chobham Road, not through Windlesham. Better still, repair the bridge quickly so that it can accept the 18 tonne lorries.
26	CRWT126010	No	Lorry traffic in Windlesham makes it difficult for residents - additional traffic would make it impassable.
27	CRWT127734	No	Restriction will just transfer HGV traffic to equally narrow roads through Windlesham Village.
28	CRWT125675	No	Limit to be applied will have a further major negative impact on Windlesham. A more permanent repair or replacement for the rail bridge should be determined. Other schemes in the area will cause additional traffic.
29	CRWT125362	No	Proposal would substantially increase the amount of heavy goods traffic through Windlesham.
30	CRWT125375	No	Weight restriction combined with other works will cause more traffic to travel via Windlesham.
31	CRWT125387	No	Level of heavy traffic through the centre of Windlesham village will undoubtedly increase.
32	CRWT125388	No	Increase of HGV traffic through Windlesham. Spend money improving the bridge.
33	CRWT125600	No	Weight restriction combined with other works will cause more traffic to travel via Windlesham.
34	CRWT125727	No	Weight restriction combined with other works will cause more traffic to travel via Windlesham.
35	CRWT125796	No	This has already increased heavy goods lorries traveling through Windlesham. Roads cannot cope.
36	CRWT126345	No	Concerns over rise in traffic in Windlesham.
37	CRWT126445	No	Would support the weight restriction on the bridge if heavy lorries could also be prevented from travelling through Windlesham village.
38	CRWT127509	No	The volume of traffic going through Windlesham, particularly HGVs, is unacceptably high. Please do not implement any measures which will increase it.
39	CRWT129489	No	Traffic will be diverted through Windlesham, which already congested as a result of earlier changes and will be unable to cope.
40	CRWT133034	No	Concerns over lack of reasonable alternative route.
42	CRWT125005	Yes	Plan makes sense.
43	CRWT125158	Yes	No further comments.
44	CRWT125256	Yes	Look at alternative routes for HGVs that can not use the bridge and indicate whether they are practical. Other villages may be inundated with the influx of heavy trucks. This will cause damage to the already over stretched roads repair budgets.
45	CRWT124565	Yes	In addition to road safety, concerns that if two 18t lorries collide they could damage the bridge structure.
46	CRWT124568	Yes	The situation will get worse once they start building houses at Longcross.
47	CRWT124045	Yes	Please do it soon!!
48	CRWT124050	Yes	Entirely in support of the scheme.
49	CRWT125012	Yes	Constant passing of heavy traffic is weakening the structural integrity of the bridge.
50	CRWT124217	Yes	Large vehicles significantly reduce visibility for other road users.
51	CRWT124326	Yes	No further comments.
52	CRWT124529	Yes	No further comments.
53	CRWT124530	Yes	Bridge seems too narrow and quite dangerous.
54	CRWT124916	Yes	Near misses involving large vehicles occur on a daily basis.
55	CRWT124926	Yes	Traffic lights or a mini roundabout needed at junction between A30 and Chobham Road due to increasing traffic turning right from Chobham Road.

Chobham Road 7.5 Tonne Weight Restriction - Consultation Summary

1	Reference	Agree with proposal?	Comments
56	CRWT124979	Yes	Necessity for sufficient signage and exceptions (Refuse Vehicles).
57	CRWT125183	Yes	Live in Windlesham so prefer no HGVs coming through unless delivering to a Windlesham shop or pub.
58	CRWT124464	Yes	It is difficult emerging from Heather Drive on to Chobham Road. This will improve matters enormously.
59	CRWT124477	Yes	Lorries often drive at excessive and unsafe speeds when approaching and crossing the bridge.
60	CRWT124480	Yes	Numerous near misses when passing other vehicles on the bridge.
61	CRWT124541	Yes	No further comments.
62	CRWT124040	Yes	Please implement ASAP.
63	CRWT124038	Yes	No further comments.
64	CRWT124061	Yes	Fully support and would like the restriction to go ahead.
65	CRWT124057	Yes	No further comments.
66	CRWT124059	Yes	Reduce speed limit to 20mph. Vehicles are crossing the bridge at speeds greater than 30mph.
67	CRWT124062	Yes	Strongly support.
68	CRWT125041	Yes	Would like to be contacted regarding graffiti issue on and under bridge.
69	CRWT125043	Yes	A very good plan. Also a need to stop parking one side of the shops as it's difficult to cross the road.
70	CRWT125046	Yes	ASAP please, size of vehicles using the bridge regularly is scary!!
71	CRWT125048	Yes	Chobham Road becomes congested and dangerous as a result of car parking on the left hand side. Recommendation is to remove the right to park on this section of this narrow road.
72	CRWT125050	Yes	No further comments.
73	CRWT125052	Yes	No further comments.
74	CRWT124283	Yes	I fully endorse the weight limit being applied. Lorries and other high vehicles blind drivers with their lights when coming over the bridge.
75	CRWT124284	Yes	No further comments.
76	CRWT124499	Yes	Is there a risk that 7.5+ tonne vehicles when "lost" will turn around in Onslow Road or Richmond Wood?
77	CRWT124550	Yes	Good idea. Large lorries are a hazard to all oncoming traffic. Clear signage needed at both entrances to Chobham Road to prevent heavy lorries having to turn round in Richmond Wood or Onslow Road.
78	CRWT126217	Yes	Speed bumps on Chobham Road would also be a good idea for safety.
79	CRWT125605	Yes	Weight limit needs to apply from junction of Chobham Road with the A30. Recently there was a serious accident. Clear signage needed.
80	CRWT128168	Yes	Additional signage needed to enforce weight limit.
81	CRWT126491	Yes	No further comments.
82	CRWT125764	Yes	Lorries drift on to opposite side of the road on an almost daily basis.
83	CRWT125781	Yes	Enforcement - plans to have police cameras in the area? Would these also serve as speed cameras?
84	CRWT126254	Yes	No further comments.
85	CRWT127720	Yes	Concerns over policing and placement of warning signs.
86	CRWT125344	Yes	No further comments.
87	CRWT125367	Yes	No further comments.
88	CRWT126260	Yes	There should be a length restriction as well, as long vehicles also cause problems, especially with a trailer.
89	CRWT126307	Yes	No further comments.
90	CRWT126313	Yes	To protect the High Street should the ban start at the London Road - Chobham Road junction?
91	CRWT126311	Yes	The sooner the better. Only be a matter of time before something serious happens.
92	CRWT126319	Yes	Support fully, long overdue! It will improve the daily standard of living in this area 100%. Would also like a traffic calming measure along Chobham Road, possibly speed humps.
93	CRWT126327	Yes	Very much agree with the proposal - this is a narrow bridge and large lorries are creating safety issues.
94	CRWT126321	Yes	No further comments.
95	CRWT127242	Yes	Strongly support with proposal. However would have appreciated an ability to respond on paper.
96	CRWT125640	Yes	No further comments.
97	CRWT125364	Yes	No further comments.
98	CRWT125436	Yes	Fine as long as there are sufficient warning signs.
99	CRWT125656	Yes	Absolutely agree. Would prefer it to be even lower. Concerns over enforcement.
100	CRWT125597	Yes	Have had to reverse off bridge on several occasions to allow lorries room. Lower limit is much needed.
101	CRWT126030	Yes	No further comments.
102	CRWT126433	Yes	In addition to weight limit a speed limit of 20 mph is needed. Cars frequently cross the middle of the bend due to too fast an approach.
103	CRWT127107	Yes	Excellent idea - should be implemented asap.
104	CRWT127245	Yes	This scheme has been long awaited - approach from both sides of the bridge is blind.
105	CRWT133955	Yes	No further comments.
106	CRWT131876	Yes	Bridge is totally unsuitable for heavy vehicles - 7.5 tonne limit should be implemented without delay.
107	CRWT131889	Yes	Two vehicles have difficulty passing each other safely. Cars are squeezed in to the wall by large vehicles.
108	CRWT133550	Yes	Would greatly ease access on to Chobham Road and reduce noise and dust levels.
109	CRWT133548	Yes	Lot of near misses due to speed & size of lorries. Weight limit would help to ensure the longevity of the physical structure of the bridge.
110	CRWT133871	Yes	Have had a near miss with a lorry crossing too quickly and on the wrong side of the road.
111	CRWT130234	Yes	Cars have to reverse off bridge to allow on-coming lorries to proceed.
112	CRWT131326	Yes	Damage to car suffered after meeting a large vehicle. Two vehicles unable to pass each other safely.
113	CRWT131344	Yes	Please implement ASAP it will make Chobham Road much safer.
114	CRWT131941	Yes	Limit should be from the 'Christmas Tree' Roundabout to the bottom of Chobham Road (A30) as large lorries are NOT going to be able to turn round at Richmond Wood or Onslow Road.
115	CRWT133901	Yes	No further comments.
116	CRWT133896	Yes	For safety reasons this is the only viable option. The limit of 7.5 tonnes is sufficient.
117	CRWT133897	Yes	The road is very narrow. Concern from all residents in Heather Drive and surrounding areas about the increased traffic using this bridge.
118	CRWT128454	Yes	No further comments.

Chobham Road 7.5 Tonne Weight Restriction - Consultation Summary

1	Reference	Agree with proposal?	Comments
119	CRWT128962	Yes	Two vehicles have difficulty passing each other safely.
120	CRWT130338	Yes	See supporting letter.
121	CRWT130340	Yes	See supporting letter.
122	CRWT131211	Yes	The bridge is much too narrow for existing traffic let alone any growth.
123	CRWT131812	Yes	Bridge is becoming increasingly busy with traffic travelling through Sunningdale. Vehicles over 7.5 tonnes represent an unnecessary danger to other road users across this narrow bridge.
124	CRWT132256	Yes	Implement as soon as possible. Lorries over 7.5 tonnes have to cross the centre line to go over the bridge.
125	CRWT133335	Yes	No further comments.
126	CRWT133724	Yes	Heavy vehicles drift on to opposite side of the road. Risk of serious collision.
127	CRWT133732	Yes	No further comments.
128	CRWT133902	Yes	Strongly encourage the council to accept the 7.5 tonnes weight limit as shown on the plan.
129	CRWT133962	Yes	No further comments.
130	CRWT134221	Yes	No further comments.
131	CRWT134245	Yes	No further comments.
132	CRWT134250	Yes	No further comments.
133	CRWT134256	Yes	Great benefit from a weight reduction as it would reduce traffic and pollution levels.
134	CRWT131854	Yes	Proposal will be beneficial to traffic congestion.
135	CRWT128856	Yes	Signage indicating new weight limit needs to be clear to avoid dangerous U-turns by larger vehicles.
136	CRWT130532	Yes	I think this is a good idea, these huge lorries are a constant problem.
137	CRWT128847	Yes	HGVs cut across the lane narrowing the other carriageway, slowing progress of all road users.
138	CRWT130235	Yes	No further comments.
139	CRWT130227	Yes	Lorries drift on to opposite side of the road.
140	CRWT130907	Yes	Difficult to access consultation page.
141	CRWT130922	Yes	This is priority for Sunningdale which is plagued by heavy goods vehicles.
142	CRWT131515	Yes	No further comments.
143	CRWT131527	Yes	Numerous near misses. Lorries drive in the middle of the road as they cannot stay in their own lane. Need to hug the side of the road to avoid an accident.
144	CRWT131629	Yes	No further comments.
145	CRWT132563	Yes	Fully in favour. Large vehicles often hit the bridge causing damage.
146	CRWT133043	Yes	Lorries are too wide to stay in their half of the bridge.
147	CRWT132957	Yes	Very important to Chobham Road residents.
148	CRWT133218	Yes	Reduction in weight would bring a massive change in noise pollution as well as an increase in safety. Bridge is often damaged. Tippers in particular ignore speed limits and litter the road with debris. Can't come too soon.
149	CRWT133736	Yes	A reduction in the weight limit will mean making Chobham Road and Sunningdale safer.
150	CRWT133748	Yes	No further comments.
151	CRWT133759	Yes	Bridge too narrow to accommodate such large vehicles. If no weight limit is imposed then sooner or later there will be a fatal accident.
152	CRWT133763	Yes	Weight limit will be a great contribution to the traffic problem in Chobham Road.
153	CRWT134257	Yes	No further comments.
154	CRWT134266	Yes	Fully agree with this scheme. It should be introduced without delay.
155	CRWT134273	Yes	There is a blind bend on the bridge and large trucks take over both sides of the road.
156	CRWT134462	Yes	Residents of Bridge View (Chobham Road) wholeheartedly support the weight reduction. Heavy good vehicles cause accidents and damage to bridge when trying to cross.
157	CRWT122505	Yes	About time too!!
158	CRWT123242	Yes	Very dangerous when large lorries attempt to cross. Limit is very important for safety of other road users.
159	CRWT122864	Yes	Would also propose an extension of the limit to the junction of Chobham Road with the A30 London Road.
160	CRWT123002	Yes	No further comments.
161	CRWT123020	Yes	Idea of creating some safer means of managing pedestrian crossing of Chobham Road would not go amiss.
162	CRWT123133	Yes	Important that as many people as possible approve this proposal. Larger vehicles are noisier, more pollutant and a major hazard for traffic.
163	CRWT122985	Yes	It would be beneficial to have a weight, width and speed restriction on Chobham Road.
164	CRWT123015	Yes	No doubt that a restriction is needed urgently.
165	CRWT123026	Yes	Impossible for lorries over 7.5 T to pass over the bridge without crossing double white lines. Have had a number of near misses.
166	CRWT123067	Yes	Many near misses. Lorries cross double white lines. Vehicles often required to reverse.
167	CRWT123280	Yes	No further comments.
168	CRWT122901	Yes	Also look at kerbside parking on Chobham Road from the bridge to the A30 to improve traffic flow.
169	CRWT122969	Yes	Lorries cannot pass each other safely.

Total No = 39	+ additional 7 objections from other bodies (see Appendix D)
Total Yes = 128	

Chobham Road 7.5 Tonne Weight Restriction - Consultation Summary

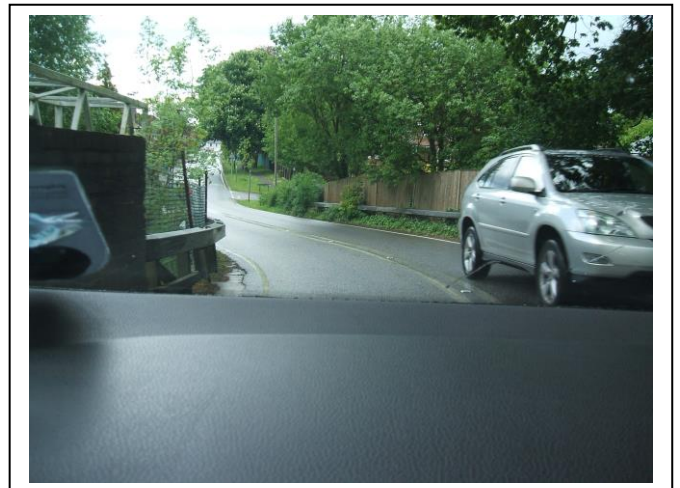
Appendix D

Objections from Councils, police & developers (summarised)

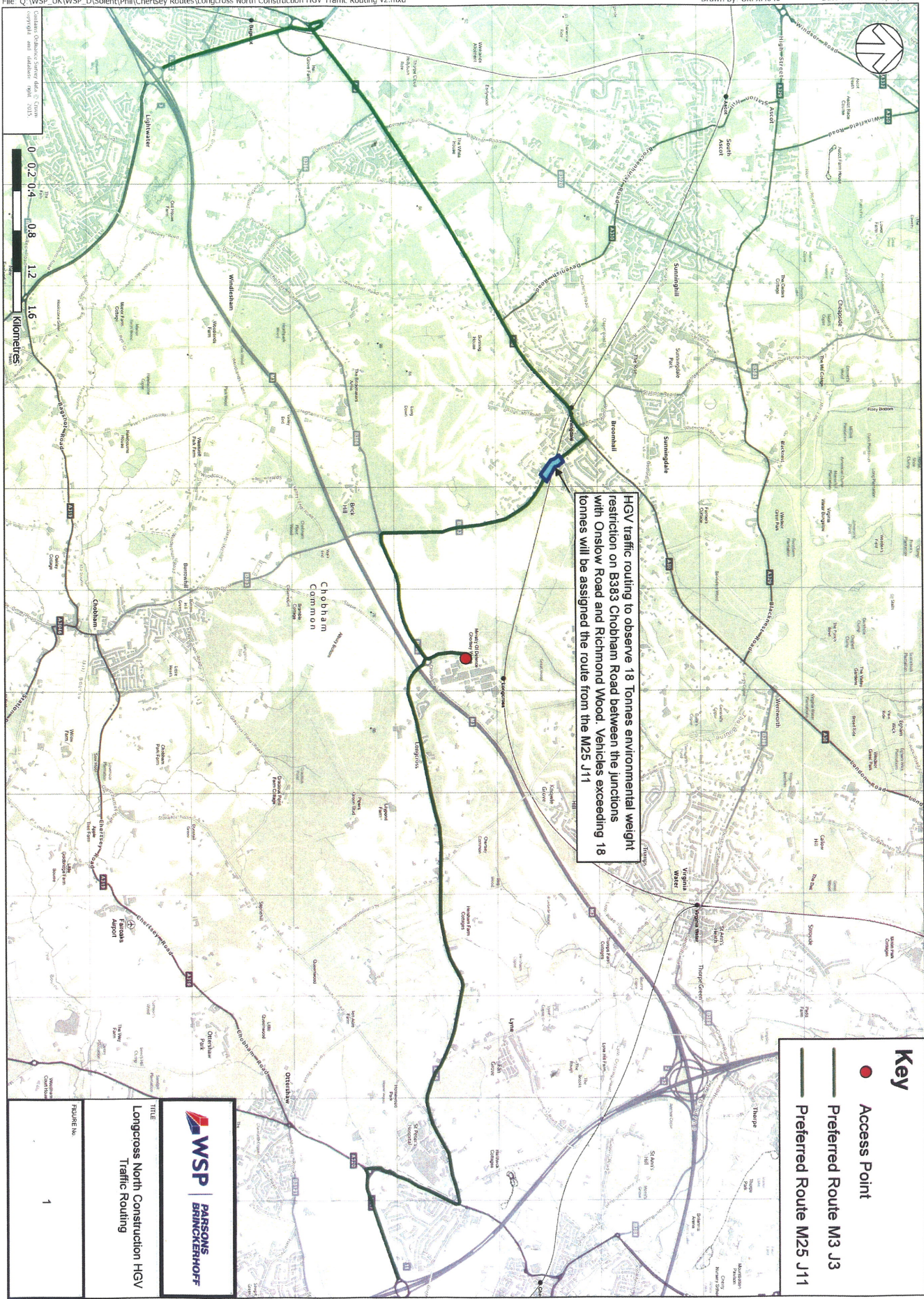
Organisation	Reasons for Objection
Chobham Parish Council	<p>Parish council was not informed.</p> <p>More heavy vehicles would travel through Chobham, endangering residents.</p> <p>Lack of evidence supporting feedback relating to severity of increases in traffic volume and minor incidents.</p> <p>Unable to understand the need for further reduction when a reduction was also implemented last year.</p> <p>Contradictory reasoning for weight limit reduction and a lack of supporting data.</p> <p>Failure to see a problem with the inability for two large vehicles to pass each other.</p> <p>Traffic will be diverted on to other, more dangerous routes.</p>
Surrey Police	<p>Displacement of HGV traffic on to arguably even more unsuitable roads.</p> <p>No mention is made of any particular injury collision problem.</p> <p>Lack of quantifiable data on HGV counts.</p> <p>New weight limit introduction coming very soon after previous one.</p> <p>No permission from Surrey County Council for erection of signage.</p> <p>Lack of advanced warning signage for HGV drivers.</p>
Barton Willmore and Parsons Brinckerhoff on behalf of Crest Nicholson	<p>Lack of evidence relating to potential accident risk reduction, and nothing referring specifically to HGVs.</p> <p>Road width appears sufficient for two lorries to pass side by side.</p> <p>No evidence that the restriction would prevent damage to the road, and no evidence that vehicles over 7.5 tonnes have been the cause of any damage thus far.</p> <p>No evidence has been provided supporting claims relating to the speed of vehicles, including HGVs.</p> <p>HGVs account for minimal percentage of overall road users (5.6% on weekdays, less at weekends), and therefore do not trigger any environmental implications which may give cause to protect amenities in the area.</p> <p>No indication that RBWM's maintenance liability in respect of repairs or maintenance of the route would be increased should the existing restriction be maintained.</p> <p>As Chobham Road is classified as a B road, its use by HGVs cannot be considered unsuitable.</p> <p>No assessment on the suitability/availability of and impact on alternative routes.</p> <p>The wider displacement of HGV movements would not be in keeping with the RBWM objective to reduce emissions.</p> <p>Restriction would create unnecessary traffic movements and would contradict RBWM's efficient management of the road network.</p> <p>Sufficient signage needed, including in locations which fall outside the jurisdiction of RBWM and which are opposed to the scheme. Signing detailing an alternative route has not been considered.</p> <p>Chobham Road is the most suitable route for construction vehicles for the site at Longcross.</p> <p>HGVs may need to use roads through Windlesham Village, which is deemed less suitable than Chobham Road.</p> <p>Increased cost of and disruption to development of Longcross site.</p> <p>Impact on local businesses not taken into account.</p> <p>The plan accompanying the order does not cover the full extent of the works required.</p>
Surrey Heath Borough Council	<p>Traffic likely to be diverted on to the B386 through Windlesham, a road which is less suitable than Chobham Road and has a poorer safety record.</p> <p>Construction traffic will have to find an alternative route which may impact villages in Surrey Heath.</p>
Surrey County Council	<p>No data presented to support claims that the volume of HGV traffic has recently increased.</p> <p>18 Tonne limit was only recently implemented and considered suitable. No evidence to support a change in existing conditions to warrant further reduction.</p> <p>Restriction is likely to displace HGV traffic on to routes in Surrey that are considered less suited to carrying this type of traffic.</p> <p>Greater environmental impact.</p> <p>Traffic likely to be diverted on to the B386 through Windlesham, a road which is less suitable than Chobham Road and has a poorer safety record.</p> <p>No suitable alternative route identified. Impact on alternative routes has not been assessed.</p> <p>No evidence to support claim that two HGV cannot pass each other on the bridge without the risk of colliding. Width of vehicles is not always proportional to their weight. Nothing to prevent wide vehicles from still using the bridge.</p> <p>Construction traffic for the Longcross site will be forced to use only one route, which has a poorer safety record than Chobham Road. This would also have a detrimental environmental impact.</p>
Cllr John Furey Cabinet Member Highways and Transport Surrey County Council	<p>Preliminary consultation with Surrey County Council was not carried out.</p> <p>Statement of reasons does not properly justify the order on environmental grounds.</p> <p>No consideration given to new routes to be used by HGVs, which in all likelihood will be Surrey roads, or considered the amenity of localities affected in Surrey.</p> <p>Carriageway width of the bridge is not considered to pose any difficulties to the two-way movement of vehicles.</p> <p>No accidents in the last 5 years so no evidence that restriction will reduce risk.</p> <p>No indication of where and how appropriate suitable alternative routes would be. The "most obvious alternative is through Windlesham Village which already had a speeding/injury collision problem".</p> <p>No evidence to support justification on environmental grounds.</p>
Windlesham Parish Council	<p>Parish council was not informed.</p> <p>More heavy vehicles would travel through Chobham, endangering residents.</p> <p>Lack of evidence supporting feedback relating to severity of increases in traffic volume and minor incidents.</p> <p>Unable to understand the need for further reduction when a reduction was also implemented last year.</p> <p>Contradictory reasoning for weight limit reduction and a lack of supporting data.</p> <p>Failure to see a problem with the inability for two large vehicles to pass each other.</p> <p>Traffic will be diverted on to other, more dangerous routes through Windlesham.</p>

Appendix E

Photos of Chobham Road



APPENDIX F



APPENDIX G

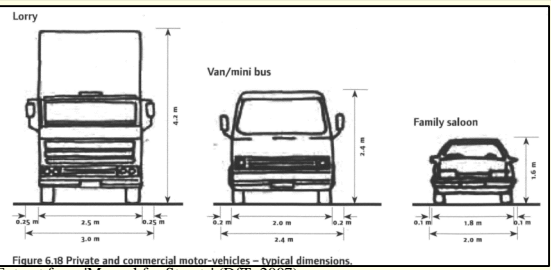
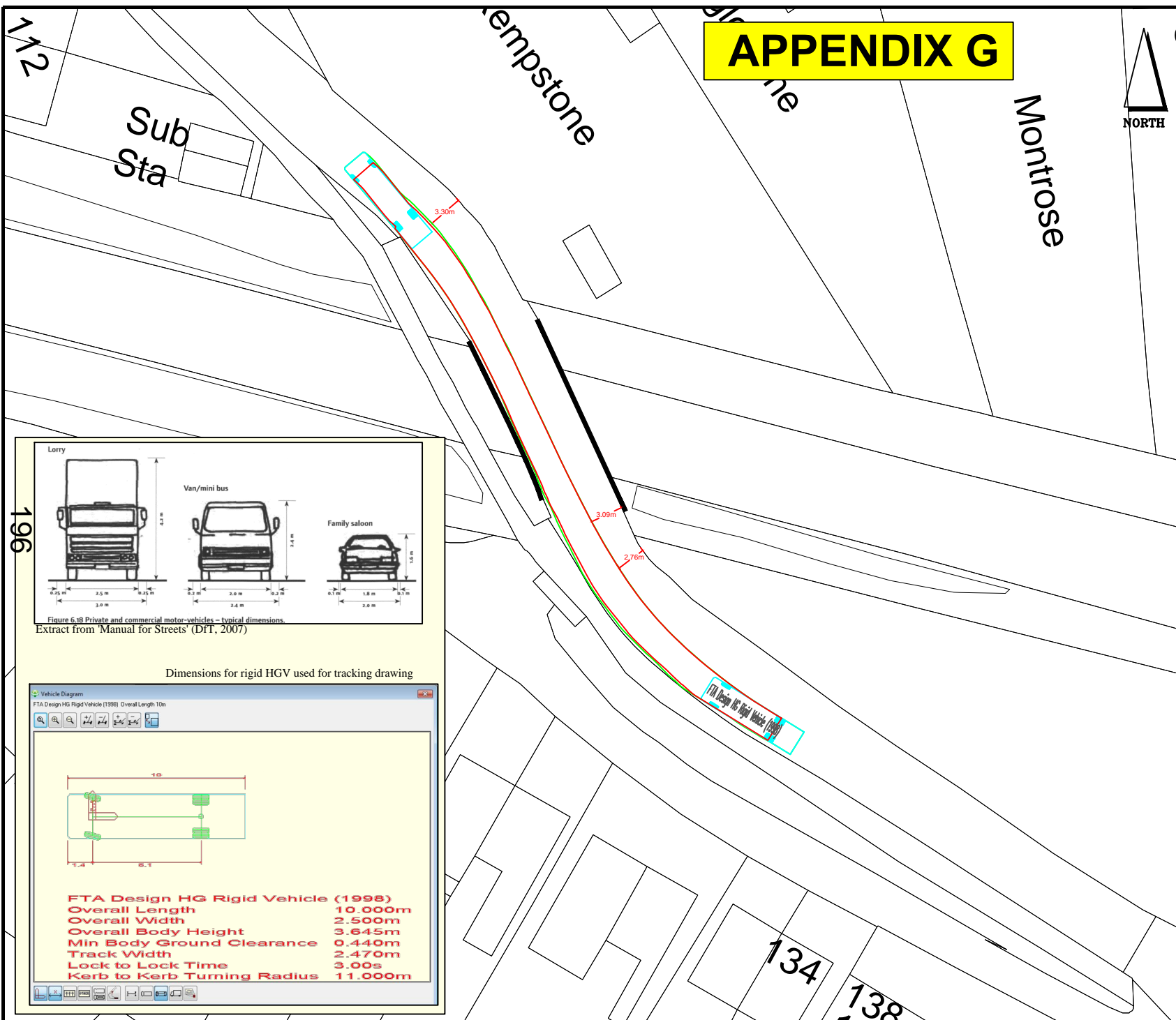


Figure 6.18 Private and commercial motor-vehicles – typical dimensions
Extract from 'Manual for Streets' (DfT, 2007)

Dimensions for rigid HGV used for tracking drawing

Vehicle Diagram

FTA Design HG Rigid Vehicle (1998) Overall Length 10m

FTA Design HG Rigid Vehicle (1998)
Overall Length 10.000m
Overall Width 2.500m
Overall Body Height 3.645m
Min Body Ground Clearance 0.440m
Track Width 2.470m
Lock to Lock Time 3.00s
Kerb to Kerb Turning Radius 11.000m

Drng No.	Rev.
PN-2113-04	-

Rev	Date	Amendments	By
-----	------	------------	----

Operations Directorate
 Highways, Engineering & Transport
 Town Hall, St. Ives Road,
 Maidenhead, Berks,
 SL6 1RF.
 Tel: 01628 683800
 Fax: 01628 796774
<http://www.rbwm.gov.uk>

Project:
**B383 Chobham Road,
 Railway bridge**

Title:
**Swept path analysis
 for two axle
 rigid HGV**

Drng No.	Rev.
PN-2113-04	-

Date	Scale	Size	
26-01-16	1:500 @ A4	A4	
Drawn By	CAD By	Checked By	Signed Off By
rmb	rmb	-	-

Drawing Path:
 Y:\CO1\CAD\Projects-PN\PN-2100-2199\PN-2113...

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CABINET MEMBER

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Cabinet Member for Highways and Transport
Royal Borough of Windsor and Maidenhead
By email: cllr.c.rayner@rbwm.gov.uk

Your ref: Our ref: CGL/NS/60246

21 December 2015

For information

The Royal Borough of Windsor and Maidenhead (Chobham Road, Sunningdale) (Weight Restriction) Order 2016 ("the Order")

I am writing to you having been informed by our Senior Highways engineer that the County has now been consulted about the proposed introduction of a 7.5 Tonne weight limit on Chobham Road. This follows your Council's making of an order on 26 May to restrict HGV traffic on that route to 18 Tonnes. That order was made despite serious and comprehensive formal objections by the County Council, Surrey Police, Crest Nicholson Runnymede Borough Council, and 13 objections from residents of Windlesham, backed up by residents and parish councils. It was made in the total absence of any technical reasoning. It therefore is extremely disappointing to see that your council now proposes an even more draconian restriction which is again totally unjustified in our view. In its new Statement of Reasons no effort is made to provide any evidence for the changes or any information that would address the previous objections. This letter is not the County's formal response to your consultation or a letter before claim but is intended to explain our concerns and to indicate to you the deficiencies of the proposed Order. It is necessarily repetitive as it covers the same areas of concern highlighted in our previous letter before claim which did not proceed

In relation to the current consultation our view is that the Royal Borough have failed to

1. carry out a preliminary consultation of the County Council as required by Regulation 6 of the Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 which provides that the order making authority shall, before making an order consult the other authority where an order relates to, or appears to the order making authority likely to affect traffic on, a road for which another authority is the highway authority
2. Ensure a fair formal consultation given the Christmas period. Its one week extension to the County has not been advertised so that other parties are aware.
3. provide an adequate Statement of Reasons to properly justify the making of the Order on environmental grounds and provide sufficient technical justification with proper assessment of the impacts for the making of the Order.

4. give any consideration to the routes in Surrey which would in all likelihood be taken by HGVs prohibited from crossing the Chertsey Road bridge and the impact of such additional HGV use on sensitive locations, particularly Windlesham which has HGV accident history and where a school will be affected

As background to this issue, Runneymede Brough Council as local planning authority granted planning permission on 12 August 2014 for a large development (100,00 sq m office space and 120 residential units) at the DERA site on Chobham Road, (Longcross) Surrey, near the County boundary between Surrey and Berkshire. RBWM did not object to that application subject to consideration of timing of off site highway works, timing of agreed Longcross Station improvements, and the securing of a construction management plan. They subsequently were consulted on the Construction and Environmental Management Plan (CEMP) for the development, which anticipated construction traffic travelling between the site and the motorway network over 2 different routes to reduce the impact on local roads. One of these routes between the development site and the M3 via the A30) includes the section of Chobham Road over the railway bridge. The Royal Borough took two months to respond to that consultation to the effect that they strongly objected to the use of the Chobham Road bridge and during that time the Royal Borough made and confirmed the Order described below.

The Royal Borough of Windsor and Maidenhead (Chobham Road, Sunningdale) (Weight Restriction) Order 2015 ("the Order") was made on 26 May 2015, and came into operation on 1 June 2015. The Order was made under section 1 of the Road Traffic Regulation Act 1984 ("the Act") and its effect is to prevent any vehicle, the maximum laden or unladen weight of which exceeds 18 Tonnes, to proceed in any direction along the length of Chobham Road Sunningdale described in the schedule to the Order as being from the junction with Onslow Road, South East to a point 17m North West of its junction with Richmond Wood. This is a distance of approximately 200 metres and effectively restricts the use by HGVs of the bridge carrying Chobham Road over a railway.

No preliminary consultation pursuant to Regulation 6 of the 1996 Regulations has taken place. While it is clear that no assessment has been carried out by your Council of the effect of the proposed Order on other routes, your Council is of course on notice following objections to the 2015 Order that traffic on Surrey roads is likely to be affected.

Moreover, formal consultation has taken place over the Christmas period and while a week's extension to the minimum period has been agreed at our officers' request this has not been advertised and no other public notification by your Authority has taken place.

As you know when making a permanent Traffic Regulation Order local authorities are obliged to have regard to the duty in section 122 of the Road Traffic Regulation Act 1984, and we would emphasise s2 (b) as set out below. Your Authority failed to demonstrate that it had had regard to that statutory duty and considered the amenity of localities affected in Surrey and the importance of regulating and restricting the use of roads by heavy commercial vehicles, so as to improve the amenities of the area through which the roads run, in coming to the decision to make the Order.

"

(1) It shall be the duty of every local authority upon whom functions are conferred by or under this Act, so to exercise the functions conferred on them by this Act as (so far as practicable having regard to the matters specified in subsection (2) below) to secure the expeditious, convenient and safe movement of vehicular and other traffic (including pedestrians) and the provision of suitable and adequate parking facilities on and off the highway.

(2) The matters referred to in subsection (1) above as being specified in this subsection are—
(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;

Prior to the making of an order under section 1 of the Act the promoting authority is required to seek internal approval for such order in accordance with its constitutional arrangements and apply

the advertising and consultation provisions of The Local Authorities' Traffic Orders (Procedure) (England and Wales) Regulations 1996 (SI 1996/2489) ("the Regulations").

Section 1 of the Act provides a series of possible grounds for making an order when it is expedient to do so. These can include the prevention of the use of the road by vehicular traffic of a kind which is unsuitable having regard to the existing character of the road and for preserving the amenities of the area through which the road runs. Grounds for making the 2016 Order are set out in a Statement of Reasons. As with the previous Statement supporting the 2015 Order, this statement is short and does not provide any information/evidence to justify the proposal. Again the Statement says that a 'number' of HGVs have had difficulty in passing each other over the bridge but no precise details are given of the nature of the problem, numbers of HGVs affected, history of complaints, impact, collision problems or personal injury history and any steps taken by your Authority to address this i.e. to remove/reduce on-street parking that is acknowledged causes congestion to the north of the bridge on Chobham Road. Crest Nicholson's objection to the 2015 Order looked at this in depth and found that the carriageway width of the bridge on Chobham Road was not considered to pose any particular difficulties to two-way movement of vehicles across the bridge (p2 of WSP/Parsons Brinckerhoff technical note)

It further stated that the level of HGVs (over 18T) reported by an automatic traffic count over the course of a weekday was low and that "The occurrence of two opposing HGVs passing each other over the bridge, at any one time will be so low as to make it a rare event". It added that there were no reported accidents in the last five years along the section of Chobham Road subject to the proposed weight restriction. (page 4 of Technical Note). The County's professional officers have no reason to doubt that evidence, backed up by police data based on the database of personal injury accidents derived from Police reports. This indicates no personal accident recorded on the bridge or in the immediate vicinity of it.

The 2016 Statement of Reasons repeats that the purpose of the proposal is to reduce the amount of heavy goods vehicles (HGVs) using the streets in the local area as a through route and to manage HGVs use of the local network by keeping them on more appropriate roads wherever possible. No details are given of what, or where, those 'appropriate roads' are or how they were deemed to be more appropriate for HGV use , how HGVs were to be persuaded or obliged to use them, or indeed why the Chobham Road bridge was deemed unsuitable. There are other routes in the vicinity, but there is no evidence to show that these routes were analysed for their suitability as alternatives. Again Crest Nicholson previously addressed these issues. Again the overall reason for making the new Order appears to be environmental (in the absence of any reference to any structural deficiency in the bridge or indeed any evidence of the same), but the Statement does not provide sufficient information to justify the proposals and the subsequent making of the Order on environmental grounds.

The unsuitability of other routes in the vicinity was one of the main objections by the County in its objection letter of 14 May to the 2015 Order, where it sought to set out its concerns that HGVs would now potentially divert onto local roads in Surrey and that some of these roads were less suited to carrying HGV traffic than Chobham Road and that a greater environmental impact would consequently result. Graham Cannon, Surrey Police Road Safety and Traffic Management Officer, while acknowledging that Surrey Police as neighbouring police authority was not a statutory consultee, wrote on 14 May to the Royal Borough's Senior Highways and Parking engineer with a formal objection to the proposed weight restriction because of the impact it would have on Surrey roads. He explained that "the most obvious alternative route is through Windlesham Village which already had a speeding/injury collision problem. (one involving an HGV). It has a school along the route as well as traffic calming and priority give ways. To increase HGV traffic through this area would be totally unacceptable to Surrey Police". Crest Nicholson, the developer of the Longcross site, also made a strong objection.

The email trail supplied to the County (19 and 20 May 2015) sets out the matters considered by the Lead Member in deciding to make the 2015 Order, but there was no reference to the impact that the restriction would have on other routes in the vicinity,

The Senior Engineer outlined his alternative route to the Cabinet Member

I have looked at the question of an alternative route: The vehicles travel along the B386 from the site. At the junction with the B383 Chobham Road (roundabout) they would turn left towards Chobham. This road is a standard two lane road with a national speed limit, later reducing approaching Chobham. On the outskirts of Chobham the route turns right, at a mini-roundabout, onto the A319 Vicarage Road. Continuing along the A319 for approximately 3.7 kilometres before turning right, at a roundabout, onto the A322 (dual carriageway) up to the M3. There are few shops, all with off road parking, and no designated on street parking spaces on this route. There is one raised crossing on this route (B383), shortly after a mini-roundabout which will ensure speeds are low for all vehicles. Spot measurements of the B383 indicated an average width of approximately 6.5 metres.

It would appear to be more suitable for heavy vehicles than Sunningdale village and the railway bridge.

The alternative route suggested is in fact marginally narrower than the bridge and does not avoid the alleged concern regarding the dangers posed by passing HGVs. In addition there is of course no guarantee at all that HGVs or any other wide/heavy vehicles will use this alternative route when passage across the bridge is restricted. The decision was based on a flawed assumption that there is an issue with HGVs passing one another on the bridge when no evidence is produced for that.

The matter was referred to the Cabinet Member on 19 May 2015 at 14.54 hours, who with no reference to officers but only to the Councillor proposing the Order, had made his decision by 20.00 hours that evening relying on discussions with local member Cllr Christine Bateson "who has raised the following concerns on behalf of local residents in Sunningdale:-

- The safety of vehicles on the railway bridge as it is too narrow for large vehicles
- The local access road and premises close to the bridge with limited visibility
- The additional road traffic pollution in local area affecting residents either side of the bridge
- Reduced traffic flow due to limited visibility and road width when large vehicles are opposing
- Danger to pedestrians shopping at local shops in the central part of the village, either side of Chobham Road involving crossing movements
- Danger of increased congestion at the junction of the A30 London Road / B383 Chobham Road close to the London Road pedestrian crossing "

No technical evidence was provided or referred to to support these concerns being grounds for the draconian action of a weight limit on a long standing structure and it was clear that the Cabinet Member acted on assertions by the Local Member, the very same councillor who had proposed the scheme, when he should have been asking for advice from his professional officers as to the justification for making an Order on those grounds. The Cabinet Member did not address in the email confirming his decision the serious objections made by the County Council, Borough Council, Surrey Police, or Crest Nicholson by way of their consultants WSP.

There is no evidence that the Royal Borough has considered any alternative routes for vehicles in excess of 7.5 tonnes that would be affected by the proposed Order. The provision of an alternative route is an option by virtue of regulation 7; schedule 2(c) of the Regulations. This provides for a map to be made available for inspection, such map to clearly show the location and effect of the Order as proposed to be made or as made and, where appropriate, alternative routes for diverted traffic. A map has been provided for the consultation exercise, showing the bridge and its immediate vicinity, but does not describe any alternative routes. As part of the Royal Borough's internal process for seeking approval to make the 2015 order referred to above (after receiving objections) the officer dealing with the matter found it necessary to describe an alternative route to the member who gave approval. As it was felt necessary to provide this information for the purpose of the approval process, it follows that this information should have been available as part of the advertising of the Order. This should have been picked up in the consultation for the proposed 2016 Order. Again, this shows a fundamental lack of understanding and consideration of the wider effects of the proposed Order.

Again, the grounds for making the 2016 Order, in the absence of any corroborating evidence, have not been made out. The County's Officers are preparing their response to the consultation exercise. It is anticipated that their strong objections will remain. In the event that the 2016 order as advertised is confirmed the County will consider their options.

Yours sincerely



John Furey
Cabinet Member for Highways, Transport & Flooding

Cc Cllr David Burbage
Leader of the Council
cllr.burbage@rbwm.gov.uk

Catherine Woodward
Monitoring Officer
sharedlegalsolutions@wokingham.gov.uk

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Huw Jones
Senior Engineer
The Royal Borough of Windsor and Maidenhead
Town Hall
St Ives Road
Maidenhead
Berks SL6 1RF

Surrey Highways
Rowan House
Merrow Lane
Guildford
Surrey
GU4 7BQ

11 January 2016

Our Ref: ME-98964
Your Ref: PN-2113

Dear Mr Jones,

Re: THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD (CHOBHAM ROAD, SUNNINGDALE) (WEIGHT RESTRICTION) ORDER 2016

Thank you for your email of 16 December 2015 attaching a notice, plan and statement of reasons, sent by way of a formal consultation relating to the above Traffic Regulation Order. You have stated that although the legal notice requires representations to be made by 14 January 2016 you would accept comments or objections in writing until 5 pm on 22 January 2016, presumably in view of the Christmas period. It is not clear whether this extension of time has been made public.

I am writing to advise you that Surrey County Council (SCC) formally objects, in the strongest terms, to the Royal Borough of Windsor and Maidenhead's (RBWM) proposal to introduce a 7.5 Tonne weight limit in Chobham Road, Sunningdale. The grounds for objection are detailed below and are unsurprisingly similar to those cited when the County Council objected only last year to the proposed introduction of the existing 18 Tonne weight limit at the same location.

I must also state that SCC finds it extremely disappointing that RBWM has commenced a statutory consultation without undertaking any prior consultation with SCC especially given the objection and serious concerns raised when the existing 18 Tonne weight limit was proposed.

Grounds for objection:

- The Statement of Reasons justifies the proposed Order to reduce the weight limit to 7.5 tonnes on the following grounds:
 - For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.
 - For preventing damage to the road or to any building on or near the road
 - For preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property
 - For preserving or improving the amenities of the area through which the road runs

It concludes that Chobham Road narrows over the railway bridge to such an extent as to "prevent two HGVs from passing in opposing directions without the risk of colliding with roadside

obstacles or oncoming vehicles". The report presented to RBWM's Cabinet on 26 November 2015 states "it appears from local feedback that the volume of large vehicles has increased recently as has the incidence of damage only accidents and near misses". However, there is no technical evidence presented (such as HGV counts, personal injury collision data etc) to verify the extent of the claimed problems and justify the need for introducing the proposed reduction in weight limit. It is not acceptable to rely on local feedback when RBWM must know that proposals of this kind have to be based on professional assessments of the issues.

- Despite the objections it received to the 2015 Order, RBWM introduced the existing 18 Tonne weight limit at the location with effect from 1 June 2015. Having assessed the situation it must therefore have considered this to have been an appropriate measure to address the concerns raised by residents. To justify the need to reduce the weight limit after such a short time a significant change in the existing conditions would have been expected to have occurred. However, no evidence is presented of such a change.
- In its objection to the existing 18 Tonne weight limit, SCC stressed that the restriction was likely to displace HGV traffic onto routes in Surrey that are considered less suited to carrying this type of traffic than Chobham Road. As a result, the environmental impact caused by the traffic would be greater. This impact will only be increased further if the weight limit is reduced to 7.5 Tonnes. The route most likely to be used as an alternative by HGVs is the B386 through Windlesham village. This road has a poor alignment with a number of bends and high levels of on-street parking in the centre of the village (which effectively restricts the carriageway to a single lane width over significant lengths). In addition, there is a raised table and a number of pinch points along the route as well as a school. Personal injury accident data also indicates that this route has a significantly poorer safety record (including an HGV accident history) than the B383 Chobham Road. The other obvious alternative routes also have a significantly poorer safety record than Chobham Road and are not considered more suitable for large vehicles to use.
- Despite the concerns raised previously and further to the above point, the consultation documents for the latest proposal to reduce the weight limit to 7.5 Tonnes (and the report presented to RBWM's Cabinet) do not identify a suitable alternative route for vehicles affected by the restriction. Furthermore, it appears that the potential impacts of the proposal on other routes have not been assessed. However, as highlighted in the Officer report presented to RBWM's Cabinet, section 122 (2)(b) of the Road Traffic Regulation Act 1984 makes it the duty of an authority exercising functions under this Act to, insofar as is practicable, have regard to the *effect on the amenities of **any** locality affected and ... 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.* SCC asserts that this duty has not been complied with and that the amenities of the obvious alternative routes will be severely affected if this Order were to come into effect.
- The Statement of Reasons states that where Chobham Road crosses the railway line the width of the road prevents two HGVs from passing in opposite directions without the risk of colliding with roadside obstacles or oncoming vehicles (although no evidence is presented in support of this). However, the width of vehicles is not always directly proportional to their weight. As such, imposing a weight limit will not necessarily prevent wider vehicles from travelling across the bridge.
- The Construction and Environmental Management Plan (CEMP) for the proposed mixed-use development on the former DERA Longcross site initially proposed two alternative routes for construction traffic travelling to and from the site. These routes were identified following an assessment of alternative options and the origin of the construction traffic. Chobham Road forms part of the one of these routes. The introduction of the existing 18 Tonne in Chobham Road therefore meant that all vehicles over 18 Tonnes would have to use the other route. Further reducing the weight limit to 7.5 Tonne would then require all vehicles over this weight to use this one route due to the lack of suitable alternatives other than Chobham Road. As a result it would have a disproportional environmental impact along this route which has a significantly poorer safety record than Chobham Road.

In conclusion, SCC does not consider that RBWM has demonstrated that there are any technical grounds to justify the making of the proposed 2016 Order to introduce a 7.5 Tonne weight limit overriding the already questionable grounds for the 2015 Order. Its duty to have regard to the amenities of localities affected by the Order has not been complied with and the impacts of the restriction on the other routes HGVs are likely to use have not been properly assessed and considered. On this basis, SCC objects to the proposed Order. Surrey Police shares the views of SCC.

Further to the above objection, County Council Officers would be happy to meet RBWM Officers and Members to discuss the County Council's concerns in more detail prior to the responses to the consultation being considered by RBWM's Cabinet.

Yours sincerely

pp *J. M. Godden*

Andrew Milne
Area Highways Manager (NW)
Surrey Highways
Surrey County Council



Windlesham Parish Council

Sarah Walker
Assistant Clerk to the Council
Tel: 01276 471675
Email: sarah.walker@windleshampc.gov.uk
Website: www.windleshampc.gov.uk

The Council Offices
The Avenue
Lightwater
Surrey
GU18 5RG



Huw Jones
Senior Engineer
The Royal Borough of Windsor and Maidenhead
Town Hall
Maidenhead
Berks SL6 1RF

Your reference PN-2113

20th January 2016

Dear Mr Jones

Re: The Royal Borough of Windsor and Maidenhead (Chobham Road Sunningdale) (weight restriction) order 2016.

We have been informed by our County Councillor that you are considering reducing the weight limit on the Chobham Railway Bridge to 7.5 tonne. Furthermore, after reading the cabinet minutes on this proposal it states that Parish Councils would be contacted, however, I am not aware this has happened. It is therefore disappointing and clearly contravenes the duty to cooperate. We are also concerned that you have conducted this consultation over the Christmas period when Parish Full Councils do not meet. We understand that you have agreed to extend the consultation till the 22nd of January but have failed to confirm this on your web site.

I can confirm that Windlesham Parish Council formally objects, in the strongest terms to the Royal Borough of Windsor and Maidenhead's proposal to make the Chobham Road Sunningdale restricted to vehicles above 7.5 tonne. We also objected to RBWM reducing this to 18 tonne last year at the same location. RBWM failed to consider Windlesham residents objection and took no notice of their concerns.

Reasons for objection.

1. You have failed to consult Parishes and kept them informed of your proposal.
2. Your decision to impose a weight limit last year to 18 tonne has increased the number of heavy vehicles going through Windlesham, causing danger to residents and children, particularly along School road where there is an infant school.
3. We can see no technical evidence that supports the cabinet paper on the 26th November where it states "it appears from local feedback that the volume of vehicles has increased recently as has the incidence of damage only accidents and near misses". RBWM surely are aware that introducing measures must be based on facts not opinions.
4. On June the first RBWM introduced the 18 tonne limit how can the situation be different less than five months later.

5. In the original decision the reason given was to reduce traffic going through Sunningdale, now a number of different reasons are being given with no official data to back this up.
6. You state that one of the reasons given was that - where Chobham Road crosses the railway line the width of the road prevents two HGV's from passing in opposite directions without the risk of colliding with roadside obstacles or oncoming vehicles. I can see no evidence that any collisions have occurred so why do you now believe after a number of years this is a problem?

Windlesham Parish Council do not believe RBWM have in any way demonstrated that there are any technical grounds to warrant the proposed 2016 order to introduce a 7.5 tonne weight limit. The affect of this order will mean traffic will use more dangerous routes through the parish of Windlesham. We also understand that Surrey police object to this order.

Yours sincerely,



Sarah Walker
Assistant Clerk
On behalf of Windlesham Parish Council



CHOBHAM PARISH COUNCIL

The Clerk, Chobham Parish Pavilion, Recreation Ground, Station Road
Chobham, Woking, Surrey GU24 8AJ

Tel: 01276 856633

Email: clerk@chobhamparishcouncil.org Website: www.chobhamparishcouncil.org



Huw Jones
Senior Engineer
The Royal Borough of Windsor and Maidenhead
Town Hall
Maidenhead
Berks SL6 1RF
Your reference PN-2113
19th January 2016

Dear Mr Jones

Re: The Royal Borough of Windsor and Maidenhead (Chobham Road Sunningdale) (weight restriction) order 2016.

We have been informed by our County Councillor that you are considering reducing the weight limit on the Chobham Railway Bridge to 7.5 tonne. Furthermore, after reading the Cabinet minutes on this proposal it states that Parish Councils would be contacted; we are not aware this has happened. It is therefore disappointing and contravenes the duty to cooperate. We are also concerned that you have conducted this consultation over the Christmas period when Parish full Councils do not meet. We understand that you have agreed to extend the consultation till the 22nd of January but have failed to confirm this on your web site.

I can confirm that Chobham Parish Council formally objects, in the strongest terms to the Royal Borough of Windsor and Maidenhead's proposal to make the Chobham Road Sunningdale restricted to vehicles above 7.5 tonne. We also object to RBWM reducing this to 18 tonne last year at the same location.

Reasons for objection.

1. You have failed to consult Parishes and kept them informed of your proposal
2. Your decision to impose a weight limit last year to 18 tonne has increased the number of heavy vehicles going through Chobham, causing potential danger to residents and children.
3. We have searched but can see no technical evidence that supports the Cabinet paper on the 26th November where it states "it appears from local feedback that the volume of vehicles have increased recently as has the incidence of damage only accidents and near misses". RBWM surely are aware that introducing measures must be based on facts not opinions.
4. On June the first RBWM introduced the 18 tonne limit how can six months later the situation be so different as to warrant a further change.
5. In the original decision the reason given was to reduce traffic going through Sunningdale, now a number of different reasons are being given with no official data to back this up.
6. You state that one of the reasons given was where Chobham Road crosses the railway line the width of the road prevents two HGV's from passing in opposite directions without the risk of colliding with roadside obstacles or oncoming vehicles. I can see no evidence that any

collisions have occurred so why do you now believe after a number of years this is a problem?

Chobham Parish Council do not believe RBWM have demonstrated that there are any technical grounds to warrant the proposed 2016 order to introduce a 7.5 tonne weight limit. The affect of this order will mean traffic will use other routes that are more dangerous. We also understand that Surrey police object to this order.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Annette Barber', with a long horizontal line extending to the right.

Annette Barber
Parish Administrator



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Service Regulatory

Our Ref:

Your Ref: PN 2113

Direct Tel: 01276 707100

Email: Jane.ireland@surreyheath.gov.uk



Huw Jones
Senior Engineer
RBWM
Town Hall
St Ives Road
Maidenhead SL6 1 RF

January 4th 2016

Dear Mr Jones

The Royal Borough of Windsor and Maidenhead (Chobham Road, Sunningdale) (Weight Restriction) Order 2015

Thank you for your consultation in respect of introducing a 7.5 Tonne weight restriction on the B383 Chobham Road, Sunningdale.

I am writing to advise you that Surrey Heath Borough Council **objects** to the proposal for the following reasons:

The statement of reasons sets out that the purpose of the proposal is to avoid danger to persons or other traffic using the road, to prevent damage to the road to prevent unsuitable traffic impacting on the character of the road and to preserve or improve the amenities of the area through which the road runs.

The introduction of a 7.5 tonne limit would mean that areas within Windlesham Parish would be adversely impacted by traffic diverting onto roads through these areas. The impact on these areas would reflect those which the proposed weight restriction order is seeking to address.

Vehicles avoiding the weight limit would divert onto local roads which are less suited to carrying this type of traffic than the Chobham Road in Sunningdale. Traffic is likely to divert onto the B386 through Windlesham village. Surrey County Council has identified that this road has a poor alignment with a number of bends and high levels of on-street parking in the centre of the village. In addition there is a raised table and a number of pinch points along the route as well as a school. Surrey County Council personal injury data indicates that the route through Windlesham has a significantly poorer safety record than the B383 Chobham Road.

In addition as part of the Construction and Environmental Management plan for the large scale development at DERA (Longcross) construction traffic will travel to the site by two routes, one of these routes includes the section of the Chobham Road where the weight restriction is proposed. If this route is no longer available construction traffic will need to find other routes to the site. These routes could impact on villages in Surrey Heath.

Yours sincerely



Jane Ireland
Planning Policy Manager

Huw,

I have been informed by Jason Gosden at SCC that RBWM are considering reducing the weight limit on Chobham Road, by the rail bridge from 18t to 7.5t.

I wish to register a formal objection to this proposal on behalf of Surrey Police.

The reasons for this are in many ways the same as when you only recently introduced the 18t weight limit-;

- Displacement of HGV traffic on arguably even more unsuitable roads than the B383 Chobham Road. The most obvious alternative route is the B386 through Windlesham Village, which already has a speeding/ injury collision problem (one involving a HGV) that we are trying to address. It has a school along the route as well as traffic calming and priority 'give ways' within the main part of the village. To increase HGV traffic through this area would be totally unacceptable to Surrey Police.
- In your statement of reason, no mention is made of any particular injury collision problem on the rail bridge in question, or if any HGV counts have taken place that would help to quantify the problem and the reason for the proposal.

As indicated above, despite formal objections from Surrey CC and Police you introduced a 18t weight restriction in the summer. At that time you must have considered a 18t weight restriction suitable and that it achieved the aims of the borough and satisfied the residents. I now wonder why you feel it necessary to introduce an even lower limit of 7.5t's, only a few months on. This is only going to increase the problems and potential road safety dangers highlighted above on the B386 through Windlesham Village, which is the obvious alternative route.

In addition to the above I would like to point out an issue with the advanced signing that I do not feel that you or Thames Valley Police have taken into consideration. You have introduced the current 18t weight restriction, which as your design drawing (PN-1702-31) indicated, should have advanced warning of the restriction on both approaches. This is so that HGV drivers have ample time to understand where the restriction is and can alter their route accordingly. In the design drawing there is provision of a warning sign to be situated at the Chertsey / Chobham Road roundabout in the Surrey CC area, that would indicate to HGV drivers approaching from the southeast that there was a weight restriction 1 mile ahead. It is my understanding that SCC have never given you permission to erect the sign at this location.

Yesterday I checked the advanced signing of the current weight restriction and can confirm that there is no advanced signing at the Chertsey/ Chobham Road roundabout, or at any other suitable place that would allow a driver of an HGV to take an alternative route. On this approach the first indication a HGV driver would have that there is a weight restriction on the rail bridge would be when faced with the actual weight restriction sign just beyond the junction with Richmond Wood. What is the HGV driver supposed to do then? As far as I can see he would be faced with two options- 1) either attempt to carry out a very difficult reversing manoeuvre so that he could go back the way he came, or 2) continue on and contravene the weight restriction. I would suggest that to carry out a 'u' turn manoeuvre would be very dangerous for any following traffic or pedestrians that were in the area at the time and also a distinct possibility that property could be damaged in the process. Also, from a prosecution point of view, I think that it would be very difficult to secure a conviction when presented with the facts that there is no advanced warning of the restriction and never has been due to a dispute from the neighbouring Highway Authority and that the driver thought that it was unsafe to carry out a 'u' turn and a safer option was to proceed over the bridge. Perhaps you can ask Thames Valley Police what their thoughts are on such a scenario.

As indicated before, I appreciate that Surrey Police is not a formal consultee on this matter, as the restriction falls outside our policing area, however I feel that I must make comment on this proposal as it will undoubtedly have a detrimental effect of road safety on Surrey's roads. It is for these reasons that I formally object to the introduction of a 7.5t weight restriction.

Regards,

Graham Cannon

Road Safety & Traffic Management
PO Box 101,
Guildford,
Surrey,
GU1 9PE

Highway Projects Team,
Royal Borough of Windsor and Maidenhead,
Town Hall,
St. Ives Road,
Maidenhead,
BERKSHIRE. SL6 1RF

16460/A3/NS/dw

BY EMAIL & POST: projects@rbwm.gov.uk

11th January, 2016

Dear Sir/Madam,

**THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD (CHOBHAM ROAD, SUNNINGDALE)
(WEIGHT RESTRICTION) ORDER 2016 RESPONSE REFERENCE PN2113: OBJECTION ON
BEHALF OF CGNU AND CREST NICHOLSON**

On behalf of CGNU and Crest Nicholson, the promoters of the consented redevelopment of the former DERA site at Longcross North (in Runnymede Borough) we hereby submit an objection to the Weight Restriction Order proposed by RBWM. This weight restriction relates to the road bridge on Chobham Road, Sunningdale.

To explain this objection a Technical Note has been prepared by CGNU and Crest Nicholson's transport advisor WSP Parsons Brinckerhoff (see attached). The conclusions reached in the Technical Note are as follows:

- The reasons given for the weight restriction are not justified, against the status of Chobham Road as B-road which confers it a particular status and is of local importance for North-South movements.
- The volume of HGVs, and traffic in general, on Chobham Lane does not trigger any environmental implications which could give rise to a requirement protect amenity.
- There have been no accident records involving HGVs in the last 5 years on this section of Chobham Road. The reason given that, with the restrictions, accident risk would be avoided is therefore unfounded.
- Restricting the use of Chobham Road by HGVs over 7.5T would increase the reliance placed on other less suitable routes.
- No assessment of the significance of HGV movements or consequent diversions has been considered. The effect of the proposed 2016 Order is not compliant with RBWM transport policy which requires 'effective' management of the highway network and a reduction in unnecessary journeys.

- There is no indication that RBWM's maintenance liability in respect of repairs or maintenance of the route would increase as a result of maintaining the current access regime. If less maintenance is expected, then this should be evidenced and should be information that the public should be consulted upon.
- The implications on local businesses have not been taken into account, nor has there been any indication that consultation has taken place with the users that would be affected by the proposed 2016 Order.
- The plan accompanying the order does not cover the full extent of the works required to implement the order, including signage, affecting the scope of the material available for consultation.

Taking all of the above into account, there does not seem to be any robust physical or environmental reasons which would justify the placing of a further environmental weight restriction on Chobham Road.

It is also the case that no information has been presented relating to the speed of vehicles along Chobham Road, including that of HGVs, and whether alternative means of managing this through alternative restrictions (e.g. speed limits) would yield more appropriate outcomes against the amenity objectives being sought by RBWM.

The proposed Order is therefore unjustified and places a disproportionate constraints on users, the wider economy and risk increasing journey frequency and length, against local policy.

Please can you confirm that this objection has been received with the set consultation period and that it will be the subject of full and proper consideration by RBWM. Following your review of this objection we would be pleased to discuss this with you in the hope that no further weight restrictions will be placed on the Chobham Road bridge at Sunningdale. Should you have any questions or require any additional information then please do not hesitate to contact the writer.

Yours faithfully,



NEVILLE SURTEES
Associate

Encs.

- cc. B. Smith (RBWM Head of Highways and Transport) - w/encs.
T. Jones (Crest Nicholson) - w/encs.
I. Maguire (Runnymede Borough Council) - w/encs.
K. James (Surrey County Council) - w/encs.

TECHNICAL NOTE

TO: Royal Borough of Windsor and Maidenhead
FROM: WSP | Parsons Brinckerhoff on behalf of Crest Nicholson
SUBJECT:

The Royal Borough of Windsor and Maidenhead (Chobham Road, Sunningdale) (Weight Restriction) Order 2016

Response Reference PN2113

DATE: 07 January 2016

OBJECTION TO THE 7.5 T WEIGHT RESTRICTION ORDER (2016)

Background

WSP | Parsons Brinckerhoff has been asked by CGNU & Crest Nicholson to consider the Weight Restriction Order 2016 by Royal Borough of Windsor and Maidenhead (RBWM), which has been lodged for consultation under reference PN2113.

In line with the details of the 2016 Order, this review has considered the following:

- Publication of the Order for consultation, dated 16 December 2015
- Statement of Reasons, undated
- RBWM Drawing PN-2113, dated 8 December 2015

Context

Two broad types of weight restrictions can be applied by a highway authority:

- Environmental weight restrictions; and,
- Weak bridge/road weight restrictions.

Such Orders can be made by a highway authority under exercise of powers under the Road Traffic Regulation Act 1984, with subsequent enforcement by The Police and, if required, Trading Standards.

The main difference between the two types relate to the reasons for the restrictions, and the additional 'exemptions' that can be applied, in the case of environmental restrictions, in allowing access to collect or deliver goods or carry out maintenance. There is generally no such exemption in respect of protecting a weakened structure, although this does not apply in this instance.

Permanent Orders can be made in the interest of, *inter alia*:

(d) preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property,

or

(f) *for preserving or improving the amenities of the area through which the road runs*

Based on the above, the restrictions subject to the RBWM 2016 Order would be classified as an environmental weight restrictions order. In such cases, councils should seek to demonstrate that there are reasonable grounds to seek a change in conditions affecting the Highway as they relate to the specific circumstances and outcomes of the Order.

The objection lodged by CGNU & Crest Nicholson is on the basis that such grounds cannot be substantiated by RBWM in this case.

The Parliamentary Standards Note (SN6013, 17 November 2014) also makes it clear such TROs should be considered where the road has a significant problem and the order garners substantial local support. To date, no information has been provided to demonstrate if both of these criteria are met in this instance.

Reasons for Objection

In its *Statement of Reasons*, RBWM cites the reasons for seeking the 2016 Order as being:

- **Reason A:** For avoiding danger to persons or other traffic using the road or any other road or for preventing the likelihood of any such danger arising.
- **Reason B:** For preventing damage to the road or to any building on or near the road.
- **Reason C:** For preventing the use of the road by vehicular traffic of a kind which, or its use by vehicular traffic in a manner which, is unsuitable having regard to the existing character of the road or adjoining property.
- **Reason D:** For preserving or improving the amenities of the area through which the roads runs.

The reasons given above are different to those outlined by RBWM in support of a 2015 Order covering the same section of road, which sought to impose 18T weight restriction. Those reasons were:

- Reason (1): The difficulty experienced by two-way movement of vehicles across the bridge; and,
- Reason (2): The need to reduce the volume of HGVs on the route

Different reasons are being given to support a further restriction to 7.5T under the 2016 Order consultation, when the primary underlying objective of RBWM would seem to simply be limiting HGV movements on the route, whether the Order is actually justified or not.

No information has been provided by the RBWM to quantify the current level of HGV traffic and the reduction that it would be seeking to achieve. The 2015 Order was considered by CGNU & Crest Nicholson to be largely ineffective against the stated objectives, given that only *circa* 10% of all existing HGV traffic would be affected.

Limited consideration has been paid to the effects of the restriction on the affected users, including the practicality and economic case of any consequent HGV diversions. Consequently, the effects of the restrictions on the local road network has not been taken account of in the highway authority's overall management of the highway network and dis-benefit arising from longer journeys on that network, including increased mileage and CO2 emissions and loss of productivity.

In the same way as new infrastructure schemes are required to consider the weight given to the benefits and dis-benefits to all users, no such assessment has been carried out in respect of the effective 'closure' of infrastructure on (the same) groups of users. This case is not a simple restriction placed on an otherwise undesirable route for traffic, but a B-road of importance for the local economy.

Finally, the plan accompanying the order does not cover the full extent of the works required to implement the order, including signage, affecting the scope of the material available for consultation. The signage shown on plan PN2113 is not sufficient to deliver the objective of the 2016 Order.

Notwithstanding the general points made above, further commentary on the individual reasons is provided below:

Reason A

The rationale for Reason A, which suggests that allowing HGVs continued use of the route would create danger, is not borne out of the existing road safety statistics, which also has not reported either, any significant level of general accidents and none related specifically to HGVs. WSP's appraisal of the statistics has concluded that there have been no reported accidents in the last five years along the section of Chobham Road subject to the proposed weight restriction

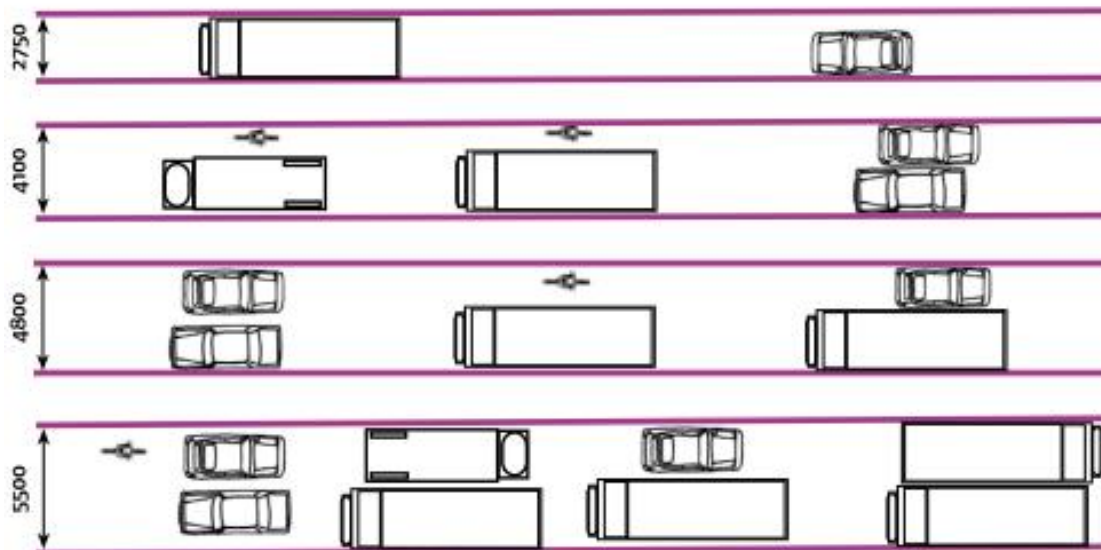
The papers submitted to the Committee make reference to "*damage only collisions between lorries and cars and congestion in Chobham Road in the vicinity of the shops*". However, it should be noted that the Statement of Reasons does not refer to this issue, and in any event, a weight restriction on the bridge would not necessarily address this issue, if indeed it is borne out of a comprehensive analysis. Consequently, it should be disregarded as any part of the decision making process.

It is also the case that frequency of movements, by all users, is not generally reflective of increased or decreased road safety risk, which is what Reason A seems to be suggesting.

The Statement of Reasons state that HGVs "*have been having difficulty passing each other*", but offer no data or other proof that this is actually the case.

Measurements taken by WSP of the bridge on Chobham Road suggest that its carriageway width is 6.64m. According to Figure 7.1 of the Manual for Streets, the minimum width of carriageway required for two lorries to pass each other would be 5.5m (but at very low speeds), although 6m is typically required to allow unimpeded opposing movements of buses and HGVs.

Figure 1. Accommodation of Various Carriageway Widths in mm (replicated from Table 7.1. of MfS)



Based on the above, the carriageway width of the bridge on Chobham Road is not considered to pose any particular difficulties to two-way movement of vehicles across the bridge.

The geometry of the bridge is such that HGVs should be able to safely pass each other, and the lack of accidents involving HGVs would strongly suggest that this is indeed the case. Consequently, there is no justification for Reason A.

Reason B

Roads generally have to be maintained in accordance with their status against the prevailing local highway hierarchy. In the present situation, Chobham Road is a B-road and, therefore, the maintenance of the route will be to a standard commensurate with this status.

There is no evidence that the restriction under the 2016 Order would necessarily ‘prevent’ damage to the road, as per the reason given. There is no indication that the maintenance liabilities in respect of maintaining the standard of the B-road would necessarily reduce.

Conversely, if the local highway authority is suggesting that a reduced level of maintenance would ensue, it is not clear whether local residents would have been appropriately informed of this consequence.

No suggestion has been made that vehicles over 7.5 T have been causing excessive, or specific damage to Chobham Road or any buildings, and there is therefore no justification for Reason B.

Reason C

The character of the road befits its designation as a B-road and its historical use as an important local thoroughfare by all traffic for many years. This level of use would not come as a surprise to any existing residents along the route, who would have had full knowledge of this status.

The movement of HGVs along Chobham Lane is appropriate for its status and geometry so that their use of the road could not be considered 'unsuitable', as is suggested by RBWM for Reason C.

The Statement of Reasons refer to keeping HGVs on "*more appropriate roads wherever possible*", but fails to say which roads are more appropriate given the status of Chobham Road as classified B-road, or how HGVs would be encouraged to use them. There is no assessment of the impacts of the increased use of these roads (should they exist) to ascertain their relative appropriateness to requiring a specific restriction being imposed on Chobham Road.

Reason C, therefore, cannot justify the imposition of the proposed restriction.

Reason D

Preserving or improving the amenities of the area implies that the level of amenity which is currently enjoyed by residents is 'deficient' to the point that there is no alternative but for this type of intervention by the local highway authority.

Table 1. Automatic Traffic Count (ATC) Summary for Chobham Lane (24 hours)

Day (June)	Total	Total LGV/HGV (under 18T)
Weekday average	7746	435
Weekend average	4742	171

The traffic data relating to Chobham Road, summarised above, demonstrates that:

- The volume of HGV traffic is low comparatively to overall vehicle movements, at 5.6% of all weekday movements.
- The level of HGV movements at weekends is further reduced, when the majority of residents are more likely to be at home.
- The capacity of Chobham Lane is within its design capacity (estimated to be 12,600 vehicles per day), and therefore not approaching any threshold of significance.

The level of traffic on Chobham Lane generally does not trigger any environmental effects in line with EIMA's *Guidelines for the Environmental Assessment of Road Traffic* (1993) that would otherwise suggest that conditions had been reached which could affect amenity.

Neither does the accident data suggest there is an amenity issue that needs addressing. On this basis, Reason D is not a justifiable reason for the Order.

Implications of the 2016 Order

Existing RBWM Policy

The wider displacement of HGV movements would not be in keeping with the objective of reducing emissions, set out in RBWM *Local Transport Plan (LTP) 2011-2026* as it relates to “*the efficiency of operation of the local road network will be improved in order to minimise unnecessary congestion and delay and associated carbon emissions ...*” (Policy SEG6: Network Management)

As part of its network management function, RBWM recognises in the LTP that it “*is about increasing the efficiency of the road network by enabling smoother traffic flow and by ensuring that there are no unnecessary traffic movements or obstructions within the network*” (Para 6.6.12). It is CGNU & Crest Nicholson’s view that the 2016 Order would create unnecessary traffic movements and would contradict RBWM’s efficient management of the road network.

The implementation of the weight restrictions would also need to be supported by necessary signage, some of which will need to be located at the Chobham Lane / Chobham Road roundabout which fall outside RBWM’s jurisdiction. We understand that SCC do not support the proposed weight restriction. No information has been presented relating to the speed of vehicles along Chobham Road, including that of HGVs, and whether alternative means of managing this through alternative restrictions (e.g. speed limits) would yield more appropriate outcomes against the amenity objectives being sought by RBWM.

Consented DERA Longcross Site

The proposal for mixed-use development on the former DERA Longcross site is the subject of a planning consent issued by Runnymede Borough Council (RBC) under Planning Reference RU.13/0856. The application was subject to consultation with neighbouring authorities, including RBWM.

In the process of consultation over this application, feeding into the discharge of conditions relating to the Construction Environmental Management Plan (CEMP), an HGV construction vehicle routing plan was produced. This is attached in Appendix A.

As a result of an assessment of a range of roads leading from the proposed development, the routing plan places emphasis on two routes. These have emerged from the assessment as being of a ‘higher order’ in respect of the local highway network and the likely origin of HGVs associated with construction activities.

The choice of Chobham Road as one of these two routes for construction HGVs raises some significant issues in respect of the proposed environmental weight restriction being considered by RBWM:

- The CEMP identified the two routes as being the most environmentally suitable for the routing of HGVs during construction;
- Generally, an environmental restriction should not be used if there is no suitable alternative route for the displaced traffic;
- Where a TRO restricts the use of a road, route or area to certain vehicles, the signing of a recommended alternative route would be required. This has not been considered by RBWM;
- The alternative routing strategy would increase the length of construction HGV trips on the road network, with consequential impact on routes and associated communities; For example, HGVs may need to use roads through Windlesham Village, which is deemed less suitable than Chobham Road
- The disruption from further restrictions on movements will affect the local economy, including increasing the relative cost of developing the Longcross site, placing a constraints which will have implications on the phasing of the development and thus impact on its contribution to the wider economy.

Conclusions

This objection on behalf of CGNU & Crest Nicholson is summarised as follows:

- The reasons given for the weight restriction are not justified, against the status of Chobham Road as B-road which confers it a particular status and is of local importance for North-South movements.
- The volume of HGVs, and traffic in general, on Chobham Lane does not trigger any environmental implications which could give rise to a requirement protect amenity.
- There have been no accident records involving HGVs in the last 5 years on this section of Chobham Road. The reason given that, with the restrictions, accident risk would be avoided is therefore unfounded.
- Restricting the use of Chobham Road by HGVs over 7.5T would increase the reliance placed on other less suitable routes.
- No assessment of the significance of HGV movements or consequent diversions has been considered. The effect of the proposed 2016 Order is not compliant with RBWM transport policy which requires 'effective' management of the highway network and a reduction in unnecessary journeys.
- There is no indication that RBWM's maintenance liability in respect of repairs or maintenance of the route would increase as a result of maintaining the current access regime. If less maintenance is expected, then this should be evidenced and should be information that the public should be consulted upon.
- The implications on local businesses have not been taken into account, nor has there been any indication that consultation has taken place with the users that would be affected by the proposed 2016 Order.
- The plan accompanying the order does not cover the full extent of the works required to implement the order, including signage, affecting the scope of the material available for consultation.

Taking all of the above into account, there does not seem to be any robust physical or environmental reasons which would justify the placing of a further environmental weight restriction on Chobham Road.

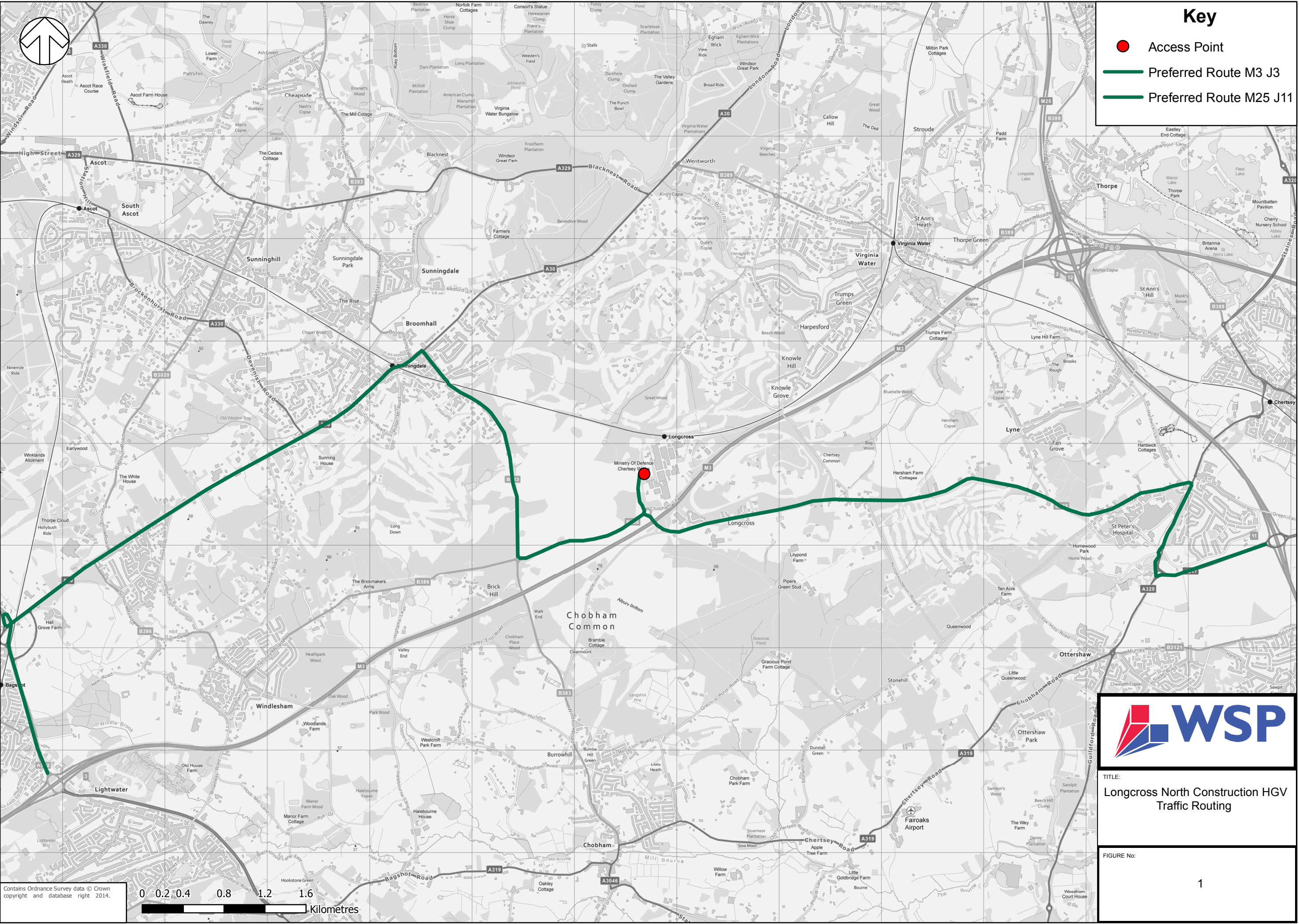
It is also the case that no information has been presented relating to the speed of vehicles along Chobham Road, including that of HGVs, and whether alternative means of managing this through alternative restrictions (e.g. speed limits) would yield more appropriate outcomes against the amenity objectives being sought by RBWM.

The proposed Order is therefore unjustified and places a disproportionate constraints on users, the wider economy and risk increasing journey frequency and length, against local policy.



Kevin Kay
Technical Director
07 January 2016

Appendix A



Key

- Access Point
- Preferred Route M3 J3
- Preferred Route M25 J11

Contains Ordnance Survey data © Crown copyright and database right 2014.



TITLE:
**Longcross North Construction HGV
 Traffic Routing**

FIGURE No:
 1

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Imperial Road / Clewer Hill Road / Winkfield Road, Windsor – Junction Improvements
Responsible Officer(s)	Simon Fletcher - Strategic Director of Operations
Contact officer, job title and phone number	Ben Smith - Head of Highways & Transport (01628) 796147
Member reporting	Councillor Colin Rayner, Lead Member for Highways & Transport
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	April 2016
Affected Wards	Park and Clewer East
Keywords/Index	Imperial, Clewer Hill, Winkfield, junction, traffic, congestion, traffic signals, consultation, Windsor

REPORT SUMMARY

1. This report deals with the consultation on possible changes at the junctions of Imperial Road / St Leonards Road and Winkfield Road / Clewer Hill Road. The decision to consult on possible changes was made as a response to demands of local residents to ease congestion during peak periods and improve air quality.
2. It recommends that authority be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport to implement changes to the operation of the traffic signals to enhance efficiency; trial a no right turn restriction from St Leonards Road into Imperial Road during the school summer holidays and trial changes to the position of bus stops by 30 June 2016.

It also recommends that a scheme be developed and modelled to replace the traffic signals at the Imperial Road / St Leonards Road junction with a roundabout, in combination with pedestrian crossings on at least two of the three arms of the junction.

In addition, minor changes to traffic island configuration at Clewer Hill Road and

changes to the bus stop arrangements will also be introduced.

Subject to modelling not demonstrating reduced traffic flow, consultation with Ward Councillors, budget availability and road safety audit the scheme would be delivered between December 2016 and February 2017.

3. These recommendations are considered to provide a positive response to the consultation and seek to improve road conditions by reducing congestion and journey times and enhance air quality and the public realm.
4. If adopted, the key financial implication for the Council is capital expenditure of approximately £150,000 in 2016/17.
5. The recommended actions would support the Department for Transport policy paper 'Signing the Way' by reducing clutter on the highway network and developing solutions based on local knowledge.
6. The recommended actions would support the Council's policy to reduce street clutter and the Manifesto commitment to "reduce and remove unnecessary traffic lights"

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. There will be reduced congestion caused by blocking of traffic between the two junctions	30 June 2017
2. Journey times for motorists will be improved	31 August 2017
3. The environment will be visually improved by reducing the amount of street furniture and signal equipment	28 February 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That:

- i. **Authority be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport to implement changes to the operation of the traffic signals at both junctions to enhance efficiency and trial changes to the positions of bus stops by 30 June 2016 and implement a banned right turn into Imperial Road during the school summer holidays of 2016;**
- ii. **Authority be delegated to the Head of Highways & Transport in consultation with the Lead Member for Highways & Transport to develop and model a scheme to replace the traffic signals at the Imperial Road / St Leonards Road junction with a roundabout in combination with pedestrian crossings on at least two of the three arms of the junction. Additionally minor changes to traffic island configuration at Clewer Hill Road and changes to the bus stop arrangements would be introduced.**

These changes seek to reduce congestion and improve air quality and would be delivered between December 2016 and February 2017.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The recommendations offer a reasoned and positive response to the outcomes of the consultation on possible changes at the junctions of Imperial Road / St Leonards Road and Winkfield Road / Clewer Hill Road.
- 2.2 A consultation on possible changes at the junctions ran from 15 October to 20 December 2015. The consultation invited comments on two outline design options for the removal of traffic lights at both junctions.
- 2.3 Option A included a give way junction at Clewer Hill Road with no right turns from that junction onto Winkfield Road and a roundabout at the Imperial Road junction with St Leonards Road. There was strong opposition to banned turns at the Clewer Hill Road junction in the responses received to the consultation. Concerns were also expressed about the possibility of increased speed through the junctions.
- 2.4 Option B included a mini-roundabout at the Clewer Hill Road / Winkfield Road junction, with the Imperial Road and St Leonards Road junction reconfigured so that traffic on the eastern arm would give way to the other two arms and be banned from turning right. The consultation responses revealed some opposition to the concept of banning the right turn at this junction. There was a high level of concern from regular users of Clewer Hill Road that queuing under the previous mini-roundabout arrangement at this junction was substantial and that removing signals here would disadvantage residents.
- 2.5 Each of the draft options involved a reduction in the number of controlled crossing points for pedestrians. This was raised as an area of concern for many respondents and there was a common perception that the two draft options marginalised pedestrians at the expense of maximising through traffic.
- 2.6 Although the consultation was not run specifically as a voting exercise, some of the feedback was gathered in that format on forms produced by Ward Councillors. Respondents were also invited to comment generally on the junctions and this generated comments specifically on the existing arrangements, the two options and ideas for other alterations.
- 2.7 The consultation included letters circulated to properties within close proximity of the two junctions, whilst Ward Councillors also carried out additional letter drops and publicity of the consultation. Two well attended drop-in sessions were held to enable residents to speak with officers and Councillors, ask questions and put forward their views.
- 2.8 Whilst the feedback from the consultation was not presented in the format of voting for a preferred option, all responses have been reviewed and subjective views taken into account to develop recommended actions for changes at the junctions.

- 2.9 There were responses from 233 different respondents, with some of those respondents sending in multiple emails on the consultation. Opinions were varied, though there were many common themes and issues identified. A summary of the comments received relating to possible changes at the junction is included as Appendix E to this report.
- 2.10 The interpretation of the consultation feedback is focussed on ensuring that those concepts which met with strong opposition are not pursued, whilst aiming to provide recommendations that are considered to take forward those elements from the draft options that were generally well received.
- 2.11 There is a perception amongst many respondents, including from some of those in favour of retaining the signals, that the existing traffic signals are not 'intelligent' and that they do not operate as effectively as they can do. Although not physically linked, the junctions do 'see' the traffic leaving the other junction and operate to manage traffic based on approaching vehicles. Queue detection equipment also exists to pick up on blocking of the critical link between the junctions and each set of signals responds to such queuing to move to the appropriate stage in order to minimise delays. This means that the green times given to individual stages at each junction continually vary in response to traffic conditions.
- 2.12 It is considered that investing resources on optimising the performance of the signals would ensure that the signals operate as effectively as possible during the Spring and Summer of 2016, whilst more significant alterations are developed aimed at responding positively to the consultation responses and in keeping with the Manifesto commitment relating to traffic signals.

In addition it is considered that it would be beneficial to implement a prohibited right turn from St Leonards Road into Imperial Road during the school Summer holidays and moving the westbound bus stop in Winkfield Road away from its current location just west of the Clewer Hill Road junction. These proposals would be aimed at minimising delays on the network during the peak tourist season in 2016, in order to manage the demands on the network as effectively as possible. This is considered to be to the benefit of residents who have made representations about the queuing that occurs during the summer months under the current arrangements. Clearly the banned right turn will be inconvenient to some road users, though on balance it is considered to be a reasonable course of action for the duration of the summer holiday period.

- 2.13 The low level of support for Option B appears to primarily be driven by opposition to the idea of a banned right turn from Clewer Hill Road and due to concerns about speeding, reduced pedestrian provision and marginalising local traffic.
- 2.14 Although there was some opposition to the concept of removing signals at the Imperial Road junction, where such concerns were raised, there remains scope to address those concerns through additional measures even if the signals were removed. The majority of concerns related to reduced pedestrian facilities as shown on the consultation drawings, whilst some concerns were expressed about the Imperial Road traffic dominating if signals are not present, and causing queues on the eastern arm. This can be tested by micro-simulation modelling of alternative arrangements.

- 2.15 At Clewer Hill Road, the more common consensus was that the signals offer a safer and easier way to access St Leonards Road / Winkfield Road than under the previous mini-roundabout arrangements and that the pedestrian facilities in their current locations are very important.
- 2.16 It is considered that developing an alternative option, which would involve retaining signals at Clewer Hill Road and introducing a roundabout at Imperial Road, along with enhanced pedestrian provision from the arrangements shown on the consultation drawings, would offer a balanced response to the consultation feedback. It is recommended that such a scheme be subject to micro-simulation modelling and compared with the existing arrangements prior to committing to delivering changes on the ground.

Option	Comments
1. Do Nothing: retain the current traffic arrangements at both junctions	This option is not recommended as it does not fully respond to the outcome of the consultation
2. Implement Option A from the consultation	This option is not recommended as it would not offer a reasonable response to the outcome of the consultation.
3. Implement Option B from the consultation	This option is not recommended as it would not offer a reasonable response to the outcome of the consultation.
4. Implement short term operational improvements to the existing signals for Summer 2016 and subsequently develop, model and implement a scheme which involves retaining signals at the Clewer Hill Road junction and installing a roundabout at Imperial Road / St Leonards Road in combination with pedestrian facilities to be delivered by February 2017.	This is the recommended option as it responds positively to the responses received, by retaining traffic signals at Clewer Hill Road to address local opinion, whilst the recommended changes at Imperial Road would deliver against the Manifesto commitment to reduce traffic signals and respond to the consultation feedback by ensuring that the junction retained controlled pedestrian facilities. This option would be consistent with 'Residents First' and Manifesto delivery
5. To deliver improvements to the existing traffic signals to improve their efficiency, reduce avoidable delays and make physical modifications to reduce street clutter and the number of signal heads at the junctions	This option is not recommended as it does not deliver against the Manifesto and there was no majority support from the consultation responses to justify retaining signals at both junctions.
6. Implement a scheme involving roundabouts at both junctions	This option is not recommended as the recommended option is considered to offer a solution that more directly reflects the consultation responses. There is a high level of concern amongst residents about the implications for safety and journey time for local traffic if the signals were removed at Clewer Hill Road.

3. KEY IMPLICATIONS

- 3.1 The defined outcomes will be measured using journey time surveys and speed data derived from traffic counter equipment, against baseline information prior to any alterations.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Reduction in journey times through the junctions during peak periods (10.30am to 11.30am & 5pm – 8pm in school summer holidays)	<1%	1-3%	4-5%	> 5%	31 August 2017
Improvement in air quality	<1%	1-3%	4-5%	> 5%	31 August 2017

Note: baseline data to be collected in August 2016

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There is no capital funding currently approved to deliver the recommendations of this report. However a capital funding bid has been submitted for 2016/17 to deliver any agreed outcomes from the consultation
- 4.2 The report recommends removing traffic signals at the junction of Imperial Road and St Leonards Road. This action will lead to reduced annual revenue costs associated with maintaining existing equipment as well as maintenance of railing sections, which have been prone to occasional vehicle strikes from HGVs

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	Nil	Nil	Nil
Reduction	£0	1	2

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	150	£0

	2015/16	2016/17	2017/18
Reduction	Nil	Nil	Nil

5. LEGAL IMPLICATIONS

- 5.1 The recommended improvements will be delivered in accordance with legislation and guidance issued by the Department for Transport (DfT).
- 5.2 Any physical changes to the road layout would be subject to a road safety audit process.

6. VALUE FOR MONEY

- 6.1 If the recommended actions are endorsed this would result in delivering improvements identified in response to the consultation results, thereby offering value for money for residents by allocating funding in response to the main consultation feedback.
- 6.2 Works would be carried out by term contractors appointed under competitive tendering processes, ensuring value for money.
- 6.3 The recommended improvements will deliver revenue savings in future maintenance of highway furniture and equipment, thereby reducing annual expenditure.

7. SUSTAINABILITY IMPACT APPRAISAL

Reducing congestion and queuing traffic will reduce pollution and improve air quality in localised areas which is a positive sustainability impact.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Modifications may result in an increase in the speed of traffic through the junctions leading to reduced safety for all road users number and severity of casualties	MEDIUM	Signals include speed discrimination equipment to avoid risks of pedestrian signals turning green at a time when a fast moving vehicle may be approaching close to the end of vehicular green period Road Safety Audit to be carried out on any physical alterations The police can be asked to consider enforcement if	LOW

Risks	Uncontrolled Risk	Controls	Controlled Risk
		speeding is evidenced as a problem	
Adjustment to datasets or timing plans of traffic signals may result in additional congestion or excessive delays on particular roads	MEDIUM	Existing datasets and timing plans can be kept as alternatives and reintroduced if required. Timing plans to ensure that the more local roads are not negatively impacted at the expense of through traffic. The possibility of extending the right turn lane to Clewer Hill Road will also be explored.	LOW
Installation of a roundabout and alterations to pedestrian facilities at Imperial Road will affect where pedestrians cross the roads potentially making walking less attractive	MEDIUM	Any alterations to pedestrian facilities would include reference to term time pedestrian survey data and would also be independently safety audited. Designs to ensure that circuitous walking routes are not created as a side effect of changes and that controlled facilities to promote pedestrian priority are included.	LOW

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The recommended option would be in line with all the four of the council's strategic priorities: Residents First; Value for Money; Delivering Together and Equipping Ourselves for the Future.

9.2 The strongest links are:

Residents First

- Improve the Environment, Economy and Transport

Value for Money

- Deliver Economic Services
- Improve the use of technology

Delivering Together

- Deliver Effective Services

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

An initial Equality Impact Assessment (EQIA) screening has been completed and there are no impacts requiring a full EQIA.

A copy of the screening assessment is available as Appendix D

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

None

12. PROPERTY AND ASSETS

The recommended actions would result in alterations to highway assets with all works contained in the public highway

13. ANY OTHER IMPLICATIONS

None

14. CONSULTATION

14.1 The public consultation on options for changes at the junctions ran from 15 October to 20 December 2015.

14.2 The documents included in the consultation were circulated to all Windsor Councillors for comment prior to the consultation starting. The consultation was also included on the Windsor Town Forum and the Visitor Management Forum as an agenda item in advance of the consultation starting.

14.3 The consultation allowed for respondents to comment by email or by post and background information was provided on the Royal Borough website. The consultation included letters circulated to properties within close proximity of the two junctions, whilst Ward Councillors also carried out additional letter drops and publicity of the consultation. Two well attended drop-in sessions were held to enable residents to speak with officers and Councillors, ask questions and put forward their views.

14.4 Additional publicity of the consultation was provided through press releases as well temporary signs being positioned on all approaches to the junction to make people aware of the consultation. Where requested, consultation information could be emailed or posted to interested parties.

14.5 The documentation provided on the website included background information to the consultation, option drawings, turning count survey data, pedestrian survey information and a list of frequently asked questions and responses

14.6 It had been mentioned at the outset of the consultation that a provisional timescale for implementation of agreed measures would be early 2016. In view of

the extensive and varied responses received the decision was made that it would not be in the best interests of residents to make an early decision and that it would be appropriate to refer the matter to Cabinet for a decision.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
30 June 2016	Implement changes to the operation of the existing traffic signals at both junctions to enhance efficiency
28 February 2017	Implement a scheme to replace the traffic signals at the Imperial Road / St Leonards Road junction with a roundabout in combination with pedestrian crossings on at least two of the three arms of the junction

16. APPENDICES

16.1 Appendix A - Option A drawing (document from the consultation)

16.2 Appendix B – Option B drawing (document from the consultation)

16.3 Appendix C - Existing layout drawing

16.4 Appendix D- EQIA Screening form

16.5 Appendix E – Summary of consultation feedback

17. BACKGROUND INFORMATION

17.1 Changes were made at these junctions in early 2009, which involved replacing the mini-roundabout with traffic lights at the junction of Clewer Hill Road with Winkfield Road. Alterations to the traffic lights were also made at the Imperial Road junction with St Leonards Road to the same timescale.

17.2 Complaints are received about traffic flow at these junctions and such complaints were also received prior to the works in 2009; such concerns about traffic congestion are not unusual at busy urban junctions in the vicinity of town centres and other key trip generating destinations. These closely sited junctions have limited physical capacity to carry very high volumes of traffic with a diverse range of varying peak periods.

17.3 It is a common public perception that the signals at the two junctions do not operate effectively together either due to not being 'linked' or due to the equipment being made by different companies. The fact that the equipment is manufactured by different companies is not a factor directly impacting on how the two junctions work in tandem and this has been verified independently.

17.4 The junctions have been independently reviewed in previous years and the Royal Borough's signal engineers have made modifications over time to endeavour to optimise the performance of the current set up.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Rayner	Lead Member for Highways & Transport	22/01/16	27/01/16 01-02-16	Recommendations amended following Ward Cllr meetings.
Cllr David Burbage	Leader of the Council	27/01/16	03-02-16	No changes
Simon Fletcher	Strategic Director of Operations	22/01/16		
Michael Llewelyn	Cabinet Policy Office	22/01/16	26/01/16	Suggested changes to recommended action
Catherine Woodward	Shared Legal Solutions / Monitoring Officer	22/01/16	Response awaited	
Mark Lampard	Finance Partner	22/01/16	27/01/16	Minor amendments to (4) Financial Details
External				
None				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision (entered onto Forward Plan – Cabinet (January 2016))	No

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

Imperial Rd / St Leonards Rd
Winkfield Rd / Clewer Hill Rd,
Windsor

Drwg No.	Rev
PN-1910-D-06	A
Date	Scale
07-10-15	nts
Drawn By	CAD By
rmb	rmb
Checked By	Signed Off By
Drawing Path:	
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Operations Directorate
Highways, Engineering & Transport
Town Hall, St. Ives Road,
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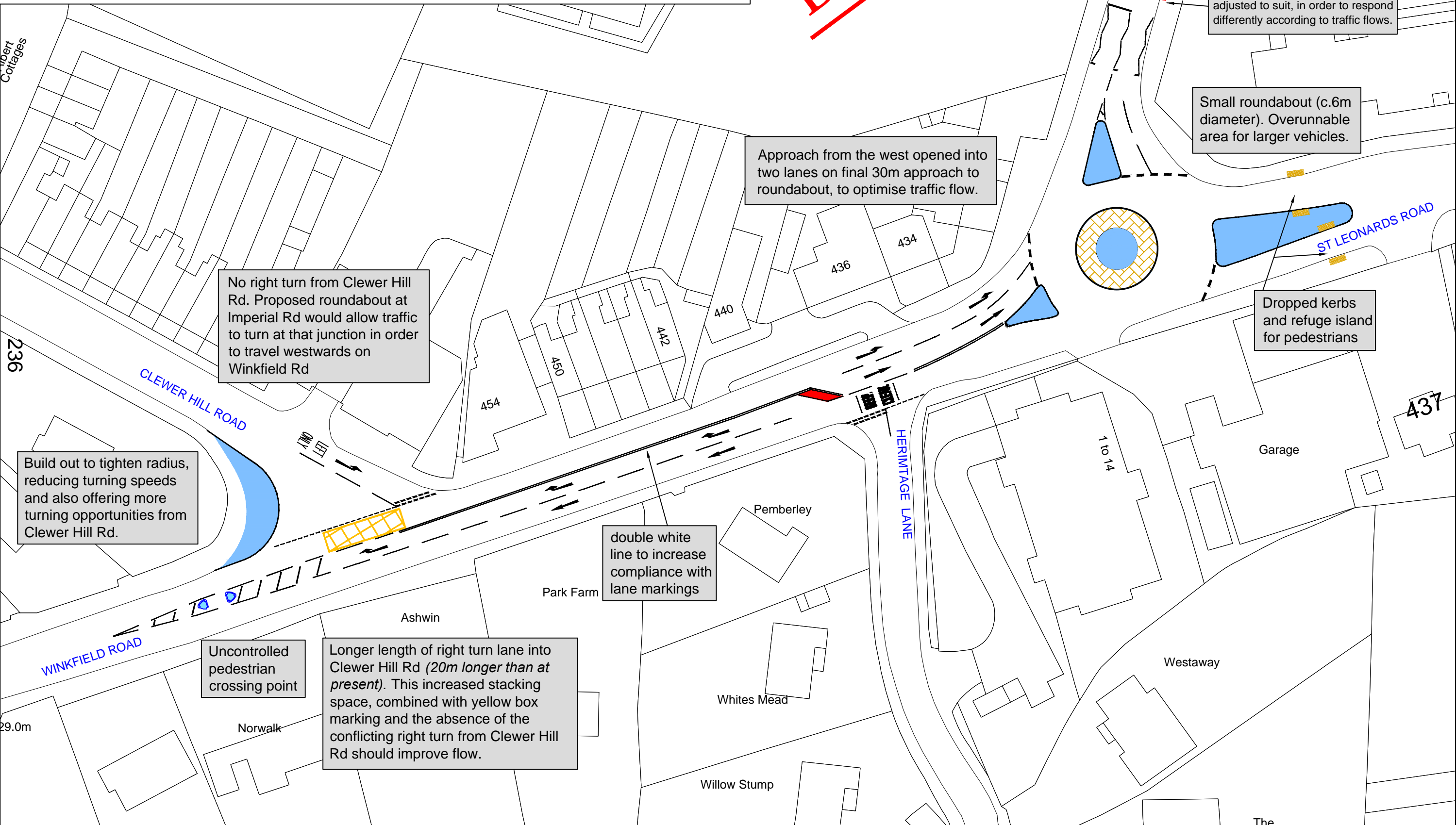


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Fax: 01628 796774
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DRAFT layouts for alternative
junction arrangements
OPTION A

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DRAFT



No right turn from Clewer Hill Rd. Proposed roundabout at Imperial Rd would allow traffic to turn at that junction in order to travel westwards on Winkfield Rd

Build out to tighten radius, reducing turning speeds and also offering more turning opportunities from Clewer Hill Rd.

Approach from the west opened into two lanes on final 30m approach to roundabout, to optimise traffic flow.

Small roundabout (c.6m diameter). Overrunnable area for larger vehicles.

Dropped kerbs and refuge island for pedestrians

double white line to increase compliance with lane markings

Uncontrolled pedestrian crossing point

Longer length of right turn lane into Clewer Hill Rd (20m longer than at present). This increased stacking space, combined with yellow box marking and the absence of the conflicting right turn from Clewer Hill Rd should improve flow.

Signalised crossing to serve main pedestrian movement. Frequency at which green man stage will be served can be adjusted to suit, in order to respond differently according to traffic flows.

100018517

236

29.0m

NORTH

Imperial

1 to 36

IMPERIAL ROAD

ST LEONARDS ROAD

HERITAGE LANE

CLEWER HILL ROAD

WINKFIELD ROAD

454

450

442

440

436

434

437

1 to 14

Garage

Pemberley

Park Farm

Ashwin

Westway

Whites Mead

Willow Stump

Norwalk

The

Imperial Rd / St Leonards Rd
Winkfield Rd / Clewer Hill Rd,
Windsor

Drg No.	Rev
PN-1910-D-07	A
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DRAFT layouts for alternative
junction arrangements
OPTION B

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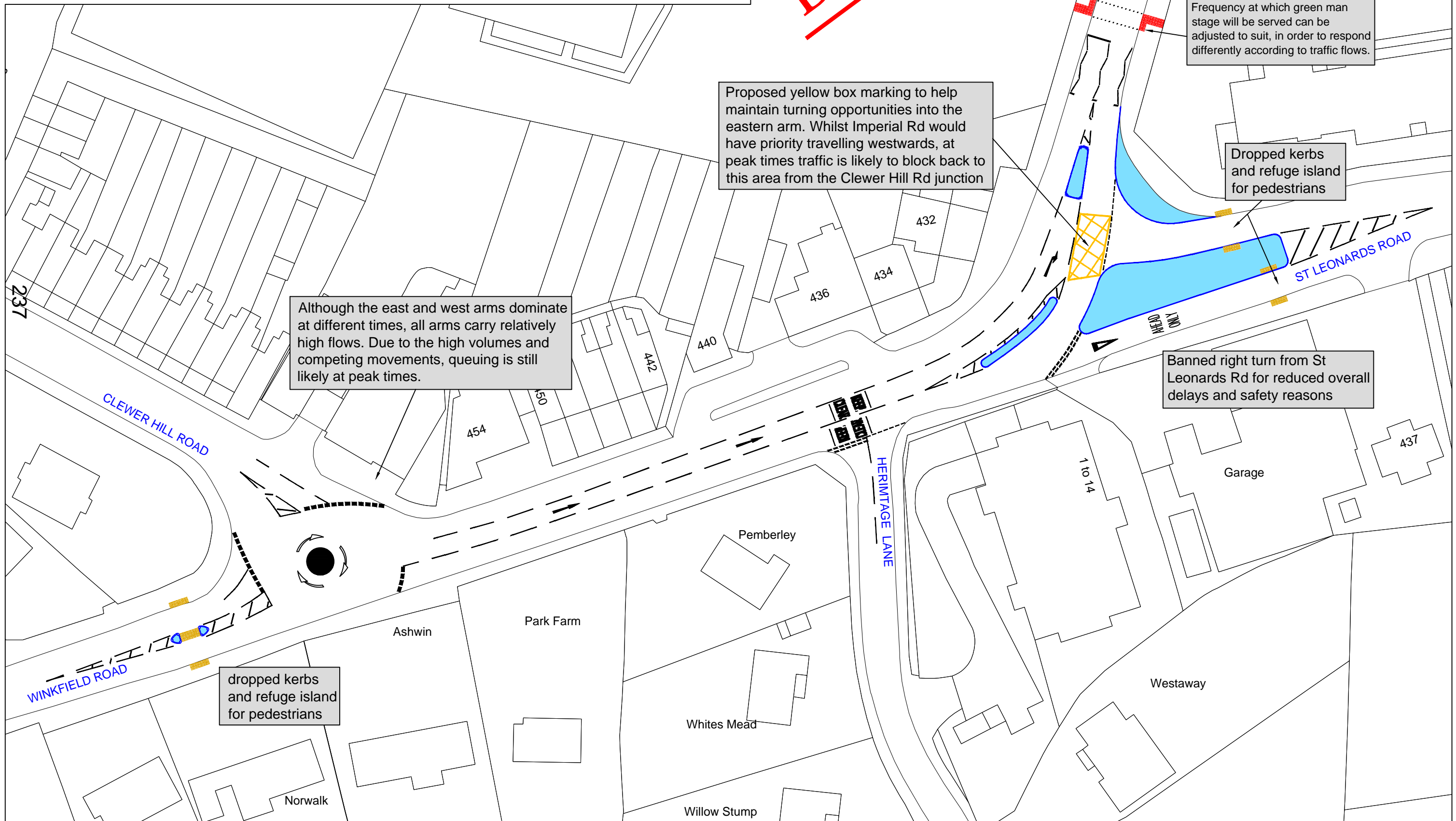


Windsor & Maidenhead

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<http://www.rbwm.gov.uk>

Rev	Date	Amendments


DRAFT



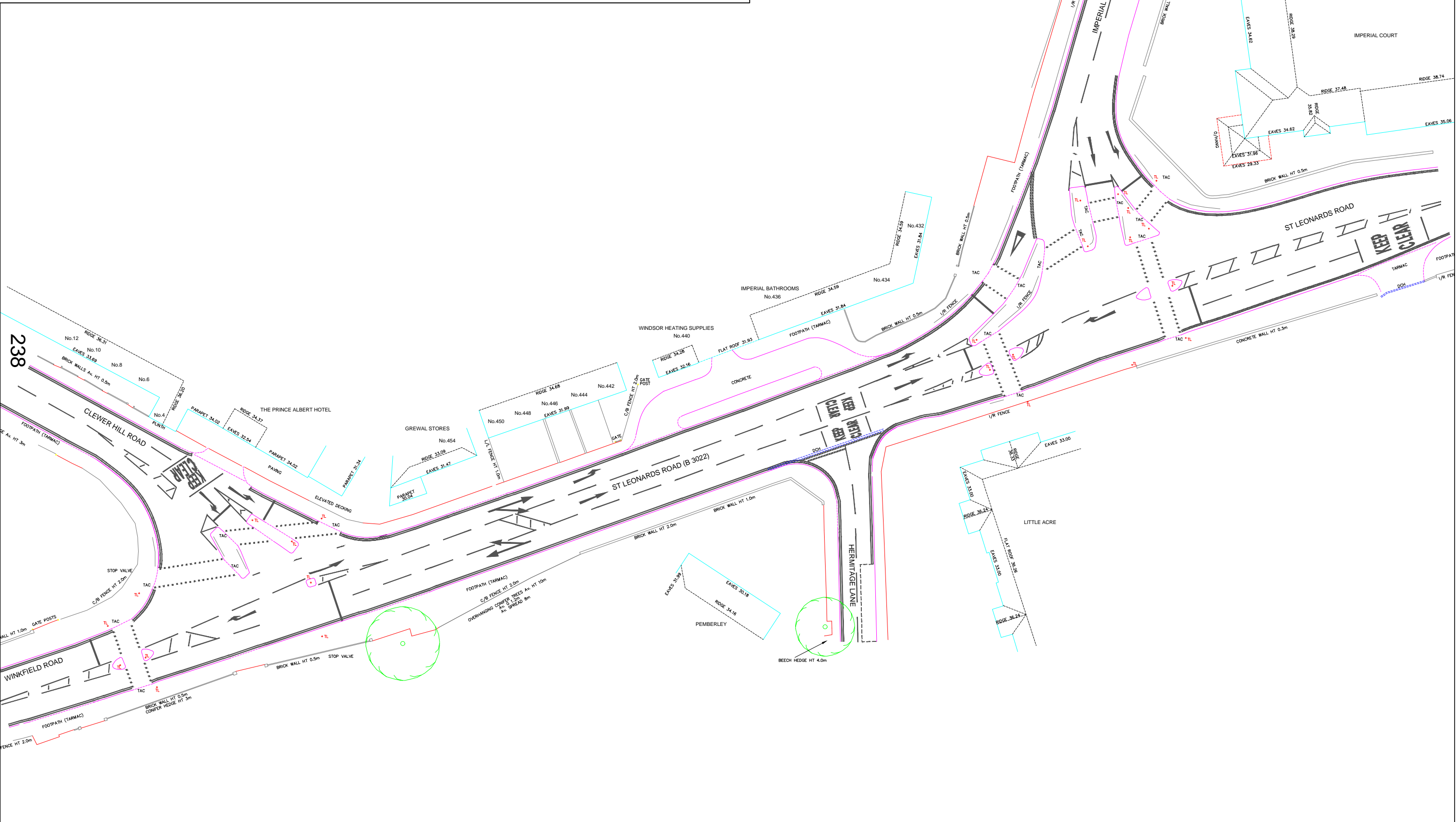
Imperial Rd / St Leonards Rd
Winkfield Rd / Clewer Hill Rd,
Windsor

Drg No. PN-1910-D-10		Rev B	
Date 24-11-15	Scale nts	Size A3	
Drawn By RSG/RB	CAD By RSG/RB	Checked By	Signed Off By
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Rev	Date	Amendments



Royal Borough of Windsor and Maidenhead Equality Impact Assessment Form

Section one – Screening

Name of strategy, policy or project (please write):

Imperial Road / Clewer Hill Road / Winkfield Road, Windsor – Junction Improvements

Officer completing assessment (please write):

Russell Bell

Telephone (please write):

01628 796102

1. What is the main purpose of the strategy / project / policy? (Please write):

To implement alterations to the operation of the traffic signals at the junction of Imperial Road / St Leonards Road and Winkfield Road / Clewer Hill Road, in order to reduce delays, improve the appearance of the area and contribute towards improved air quality.

2. List the main activities of the project / policy? (For strategies list the main policy areas) (Please write):

Alterations to the timing plans, datasets and vehicle detection at the traffic signals

Temporary banned right turn into Imperial Road during school summer holidays of 2016.

Trial the repositioning of the westbound bus stop on Winkfield Road, currently located just west of Clewer Hill Road junction

Remove traffic lights at the Imperial Road / St Leonards Road junction between December 2016 and February 2017 to replace with a roundabout and zebra crossings for pedestrians.

3. Who will be the main beneficiaries of the strategy / project / policy? (Please write):

All road users through intended improved traffic flows and reduced delays and an enhanced street scene through reduced street clutter. In particular residents who responded favourably to this action as part of a consultation are considered to benefit most.

4. Use the table overleaf to tick:

- a. where you think that the strategy / project / policy could have a negative impact on any of the equality target groups i.e. it could disadvantage them.

- b. where you think that the strategy / project / policy could have a positive impact on any of the groups or contribute to promoting equality, equal opportunities or improving relations within equality target groups**

Please mark the appropriate boxes with an X.

		Positive impact – it could benefit	Negative impact – it could disadvantage	Nil impact	Reason
gender	Women			X	Gender irrelevant
	Men			X	Gender irrelevant
race	Asian or Asian British people			X	Race Irrelevant
	Black or black British people			X	Race Irrelevant
	Chinese people and other people			X	Race Irrelevant
	People of mixed race			X	Race Irrelevant
	White people (including Irish people)			X	Race Irrelevant
	Disabled people			X	Disability Irrelevant
	Lesbians, gay men and bisexuals			X	Sexual orientation irrelevant
age	Older people (60+)			X	Age irrelevant
	Younger people (17-25) and children			X	Age Irrelevant
	Faith groups			X	Faith Irrelevant
	Equal opportunities and / or improved relations / access			X	Equal Opportunities irrelevant

Notes:

Faith groups cover a wide range of groupings, the most common of which are Muslims, Buddhists, Jews, Christians, Sikhs and Hindus. Consider faith categories individually and collectively when considering positive and negative impacts.

The categories used in the Race section are those used in the 2001 census. Consideration should be given to the needs of specific communities within the broad categories such as Bangladeshi people and to the needs of other communities such as Turkish / Turkish Cypriot, Greek / Greek Cypriot, Italian and Polish that do not appear as separate categories in the census.

5. If you have indicated there is a negative impact on any group, is that impact:

a. legal (i.e. it is not discriminatory under anti-discriminatory legislation)? Please write yes or no:

n/a

b. intended? Please write yes or no:

n/a

c. what is the level of impact? Please write high or low:

n/a

If the negative impact is possibly discriminatory and not intended and / or of high impact you must complete section two of this form. If not, complete the rest of section one below and consider if completing section two would be helpful in making a thorough assessment.

6. Could you:

a. minimise or remove any negative impact that is of low significance? Please write yes or no and, if yes, write how:

n/a

b. improve the strategy, project or policy's positive impact? Please write yes or no and, if yes, write how:

n/a

(you may wish to use the action plan for this)

7. If there is no evidence that the strategy, policy or project promotes equality, equal opportunities or improved relations – could it be adapted so that it does? Please write yes or no and, if yes, write how:

n/a

Please sign and date this form, keep one copy in the project file and publish within the EQIA folder on hyperwave under your Directorate. If you are using 'work together' you should publish a copy in your 'set up docs' folder.

It is good practice to highlight the outcomes of the assessment with management such as DMT or the project board.

Signed:

Please print name: Russell Bell

Date: 29-01-16

Summary of comments received relating to possible changes at the two junctions

- Any solution that restricts people's access directly to their intended direction of travel will be unpopular
- Removal of lights will cause pedestrians problems crossing the roads.
- For both options there is no way for pedestrians to cross Clewer Hill Road in safety.
- Interests of cyclists, public transport and pedestrians appear to have been disregarded.
- Pedestrian crossing facilities inadequate for the elderly and disabled.
- Neither option is pedestrian-friendly or safe for school children.
- There is no pedestrian provision for those walking to and from the park
- A survey during school term time would be a better indicator of pedestrian use.
- Both options have their merits and both will greatly improve upon the current situation
- The free-flowing junctions and mini-roundabouts would be much more dangerous for cyclists.
- Yellow box markings at junctions would be ignored and do not work
- Make any changes on a temporary basis by trialling roundabouts and covering over the signals
- U-turns on roundabouts will cause accidents.
- The proposed roundabout at the end of Imperial Road will be permanently gridlocked.
- I have long thought a roundabout would improve the flow at Imperial Road
- Whatever scheme is implemented, queues will still occur making the expense hard to justify
- The no right turns will cause additional traffic on the middle section of St Leonards Road
- In Option B the mini-roundabout will involve a tight turning circle and could cause accidents and delays
- Motorists are less likely to chance a red light than their perception of right of way on a roundabout
- Previous roundabout at the Clewer Hill Road junction was the cause of numerous collisions
- The previous change away from a mini roundabout to traffic lights was an improvement
- Is it worth making the green times longer and retaining the existing traffic lights? This would mean less time is lost in the amber and red phases of the lights.
- Everything works well, don't change it.
- Without traffic lights to regulate, we foresee queues building up on St Leonards Road east.

- If there are no traffic lights, drivers will speed even more than at present.
- Morning queues to exit Clewer Hill Road before the lights were installed were dreadful.
- Winkfield Road will become a non-stop flow of traffic with even less opportunity for residents to feed in. At least with the existing traffic lights there are short lulls in the flow.
- Traffic lights at Clewer Hill Road have been a great success.
- Removing lights will reduce the degree of priority given to local residents to enter their town
- Easier to join main road with traffic lights than with roundabout which existed previously at Clewer Hill Road
- How can we comment without specifics about queues that would occur under the different options?
- A roundabout at Imperial Road should work well to control the flow of traffic at that junction
- Priority is being given to visitors over local residents.
- The proposals benefit external commuters but will result in even more inconvenience for local residents
- All in all the changes are to benefit through traffic and not the local residents.
- Locals should not be inconvenienced just to increase the traffic flow for Legoland visitors
- Make sure lights are intelligent and link properly to avoid delays
- Hold traffic back from the junctions with additional signals to control traffic arrivals and keep junctions clear
- Banned right turn from Clewer Hill Road does not make any sense
- Banned right turns will lead to extra traffic through residential areas
- Being unable to turn right out of Clewer Hill Road back onto Winkfield Road would add to the amount of traffic in the congested section between the two junctions
- Banned right turn into Imperial Road is an excellent idea and few vehicles make this movement
- Using alternative routes will add extra danger to pedestrians and additional congestion on residential roads.
- The bus stop on Winkfield Road must be moved
- Can the option of two roundabouts be considered?
- Maintain the existing signals at Clewer Hill Road and replace the Imperial Road junction with a roundabout
- Would prefer to see a roundabout at Clewer Hill Rd and keep the traffic lights at Imperial Road

Additional comments were also received on a range of other issues. This included comments on traffic conditions more generally in Windsor, planning matters, park and ride provision, signed routes to Legoland, suggestions of new roads and suggestions of installing signals in other nearby locations.

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Night Time Economy Enforcement Services
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Craig Miller, Head of Community Protection & Enforcement
Member reporting	Councillor Carwyn Cox, Lead Member for Environmental Services
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. The purpose of this report is to consider the results of the six month Night Time Economy Enforcement pilot that concluded on 31 December 2015 and detail how a permanent scheme on a Friday and Saturday night could be implemented immediately.
2. Continuing the scheme, will support the Councils commitment to work for stronger and safer communities.
3. The annual cost of operating this service is £7,000 (revenue) and £2,000(capital). This equals a revenue cost of £67 per night (shift) – providing value for money.

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. Greater accessibility to enforcement services that can respond to issues at the time and point of need.	Immediately

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves Option 1 as detailed in point 2.9 below;
- ii. Delegates authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to undertake a service review in 12 months and submit a report to Cabinet should any significant changes to the service configuration be considered necessary;
- iii. Approves the exploration of options for managing the night time economy with relevant night time economy stakeholders and Thames Valley Police to assist with successful egress from night time economy locations;
- ii. Delegates authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to prepare a media statement to communicate and promote the continuation of the Night Time Economy service as a permanent arrangement.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Members will recall that Cabinet, at its meeting of 26 November 2015, requested a report to determine whether the Night Time Economy (NTE) Service should be continued as a permanent arrangement following the conclusion of a pilot service implemented from 1 July 2015 to 31 December 2015.
- 2.2 The NTE pilot has been monitored through a number of performance measures which provide a statistical overview of service impact and value. Appendix 1 sets out the performance data for the complete pilot. This information shows a number of positive outputs e.g. just fewer than 700 licensing checks have been undertaken and 301 environmental protection investigations undertaken.
- 2.3 The NTE team has, over the course of the pilot, also gathered evidence and reported 143 issues through to the councils licensing function for further investigation and possible formal enforcement. Interestingly, only three requests for service have been received directly from members of the public or Thames Valley Police and there have only been three occasions where incidents on the street have been reported to the RBWM control room for review. The latter point is an encouraging indication of self compliance potentially connected to the work of the NTE service. The former point could, in part relate to limited awareness and understanding of the NTE service as it imbeds. The council saw a similar pattern when it introduced its out of hours service. Demand was low initially but grew steadily as more people became aware of the service. There is, therefore, a recommendation to better promote service through the communications team.
- 2.4 Feedback from the service areas that have tasked the NTE resource indicates that this is a valuable addition to the council's enforcement arrangements and, as aforementioned, assists in encouraging self compliance but also provides the ability to actively investigate incidents of non compliance e.g. where licensed premises do not close at the times specified on their licence or do not operate in accordance with parameters set out by our environmental protection team. Anonymised examples of actions taken as a result of evidence gathered or investigations undertaken by the NTE service are detailed in table 1 below

** Public House – loud amplified music complaints	DPS & Premises licence holder of public house interviewed as a result of evidence gathered and noise management plan implemented.
** Public House – loud amplified music complaints	Premises licence holders interviewed as a result of evidence gathered. DPS removed from premises and replaced with new management. No further issues reported.
** Public House – loud amplified music complaints	Premises licence holder and DPS interviewed – ongoing observations being undertaken during NTE hours.
Late night refreshment establishment – allegation of trading past permitted hours.	Specific late night refreshment compliance programme scheduled for NTE hours.

2.5 Table 2 below sets out the key implications that were agreed for the NTE pilot by Cabinet. Members will see that two of the three outcomes have been significantly exceeded. The outcome relating to taxi complaints has not been met. The number of complaints received during the pilot period was one less than the number received in the same period in the previous year. The complaint numbers for this parameter are relatively small, 30 complaints in 2015/16 against 31 in 2014/15. Specific enforcement patrols and activity are being scheduled for this work stream within the NTE hours to mitigate this position.

2.6 As reported previously, it is acknowledged that the exceeded outcomes cannot be solely attributed to the introduction of this pilot. Other variables will also have influenced this e.g. two of the biggest night time venues in Windsor were closed during the pilot and complaints and ASB incidents have generally been lower in 2015/16 than the previous year. The NTE service has, however, provided residents with greater accessibility and opportunity to contact council services should they require them during the NTE hours.

Outcome	Measure of Success				Performance 01 Jul – 31 Dec 15
	Unmet	Met	Exceeded	Significantly Exceeded	
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	21-25%	26% reduction - 14 less complaints than in '14/15
Reduce NTE ASB complaints by:	<10%	10-15%	16-20%	21-25%	38% reduction - 89 less complaints than in '14/15
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	21-25%	3% reduction - 1 less complaint than in '14/15

- 2.7 Officers have reviewed the workload demand by time for this service to help understand what the optimum hours of operation are. Members will recall that officers staffing this service had reported a reduction in demand, post midnight. Appendix 2 details the workload breakdown on a time base. Members will see that overall 35% of all issues dealt with by the NTE function occur after midnight. Analysis of specific work strands highlights that 68% of all Environmental Protection issues, and 57% of all Streetcare issues, have been actioned between midnight and 3.00am. This data suggests that there is a demand after midnight, albeit that some of these functions are compliance monitoring activities. It is important to note that these could also become reactive situations if the need should arise.
- 2.8 The council is aware that colleagues from Thames Valley Police are dealing with a significant number of issues associated with the NTE between 3.00am and 4.00am, particularly in Windsor. This information has been considered alongside the time based review of workload for the NTE service to determine whether the council should extend the operating hours of the service in view of this. It is understood that the type of issues experienced would not ordinarily fall within the council's jurisdiction.
- 2.9 Officers do, however, believe that an opportunity exists to work with Police colleagues to engage NTE stakeholders. The objective of this would be to determine whether there are any viable options for NTE businesses and organisations to assist with the management of the NTE during these later hours including helping with egress from the areas around the NTE locations. Officers are aware of a model used in the Business Improvement District (BID) at Reading that uses trained Security Industry Authority staff to help manage effective egress from the NTE locations. Council officers and Thames Valley Police could coordinate and facilitate a working group with the NTE stakeholders to explore this area further.

Option	Comments
1) Continue the NTE service as a permanent arrangement with the same service configuration and operating hours as the pilot unless reviewed. This is the recommended option	This option is recommended on the basis of the information and data contained within this report. This option is in line with the council's commitment to deliver appropriate services on a 24/7 basis or when need dictates.
2) Continue the NTE service as a permanent arrangement with reduced hours of operation. Not recommended	This option would not reflect the need or workflow data that the pilot has highlighted and as such is not recommended.
3) Cease the NTE service Not recommended	The performance data from the NTE pilot demonstrates value and demand for this service. This option is not recommended as a result.
4) Continue the NTE service as a permanent arrangement with extended operating hours.	This option is not recommended. Whilst intelligence has been received about issues experienced in the NTE beyond the current hours of this service, these do not necessarily fall within the council's

Option	Comments
Not recommended	jurisdiction. Work to explore alternative options, along with partners (TVP) and NTE stakeholders, will assist in alleviating these issues

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	>20%	31/03/2017
Reduce NTE ASB complaints by:	<10%	10-15%	16-20%	>20%	31/03/2017
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	>20%	31/03/2017

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 An additional £7k per annum is requested to be added to the existing Community Warden revenue budget for enhanced staffing costs associated with the NTE hours.
- 4.2 A new capital budget of £2k is requested to provide equipment and wet weather apparel in 2016/17. A further £2k capital budget is sought for 2017/18 to account for NTE equipment provision as the Community Warden numbers increase in line with the administration's manifesto commitment.

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£7	£0
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£2	£2
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 The NTE function is implemented in accordance with the enforcement powers detailed in the scheme of delegations within the council's constitution.

6. VALUE FOR MONEY

- 6.1 The NTE service encourages self compliance, keeping costly enforcement interventions down whilst offering residents a convenient and accessible way to

raise their NTW concerns. Alternative models have been considered previously for the delivery of this type of function e.g. third party providers. The current arrangement, however, offers the most cost effective solution.

- 6.2 Officers will continue to monitor the cost of operating this service and have calculated the cost per incident based on the workload experienced during the pilot. This will of course reduce as the service is used more widely. It is difficult to provide benchmark data as very few authorities outside of London or major cities/NTE locations operate this type of service.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None

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
Increased number of complaints regarding taxi related issues.	High	Specific compliance/enforcement patrols and activities scheduled within NTE hours.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

9.1 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

- 10.1 None.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 Feedback has been sought from officers who have staffed the NTE function throughout and on completion of the pilot. This has been monitored and analysed in conjunction with the NTE performance and monitoring data to ensure the service remained viable and achieved good value for money for RBWM residents. This soft and hard intelligence will continue to inform the configuration of the service moving forward, if approved.
- 11.2 Officers are paid an enhanced rate in line with the council's remuneration policy, in recognition of the unsociable hours that this function entails.
- 11.3 An important point to note is that the number of shifts officers will be expected to perform will reduce as the council increases the number of Community Wardens. An officer will be expected to undertake just three shifts per annum when the warden numbers are increased to the anticipated 36.

12. PROPERTY AND ASSETS

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

13. ANY OTHER IMPLICATIONS

- 13.1 None

14. CONSULTATION

- 14.1 This report was considered by the Crime & Disorder Overview & Scrutiny Panel at its meeting of 4 February 2016. The panel unanimously agreed to recommend the recommendations of this report to Cabinet.
- 14.2 The Highways, Transport & Environment Overview & Scrutiny Panel is due to consider this report at its meeting of 24 February 2016. The Panels comments will be made available to Cabinet when this report is considered on 28 February.
- 14.2 The report has also been shared with the Local Police Authority Commander. Option four of this report is favoured by the Police and comments have been provided to suggest that local authority resource would be well placed to assist with further issues that occur in the NTE. The Police also highlight the opportunity to work with the council to facilitate an options appraisal with the NTE premises.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
25 February 2016	Cabinet agree continuation of NTE services as a permanent arrangement.
03 March 2016	End of call in period
04 March 2016	NTE services continued permanently unless reviewed

16. APPENDICES

17. BACKGROUND INFORMATION

Cabinet report – 26 Nov 2015 – Night Time Economy Enforcement Pilot – Interim Review & Report

Cabinet report – 26 February 2015 – Night Time Economy Enforcement

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	27/01/16	28/01/16	
Cllr Cox	Lead Member	22/01/16	25/01/16	
Alison Alexander	Managing Director	27/01/16	30/01/16	
Simon Fletcher	Strategic Director	22/01/16	25/01/16	
Michaela Rizou	Cabinet Policy Assistant	22/01/16	25/01/16	
Mark Lampard	Finance Partner	22/01/16	27/01/16	
Michelle Dear	HR Business Partner	22/01/16	23/01/16	
Terry Baldwin	Head of HR	22/01/16	25/01/16	
Brian Martin	Community Safety Manager	22/01/16	23/01/16	
External				
Supt. B. Rai	LPA Commander TVP	29/01/16	02/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Craig Miller	Head of Community Protection & Enforcement	01628 683598

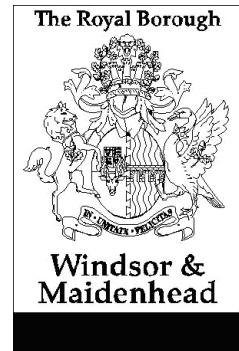
Appendix 1 – Night Time Economy Pilot Performance Data

Hours Spent	Jul	Aug	Sept	Oct	Nov	Dec	Total
Number of times visited							
- Windsor	23	28	28	31	28	28	166
- Maidenhead	11	23	16	25	20	24	119
- Ascot	14	20	12	15	14	15	90
Eton & Eton Wick	18	17	6	9	8	8	66
Number of following performed							
- Taxi checks	118	134	126	68	124	126	696
- Environmental Protection Checks	33	60	42	67	50	49	301
- Environmental / Streetcare issues reported	10	10	4	5	19	22	70
- No Trading standards issues reported	0	0	0	0	0	0	0
- Potential trouble making groups called through to the control room	0	0	0	2	0	1	3
- Unplanned requests from the police / members of the public	1	1	1	0	0	0	3
- Other incidents of note	6	3	2	1	1	0	13

Appendix 2 Night Time Economy Pilot – Incidents reported by Wardens by time

Taxi Licensing (taxi licence numbers reported to Licensing)								
Time Slot	Jul	Aug	Sep	Oct	Nov	Dec	Total	%age incidents by time
1900 - 2200	11	12	25	41	36	51	176	63%
2200 - 2400	14	1	10	10	3	3	41	15%
2400 - 0300	14	10	1	1	5	30	61	22%
Sub-total	39	23	36	52	44	84	278	
Environmental Protection (Noise / EP issues reported)								
1900 - 2200	2	1	0	0	0	0	3	10%
2200 - 2400	0	4	1	1	1	0	7	23%
2400 - 0300	3	3	6	4	2	3	21	68%
Sub-total	5	8	7	5	3	3	31	
Streetcare (mainly waste left out by businesses)								
1900 - 2200	4	3	4	2	11	3	27	26%
2200 - 2400	2	0	0	5	4	6	17	17%
2400 - 0300	2	3	11	9	20	13	58	57%
Sub-total	8	6	15	16	35	22	102	
Other								
1900 - 2200	0	0	3	1	3	4	11	44%
2200 - 2400	1	1	0	1	0	0	3	12%
2400 - 0300	1	0	3	2	0	5	11	44%
Sub-total	2	1	6	4	3	9	25	
GRAND TOTAL								
Time Slot	Jul	Aug	Sep	Oct	Nov	Dec	Total	%age incidents by time
1900 - 2200	17	16	32	44	50	58	217	50%
2200 - 2400	17	6	11	17	8	9	68	16%
2400 - 0300	20	16	21	16	27	51	151	35%
Total	54	38	64	77	85	118	436	

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Parking Penalty Discount Pilot
Responsible Officer(s)	Simon Fletcher Director of Operations and Customer Service
Contact officer, job title and phone number	Jacqui Hurd, Head of Customer Service 01628 683969
Member reporting	Councillor Geoff Hill and Councillor Carwyn Cox
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This reports sets out a proposal for the Royal Borough of Windsor and Maidenhead to work in partnership with the Department for Transport to conduct a 12 month pilot to assess the potential impacts on parking appeal levels.
2. The pilot introduces a 25% discount to motorists who lose an appeal at tribunal on a trial basis, as recommended by the Transport Select Committee.
3. The council seeks to ensure there is a robust and fair regime for parking enforcement for residents and visitors. This proposal maximises and incentivises the opportunity for people with credible cases to challenge their PCN improving access to justice.

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. Greater accessibility to justice within the parking appeals process.	31 August 2016
2. Less of a financial burden on vehicle owners should their final appeal be unsuccessful.	31 August 2016
3. Increased Customer satisfaction in 255 to increased	31 March 2017

confidence to pursue credible appeal cases.	
4. The pilot will inform future local authority parking enforcement.	31 March 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves a 12 month pilot, with The Department for Transport (DfT), to assess the impact of introducing a 25% discount to motorists who lose an appeal at tribunal on a trial basis.
- ii. Agrees that the cost of the pilot will be shared on a 50:50 basis with the DfT, estimated to be £3,140 per partner.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Background

- 2.1 The Department of Transport has advised that Ministers think that the current decriminalised parking process in the UK does not encourage those who have a credible case for a Penalty Charge Notice (PCN) being rescinded to utilise the full extent of the appeal process.
- 2.2 There are currently three appeal opportunities, see table 1 and Appendix 1 for a diagrammatic flow for the challenge and appeal process.

Table 1: Appeal opportunities

1) Informal challenge	This is made to the issuing authority. If the appeal is rejected at this stage the issuing authority usually allows a further 14 days to pay at the discounted rate. After this time the PCN increases.
2) Formal challenge	This can be made to the issuing authority if an informal challenge is rejected and once a Notice to Owner (NTO) has been issued to the vehicle owner. The appeal case would be considered by a different council officer to that of the informal challenge.
3) Traffic Penalty Tribunal (TPT)	Vehicle owners have 28 days to appeal to the independent adjudicator (TPT) if their formal challenge is rejected by the issuing authority. The case will be heard at a hearing either by e-hearing, in person or via telephone conference. If the case is rejected the penalty stands at the full charge and the vehicle owner has 28 days to settle the charge. If payment is not received after 28 days a charge certificate is issued and the charge is further increased by 50%. If the debt is not settled within 14 days the issuing authority will pursue the debt through the court.

- 2.3 The PCN's issued by the Royal Borough of Windsor and Maidenhead are £50 or £70 depending on the contravention. The discounted rate for both is 50%, £25 and £35 respectively if paid within 14 days.

- 2.4 Ministers believe that motorists may choose to take advantage of the initial discounted rate and are deterred from making a challenge or appeal of the PCN when they may have legitimate reasons.
- 2.5 By paying early and promptly means there is no risk of the Penalty Charge Notice amount being increased to a higher rate which is currently the case by the time the Traffic Parking Tribunal considers the PCN.
- 2.6 The Government launched a consultation paper on Local Authority parking enforcement on 6 December 2013. The consultation closed on 14 February 2014 with the results being published in June 2014, see Appendix 2 for a summary of the response to the consultation.
- 2.7 There were ten questions and 836 responses received from a mixture of individuals and organisations, including the Motoring Organisations and the TPT. Question 5 was “Do you think motorists who lose an appeal at a parking tribunal should be offered a 25% discount for prompt payment”. The response to the question was that over half of the individuals who responded were in support of the proposal. However 75% of organisations who responded disagreed with this proposal mainly due to concerns that a higher number of spurious appeals would be submitted, see table 2

Table 2 shows the response totals to question 5

Table 2	Total responses	Yes	No
Individual	406	55%	45%
Organisation	264	25%	75%

- 2.8 The Transport Select Committee recommended that the Government should conduct a pilot of this proposal with a local authority to assess the impacts on appeal levels. It is hoped that this arrangement will give those that have a potential credible appeal claim a greater degree of confidence and determination to use the full extent of the appeal process.
- 2.9 In August 2015 Andrew Jones MP, Under Secretary of State for Transport contacted the Leader of the Council inviting the Royal Borough to be the partner Local Authority to pilot the scheme. The Royal Borough of Windsor and Maidenhead will be the only council to pilot the scheme as the Department for Transport are only seeking one partner at this stage.

The Pilot - What would it offer?

- 2.10 Vehicle owners who pursue a PCN appeal through to the TPT following the rejection of an informal and formal challenge to the issuing authority would be offered a 25% discount off the full charge amount if their final appeal is unsuccessful. At this stage depending on the parking infringement the PCN's will either be £50 or £70 at full charge. This would represent a discount of either £12.50 or £17.50 respectively.
- 2.11 The discount would be offered for a seven day period and the charge would revert to full price again if payment is not received within that period.
- 2.12 It is anticipated that payments may be made more quickly than current practice at this stage as vehicle owners will have a discounted window of opportunity should their appeal be unsuccessful.

How would the pilot work?

- 2.13 The pilot will be operated for a 12 month period in order to allow a representative sample of cases to run through the process.
- 2.14 It is suggested that PCN's issued during the first nine months of the pilot period qualify for the 25% discount should they be unsuccessful at TPT. The final quarter of the pilot will allow the cases to go through the full appeal process. In addition the final analysis will be undertaken and findings report prepared opposed to adding further time beyond twelve months.

The impact

- 2.15 The latest statistics from the Traffic Penalty Tribunal are 2013/14 figures. Table 3 sets out the data on appeals submitted to the TPT and the number rejected at appeals stage, for RBWM and surrounding areas.

Authority	No. Appeals to TPT	No. Appeals Rejected	% Rejected
RBWM	154	77	50
Slough	188	70	37
Reading	337	87	26
Bracknell	11	3	27
West Berks	19	5	26
Bucks C. C.	145	56	39

- 2.16 Concerns were raised during the consultation that the discount will lead to an increase in spurious appeals. As a result, in calculating the estimated costs and impact of the pilot, it has been assumed there will be 100% uplift of cases rejected by the TPT taking the cases rejected to 154 for 2016/17 for 12 month period, (Pro-rotta for nine months is 116 cases). This assumption has been made as there is no information to provide a meaningful benchmark other than the number of cases that are submitted to the TPT currently. The worse case scenario has been accounted for.
- 2.17 The council will need to print new PCN tickets with details on the rear of the discount applicable during the pilot period. For the PCN's issued during the first nine months there will be a financial cost of £2,250 and the Royal Borough's share will be £1,125. This is based on the current volume of PCN's issued.
- 2.18 The council will need to make changes to the software used to administer parking PCN's. There will be a financial cost to this estimated at £2,000 and the council's share will be £1,000. This is based on two days software configuration.
- 2.19 The council will lose 25% of the income collected related to appeal cases that are rejected by the TPT. However, payments received after the TPT decision may be received quicker within the discounted seven day period reducing the amount of cases that are sent to collection agents. There maybe a marginal efficiency saving for the council as a result.
- 2.20 It is agreed with the Department of Transport that they will share the cost of the pilot 50:50 associated to the set up, printing and lost income. If 116 cases, as

assumed in 2.16, are rejected at TPT the lost income for the pilot would range from £1,450 (at £12.50 per case) to £2,030 (at £17.50 per case), see Table 4.

Table 4 Estimated Pilot Costs	
Staffing time for 12 months*	£6,375
Costs to be shared 50:50 with DfT	
Stationery (PCN Rolls)**	£2,250
Software configuration***	£2,000
Lost Income (at £17.50 per case)****	£2,030
Total	£6,280
RBWM 50% Share	£3,140

*The work associated with this pilot for 12 months will be assumed within existing resource.

**Based on the current annual amounts for PCN stationery supply (nine months pro-rotta).

***Based on two days configuration

****Based on 116 appeals being rejected at TPT during the pilot

2.21 However, the expectation is that the council will absorb any staffing costs.

Option	Comments
1. Cabinet agree to the implementation of the pilot proposal Recommended option	This proposal maximises and incentivises the opportunity for the Royal Borough of Windsor and Maidenhead's residents and visitors with credible cases to challenge their PCN improving their access to justice.
2. Cabinet does not agree to the pilot Not the recommended option	Residents and visitors will not have greater accessibility to justice.

3 KEY IMPLICATIONS

3.1 As this is a pilot the figures are estimated. After 3, 6, 9 months the implications will be evaluated and monitored to check validity and ensure future viability.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage increase of cases submitted to TPT for consideration	0%	1-5%	6-10%	11-15%	31 March 2017
Percentage decrease in parking related complaints	0%	1-5%	6-10%	11-15%	31 March 2017
Percentage increase of PCN's paid	0%	1-5%	6-10%	11-15%	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
within 7 days of TPT decision					

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 The potential impact on the 2016/17 budget is the cost of set up of pilot, and the potential loss of revenue. The estimated total maximum set up costs are £4,250 with the estimated loss of income being £2,030
- 4.2 The DfT will share these costs 50:50. The council share will be £3,140. Costs will be met from within the existing service budget.

	2015/16	2016/17	2017/18
	Revenue £000	Revenue £000	Revenue £000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £000	Capital £000	Capital £000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 This proposal will be implemented in line with the appropriate legislation requirements and processes.

6. VALUE FOR MONEY

- 6.1 The cost of implementing this pilot is hoped to be offset by a reduction in costs associated with debt recovery that cases that have been rejected at TPT. This pilot does provide greater value to residents and visitors as it provides greater access to justice and greater customer satisfaction.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

- 8.1 The risks identified are related to the unknown increase in volume of cases appealing to the TPT.

Risks	Uncontrolled Risk	Controls	Controlled Risk
Estimated loss of income	Medium	Monitor closely the impact of pilot. The DfT are sharing the loss 50:50 to reduce the impact	Low
Administration Impact of increased number of cases being submitted to TPT	Low	Close monitoring will allow resources to be	Low
Negative impact on reputation and relationship with TPT due to increase cases submitted	Medium	Communication plan and proactive and early involvement of TPT	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The recommendations of this report support the following Strategic Objectives:

Residents First

- Improve the Environment, Economy and Transport

Delivering Together

- Enhanced Customer Services
- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There is no impact on equalities

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 The adoption of this pilot will not require any material physical modifications to Council property.

13. ANY OTHER IMPLICATIONS

13.1 There will be change in process that will require clear communication

14. CONSULTATION

14.1 The report will be considered by Highways Transport and Environment Overview and Scrutiny Panel on 24 February 2016 comments will be made available to cabinet for consideration.

15. TIMETABLE FOR IMPLEMENTATION

15.1 To show the stages and deadlines for implementing the recommendations

Date	Details
25 February 2016	Cabinet agreement
3 March 2016	Call in period (1 week)
25 March 2016	Ticket Printing
31 March 2016	Implementation and set up
31 March 2016	Communication and training
1 April 2016	Provisional Go live

16. APPENDICES

Appendix 1: Diagrammatic flow for the parking challenge and appeal process

Appendix 2: Response to Department for Transport consultation on local authority parking

17. BACKGROUND INFORMATION

17.1 <http://www.publications.parliament.uk/pa/cm201314/cmselect/cmtran/118/118.pdf>

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	27/01/16	02/02/16	No comments
Cllr Cox	Lead Member for Environmental Services	26/01/16	27/01/16	Throughout
Cllr Hill	Lead Member for Customer and Business Services	26/01/16	27/01/16	No Comments
Alison Alexander	Managing Director	27/01/16	31/1/16	Throughout

Simon Fletcher	Strategic Director	20/01/16	22/01/16	No Comments
Michael Llewellyn	Cabinet Policy Assistant	26/01/16	27/01/16	Throughout
Mark Lampard	Finance Partner	26/01/16	02/02/16	4.1 and 4.2
Terry Baldwin	Head of HR	27/01/16	02/02/16	No Comments

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Jacqui Hurd	Head of Customer Services	01628 683969

The Parking Penalty Enforcement Process

Step 1

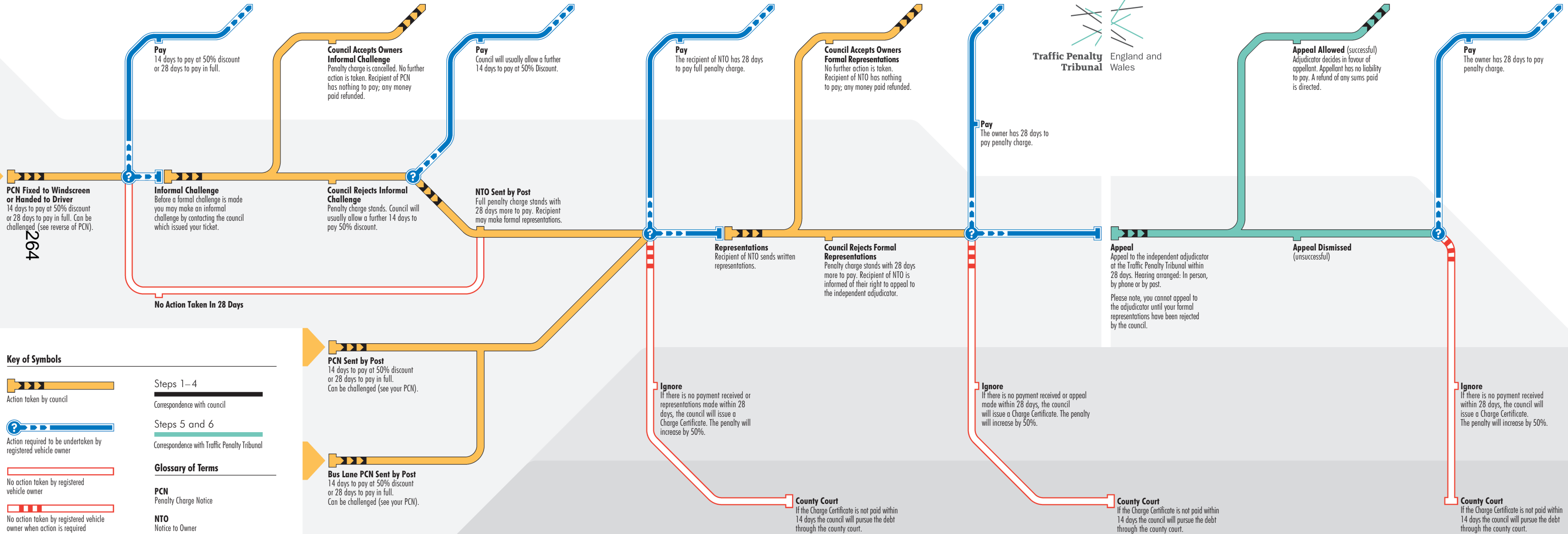
Step 2

Step 3

Step 4

Step 5

Step 6



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HM Government

Response to consultation on local authority parking

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1. Introduction and purpose

The Government launched a consultation paper on local authority parking enforcement on 6 December 2013. The consultation closed on 14 February 2014. The purpose of this document is to report on the feedback received during the consultation period. This document also includes a breakdown of who responded to the consultation together with an analysis of their responses to the consultation questions.

The consultation asked a number of questions and invited views on a number of aspects of local authority parking enforcement. These were:

- Do you consider local authority parking is being applied fairly and reasonably in your area?
- What are your views on Government proposals to ban CCTV cameras for parking enforcement?
- Do you think the Traffic Adjudicators should have wider powers to allow appeals?
- Do you agree that guidance should be updated to make clear in what circumstances adjudicators may award costs? If so, what should those circumstances be?
- Do you think motorists who lose an appeal at a parking tribunal should be offered a 25% discount for prompt payment?
- Do you think local residents and firms should be able to require councils to review yellow lines, parking provision, charges etc in their area? If so, what should the reviews cover and what should be the threshold for triggering a review?
- Do you think that authorities should be required by regulation to allow a grace period at the end of paid-for parking?
- Do you think a grace period should be offered more widely - for example a grace period for over-staying in free parking bays, at the start of pay and display parking and paid for parking bays, and in areas where there are traffic restrictions (such as loading restrictions, or single yellow lines)?
- If allowed, how long do you think a grace period should be?
- Do you think the Government should be considering any further measures to tackle genuinely anti-social parking or driving? If so, what?

2. Overview of respondents

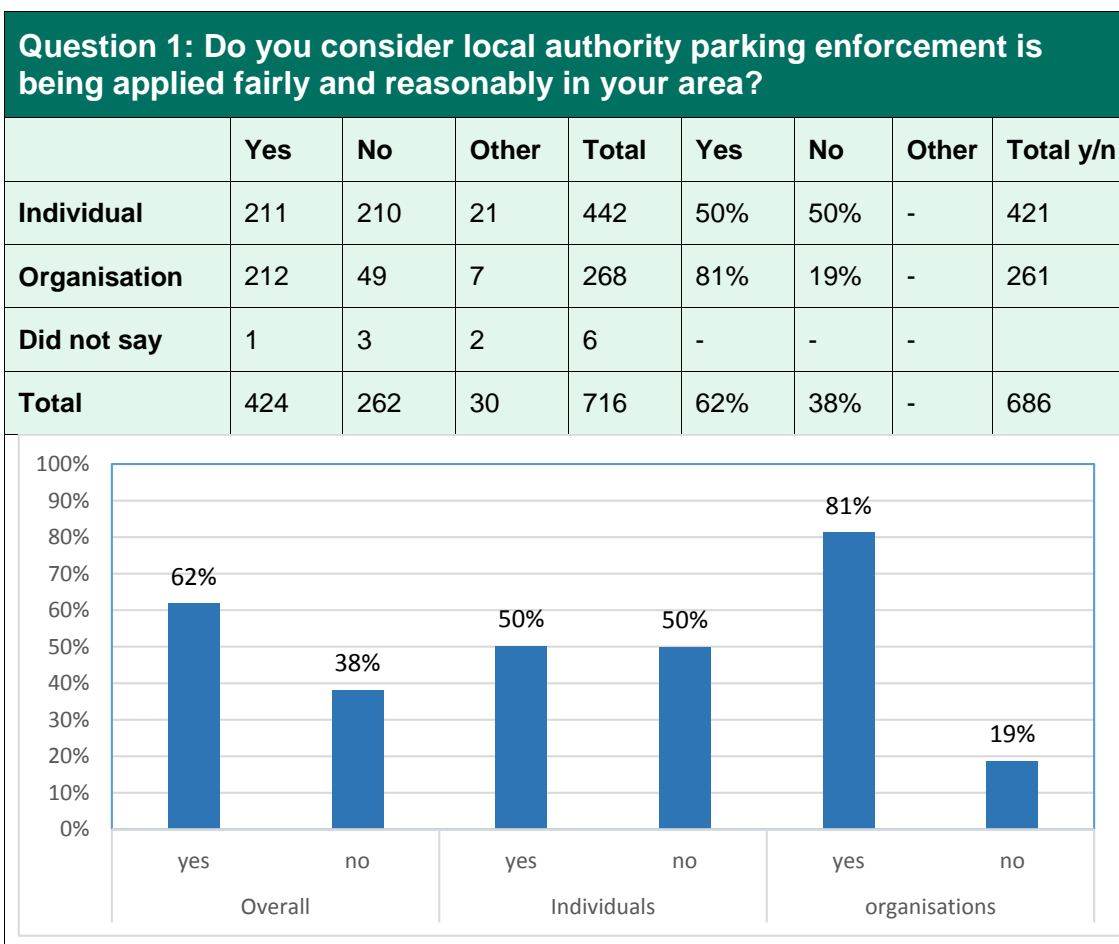
A total of 836 responses were received to the consultation. Responses were received via letter, email and through an online response form. The consultation also asked whether respondents were responding on behalf of an organisation or as an individual, to which 805 respondents gave an answer.

In total 481 responses (58%) were from individuals, 324 (39%) were from organisations, and 21 (3%) did not say.

3. Analysis of responses

The charts which follow summarise the consultation responses. Many respondents did not answer all the questions, did not enter a response or did not make the view explicit in their response.

The tables show all the responses that were received. The first four columns include all the results, whereas the percentages are calculated only from those who gave a "yes" or "no" answer. For example, in the first table 442 individuals responded to the question, of which 421 gave a yes/no answer. The percentages are calculated from the yes/no answers, so for "yes" answers Individual is calculated as $211/421=50\%$, Organisation as $212/261=81\%$ and Overall as $424/686=62\%$, and so on. This method is used in all the tables, and the percentages are shown in the charts in this document.



- The majority of respondents considered that local authority parking enforcement is applied fairly and reasonably. However this response varied considerably between organisations and individuals.

- For individuals half agree or disagree that enforcement is applied fairly and reasonably
- For organisations, the numbers agreeing that parking is applied fairly and reasonably are much higher, at 81%. Many of the organisational responses were from local authorities.

Government Position

The Government will amend guidance to make it clear that motorists parking at an out-of-order meter should not be issued a penalty charge where there are no alternative ways to pay.

Question 2: The Government intends to abolish the use of CCTV cameras for parking enforcement. Do you have any views or comments on this proposal?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	378	26	14	418	94%	6%	-	404
Organisation	264	22	5	291	92%	8%	-	286
Did not say	2	3	0	5	-	-	-	
Total	644	51	19	714	93%	7%	-	695

Whilst many respondents said that they had a view, not all choose to express their view in the consultation. The views and comments from those who did express their view were considered to see if the respondent supported the proposal to abolish the use of CCTV cameras for parking enforcement or not.

How different groups responded to the proposal to ban CCTV enforcement of parking

Local authorities – generally opposed an outright ban on cameras. Although many local authorities do not use CCTV for parking enforcement they tended to consider that it should be available as a tool, if required. Those that used it, for example in urban areas, considered that it was a necessary and efficient means of ensuring that road safety issues (e.g. around schools) and traffic congestion (e.g. bus lanes, access to hospitals) were adequately managed as part of the statutory network management duty.

Cycling groups – generally did not support a ban. They reported problems where vehicles are parked inconsiderately and in contravention of the regulations, making cycle and pedestrian journeys not just inconvenient but more dangerous. They thought that CCTV should be used if appropriate and that it would continue to be an important tool in the reduction of rogue parking.

Disabled Groups – generally did not support a camera ban. They would welcome visible blue badge parking enforcement but saw CCTV as a vital tool to help improve road safety, especially outside schools and at bus stops.

Transport Groups – commented that they regarded CCTV as an effective deterrent, without which school ziz-zag markings would be difficult to enforce. They also said that some areas can become "no go" areas for Civil Enforcement Officers because of the risk of verbal or physical abuse and considered that CCTV had a vital role to play in promoting adherence to traffic regulations, aiding road safety and maintaining traffic flow..

Motoring Groups – had mixed views about a camera ban. Some thought a blanket abolition would be a retrograde step, but others considered that if CCTV is to be retained, its use should be prescribed in law and on the Penalty Charge Notice. They commented that local authorities should also be required to include, in annual parking reports, information about the reasons, practices and impact of CCTV enforcement in their areas.

Schools – were opposed to a camera ban. Views expressed included that it was a significant safety issue to maintain safe parking outside schools. Others suggested it would leave schools powerless to rein in reckless parents. Head teachers warned of more disputes and greater safety hazards. The visibility of cameras was seen to have a useful deterrent effect. Some local authorities reported a decline in the number of tickets issued due to the deterrent effect of cameras. When camera cars are not used, dangerous parking was reported to increase.

Business had mixed views – some supported a ban of CCTV because of its abuse by local authorities. Some businesses reported that customers visiting shops regularly received parking tickets. Others opposed a complete ban where CCTV is used appropriately and offers an economic means of enforcing parking restrictions. They commented that it could remain beneficial at particular times and at particular locations.

Bus operators – opposed a camera ban on the grounds that authorities should be able to enforce bus lane contraventions in the most efficient and cost effective way. They considered a ban would increase congestion, prevent the free movement of buses and result in modal shift from public transport to cars.

Government Position

The government intends to press on and take action to see a ban on the use of CCTV cameras to enforce parking contraventions in the vast majority of cases.

The consultation showed that many respondents argued for some CCTV use to be retained where there are clear safety or serious congestion issues such as outside schools, in bus lanes and on red routes.

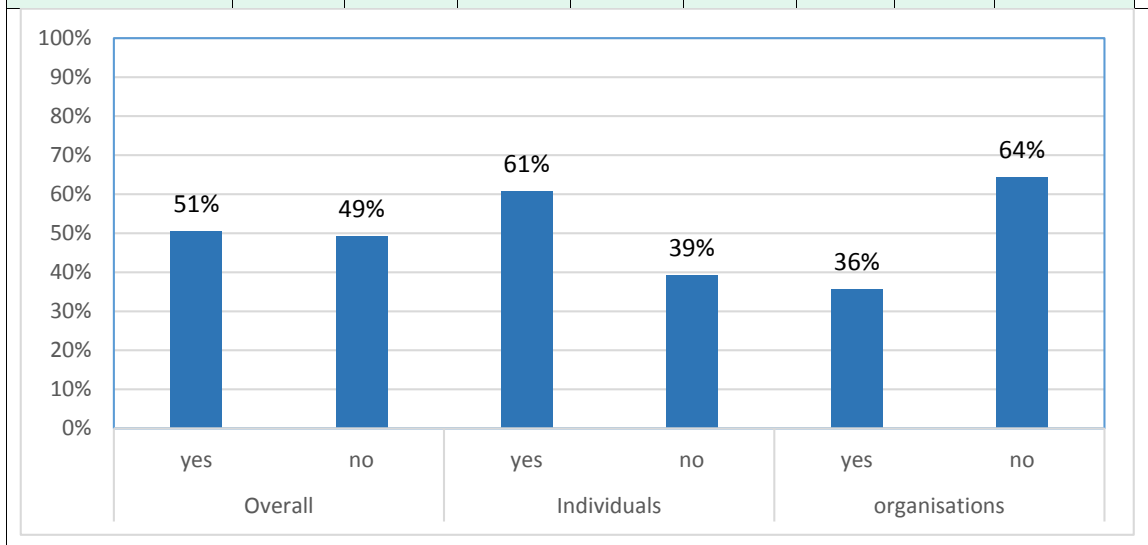
The Government therefore intends to see a ban on the use of CCTV cameras with some limited exceptions. At present there are over 40 different parking contraventions, and in future the government intends that CCTV cameras will be banned in all but the following limited circumstances:

- When stopped in restricted areas outside a school;
- When stopped (where prohibited) on a red route;
- Where parked (where prohibited) in a bus lane;
- Where stopped on a restricted bus stop or stand;

The Government will seek to legislate through the Deregulation Bill currently before Parliament.

Question 3: Do you think the traffic adjudicators should have wider powers to allow appeals?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	206	133	67	406	61%	39%	-	339
Organisation	85	153	21	259	36%	64%	-	238
Did not say	4	1	1	6	-	-	-	
Total	295	287	89	671	51%	49%	-	582



- Overall, opinions were split 51:49 on this question
- Individuals were more in favour of giving the traffic adjudicators wider powers to allow appeals (61%), but a minority of organisations supported this (36%).

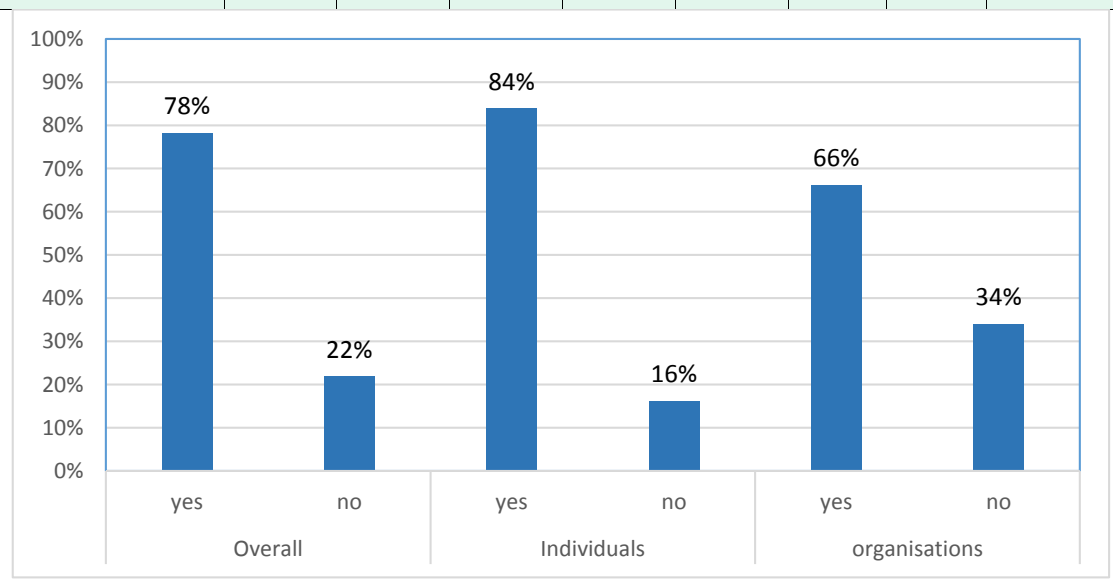
Government Position

The Government intends to legislate at the earliest opportunity to see a ban on the use of CCTV cameras to enforce parking contraventions in the vast majority of cases. If successful, adjudicators can take account of this when determining appeals.

The Government proposes to widen the powers of parking adjudicators. This could include, for example, measures to protect drivers where adjudicators have repeatedly identified a problem at a specific location (such as inadequate signage) and parking tickets have repeatedly been issued. In such circumstances, potential measures could include the ability for an Adjudicator to direct an authority to stop issuing tickets or direct the authority to change the signage, or indeed both.

Question 4: Do you agree that guidance should be updated to make clear in what circumstances adjudicators may award costs? If so, what should those circumstances be?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	207	40	133	380	84%	16%	-	247
Organisation	76	39	32	147	66%	34%	-	115
Did not say	4	1	0	5	-	-	-	
Total	287	80	165	532	78%	22%	-	367



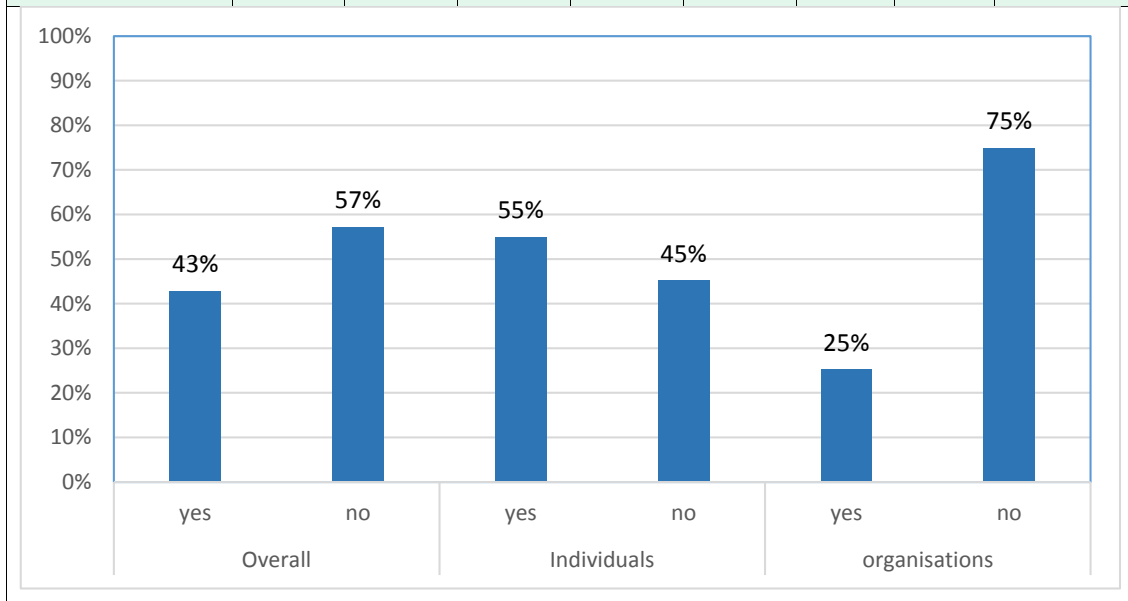
- The majority of respondents supported the proposal for guidance on costs to be updated to clarify where adjudicators may award costs.
- Many of the responses were “in principle” on the basis that greater clarity should always be supported.
- However, the Traffic Adjudicators made clear in their response to the consultation that they considered the current cost provisions to be adequate. They pointed out that the costs involved in appealing are low, and that the act of appealing is becoming easier with online appeals. They added that costs are not awarded punitively but to cover costs and expenses reasonably incurred. They suggest that changing the costs provisions would complicate the process and not encourage proportionality.

Government Position

Government promotes transparency and will change the guidance on costs, when the statutory guidance is revised, to make it clearer what provisions there are available to the public.

Question 5: Do you think motorists who lose an appeal at a parking tribunal should be offered a 25% discount for prompt payment?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	209	172	25	406	55%	45%	-	381
Organisation	64	190	10	264	25%	75%	-	254
Did not say	1	4	0	5	-	-	-	
Total	274	366	35	675	43%	57%	-	640



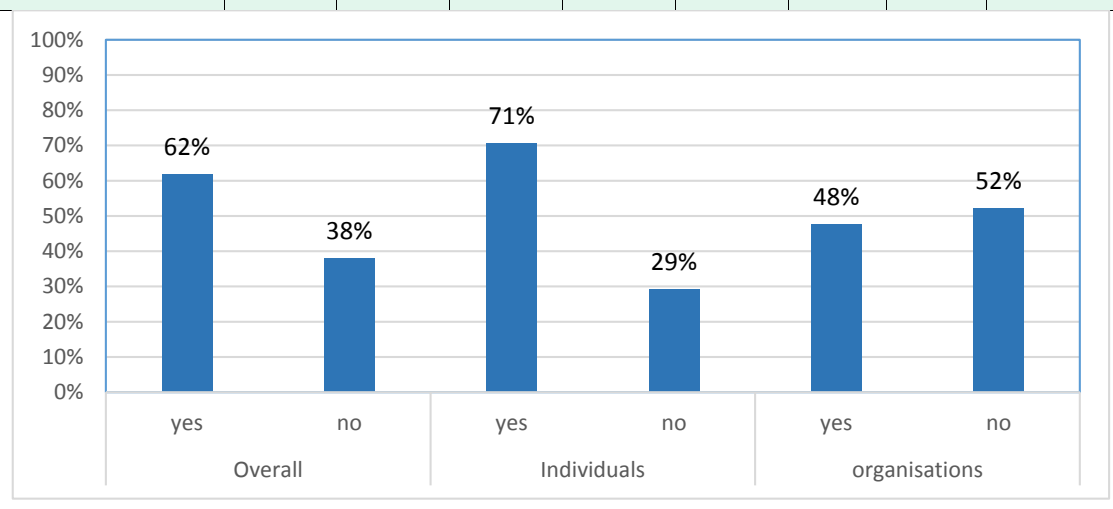
- Opinions on a further discount on appeal were broadly split, with just over half of individuals agreeing with this proposal. However the majority (75%) of organisations disagreed with this proposal.
- Whilst there was support for this proposal from some quarters, others were concerned that providing a discount to motorists who lose an appeal would encourage a high level of spurious appeals.
- The Transport Select Committee recommended that the Government should conduct a trial of this proposal with a local authority to assess the potential impacts on appeal levels.
- The Traffic adjudicators did not support this proposal, indicating that it could generate spurious appeals.

Government Position

The Department will look to work in partnership with a local authority to assess the impacts of introducing a 25% discount to motorists who lose an appeal at tribunal level on a trial basis, as recommended by the Transport Select Committee.

Question 6: Do you think local residents and firms should be able to require councils to review yellow lines, parking provision, charges etc in their area? If so, what should the reviews cover and what should be the threshold for triggering a review?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	283	117	11	411	71%	29%	-	400
Organisation	119	130	14	263	48%	52%	-	249
Did not say	4	1	0	5	-	-	-	
Total	406	248	25	679	62%	38%	-	654



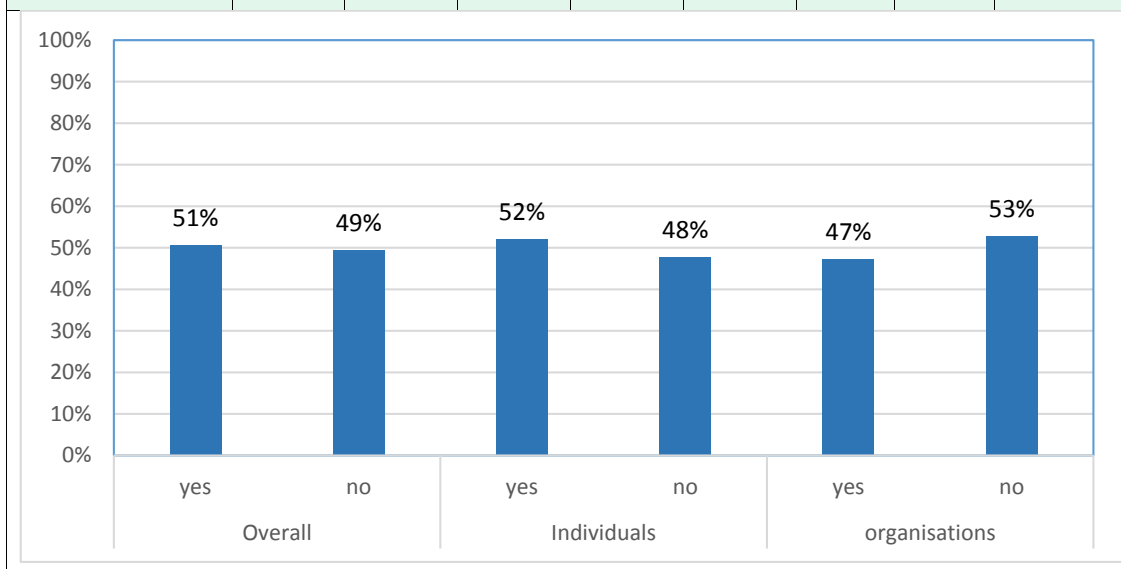
- Overall the majority of respondents were in favour of this proposal, with greater support from individuals (71%) than from organisations (48%).
- Most local authorities were against this proposal, arguing that reviews were already carried out relatively frequently, and that there was already provision for people to make representations under the current local government arrangements.
- Others expressed concerns that any threshold to trigger a review should be set appropriately high to prevent local authorities being required to act by relatively small lobbying groups, and that a minimum period between reviews should be set to prevent multiple applications.

Government Position

The Government wants to encourage councils to review their use of parking restrictions such as yellow lines, and to consider introducing more short stay parking bays. Local authority parking strategies should benefit the efficient operation of the local community, and the Government (under the Department for Communities and Local Government) will change the rules so that local residents and firms will be able to make their council review parking, including the provision of parking, parking charges and the use of yellow lines.

Question 7: Do you think that authorities should be required by regulation to allow a grace period at the end of paid for parking?

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	208	191	14	413	52%	48%	-	399
Organisation	122	136	13	271	47%	53%	-	258
Did not say	5	0	0	5	-	-	-	
Total	335	327	27	689	51%	49%	-	662



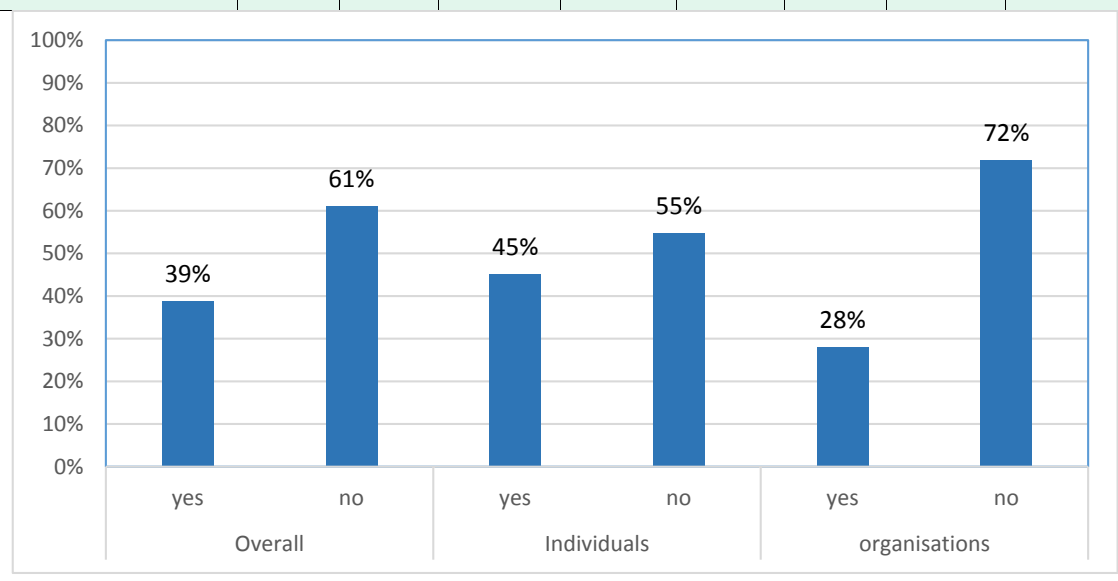
- Responses on grace periods for paid for parking were evenly split, between both organisations and individuals. Of those who supported this proposal a period of 5-10 minutes was considered to be an appropriate mandatory “free” period to be added at the end of on-street paid for parking.
- A number of authorities pointed out that they already operate, as a matter of good practice that Civil Enforcement Operators exercise an “observation period” of about 5 minutes after paid for time has expired.
- Some authorities argued that they should retain the flexibility to set different observation or grace periods appropriate to the circumstances rather than be placed under a mandatory requirement.

Government Position

The Government intends to introduce a mandatory 10 minute free period at the end of paid-for on-street parking either through amendments to statutory guidance or regulations.

Question 8: Do you think that a grace period should be offered more widely for example a grace period for overstaying in free parking bays, at the start of pay and display parking and paid for parking bays, and in areas where there are parking restrictions (such as loading restrictions, or single yellow lines?)

	Yes	No	Other	Total	Yes	No	Other	Total y/n
Individual	171	207	21	399	45%	55%	-	378
Organisation	68	174	5	247	28%	72%	-	242
Did not say	4	0	1	5	-	-	-	
Total	243	381	27	651	39%	61%	-	624



- This question was about extending grace periods to other areas such as yellow lines and loading bays.
- The majority of individuals (55%) and organisations (73%) disagreed with this proposal.
- There were concerns that allowing free periods in places where parking is not permitted (such as on double-yellow lines), could lead to confusion and encourage more anti-social and potentially dangerous parking, and also lead to sequential parking in some popular areas where kerb-space might be continually occupied despite there being a restriction in place.

Government Position

To ensure a consistent approach for motorists the Government intends to introduce a 10 minute mandatory grace period at the end of free on-street parking. This will mean that whether motorists pay for their parking, or it is available free for a time, they can have confidence that they will not be penalised for returning a few minutes late. DCLG will also lead on work to extend the same grace period to local authority off-street parking.

Question 9: If allowed, how long do you think the grace period should be?

A wide range of views were offered varying between 0-30 minutes.

Government Position

The Government recognises that many local authorities already operate a 5 minute observation period. The Government considers that 10 minutes would be an appropriate period of grace.

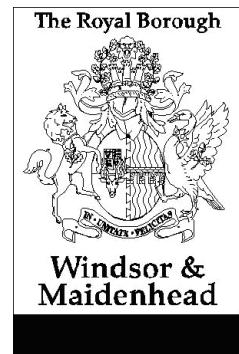
Question 10. Do you think the Government should be considering any further measures to tackle genuinely anti social parking or driving? If so, what?

An extremely wide range of ideas were offered. Some common themes included tougher enforcement against offenders, a uniform approach to pavement parking and tackling problems of unregistered vehicles.

Government Position

The Government is not proposing any further measures at this stage but may reconsider the responses to this question when the measures set out above have been implemented.

Report for: ACTION



Contains Confidential or Exempt Information	YES - The report is Part I except for Appendix F which is Part II and exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Additional Library - Options Appraisal
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Mark Taylor, Head of Libraries, Arts & Heritage 01628 796989
Member reporting	Cllr Stretton, Principal Member for Culture and Communities
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediately
Affected Wards	Bray, Furze Platt and Sunningdale

REPORT SUMMARY

1. This report provides an in-house options appraisal for the delivery of additional library services in the Royal Borough of Windsor and Maidenhead.
2. It recommends the addition of a budget to the capital programme of up to £35k to fund feasibility studies into at least two of the options working alongside suitable partner organisations.
3. Following the conclusion of the feasibility studies, a further report will be presented to Cabinet for decision in July 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
1. An assessment of the feasibility of one or more potential options for additional access to library services in the Borough will ensure a viable option is selected and pursued to ensure value for money in the creation of the additional provision	28 July 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves a capital budget of up to £35k to conduct at least two feasibility studies into two of the three options for the provision of a new library in the Royal Borough.
- ii. Delegates authority to the Principal Member for Culture and Communities and the Strategic Director of Operations and Customer Services to appoint an appropriate consultant to carry out the feasibility studies.
- iii. Requires a report on the feasibility studies to be made to its meeting in July 2016.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 1.1 The current administration of the Council has pledged to provide at least one new library for residents by May 2019. Doing so will increase access to the Borough's library service for residents and increase opportunities for it to support residents in their information, learning and leisure needs. The relevant Manifesto Commitments are 8.2 Open at least one new library and 12.7 Support a library for Sunningdale.
- 1.2 An internal review of current coverage of the Borough's libraries and levels of business has indicated that two of the five container library sites, Holyport and Sunningdale, would benefit from replacement with a static library.
- 1.3 The days freed by such a replacement would make the container library available longer at the other three sites it currently serves (Shifford Crescent in Maidenhead, Wraysbury & Woodlands Park). Alternatively an additional site could be developed elsewhere in the Borough. Appendix A lists container library sites and levels of business. Appendix B includes travel distance and numbers of households at both one and two mile intervals with estimated populations marked on plans of the Container library sites.
- 1.4 Similarly a replacement for the Shifford Crescent container library stop which is operational on Tuesdays could be delivered through providing a dual-use library as part of the development of the site to accommodate additional pupils at Furze Platt Senior School. This would deliver a community and school library akin to the successful models at Cox Green School and Cookham Rise Primary School.
- 1.5 The three community library site options all have pros and cons and these are listed in Table 1 below.

Site Option	Pros	Cons
Furze Platt	<ul style="list-style-type: none">• Co-located/dual-use opportunity• Supports community and school pupils and staff• Could be delivered alongside a project to increase the capacity of the school• One of the options free	<ul style="list-style-type: none">• Would need to be big enough to satisfy school needs as well as community needs which may add to cost• Increased library size is not part of the expansion scheme requirements• Parking on site is potentially

Site Option	Pros	Cons
	<p>space internally in the school to provide some additional teaching space to help meet the expansion plans</p> <ul style="list-style-type: none"> • Senior School is supportive of the proposal 	<p>difficult and would need careful planning</p>
Holyport	<ul style="list-style-type: none"> • Provision adjacent to existing relatively densely populated area if the school site is utilised • The Primary School site is cramped but could possibly accommodate the additional building and community use space at the edge of the site • Provision at the school site would provide an alternative to the closure of the school when needed as a polling station • The school site provides access within walking distance for the majority of the village population • Other village amenities are located at both sites but the school site is perceived to be the village centre • The Memorial Hall site is spacious with several other facilities already on site • There is an aspiration to rebuild and improve the Memorial Hall that could accommodate a new Parish Office and a library bringing a number of community facilities together on that site • Parish Council is supportive • Primary School is supportive 	<ul style="list-style-type: none"> • Parking and traffic movements at the Primary School site are already causing problems for local residents, so objections may arise to any proposal to use the corner of the site nearest Stompitts Road This means any development on the school site will require very careful planning. • Current guidance on outdoor play indicates that there is only around half of the expected space for a school the size of the Primary School • The Memorial Hall site is further away from the majority of the population and the current site of the container library • There is more than one site within the Ward/Parish that could accommodate a static library which may result in a split public view on the most appropriate site.
Sunningdale	<ul style="list-style-type: none"> • Co-located opportunity with other facilities • Site(s) are large enough • Freeholders likely to be well 	<ul style="list-style-type: none"> • There may be more than one site within the Parish that could accommodate a static library which may result in a split public view on the most

Site Option	Pros	Cons
	<p>disposed to community provision such as a library</p> <ul style="list-style-type: none"> • Provides extended access to the library service in an area of the Borough with few other Borough facilities • Parish Council is supportive of the development 	<p>appropriate site.</p>

Furze Platt

- 1.6 The current stop for the container library on Tuesdays is the rear parking area of the shop on the corner of Shifford Crescent in Maidenhead. It is the third busiest site of the five visited by the Container library on a weekly basis.
- 1.7 The initial feasibility for the Furze Platt option has been completed by the school's architectural team as part of their development plans to accommodate increased numbers of pupils. It proposes two options. One delivers an integrated library at the front of the main building. The other proposes a stand-alone building at the front edge of the site with access from the school on one side and for the public on the other. Elevations and plans of both options are given in Appendix E. Further details of the estimated costs are given in Appendix F which should be considered in Part II of the meeting as it is exempt from publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

Holyport

- 1.8 The Holyport container library stop is adjacent to the Holyport Cof E (Aided) Primary School on Stroud Farm Road where it visits on Thursdays. It is the second busiest stop for the vehicle. A potential dual-use library could be developed on the school site, serving the community and school's needs, if it were not already quite congested. Under current guidance the outdoor play space is already well below recommended provision for the numbers on the roll at the School. Provision of a static dual use library might be achieved at one end of the site if existing provision were shifted to a replacement facility elsewhere on the site, which would; still impact on the level of outdoor play space. There are no other obvious areas of land in the Council's ownership that could accommodate a new building in a suitable location within the Ward/Parish. The Borough policy to date has been one of co-location or collaborative delivery for community libraries where possible. Without suitable identification of a partner location it may not be possible to deliver an additional static library within the Bray Parish. However, if additional days became available by freeing up one of the other container library sites by provision of a new static library, it may be possible to add further time to the Holyport stop, following negotiation with the freeholder of the site currently used.
- 1.9 As well as the Primary School there is the potential for a partnership approach that may be possible alongside the Bray Parish Council and the Holyport War Memorial Hall Trustees. The Hall's Committee have aspirations to re-provide the Hall which currently has significant repair/long term life concerns due to the style and age of the building. A newly built 2011 might accommodate a library as well as

an enhanced Parish Office. Provision for a ‘folding library’ within the new hall or a static space as part of any new build are two opportunities on that site.

Sunningdale

1.10 Sunningdale container library currently operates at Broomhall Recreation Ground on a Friday to Sunday and is the busiest of the stops. The site has a busy public open space, tennis courts and a play area managed by the Parish Council whose office is on the site. Also accessed from and next to the site is the WI Hall. Both organisations have been approached as potential partners in co-located delivery of a new library but we have not currently reached an agreement with either. The Parish Council Clerk helped to identify that the village has a number of potential sites for a static library building but on further investigation only two appear viable. The area of land adjacent to the WI Hall and behind the current Container library stop which houses an electricity ‘sub-station’; or a piece of open land adjacent to the public car park behind the high street. Both the land housing the sub-station and adjacent to the WI Hall and that beside the shoppers car park are owned by separate third parties both with a charitable purpose. It may be possible to secure a long term lease or purchase the land in either case. A plan indicating the two separate potential sites is given in Appendix D.

1.10.1 The ‘sub-station’ site has recently been cleared and the building replaced with a container significantly smaller in size. This land is held in trust. In addition the site is beside the current container library stop so is a familiar location for residents already using the Service. Alternatively the area of car park that the current container library operates from in Sunningdale, together with a small area of the garden beside it, could be used subject to the consent of the freeholder, the Parish Council.

1.10.2 The land adjacent to the Borough owned ‘shoppers’ Car Park, accessed from the A30, is designated for potential development within the adopted Neighbourhood Plan. If it were available it could easily accommodate a standalone library and service centre for the south of the Borough with access from the car park. However, it is currently designated Greenbelt and so would require specific consent for community use development. It is owned by St John’s College.

1.11 Current images of each of the sites at each of the location options are given in Appendix C and maps of the locations are given in Appendix D.

Option	Comments
1. To agree to undertake the detailed feasibility studies for Holyport and Sunningdale sites. This is the recommended option.	This will determine if a new library can be accommodated in both locations and help Cabinet decide at which of the three potential locations it wants to see a new library provided.
2. To require further review of opportunities for delivery of an additional library.	Further review of opportunities will delay the start and delivery of the project. This is not recommended.
3. To do nothing.	This will not progress the project to deliver the manifesto pledges. This is not recommended.

4. KEY IMPLICATIONS

To deliver at least one additional library it is necessary to undertake a feasibility study to ensure the preferred option(s) can be built, identify the potential cost and ensure it will provide the extra access to the Borough's library service and its support to residents learning and leisure requirements. A report of the feasibility study will need to be considered by Cabinet, preferably at its July meeting.

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Feasibility studies completed in time for report to relevant meeting of Cabinet	after 28 July 2016	28 July 2016	23 June 2016	26 May 2016	28 July 2016

4. FINANCIAL DETAILS

Financial impact on the budget

An additional capital budget will be required to fund the feasibility studies. This is estimated to be up to £35k. There will be no additional revenue implications at this time. Once Cabinet has decided if it wishes to pursue one or other of the three options for a new library, or explore any others, there will be a further requirement for capital funding and eventually revenue funding for the delivery of the Service. The sums will depend on the outcome of the feasibility studies and the eventual solution adopted.

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£10	£25	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 The Council is a public library authority and has a statutory duty to provide a 'comprehensive and efficient' public library service for everyone who 'lives works or studies' in the Royal Borough and who 'desire to make use of the Service' under the Public Libraries and Museums Act, 1964.
- 5.2 Under section 111 of the Local Government Act, 1972, the Council is enabled to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The Council, therefore, has a general power of competence that allows it to undertake development of its facilities such as those considered in the Feasibility Study.
- 5.3 Any contracts for both the feasibility studies and delivery of the new library would be drawn up with the advice of the Council's Procurement Team and Shared

Legal Solutions using standard terms aimed at protecting the interests of the Council and the residents, who ultimately, will be funding the works.

6. VALUE FOR MONEY

The feasibility studies will be undertaken by a suitably qualified contractor that can be selected from the recently extended Framework Agreement for Term Consultancy Services for Building Surveyor and CDM Co-ordinator roles by the joint Building Services Team following advice from the Council's Procurement Team and with appropriate consideration of pricing to ensure the /Council is delivering value for money for residents within this activity. Alternatively the shared Building Services Team may utilise a different Framework Agreement or advertise the project via Construction Line, a specialist portal for buildings related tenders.

7. SUSTAINABILITY IMPACT APPRAISAL

The feasibility studies will be required to consider sustainability and outline environmental impacts of the new library as part of their assessments. However, the full detailed design phase for any selected option will explore those in greater depth.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The feasibility studies cost more than the approved budget	Medium	Careful monitoring of the budget and work output of the consultant	Low
The feasibility studies do not identify a viable option.	Medium	Ensure appointed contractor is reviewing all approved options throughout the length of their commission.	Low

9. LINKS TO STRATEGIC OBJECTIVES

The proposal for additional library services supports residents in accessing the means to respond to their learning, leisure, information and cultural needs. The opportunity to deliver additional Council services through the new library will also provide options for residents who choose not to access services online as well as maximising the value for money of the asset provision. Most of the potential options provide a means for working together with partners for the delivery of the services it will also allow us to equip the service for the future of collocated and collaborative delivery of services.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

As this is a report requesting permission to undertake an internal process no Equality Impact Assessment has been completed at this time. Should the feasibility study go ahead consideration of the equalities and human rights impacts of each option explored will be considered as part of the process.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

There are no immediate staffing, workforce or accommodation implications from this report. However, should a decision be made to provide a new library, staffing and accommodation implications will be an integral part of the report supporting that decision.

12. PROPERTY AND ASSETS

The potential sites will all require some negotiation with existing site users or freeholders and the Council's Property Services Team have been asked for appropriate assistance in preparation of the current report. They will be involved alongside Shared Legal Solutions colleagues in negotiation of access for any agreed location. The feasibility studies and any subsequent consequential work would be commissioned and supported by the Council's Building Services Team.

13. ANY OTHER IMPLICATIONS

If Cabinet agrees to the feasibility works it will need to consider in the future the implications of providing an additional access point to library services.

14. CONSULTATION

- 14.1 This report was considered by the Culture & Communities Overview & Scrutiny Panel by email as due to delayed feedback from potential partners it was not ready for consideration at their meeting on 25 January.
- 14.2 Consultation was undertaken with the Chairman & Clerk of Sunningdale Parish Council who supported the concept of a static library for the village but indicated that the Parish was not in a position to assist in its provision. However, they were helpful in identifying a number of potential sites within the Parish. Two of which, adjacent to the current container library stop, would be collocated with other services which already attract footfall from the village and one which is within the control of the Parish Council. The third option is on greenbelt land adjacent to the shoppers car park accessed from the A30. Three other potential sites were not deemed appropriate due to location, current land use or probable cost of lease.
- 14.3 Consultative discussions were held with the Head Teacher and Deputy Head of Furze Platt Senior Academy. The school was very supportive of the proposal of a dual use school and community library and were happy to work together on either option in the feasibility study outlined in Appendices E & F.
- 14.4 The Chairman and Clerk of Bray Parish Council expressed support for the provision of a static library in the Parish. They were able to consider a number of potential sites and expressed a preference for a joint activity with the Memorial Hall Committee and the Parish for library provision on the Moneyrow Green site. However, they also supported an opportunity for a dual use facility at the Holyport Primary School as a second option.

- 14.5 The Business Manager for the Holyport CofE (Aided) Primary School and Foundation Unit expressed support for the concept of a dual use public and school library on the site. Two options were identified as potential sites on the edge of the School's grounds.
- 14.6 The Chairman of the Holyport Memorial Hall Committee in Moneyrow Green was asked for his & the Committee's view of the proposal for a joint development. He indicated that the Hall Committee were faced with the need to replace the Hall, had significant funds to allow them to move to doing so and welcomed the opportunity to explore the potential for a joint development of a new hall, parish office and library on the current site of the Hall in Moneyrow Green.
- 14.7 Ward Members for all three affected Wards were invited to comment on the proposals in their Ward.
- 14.8 The consultation was via emails, phone calls and on site meetings.
- 14.9 Alongside the feasibility study there will be an opportunity for consultation with residents who use the container library at each of the three sites and those who live within the catchment areas of the potential sites for a new library to feed into the report of the feasibility study.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
14 March 2016	Appointment of consultants
16 May 2016	Feasibility Report first Draft
31 May 2016	Final Report
28 July 2016	Report to Cabinet

16. APPENDICES

- Appendix A Container Library levels of business.
- Appendix B Container Library sites households within catchment areas.
- Appendix C Current images of potential locations & sites
- Appendix D Maps of Potential Sites
- Appendix E Images of Furze Platt site feasibility options
- Appendix F Part II - Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

17. BACKGROUND INFORMATION

None

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	27/01/16	29/1/16	
Cllr Stretton	Principal Member for Culture and Communities	05/01/16, 24/01/16 & 26/01/16	25/01/16 & 27/01/16	
Simon Fletcher	Strategic Director of Operations and Customer Services	26/01/16		
Mark Lampard	Finance Partner – Operations	24/01/16	25/01/16	
SLS	Contracts Team – Elaine Browne	24/01/16	26/01/16	
Martin Strawson	Procurement Manager	24/01/16	25/01/16	
Mark Shephard	Property & Development Manager	24/01/16	26/01/16	
Rodney Hing	Interim Shared Building Services Manager	24/01/16	26/01/16	
Michael Llewelyn	Cabinet Policy Assistant	05/01/16, 24/01/16 & 26/01/16	06/01/16 & 27/01/16	Throughout

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Mark Taylor	Head of Libraries, Arts & Heritage	01628 796989

CONTAINER LIBRARY VISITOR & ISSUES STATISTICS

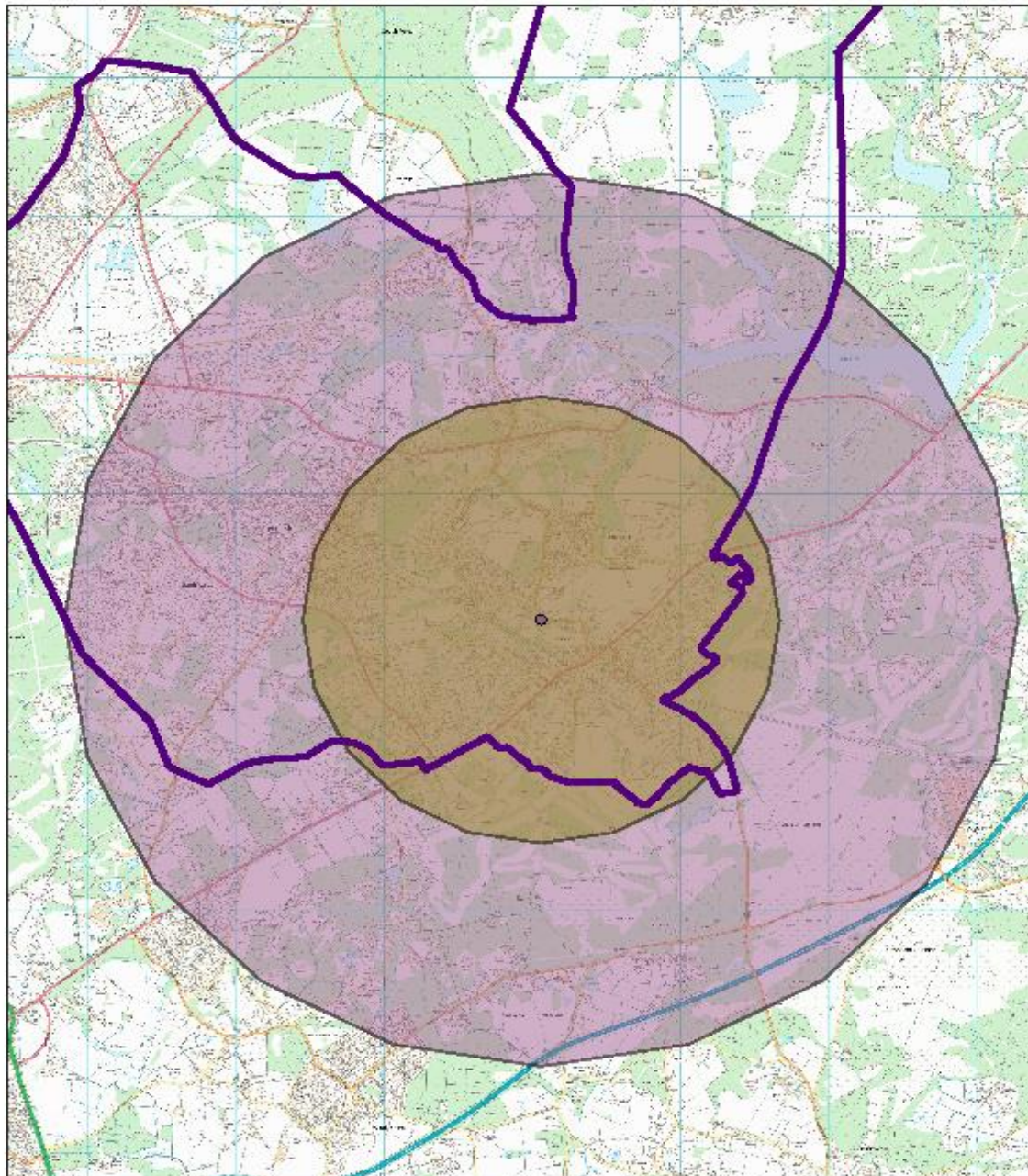
VISITORS	1/4/14 – 31/3/15	1/4/15 – 31/12/15
Woodlands Park	1,004	731
Shifford Crescent	3,245	2,417
Wraysbury	2,548	1,958
Holyport	4,384	3,648
Sunningdale	6,780	4,726
Overall Total	17,961	13,480

ISSUES	1/4/14 – 31/3/15	1/4/15 – 31/12/15
Woodlands Park	1,806	1,103
Shifford Crescent	4,555	3,414
Wraysbury	3,878	3,174
Holyport	5,994	5,559
Sunningdale	10,795	7,734
Overall Total	27,028	20,984

Household Catchments for Container Library Sites

BroomHall Recreation Ground, Sunningdale

Residential Dwellings 1mile	Estimated Population 1mile	Residential Dwellings 2mile	Estimated Population 2mile
3,149	8,758	6,035	13,877



**Broomhall Recreation Ground
Car Park 1 & 2 Miles Buffers**

Site: Broomhall
 Ref:
 Scale: 1:35,000
 Projection: OSUB1936 National Grid



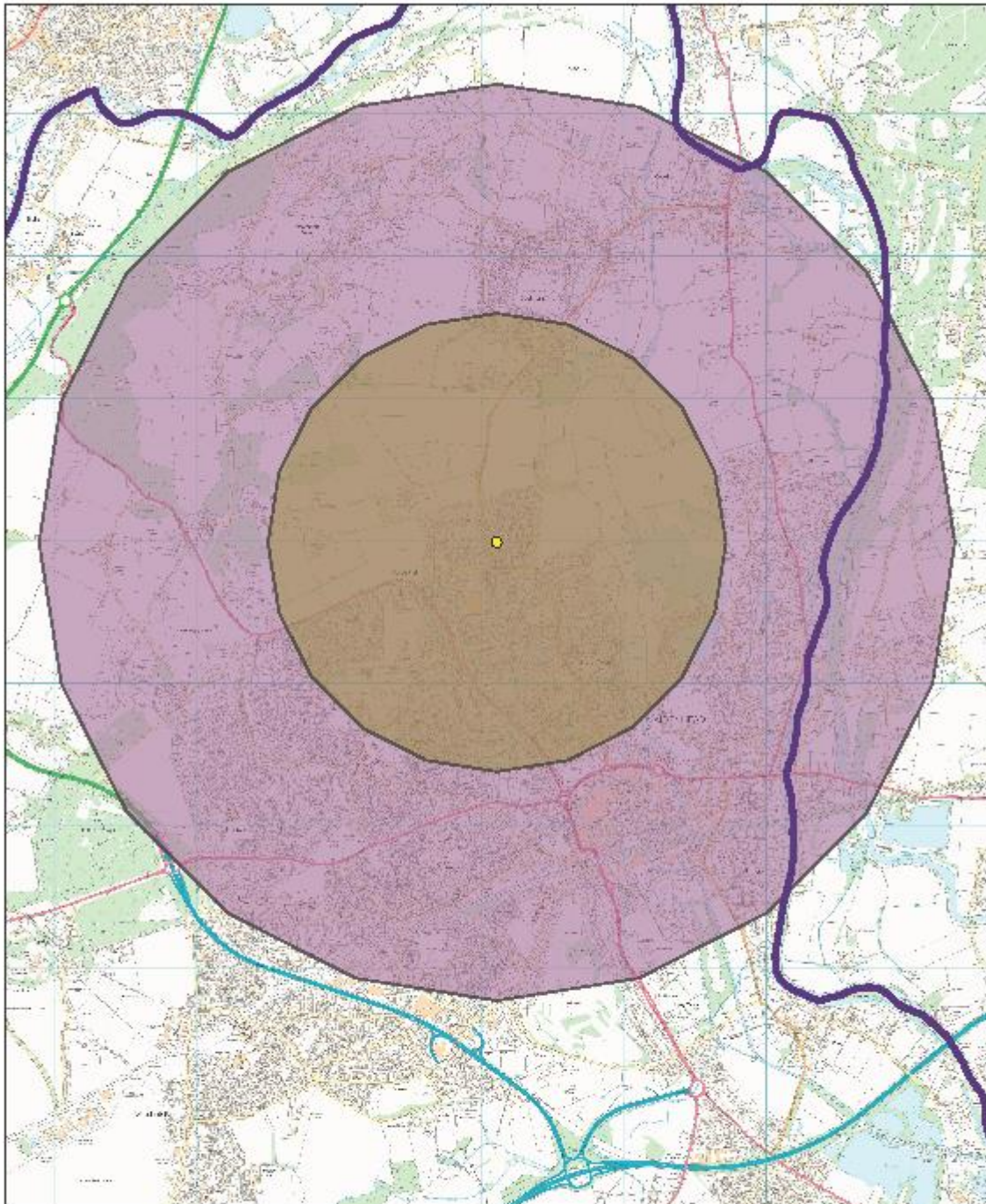
- Legend**
- Locations
- Broomhall Recreation Ground
 - One Mile Buffer
 - Two Mile Buffer
 - rtwm_borough

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 Date: 23/11/2015
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Shifford Crescent, Furze Platt

Residential Dwellings 1mile	Estimated Population 1mile	Residential Dwellings 2mile	Estimated Population 2mile
6,656	20,487	22,817	48,536



Shifford Crescent Shopping Centre 1 & 2 Miles Buffers

Site: Shifford Crescent
Ref:
Scale: 1:35,000
Projection: OSGB3600 National Grid



Legend

- Locations
- Shifford Crescent Shops
 - One Mile Buffer
 - Two Mile Buffer
 - rtown_borough

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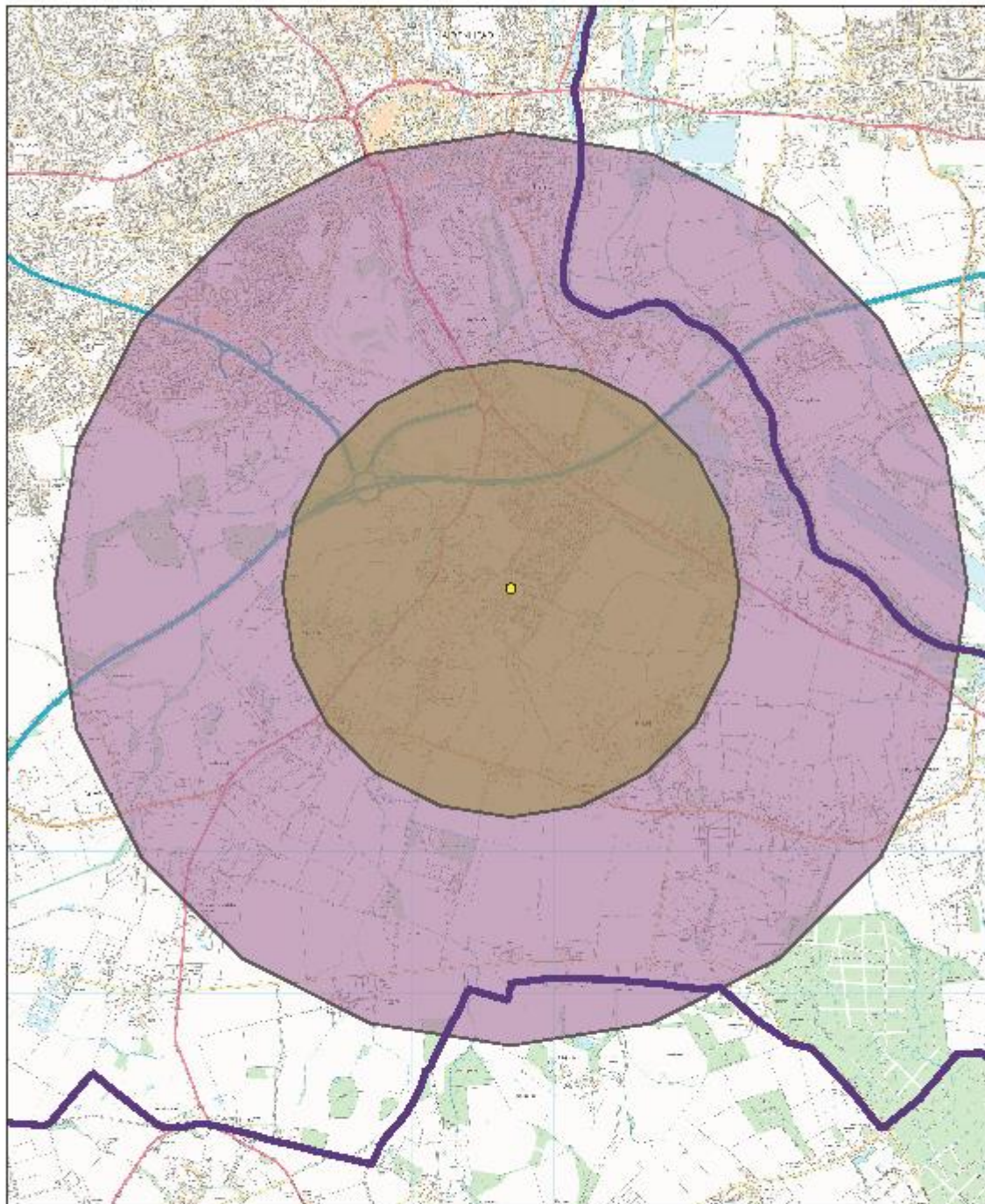
Date: 23/11/2015

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Stroud Farm Road, Holyport

Residential Dwellings 1mile	Estimated Population 1mile	Residential Dwellings 2mile	Estimated Population 2mile
2,345	6,766	7,186	18,673



Holyport CE Primary School 1 & 2 Miles Buffers

Site: Holyport
Ref:
Scale: 1:35,000
Projection: OSGB3600 National Grid



Legend

- Locations
- Holyport CE Primary School
 - One Mile Buffer
 - Two Mile Buffer
 - rtown_borough

Drawn by:

Date: 23/11/2015

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CURRENT IMAGES OF SITE OPTIONS AT EACH LOCATION

BroomHall Recreation Ground, Sunningdale



Land Adjacent to Shoppers Car Park, Sunningdale



Holyport Memorial Hall, Moneyrow Green



Holyport Current Container Stop & Primary School, Stroud Farm Road



Furze Platt Secondary School

Option 1 Site for integrated new build & refurbishment of existing school library

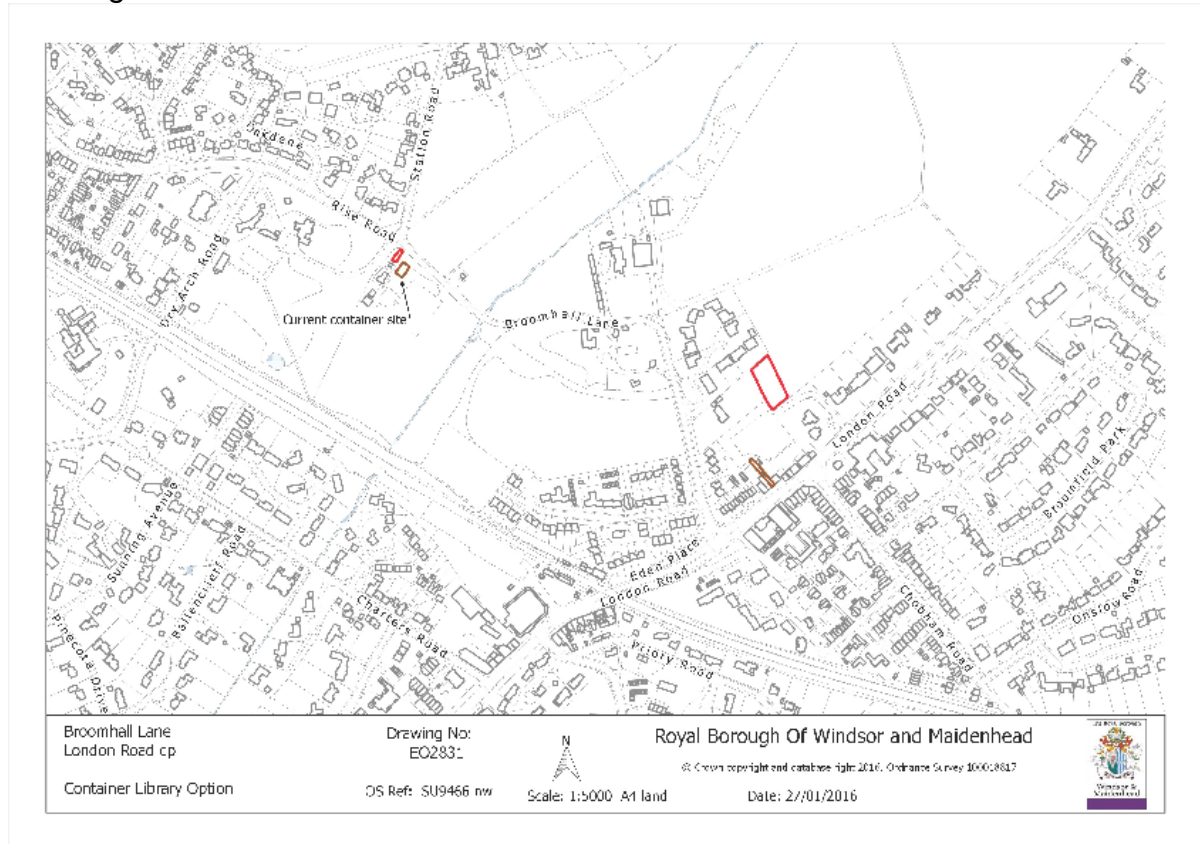


Option 2 Site for standalone new build.

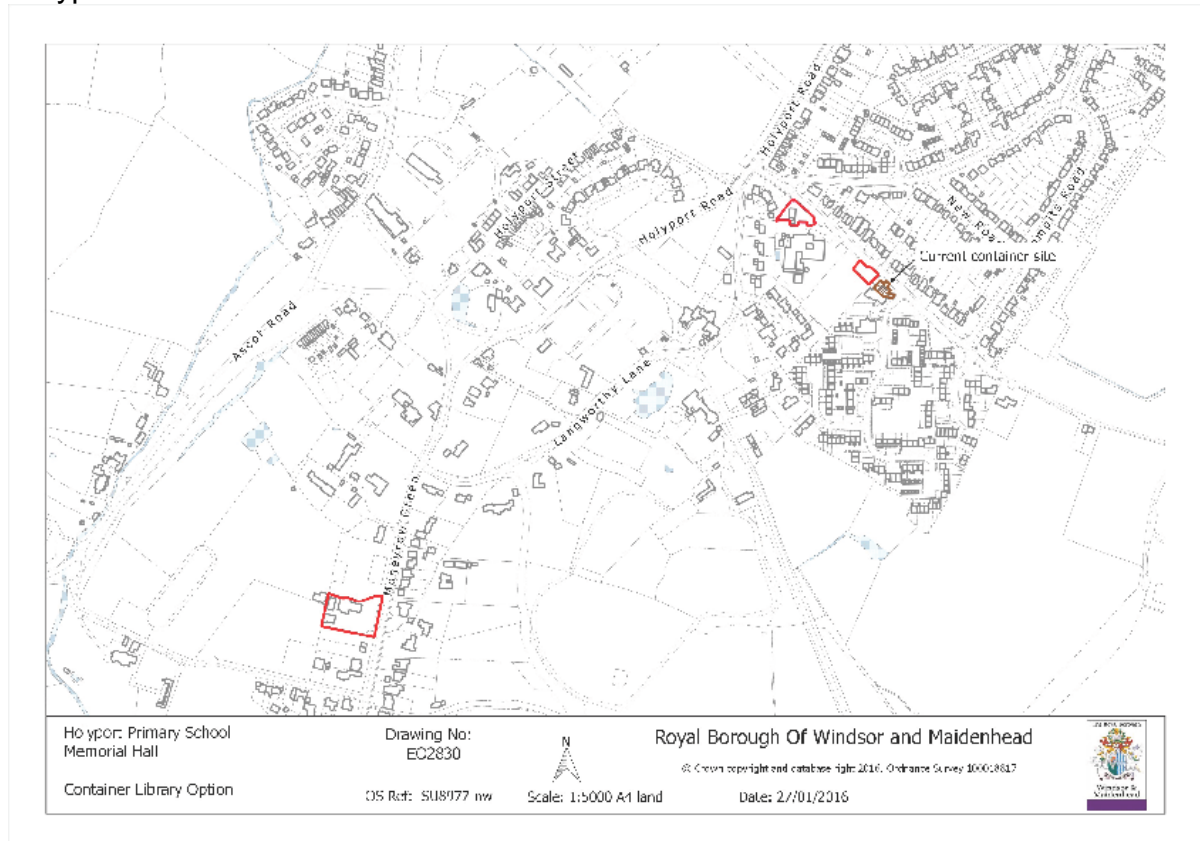


MAPS OF POTENTIAL SITE LOCATIONS

Sunningdale



Holyport



Furze Platt



Shifford Crescent
Furze Platt Senior

Drawing No:
EC2829

Royal Borough Of Windsor and Maidenhead

Container Library Option

OS Ref: 518782 m:



Scale: 1:3500 A4 land

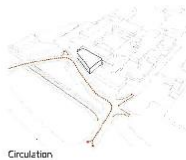
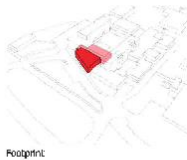
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Date: 2/7/2016



ILLUSTRATIVE SKETCHES FOR THE TWO OPTIONS FOR A DUAL USE LIBRARY ON THE FURZE PLATT SECONDARY SCHOOL SITE.

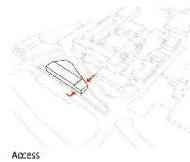
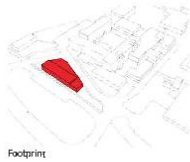
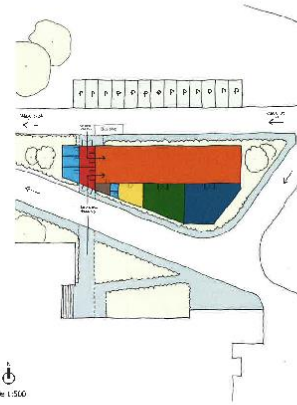
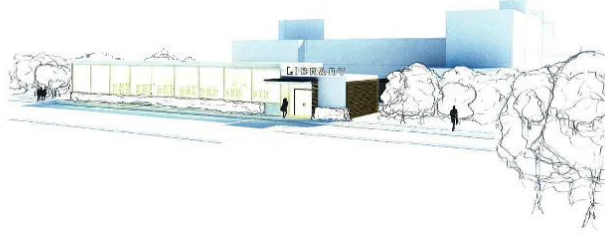
Furze Platt Library feasibility study
Option 1



RIDGE

<p>RIDGE</p> <p>153128RDGXX [00] SK A 01 A</p>			
<p>PRELIMINARY</p>			
<p>153128RDGXX [00] SK A 01 A</p>			

Furze Platt Library feasibility study
Option 2



RIDGE



Report for: ACTION



Contains Confidential or Exempt Information	YES – Appendix A only - PART II - Not for publication by virtue of Paragraph publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Title	Library Stock Purchase Contract
Responsible Officer(s)	Simon Fletcher, Strategic Director for Operations and Customer Services
Contact officer, job title and phone number	Mark Taylor, Head of Libraries, Arts & Heritage Service 01628 796989
Member reporting	Councillor Claire Stretton, Principal Member for Culture and Communities
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	1 April 2016
Affected Wards	All

REPORT SUMMARY

1. This report deals with the continuation of the Central Buying Consortium (CBC) contract, that the Royal Borough of Windsor and Maidenhead (RBWM) has been part of since August 2010, for two years from 1 April 2016 to 31 March 2018.
2. It recommends that the Council remains a part of the CBC contract for the purchase of library stock and notes the tender process undertaken by the CBC. The expected spend would be £341k over two years or £682k over four years.
3. These recommendations are being made because the contract represents good value for money for residents whilst offering a timely and broad choice of books.
4. If renewed, the CBC contract will continue to offer much higher discounts than are likely if RBWM were to buy library books with individual suppliers.
5. An additional point to note is the CBC contract offers a central point of contract negotiation saving RBWM the additional staffing that would be needed to complete this on a local basis within the Council.

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. Continued use of CBC buying power and associated discounts means maximising value for money.	1 April 2016
2. Central contract negotiation means savings can continue to be made on staff hours locally.	1 April 2016
3. Residents will continue to benefit from prompt supply of up-to-date library stock.	1 April 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS: That Cabinet:

- i) Notes the retender for the supply of library stock by the Central Buying Consortium under the OJEU compliant process.**
- ii) Approves the Council continuing to remain an Associate Member of the Central Buying Consortium and utilising the new framework contract for the supply of library stock until 31 March 2018.**
- iii) Delegates authority to the Strategic Director of Operations & Customer Services & the Corporate Management Team (CMT) in consultation with the Leader, the Lead Member for Finance and the Principal Member for Culture and Communities to award the tender and exercise the optional extension of the new contract for up to two more years, until 31 March 2020, if the Central Buying Consortium decides to pursue the extension.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1** A robust open tender procurement process in compliance with West Sussex County Council Standing Orders on Procurement and Contracts and EU Procurement Directives has been undertaken. The award for the contract to Askews Holts was evaluated as delivering the best value.
- 2.2** Continuing membership of CBC and using the framework provides more discounts on the purchase of library stock than would be possible with the lesser buying power of a single library authority. It also reduces the amount of time spent locally on procurement activity.
- 2.3** Cabinet approved joining and continuing membership of the CBC library stock contract in 2010, a new contract was approved in 2012 and a 2 year extension was approved in 2014. Contract Procedure Rule 14.1 of Part 2 of Section G, Contract Rules, of the Council's constitution permits CMT (in consultation with the Leader, Lead Member for Finance and relevant Member for the service area) to make a decision to award the contract if its total value is £500k or more.

Option	Comments
1. Continue with the CBC library stock supply contract. Recommended.	The renewal of this contract would allow familiarity and stability enabling planning and budgeting against consistent costs. CBC has recommended this 2 year award of contract.

Option	Comments
2. Buy stock independently at local level.	Tendering for new contracts as RBWM alone would involve significant staff time, legal and procurement costs in going through an EU compliant tendering process. Also the relatively small amount of library stock supply business RBWM would offer was likely to lead to less competitive pricing from suppliers.
3. Seek to set up a new consortium with members of SELMS (the library management system consortium for which the Borough is the administrative lead)	The majority of SELMS members are already members of the CBC consortium. The time & cost of disentangling authorities from the CBC arrangements and creating a new consortium would be more than any likely discounts achieved by a smaller number of partners. (11 as opposed to 43 in CBC)

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Number of additional books purchased using the further 0.5% discount	Below 160	160-170	171-180	Above 180	31 March 2017
Number of additional DVDs purchased using the further 15% discount	Below 420	420-435	436-450	Above 450	31 March 2017

4. FINANCIAL DETAILS

a) Financial impact on the budget

Impact on the Revenue Budget	2016/17	2017/18	2018/19
	Revenue £000	Revenue £000	Revenue £000
Addition	0	0	0
Reduction	0	0	0
Net reduction	0	0	0

b) Financial information

- 4.1 As outlined within the total revenue estimates given on page 56 of the Budget Book, RBWM's estimated spend for library service stock is £262.6k for the year 2015/16. Approximately £170.6k of this spend is expected to be via the CBC stock framework contract. The remaining £92k is used to purchase Audio Visual & e-resources and specialist stock such as Spoken Word and Large Print items that are only available directly from specialist suppliers; to pay for making the stock shelf ready, including the insertion of radio-frequency identification (RFID) tags that allow the self service system to work, and for inter-library loan fees & necessary bibliographic tools.
- 4.2 As an Associate Member authority using the CBC Library Book contract, RBWM will continue to be charged a 1% fee. This charge will be invoiced quarterly based against turnover contained in the contractor's quarterly reports. Based on a spend of £170.6k the charge of 1% would be £1,760 per annum, and will be paid from the library stock budget. A reduction in stock budget during the year would reduce spend and so lead to a reduction in the fee.
- 4.3 The approved Library, Arts & Heritage revenue budget contains £262.6k in 2015/16 allocated for the purpose of library stock, of this £170.6k is allocated for stock bought through the CBC contract. The contract is for two years plus an optional extension of a further two years. Were the extension to be utilised, the total spend over four years of the contract is estimated to be £682.4k. There is no additional saving or increased revenue spend expected through agreeing to award the contract. However, the marginal increases in discount for some items will allow additional titles to be purchased each year for the same money in those categories of library stock.
- 4.4 The levels of discount offered by the contracted suppliers are commercially confidential and are not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972. They are listed in the Part II appendix to this report.

5. LEGAL IMPLICATIONS

- 5.1 The CBC works as a federation of authorities across a wide range of markets covering the needs of local authorities, not just specifically the library service, with each member contributing a share in the operations and running of the consortium. West Sussex is the Lead and Contracting Authority for the Library Book and Audio Visual Supply contract, and manages the contract on behalf of CBC Members and Associate Members. At the point the CBC let the Tenders a full OJEU process was followed by the lead authority.
- 5.2 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. The Council therefore has a general power to enter into contracts for the discharge of any of its functions. The contract will be let in accordance with the Part 3 of the Council's Contract Rules and The Public

Contracts Regulations 2015. Cabinet may delegate approval to award the contract to specified officers.

6. VALUE FOR MONEY

The CBC contract represents excellent value for money for residents as it requires no extra budgetary input but will provide continued savings within the Borough as marginally increased discounts have been achieved in this new contract.

7. SUSTAINABILITY IMPACT APPRAISAL

There is no impact over and above that of the existing service.

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure of core supplier	MEDIUM	No invoices paid in advance of receipt of stock	LOW
Spend level causes core suppliers to review terms /withdraw from the contract	MEDIUM	Maintain current levels of spend	LOW
Supplier performance drops causing delay in supply	LOW	Monitor performance via consortium	LOW

9. LINKS TO STRATEGIC OBJECTIVES

Agreeing to the extension of the existing CBC contract will mean that RBWM Libraries, Arts & Heritage Service can continue to offer the same level of comprehensive library service to residents at a reduced cost to council tax payers relative to the cost were alternative stock supply arrangements to be pursued. It provides Value for Money and ensures we are Delivering Together with our partners in the CBC.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

An EQIA has been completed and indicates there will be no negative impacts on residents with protected characteristics from this decision.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

N/A

12. PROPERTY AND ASSETS

N/A

13. ANY OTHER IMPLICATIONS

N/A

14. CONSULTATION

As this is an internal process no public consultation has been carried out. The report will be considered by the Culture & Communities Overview and Scrutiny Panel by email as the final discount levels were not available in time for their meeting on 25 January 2016.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
1 April 2016	Renewal of CBC contract begins and runs until 31 March 2018 with optional extension until 31 March 2020

16 APPENDICES

Appendix A - not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972

17. BACKGROUND INFORMATION

EQIA

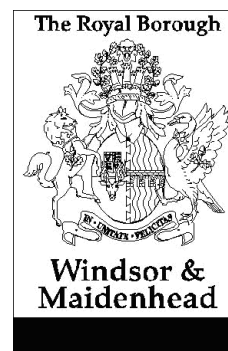
18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr D Burbage	Leader of the Council		29/1/16	
Cllr C Stretton	Principal Member for Culture and Communities	14/01/16	14/01/16	
Simon Fletcher	Strategic Director of Operations and Customer Services	14/01/16	14/01/16	
Martin Strawson	Procurement and Business Development Manager	14/01/16	14/01/16	Section 2 – added 2.1
Mark Lampard	Finance Business Partner	14/01/16	14/01/16	
Michael Llewelyn	Cabinet Policy Assistant	14/01/16	14/01/16	Section 4 – addition of Finance table
Legal	Contracts Team	14/01/16	14/01/16	Section 5 – added 5.2

REPORT HISTORY

Decision type:		Urgency item?
Key decision within Cabinet's Authority		No
Full name of report author	Job title	Full contact no:
Lisa Poole	Team Leader: Outreach & Stock	01628 796388

Report for: INFORMATION



Contains Confidential or Exempt Information	No - Part I
Title	Financial Update
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate and Community Services, 01628 796521
Contact officer, job title and phone number	Andrew Brooker, Head of Finance, 01628 796341
Member reporting	Councillor Dudley, Lead Member for Finance
For Consideration By	Cabinet
Date to be Considered	25 February 2016
Implementation Date if Not Called In	Immediate
Affected Wards	All

REPORT SUMMARY

1. This report provides an update to members on the Council's financial performance. Services are currently projecting a £290k underspend. However due to four non-service variances totalling £262k there is a net underspend of £552k on the General Fund.
2. As a result of the increased service underspend, a £500k sweep of General Fund balances has been included which transfers the balance to the Development Fund.
3. The Council remains in a strong financial position with healthy reserves. The Council's Development Fund currently has a balance of £699k. Overall our combined General Fund Reserves sit at £6.032m in excess of the £5.43m recommended minimum level set at Council in February 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
Assurance that the Council is making effective use of its resources.	25 February 2016
Assurance that budgets are being reviewed regularly.	25 February 2016

1. Details of Recommendations

RECOMMENDED: That Cabinet:

- i) **Notes the report and the projected outturn position.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 As this is a monitoring report decisions are normally not necessary but may be required for some budget movements. No requests for budget changes have been included in this report in the recommendations above.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered
General Fund Reserves Achieved	Below £5.4m	£5.4m-£5.49m	£5.5m-£5.7m	Above £5.7m	31 May 2016

The General Fund Reserve is £5.333m and the balance on the Development Fund is £699k. The combined General Fund and Development Fund reserves now sit at £6.032m. The 2015-16 budget report recommended a reserve level of £5.43m or more to cover known risks for 18 months. For a complete breakdown of the balance on the Development Fund see appendix E.

4. FINANCIAL DETAILS

- 4.1. **Children's Services Directorate.** The Strategic Director of Adult, Children and Health Services reports a projected year-end underspend of £49k against the net controllable budget of £17.9m. This is an improved position on the £11k underspend reported to Cabinet in January.

This change is the result of a number of different factors, but it mainly reflects the affect of vacancies and changes in agency staffing across early help, safeguarding and disability services, offset by an increase in the projected care costs of young people, particularly in leaving care.

As previously reported, there is continued pressure on the home to school transport budget but this is being covered by underspends elsewhere, mainly in internal fostering and children with disabilities, and through the early implementation of some 2016-17 savings.

A net £151k reported pressure on central budgets funded by Dedicated Schools Grant relates mainly to increased costs of support services provided to children with special educational needs. Any over or underspend on the DSG funded 'schools budget' will be carried forward into 2016-17.

- 4.2. **Adults Culture & Health Directorate.** The Strategic Director of Adult, Children and Health Services reports a projected year-end underspend of £5k against the net controllable budget of £39.8m. This underspend is £47k less that the estimate reported to Cabinet in January.

The reduction in projected underspend has arisen from a further increase in the estimate of the cost of delivering Deprivation of Liberty Safeguards, and the cost of challenging care home charge rates by use of the care funding calculator.

The latter cost is anticipated to provide savings in charge rates that will impact upon the following year's budgets. There has been a significant increase in demand for placement against the original budget provision, which remained high throughout the summer. These increases in spend have been offset through an increase in the base budget.

In recent weeks there has been a decrease in the cost of delivery of older persons services as the number of residents requiring support in a residential or nursing home setting has reduced. The new reduction at this stage in the financial year has only a few months impact, however if the trend continues there could be an impact in the 2016-17 financial year.

4.3. **Corporate Services Directorate.** The Strategic Director of Corporate and Community Services reports a projected year-end underspend of £33k against the net controllable budget of £6.9m which is a £62k improvement on last month. This is due mainly to higher than estimated property rental income and lower than budgeted energy cost in Council Buildings.

4.4. **Operations Directorate.** The Strategic Director of Operations and Customer Services reports a projected year-end underspend of £203k against the net controllable budget of £18.8m.

The net £45k improvement since last month arises from strong performance in the Parking service, including higher than expected enforcement activity, and efficiencies in Customer Services.

This has enabled the cost of free Christmas parking in Maidenhead this year to be absorbed within Directorate budgets. Provision for potential pressures in ICT and Benefits Subsidy recovery has also been made.

4.5. **Revenue budget movements this month:**

	£000
Approved Budget as at 31 December	82,655
Discretionary Housing Benefit payment top-up	45
Redundancy costs - funded from provision	16
Increase in members allowances	26
Windsor and Ascot entertainment gap – funded from the Development fund	20
Development Projects (January Cabinet)	445
Borough Local Plan (January Cabinet)	116
Service Expenditure Budget this Month	83,323

As part of Organisational restructures the Housing Options Team budget (£350k) has transferred from the Adults, Culture & Health Directorate to Customer Services in the Operations Directorate. The Operational Transformation budget (£146k) has also been transferred to Customer Services. There are no changes of policy or any other budget adjustments relating to the transfers.

4.6. Capital Programme

A summary of the capital programme is summarised below and in Appendices B and C.

The approved 2015-16 capital estimate is £41.551m; the projected outturn for the financial year is £36.284m.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	41,551	(26,886)	14,665
Variiances identified	(106)	40	(66)
Slippage to 2016-17	(5,161)	2,484	(2,677)
Projected Outturn 2015-16	36,284	(24,362)	11,922

Overall capital programme status

	Report to February 2016 Cabinet
Number of Schemes in Programme	401
Yet to Start	8%
In Progress	47%
Completed	35%
Ongoing Programmes e.g. Disabled Facilities Grant	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	0%

4.7. Capital Additions – None

5. LEGAL IMPLICATIONS

5.1 In producing and reviewing this report the Council is meeting legal obligations to monitor its financial position.

6. VALUE FOR MONEY

6.1 Service monitoring ensures a constant review of budgets for economy, efficiency and effectiveness.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 N/A

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 Residents can be assured that the Council is providing value for money by delivering economic services.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

- 10.1 This is a monitoring report with no actions related to staff or service provision. An Equality Impact Assessment (EQIA) has not, therefore, been completed for the production of this report. An EQIA would be required should this report generate any changes to policy.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

- 11.1 None.

12. PROPERTY AND ASSETS

- 12.1 None.

13. ANY OTHER IMPLICATIONS

- 13.1 None.

14. CONSULTATION

- 14.1 Overview & Scrutiny meetings are scheduled prior to this Cabinet. Any comments from those meetings will be reported verbally to Cabinet.

15. TIMETABLE FOR IMPLEMENTATION

- 15.1 N/A.

16. APPENDICES

- 16.1 Appendix A Revenue budget summary
Appendix B Capital budget summary
Appendix C Capital variances
Appendix D Development Fund analysis
Appendix E Business Rates Discount Scheme

17. BACKGROUND INFORMATION

- 17.1 Budget Report to Council February 2015.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Corporate Management Team (CMT)	Managing Director and Strategic Directors	1/2/2016		Changes included in final report.
Cllr Dudley	Lead Member for Finance	1/2/2016		Changes included in final report.
Cllr Burbage	Leader of the Council	1/2/2016		Changes included in final report.
Michael Llewelyn	Cabinet Policy Assistant	1/2/2016		Changes included in final report.
External None				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Richard Bunn	Chief Accountant	01628 796510

SUMMARY	2015/16		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Maintained Schools	53,544	48,238	(25)
Early Years Provision	7,351	6,117	30
De Delegated Schools Budget	548	563	0
Admissions and Services for Schools and Early Years	1,460	1,173	(50)
High Needs and Alternative Provision	12,671	12,869	196
Dedicated Schools Grant	(75,982)	(69,369)	(151)
Total Children's Services - Schools Budget	(408)	(409)	0
Education Central Costs	151	151	0
Educations Standards	699	706	(78)
Sufficiency and Access	2,003	2,008	533
Strategy, Commissioning & Performance	1,503	1,526	71
Early Help & Safeguarding Central Costs	501	501	0
Early Help and First Response	1,708	1,748	149
Early Help-Youth Support	1,090	1,144	24
Safeguarding and Children in Care	2,110	2,116	(50)
Children and Young People Disabilities Service	2,153	2,162	(349)
Resources and Placements	5,589	5,610	(397)
Berkshire Adoption Service	72	74	0
Children's Services Management	522	552	48
Total Children's Services - Non Schools Budget	18,101	18,298	(49)
Total Children's Services	17,693	17,889	(49)
Better Care Fund	1,384	1,401	0
Adult Social Care	31,606	33,528	(42)
Public Health	0	217	0
Housing	1,676	1,676	0
Library Information	2,266	2,283	0
Heritage & Arts	308	329	0
Adult Management	337	322	37
Total Adults Culture & Health	37,577	39,756	(5)
Director of Operations	66	111	30
Benefits & Business Services	808	677	(145)
Highways & Transport	(1,775)	(1,684)	(210)
Commissioning & Contracts	543	239	0
Neighbourhood & Streetscene Delivery Services	2,615	2,723	(50)
Community, Protection & Enforcement Services	12,199	11,917	82
Customer Services	1,834	1,911	(25)
Technology & Change Delivery	2,836	2,886	115
Total Operations	19,126	18,780	(203)
Director of Corporate Services	(28)	293	(72)
Planning, Development and Regeneration Service	(850)	(144)	(140)
Corporate Management	446	479	(112)
Communications	257	279	30
Policy and Performance	428	368	7
Democratic Services	1,702	1,805	0
Elections	351	352	0
HR	1,182	1,250	(30)
Legal	(2)	(75)	95
Finance	2,420	2,355	19
Building Services	41	18	0
Leisure Services	2,090	2,100	160
Leisure Centres	(2,182)	(2,182)	10
Total Corporate Services	5,855	6,898	(33)
TOTAL EXPENDITURE	80,251	83,323	(290)

SUMMARY	2015/16		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	80,251	83,323	(290)
Contribution to / (from) Development Fund	(41)	457	0
Estimated net NNDR income		(1,864)	0
Drawdown of provision for compulsory purchase payment		(362)	0
Pensions deficit recovery	1,830	1,830	0
Pay reward	605	112	(112)
Transfer to/(from) Provision for Redundancy		(88)	0
Environment Agency levy	147	147	0
Capital Financing inc Interest Receipts	<u>6,471</u>	<u>5,533</u>	<u>(50)</u>
NET REQUIREMENTS	89,263	89,088	(452)
Less - Special Expenses	(956)	(956)	0
Variance on budgeted Education Services grant			(55)
Variance on Revenue Support Grant			(45)
Transfer to / (from) balances	<u>0</u>	<u>175</u>	<u>552</u>
GROSS COUNCIL TAX REQUIREMENT	<u>88,307</u>	<u>88,307</u>	<u>0</u>
General Fund			
Opening Balance	4,751	4,606	4,781
Transfers to / (from) balances	<u>0</u>	<u>175</u>	<u>552</u>
	<u><u>4,751</u></u>	<u><u>4,781</u></u>	<u><u>5,333</u></u>

NOTE Service variances that are negative represent an underspend, positive represents an overspend.

Memorandum Item	
Current balance on the Development Fund	
	£000
Opening Balance	1,263
Transfer (to) / from other reserves	(1,021)
Transfer from General Fund - sweep	500
Transfer (to) / from General Fund - other initiatives	<u>(43)</u>
	<u><u>699</u></u>

Portfolio Summary	2015/16 Original Budget			New Schemes – 2015/16 Approved Estimate			Schemes Approved In Prior Years			Projections – Gross Expenditure					
	Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2015/16 Projected	2015/16 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected	
	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)	
Corporate Services															
Human Resources	0	0	0	23	0	23	0	0	0	23	0	23	0		
Leisure Centres	800	(400)	400	1,450	(600)	850	(83)	88	5	1,367	0	1,367	0	0%	
Outdoor Facilities	680	(265)	415	1,473	(830)	643	481	(135)	346	1,955	0	1,955	1	0%	
Property Management	254	0	254	534	0	534	328	0	328	862	0	862	0	0%	
Policy & Performance	673	0	673	662	0	662	441	0	441	1,102	0	1,102	(1)	0%	
Regeneration & Economic Development	1,445	(890)	555	2,933	(951)	1,982	2,994	(846)	2,148	5,031	896	5,927	0	0%	
Total Corporate Services	3,852	(1,555)	2,297	7,075	(2,381)	4,694	4,161	(893)	3,268	10,340	896	11,236	0	(0)	
Operations															
Technology & Change Delivery	415	0	415	420	0	420	128	(8)	120	589	0	589	41	10%	
Benefits & Business Services	0	0	0	21	0	21	93	0	93	114	0	114	0		
Customer Services	18	0	18	216	0	216	205	0	205	421	0	421	0	0%	
Neighbourhood & Streetscene Delivery Services	30	0	30	30	0	30	14	0	14	44	0	44	0	0%	
Highways & Transport	6,345	(3,230)	3,115	7,578	(4,038)	3,540	4,379	(3,558)	821	10,476	1,369	11,845	(112)	-2%	
Community, Protection & Enforcement Services	893	(682)	211	951	(736)	215	263	(114)	149	1,214	0	1,214	0	0%	
Commissioning & Contracts	0	0	0	0	0	0	5	0	5	5	0	5	0	0%	
Total Operations	7,701	(3,912)	3,789	9,216	(4,774)	4,442	5,087	(3,680)	1,407	12,863	1,369	14,232	(71)	0	
Children's															
Non Schools	205	(130)	75	160	(70)	90	346	(338)	8	473	36	509	3	1%	
Schools – Non Devolved	3,952	(3,952)	0	4,543	(4,543)	0	6,041	(6,041)	0	10,196	350	10,546	(38)	-1%	
Schools – Devolved Capital	302	(302)	0	386	(386)	0	423	(423)	0	808	0	808	(1)	0%	
Total Children's	4,459	(4,384)	75	5,089	(4,999)	90	6,810	(6,802)	8	11,477	386	11,863	(36)	0	
Adult															
Adult Social Care	256	(256)	0	256	(256)	0	480	(448)	32	623	113	736	0	0%	
Housing	1,000	(1,000)	0	1,000	(1,000)	0	1,532	(1,152)	380	135	2,397	2,532	0	0%	
Library & Information Service	385	(371)	14	487	(388)	99	358	(113)	245	846	0	846	1	0%	
Total Adult	1,641	(1,627)	14	1,743	(1,644)	99	2,370	(1,713)	657	1,604	2,510	4,114	1	0	
Total Committed Schemes	17,653	(11,478)	6,175	23,123	(13,798)	9,325	18,428	(13,088)	5,340	36,284	5,161	41,445	(106)	0	
Portfolio Total	17,653			41,551						36,284					
External Funding															
Government Grants	(7,535)			(16,831)						(15,976)					
Developers' Contributions	(2,149)			(8,513)						(6,844)					
Other Contributions	(1,794)			(1,542)						(1,542)					
Total External Funding Sources	(11,478)			(26,886)						(24,362)					
Total Corporate Funding	6,175			14,665						11,922					

Capital Monitoring Report - January 2015-16

At 31 January 2015, the approved estimate stood at £41.551m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	41,551	(26,886)	14,665
Variances identified	(106)	40	(66)
Slippage to 2016/17	(5,161)	2,484	(2,677)
Projected Outturn 2015/16	36,284	(24,362)	11,922

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £36.284m

Variances are reported as follows.

	Exp	Inc	Net	
	£'000	£'000	£'000	
Highways & Transport				
CB62 Traffic Signal Review (incl UTC) 2014/15	(5)	0	(5)	
CB84 Road Safety (School Speed Limits) 2014/15	(2)	2	0	
CD05 B4447 Cookham / Ray Mill Rd West-Mini-R'bout 15-16	(6)	0	(6)	
CD09 Speed Limit Reviews 2015-16	(12)	0	(12)	
CD23 Local Safety Schemes 2015-16	(9)	0	(9)	
CD31 Thames Street Paving Improvements 2015-16	(60)	0	(60)	
CD36 Reducing Street Clutter 2015-16	(18)	0	(18)	
Technology & Change Delivery				
CN58 Smarter Working	41	0	41	Final invoice for construction costs
Non Schools				
CKVQ St Edmunds House Conversion of Offices	3	0	3	Unforeseen Costs
Schools - Non Devolved				
CSDZ Manor Green Res-chge of use Respite to Sch2013-14	30	(30)	0	Overspend on hoists and mechanical & engineering works.
CSFQ Eton Wick kitchen 2015-16	(50)	50	0	Lower than estimated final tender
CSFR Dedworth Middle School water supply 2015-16	2	(2)	0	Final cost
CSFZ Newlands School rewire-2015-16	152	(152)	0	Newlands school works combined into one contract
CSGA Newlands Girls' School water services-2015-16	(152)	152	0	
CSGJ Braywood School Roof-2015-16	(20)	20	0	budget no longer required
	<u>(106)</u>	<u>40</u>	<u>(66)</u>	

Slippage is reported as follows.

Regeneration & Economic Development

CB39	A4 Mhd Bridge-Ray Pk Av Gateway Feature 2013/2014	(80)	0	(80)	Project on hold due to change in spec.
CN64	Purchase of Land Allens Field	(11)	0	(11)	Required in 2016/17 for potential path link
CX29	Windsor Coach Park Bridge-Canopy, Resurfacing 14/5	(150)	0	(150)	Being coordinated with tenant businesses
CI21	Windsor Office Accomodation	(200)	0	(200)	In consultation with Windsor Members & January 2016 Cabinet
CI27	W'sor High / Thames St-Replace St Lamp Heads 15-16	(25)	0	(25)	In consultation with Windsor Public Realm Board on specification.
CI37	Ascot High Street Rejuvenation	(50)	0	(50)	In consultation with Ascot Members to agree scheme
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	(35)	0	(35)	Work to be coordinated with Theatre Royal
CX31	Coach Park Windsor-Lift Improvements 2015-16	(45)	0	(45)	Dependent on Nicholsons car park works which is being coordinated with tenants
CI33	Clyde House	(300)	0	(300)	Required for ongoing business rates and security.

Highways & Transport

CB89	Charles Street Env. Improvements 2014/15	(321)	0	(321)	Prolonged consultation with Cllrs & stakeholders. Deliver in 16/17
CD03	A308 (Bray) Road Widening scheme 2015-16	(80)	0	(80)	Scheme delivery programmed to follow completion of Moorbridge Gateway Scheme (CB99), potential slippage to early 2016/17
CD09	Speed Limit Reviews 2015-16	(22)	0	(22)	Schemes added late in year. Require consultations
CD10	Traffic Management 2015-16	(16)	0	(16)	Extended timeframe with consultations on 2 schemes
CD16	Traffic Signal Removal 2015-16	(250)	0	(250)	Arthur Rd corridor. Cllr consult followed by public consult
CD23	Local Safety Schemes 2015-16	(20)	0	(20)	Chobham Rd zebra - consultation required.
CD39	Decriminalised Parking Enforcement Review 2015-16	(20)	0	(20)	Schemes to be completed March - May
CD40	Car Park Signage-Improvements 2015-16	(15)	0	(15)	Signage for tariff changes
CD42	Maidenhead Station Interchange & Car Park 2015-16	(100)	0	(100)	Money to be spent in 16/17
CE64	Additional Parking Provision for Windsor	(500)	0	(500)	To be spent in 16/17
CD57	Nicholson's Car Pak-Upgrade Parking System	(25)	0	(25)	Additional car park equipment

Non Schools

CKUA	Aiming High for Disabled Children (AHDC)	(36)	36	0	Slippage is for NRS equipment cost in 2016-17
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Schools - Non Devolved

CSFC	Ascot Primaries Feasibilities-2015-16	(200)	200	0	Funds required in 2016/17
CSGK	Alexander First school Roof-2015-16	(150)	150	0	Works planned for summer holidays

Adult Social Care

CT43	Courthouse Road Conversion of Garage	(62)	30	(32)	conversion work not yet complete
CT48	Dementia friendly Imp to Care Home Environments	(51)	51	0	project funds that remain to be allocated to dementia environment projects

Housing

CT41	Land Acquisition	(5)	0	(5)	legal charges relating to future developments
CT51	Affordable Home Ownership Capital Investment	(1,000)	1,000	0	investment plan due to cabinet in April
CT29	Low Cost Housing (S106 Funding)	(667)	667	0	DIYSO funding that has been allocated but not yet finalised
CT49	Provision of Additional Travellers Pitches 2014-15	(700)	350	(350)	awaiting secretary of state decision on planning permission for the site
DG50	Assisted Transfer Scheme	(25)	0	(25)	
		<u>(5,161)</u>	<u>2,484</u>	<u>(2,677)</u>	

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	33	8%
In Progress	187	47%
Completed	139	35%
Ongoing Programmes e.g.. Disabled Facilities Grant	41	10%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	401	100%

Corporate Development Fund (AE35) £000		
Balance B/F from 2014/15		1,263
Transacted amounts in 2015/16		
To/From Capital Fund		
Sunninghill Christmas Lights (May Cabinet)	-10	
Feasibility work on development sites in Maidenhead (July Cabinet)	-190	
To fund the work of regeneration staff in the capital programme (July Cabinet)	-126	
Leisure Centre dilapidation capital budget (July Council)	-445	
Reform Rd Development Manager (August Cabinet)	-250	
		-1,021
To/From General Fund		
Contribution from General Fund (Budgeted)	229	
Business Rate discount (Budgeted)	-150	
Economic Development post (Budgeted)	-120	
Business rate income contribution (July Cabinet)	1,040	
Budget to resist Heathrow expansion (August Cabinet)	-25	
Contribution resulting from MRP policy change (September Cabinet)	900	
Contribution to the restructure of the Development and Regeneration service	-28	
Transfer to General Fund (November Cabinet)	-500	
Transfer of compulsory purchase provision (December Cabinet)	362	
Update to Transport Model (September Cabinet)	-125	
Transfer to General Fund (December Council)	-984	
Minerals and Waste Strategy (October CMT)	-61	
Development project - St Cloud Way (January Cabinet)	-220	
Development project - Nicholson Centre / Multi Storey Car Park (January Cabinet)	-50	
Development project - Brownfield Sites Analysis (January Cabinet)	-25	
Development project - Golf Club (January Cabinet)	-150	
Borough Local Plan (January Cabinet)	-116	
Windsor & Ascot Entertainment Gap Survey (Head of Finance)	-20	
Sweep from General Fund (February Cabinet)	500	
		457
		<u>699</u>

Reoccupation Relief 2015/16

Address	Ward	Government Relief 50%	Council Relief	Total
76 Queen Street, Maidenhead, SL6 1HY	Oldfield	£3,840.00	£1,920.00	£5,760.00
5 Colonnade, High Street, Maidenhead, SL6 1QL	Oldfield	£4,375.38	£2,187.68	£6,563.06
7 High Street, Sunninghill, SL5 9NQ	Sunninghill & South Ascot	£3,977.85	£1,988.92	£5,966.77
31 Nicholsons Walk, Maidenhead, SL6 1LL	Oldfield	£11,993.64	£11,993.64	£23,987.28
59 King Street, Maidenhead, SL6 1DU	Oldfield	£4,745.13	£2,372.56	£7,117.69
14 Queen Street, Maidenhead, SL6 1HZ	Oldfield	£6,593.88	£3,296.93	£9,890.81
5 St Leonards Road, Windsor, SL4 3BN	Castle Without	£2,880.00	£2,880.00	£5,760.00
96 Peascod Street, Windsor, SL4 1DH	Castle Without	£9,681.18	£4,840.59	£14,521.77
23 Nicholsons Walk, Maidenhead, SL6 1LB	Oldfield	£4,008.66	£2,006.32	£6,014.98
The Bridge House, Paley Street, Maidenhead, SL6 3JS	Hurley & Walthams	£3,016.52	£3,016.52	£6,033.04
96 Dedworth Road, Windsor, SL4 5AY	Clewer North	£2,757.97	£2,757.97	£5,515.94
109 Peascod Street, Windsor, SL4 1DN	Castle Without	£26,137.08	£13,068.54	£39,205.62
14 High Street, Windsor, Berks, SL4 1LD	Castle Without	£4,180	£4,180.00	£8,360.00
75 Nicholsons Walk, Maidenhead, SL6 1LB	Oldfield	£7,008.41	£3,504.21	£10,512.62
		£95,195.70	£60,013.88	£155,209.58

Agenda Item 8

By virtue of paragraph(s) 1, 2, 3, 4, 5, 6, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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