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NOTICE OF MEETING



POLICY COMMITTEE

will meet on

MONDAY, 18TH APRIL, 2016

At 7.00 pm

in the

COUNCIL CHAMBER - GUILDHALL, WINDSOR

TO: MEMBERS OF THE POLICY COMMITTEE

COUNCILLORS GEORGE BATHURST (CHAIRMAN), CLAIRE STRETTON (VICE-CHAIRMAN), DAVID BURBAGE, STUART CARROLL, CARWYN COX, DR LILLY EVANS, LYNNE JONES, ROSS MCWILLIAMS, JACK RANKIN AND WESLEY RICHARDS

SUBSTITUTE MEMBERS

COUNCILLORS HASHIM BHATTI, MARIUS GILMORE, GEOFF HILL, DAVID HILTON, DEREK SHARP, JOHN STORY, LISA TARGOWSKA, DEREK WILSON, EDWARD WILSON, MALCOLM BEER AND SIMON WERNER

Karen Shepherd - Democratic Services Manager - Issued: 8 April 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 **Wendy Binmore** 01628 796251

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AGENDA

PART I

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3.	<u>MINUTES</u> To consider the minutes of the meeting held on 3 March 2016	7 - 12
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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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Public Document Pack Agenda Item 3

POLICY COMMITTEE

THURSDAY, 3 MARCH 2016

PRESENT: Councillors George Bathurst (Chairman), David Burbage, Stuart Carroll, Carwyn Cox, Dr Lilly Evans, Ross McWilliams, Jack Rankin and Wesley Richards

Also in attendance: Cllr C Rayner

Officers: Harjit Hunjan, David Scott, Simon Fletcher, Christopher Targowski, Naomi Markham and David Cook.

APOLOGIES FOR ABSENCE

Apologies were received by Councillors Stretton and Jones; Councillor Beer attended as a substitute for Councillor Jones.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: that the minutes of the meeting held on 19th January 2016 be approved as a true and accurate record, subject to the following amendment:

Rent to Buy: page 10, paragraph 4, to add that the Committee were assured that a participant would have the option to buy the shared ownership outright.

RECYCLING TASK AND FINISH GROUP UPDATE

The Committee considered the report that provided an update on the work of the Recycling Task and Finish Group and requested that the Policy Committee endorsed the proposed Waste Work Programme for 2016/17.

The Committee were informed that the Recycling Task and Finish Group was established in October 2015 and asked to look at ways of improving recycling rates. Textile recycling had been identified by the group as a potential area of opportunity as current recycling rates were only 4.8% of residential waste collected. An options report had been approved by this Committee and was due to be presented to Cabinet in March 2016.

There was also a campaign to increase food waste recycling between September to November 2015 with 30,000 properties being visited by door to door canvassers. In addition all street level properties received a delivery of food waste liners with an information leaflet on how to use the food waste collections. All rubbish bins also had a "No food waste" sticker applied under the lid to act as a nudge to remind residents. This had resulted in a 44% increase in food recycling.

The Task and Finish Group also reviewed the recycling facilities in the Royal Borough. Work was carried out to refurbish all mixed recycling bins located at all sites. There was also a review of payments made to Slough for Windsor residents using their recycling centres this resulted in a survey identifying a much smaller percentage of residents using the Slough site that would save the Royal Borough £50k per annum from 2016/17.

Table one of the report showed the proposed projects that officers were proposing to explore during 2016/17. The Task and Finish Group would continue to meet quarterly to review progress against the work programme and set performance indicators and ensure projects were on track.

(Cllr Dr Evans joined the meeting)

The Chairman reported that he had asked for this update to come to the Committee to see if there were any new ideas that could help the authority to meet its recycling targets.

Cllr Burbage informed that the Royal Borough was the first authority to introduce incentivization for recycling and as this had been a success the Task and Finish should look at ways of improving on this. He raised concern that the automatic number plate recognition camera at the civic site was not working at his last visit and questioned if the food waste bags would continue to be distributed.

The Panel were informed that Green Redeem were in the process of renegotiating a two year contract and they will be looking at increasing recycling and better rewards. With regards to the NPR camera officers were investigating the cost of replacing the system.

(Cllr Richards joined the meeting)

With regards to the food waste bags the recent campaign was funded from a government grant and officers were analysing the results to see if they paid for themselves.

Cllr Dr Evans asked if compost bins were available and if there were plans regarding disposable nappies. The Panel were informed that there was a scheme regarding compost bins and officers were monitoring an initiative in London regarding disposable nappy recycling.

Resolved unanimously: that the Committee endorse the proposed 2016/17 Waste Work Programme as set out at Table 1 and report back to Cabinet in June / July 2016.

APPRENTICESHIPS OR ACADEMIC SCHOLARSHIPS SCHEME

The Committee considered the reported that provided further detail on the options discussed and agreed to progress at a previous Committee meeting, they were:

- Option 6 – a model for signposting residents to the range of existing financial support available.
- Option 5 – to use the Thames Valley Local Enterprise Partnership (TVLEP) to establish the demand for skills and where the skills shortages were within the borough.

The Panel were informed that 'Our Community Enterprise' (OCE) were approached to identify a potential model which would signpost people to the most appropriate funding opportunity.

OCE had informed that they could provide a directory of funding support through subscription-only grant funding databases such as the Directory of Social Change whose website details and updates 2,500 grant opportunities and charges annual subscription cost, for up to 10 user licences, of £860. It would be proposed to have access in public areas such as libraries where staff could be trained to help the public.

Previously the Committee had highlighted the need to identify local skills gaps which would help to direct support based on the needs of the local economy. The report informed that the Local Enterprise Partnership had been approached and had identified six priority sectors for the long term sustainable economic growth in Berkshire; these were:

- Digital technologies

- Financial, professional and business services
- Life sciences and healthcare
- Construction and the built environment
- Logistics
- Energy and environment

They had also highlighted skills challenges in education, hospitality and care.

Cllr Cox questioned if the signposting service could be in place by September to have the most impact on those requiring the service after leaving education. The Panel were informed that there was already support for 16 year olds; however it may be useful for 16 to 24 year olds.

Cllr Burbage mentioned that the report highlighted an issue with customer handling skills and felt that employees should be able to train with existing employees. He questioned if there was some help the Council could provide in conjunction with the private sector to bring customer handling skills together. David Scott mentioned that we could look at existing employers in the area, such as Legoland, and look at best practice.

(Cllr McWilliams joined the meeting)

Cllr Burbage mentioned that staff in the contact centre received training and questioned if other front line staff received training. The Panel were informed that there were pockets of excellence and that this would be a key strand in the transformation agenda.

Cllr Cox mentioned that with Cross Rail and our proximity to London there would be opportunities opening up and thus we should keep this under review.

Cllr Dr Evans mentioned the demand in healthcare and was informed that this was something picked up by public health.

It was approved to add an additional recommendation to the report that the Committee Chairman and Cllr McWilliams investigate more options.

Resolved unanimously: That the Policy Committee:

- i. Approved in principle, a signposting service to assist residents in identifying appropriate funding opportunities, both locally and nationally, for their education, vocational or training needs.**
- ii. An update report to be presented to the Policy Committee, detailing a full specification for a signposting service, in July 2016.**
- iii. Noted the comments in respect of the local Skills demand/shortages detailed at point 2.9 of this report.**
- iv. The Committee Chairman and Cllr McWilliams investigate further options.**

CONGESTION CHARGING SCHEMES

The Chairman reported that he may have a potential conflict of interest due to his work with Windsor Link Railway. He left the meeting and did not take part in deliberations.

(Cllr Burbage in the Chair)

The Cllr Rayner, Lead Member for Highways and Transport, introduced the report regarding the possibility of investigating whether a congestion charging scheme, where advantage card holders are exempt, could be introduced in the Royal Borough. This report looked at where congestion charging had been successfully adopted in Durham and London and also highlights two examples where congestion charging had been considered but not adopted,

Edinburgh and Manchester. He reported that there were over 6 million visitors to the Royal Borough and people who used our roads as shortcuts to bypass the motorways.

Cllr Cox mentioned that the Durham scheme had a very specific set of circumstances and asked if we were suggesting a scheme for the whole borough or specific areas only.

Cllr Rayner mentioned that the question was do go ahead and further explore the viability of a scheme. The report was to get initial views before undertaking 18 months of work for it to be rejected by Cabinet. The Committee may feel that was not the right approach but it did highlight that there were problems with congestion on our roads.

Cllr Rankin acknowledged that Windsor had a problem with congestion but felt this was not the solution and that there may be ways to better utilise out of town parking.

Cllr Richards felt that we needed to be clear what we were trying to fix as there were many facets to congestion problems. He did not want this type of scheme to be seen as a stealth tax and not remedying issues.

Cllr McWilliams reiterated that in London the scheme was seen as a stealth tax when introduced and that what we needed was long term infrastructure investment. The scheme may also have a negative impact on tourism.

Cllr Dr Evans mentioned that with the development projects in Maidenhead there would be increased congestion and pollution and thus the Council needed to think about the issues before the problem starts.

Cllr Carroll asked if we had modelled future congestion issues and was informed that we had not and that as we planned to build over 700 dwellings per year it was expected that car usage would increase.

Cllr Burbage mentioned that the residents survey had highlighted increased dissatisfaction with congestion and also informed that the Borough Local Plan would contain a transport strategy. He also mentioned the possibility of a toll road to the M4 west of Windsor but Cllr Cox mentioned that the toll road on the M6 had become economically unfeasible.

Resolved unanimously: That the Committee approved that there should be no further investigation into congestion charge schemes for RBWM.

POLICY COMMITTEE FORWARD PLAN

(Cllr Bathurst in the Chair)

The Committee considered their forward plan and were informed that it would be updated with Heads of Service.

The committee confirmed the following allocations:

- Crowd Funding – Cllr Rankin
- Pocket Parks – Cllr Rankin
- Transparency and Data Sharing – Cllr Bathurst
- Review of Policy Committee Recommendations Presented at Cabinet – Cllr Bathurst
- Tracking Loneliness – Cllr Carroll and it was to be checked if this item stayed on the list.
- Free School Meals Attainment Gap – Cllr Burbage and David Scott to bring report from School Improvement Forum.
- Incentivisation Update – Chairman and Cllr Rankin
- Parking Cashless and Variable Rates – Chair and Cllr McWilliams

- Advantage Card – Chair, Cllr Rankin and Cllr McWilliams.

The Chairman asked if there were any other suggested items for the work programme and Cllr Beer recommended considering a sign in the Town Hall reception informing of events / meetings and looking at a Park and Ride for Windsor. With regards to the sign the Chairman said he would discuss this with Cllr Beer.

Cllr C Rayner mentioned that with regards to a Park and Ride for Windsor he was awaiting for neighbourhood plans and holding discussions with the LEP regarding funding.

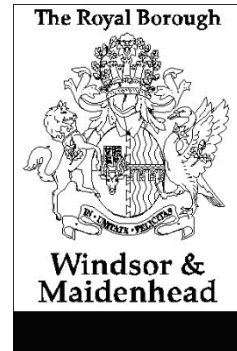
The meeting, which began at 7.00 pm, finished at 8.35 pm

CHAIRMAN.....

DATE.....

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Pocket Parks
Responsible Officer(s)	Kevin Mist, Head of Communities and Economic Development
Contact officer, job title and phone number	Michael Llewelyn, Cabinet Policy Assistant, 01628 682953
Member reporting	Cllr Jack Rankin, Deputy Lead Member for Customer Service Performance
For Consideration By	Policy Committee
Date to be Considered	18 April 2016
Affected Wards	All

REPORT SUMMARY

1. This report discusses pocket parks; small areas of inviting public space where people can enjoy relief from the hustle and bustle of town centre streets.
2. The Policy Committee is being asked to approve in principle the establishment of a pocket park scheme in the Royal Borough. If approved, officers will investigate appropriate funding for the scheme to be implemented during 2016-17.
3. The report lists 10 example sites owned by the Council that meet the size and usage criteria to become pocket parks. If the scheme is approved in principle, Members will be invited to suggest further sites.
4. With appropriate funding and support from local community groups, the selected sites could be improved and made more welcoming. Pocket parks could also be featured within future town centre regeneration.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Residents will be provided with better quality open spaces; increasing opportunities for getting together, healthy living, relaxation, play, food growing and contact with nature.	1 April 2017.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That the Policy Committee:

- i. Approves in principle the establishment of a pocket park scheme in the Royal Borough of Windsor and Maidenhead.
- ii. Requests officers to investigate appropriate funding for a pocket park scheme to be implemented during 2016-17.
- iii. Invites further suggestions for pocket park sites from Members.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 In its manifesto for the 2015 General Election, Government committed to delivering “an ambitious programme of pocket parks - small areas of inviting public space where people can enjoy relief from the hustle and bustle of city streets”.
- 2.2 The Department for Communities and Local Government (DCLG) has defined pocket parks as pieces of land of up to 0.4 hectares which may already be under grass but remain unused, undeveloped or derelict.
- 2.3 Ownership of the land may rest with the community, local authority or other public sector body, or a private sector body or trust including a housing association.
- 2.4 In November 2015, the DCLG launched a campaign inviting community groups to submit potential sites that could become pocket parks. A £1.5m fund was set aside to develop up to 100 pocket parks across deprived urban areas in England.
- 2.5 The DCLG prioritised applications from urban areas with significantly deprived wards according to the 2015 Indices of Multiple Deprivation rankings. London was excluded from applying as it recently completed its own pocket park programme.
- 2.6 In February 2016, it was announced that 87 sites had been successful. Each will receive £15k grant funding from the DCLG to enable the site to be improved and made more welcoming. The Royal Borough did not submit an application.
- 2.7 The successful community groups will work alongside their relevant local authority to decide how their £15k fund should be allocated.
- 2.8 A similar scheme could be launched in the Royal Borough. Below are 10 example sites owned by the Council which meet the size and usage criteria defined by the DCLG to become pocket parks (maps included in Appendix A):

Table 1 - Example Sites

	Example Site	Size	Ward
1	Brill Green	0.4ha	Cox Green
2	Castle Farm Spinney	0.3ha	Clewer South
3	Clarence Road	0.3ha	Clewer East
4	Church Street	0.1ha	Castle Without
5	Dorchester Close	0.3ha	Furze Platt
6	Nell Gwynne	0.2ha	Sunninghill & South Ascot
7	Reitlinger	0.2ha	Oldfield
8	Thurlby Way	0.4ha	Cox Green
9	Trinity	0.2ha	Castle Without
10	Wood Close	0.3ha	Park
11	<i>Chariots Place*</i>	<i>0.1ha</i>	<i>Castle Without</i>

*The Chariots Place site is owned by the Christ Church United Reformed Church and permission to improve the space would need to be sought from their trustees.

- 2.9 If the scheme is approved in principle, and appropriate funding is secured, local community groups will be approached to assist in the improvement and management of each pocket park site.
- 2.10 Site improvements could include additional furniture, water fountains, trees, vegetation, improved access points and more wildlife habitat opportunities. Signage could also be enhanced to promote awareness of the pocket parks.
- 2.11 There are already various volunteer community groups assisting with the maintenance of parks and open spaces in the Royal Borough. The proposed scheme would aim to supplement this support, rather than replace it.
- 2.12 Within the current administration's manifesto there are commitments to:
- Continue planting trees.
 - Maintain and improve our parks and open spaces, including public art.
 - Further enhance our parks and open spaces through drinking fountains and other fountains/water features.
 - Continue to support the regeneration of our towns.
- 2.13 Pocket parks could also feature within future town centre plans; sites could be identified in advance and incorporated into regeneration.

Table 2 - Options

Option	Comments
Approve in principle the establishment of a local pocket park scheme.	This is recommended. Government are promoting pocket parks as they provide residents with better quality open spaces.
Do not approve in principle the establishment of a local pocket park scheme.	This option is not recommended. The Council is committed to improving the Royal Borough's parks and open spaces.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Royal Borough pocket park scheme implemented by	After 1 April 2017	1 April 2017	1 March 2017	1 February 2017	1 April 2017
Number of sites selected to become pocket parks	Below 10	10-12	13-15	Above 15	1 April 2017

4. FINANCIAL DETAILS

- 4.1 Funding will be investigated if the scheme is approved in principle.
- 4.2 A £20k capital budget (CV24) for enhancements to Chariots Place has already been approved within the 2016-17 Budget.

5. LINKS TO STRATEGIC OBJECTIVES

Residents First

- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport

Delivering Together

- Strengthen Partnerships

6. APPENDICES

- Appendix A - Example Site Locations.

7. BACKGROUND INFORMATION

- [Pocket Parks - Department for Communities and Local Government](#)

8. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	05/04/16	07/04/16	
Cllr Bathurst	Principal Member for Policy	05/04/16	07/04/16	
Cllr Stretton	Lead Member for Culture and Communities	05/04/16	05/04/16	
Cllr Rankin	Deputy Lead Member for Customer Service Performance	05/04/16	05/04/16	
Alison Alexander	Managing Director and Strategic Director of Adult, Children and Health Services	07/04/16		
Simon Fletcher	Strategic Director of Operations and Customer Services	07/04/16		
Russell O'Keefe	Strategic Director of Corporate and Community Services	07/04/16		
David Scott	Head of Governance,	05/04/16	06/04/16	

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Partnerships, Performance and Policy			
Christopher Targowski	Cabinet Policy Manager	05/04/16	05/04/16	

REPORT HISTORY

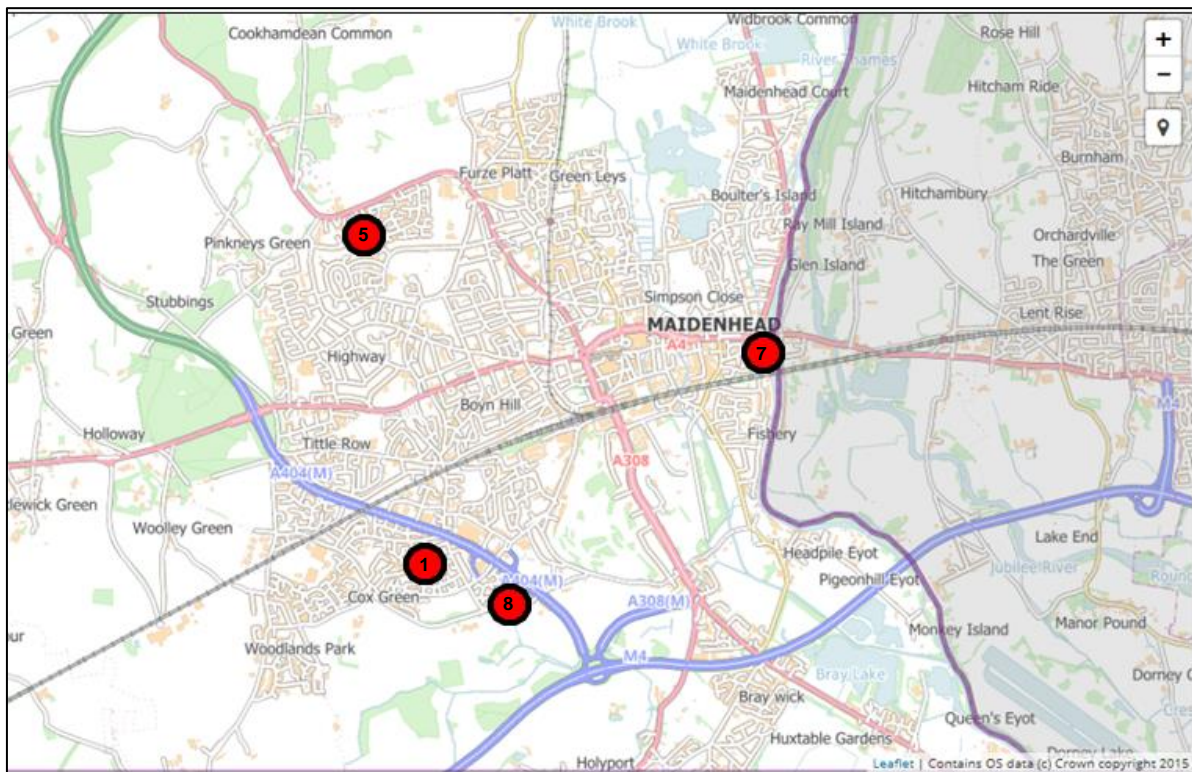
Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Michael Llewelyn	Cabinet Policy Assistant	01628 682953

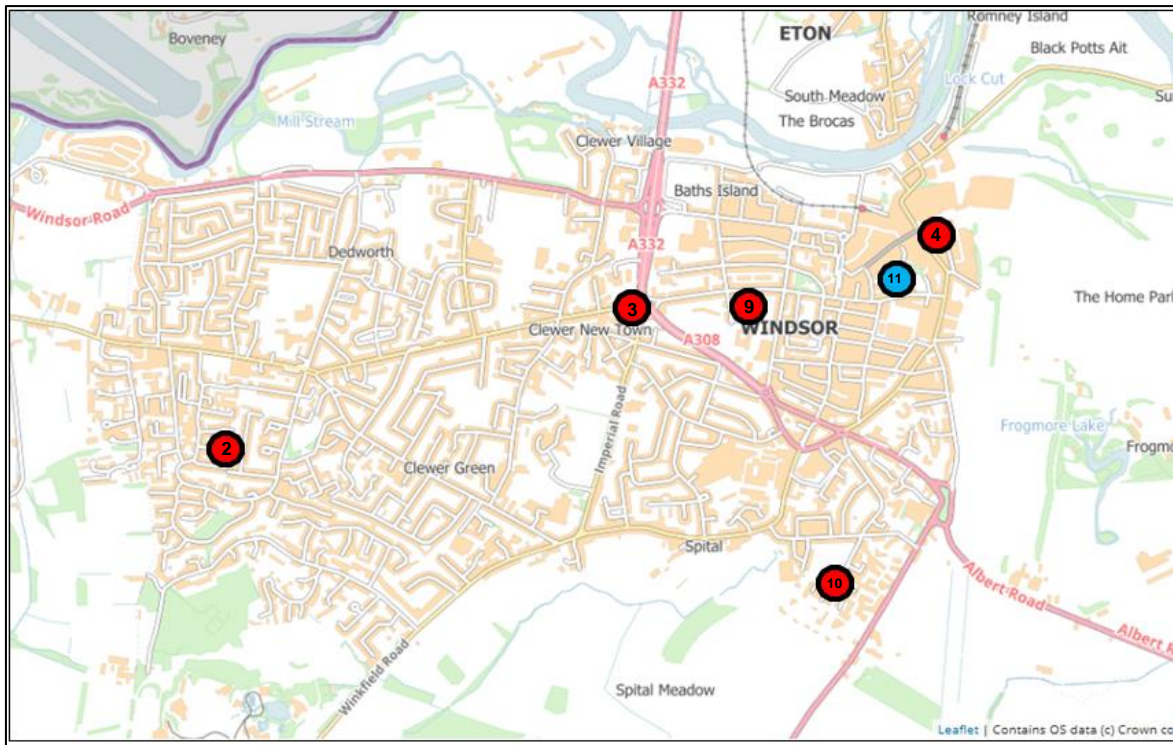
Appendix A - Example Site Locations

Example Site	Size	Ward
1 Brill Green	0.4ha	Cox Green
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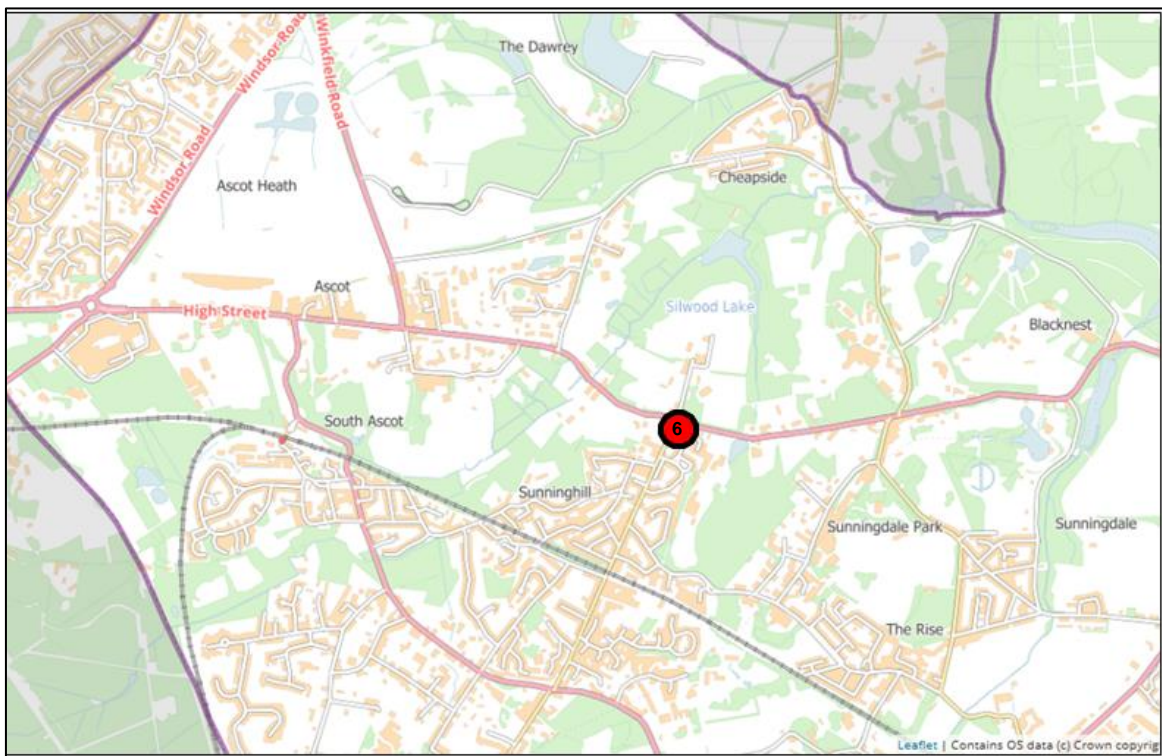
Map 1 - Maidenhead



Map 2 - Windsor (Chariots Place shaded in blue)

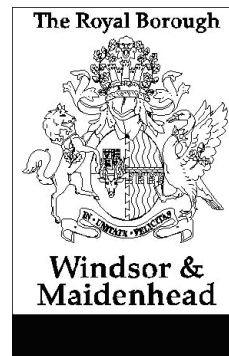


Map 3 - Ascot and the Sunnings



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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Civic Crowdfunding
Responsible Officer(s)	Kevin Mist, Head of Communities & Economic Development
Contact officer, job title and phone number	Harjit Hunjan, Community and Business Partnerships Manager, 01628 796947; Michaela Rizou, Cabinet Policy Assistant, 01628 796030
Member reporting	Cllr George Bathurst, Principal Member for Policy Cllr Claire Stretton, Principal Member for Culture and Communities Cllr Jack Rankin, Deputy Lead Member - Customer Service Performance
For Consideration By	Policy Committee
Date to be Considered	18 April 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All Wards

REPORT SUMMARY

1. The report outlines the potential of 'crowdfunding' as an approach to raising funds or in kind support for civic projects.
2. The paper presents a synopsis of online Crowdfunding platforms relevant to the not for profit sector (Appendix A) and a fuller listing of platforms who are members of crowdfunding Association (UK) (Appendix B).
3. It recommends that members approve exploratory work with Spacehive, or another crowdfunding website, as appropriate, and request a report on progress to the Policy Committee in September 2016.
4. Using an existing crowdfunding platform would not incur any direct costs to the council in the first instance but could provide an opportunity for the council to match fund local projects, where feasible and appropriate.

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
The Council seeks to explore all available funding opportunities to deliver projects and services to the benefit of local residents. Exploring crowdfunding platforms which encourage civic participation can better position the Council to work collaboratively with their local communities in realising their aspirations.	30 July 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That the Policy Committee:

- i. Consider the various crowdfunding platforms as detailed in Appendix A and B;**
- ii. Approve exploratory work with Spacehive, or another crowdfunding website as appropriate, in respect of establishing an online funding platform for delivering civic projects in the Royal Borough;**
- iii. Delegate responsibility for developing and promoting a funding platform to the Community and Business Partnerships Manager in consultation with the Principal Member for Culture and Communities and the Deputy Lead Member for Customer Service Performance; and**
- iv. Request a report on progress to the Policy Committee in September 2016.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Crowdfunding is the practice of funding a project or venture by raising monetary contributions from a large number of people. Online platforms enable anyone to post a project online and anyone to fund it. The aim is to tap the widest possible source of ideas and funding, democratising the way we shape our civic environment. Crowdfunding seeks to empower communities and encourage civic participation and provide an opportunity to promote and encourage active citizenship by enabling residents to contribute to, or participate in, projects which benefit the local community, in line with the national and local Big Society Agenda.
- 2.2 Crowdfunding is an increasingly popular route for raising funds. The success of platforms such as 'Spacehive' demonstrates the huge potential of combining the community, businesses, institutions, and government to transform community spaces. The amount raised through online Crowdfunding platforms in the UK in 2016 is estimated to be in the region of £150 Million.
- 2.3 Traditionally financing a business, project or venture involved asking investors for large sums of money. Crowdfunding seeks to turn this idea on itself by using an on line platform to ask a large number of potential funders for small amounts of money, in-kind donations or volunteer time for a new civic business or project.
- 2.4 Typically, those seeking funds will set up a profile of their project through a crowdfunding platform and encourage people, through social media and personal and professional networks of friends, family and work colleagues, to raise money.

Running an online crowdfunding campaign allows creators of projects to decide how much funding they wish to raise and set a fixed deadline to achieve this

2.5 There are generally three categories crowdfunding can fall into:

- Equity-based crowdfunding: asking a crowd to donate to a business or project in exchange for equity.
- Debt-based crowdfunding: asking a crowd to donate to a business or project in exchange for financial return and/or interest at a future date.
- Donation-based crowdfunding: asking a crowd to donate to a project in exchange for tangible, non-monetary rewards such as an ecard, t-shirt, pre-released CD, or just a 'thank you'. This includes Charity Crowdfunding when an individual, company or organisation accepts charitable donations.

2.6 Crowdfunding organisations generally make a charge for using their platforms although some (e.g. Indiegogo) are free to use. Fee charging models include:

- All or nothing campaigns: project creators must hit the goal set in order to keep the funds that are raised. Typically the platform takes a 5% of funds raised if successful.
- Keep what you raise campaigns: project creators can keep the amount of funds raised, even if the target funding has not been reached by the end of the fundraising duration. A fee is charged on the amount raised; typically between 5-10%

In addition, a payment processing fee is also charged by most crowdfunding platforms, typically about 3%, though it varies from provider to provider.

Spacehive

2.7 The report recommends that Members should approve exploratory work with Spacehive. Spacehive claims to be the world's first funding platform for civic projects. The platform works through the principle of civic crowdfunding – letting anyone raise money to improve or transform public spaces, for example rejuvenating sport facilities, playgrounds, high streets, street festivals, pop up markets, green spaces or improving a publicly used building such as a pubs or cafes. Spacehive is used by the Mayor of London, over 25 councils across the UK and a growing number of brands including Barclays and Greenwich Leisure Limited that are collaborating to back local improvement projects.

2.8 Spacehive provides an on line platform for people to create community projects or 'Hives'. Hives are incubators for projects and can be created to support a group of related themed project ideas in a local area. They work by connecting project creators with communities of likeminded supporters from local people to companies and councils. There is a charge made of between 1.4% - 3.4% and 20p per pledge when a project hits its funding goal.

2.9 The platform is a social business funded partly by private investors and partly by the Big Lottery Fund. Spacehive's contractual framework, which protects the various actors involved in funding and delivering projects, was co-designed by Deloitte.

2.10 Projects have a 50% success rate. 70% of projects that raise more than 10% of their target are successful. As part of their offer, Spacehive run local Crowdfunding workshops to teach people how to run a crowdfunding campaign to improve a space or place and how to harness the power of community cooperation for turning local ideas into realities.

2.11 Example of success include:

- in Liverpool, 347 backers pledged nearly £45,000 for the first phase of an ambitious project led by a local businesswoman to convert a city centre flyover into a 'park in the sky', mimicking the famous High Line in New York;
- in Bristol more than £5,500 was raised by 537 funders to create a giant water slide running down the city's main shopping street;
- in Tottenham, north London, 96 funders raised £11,000 for a project to turn the grounds of an abandoned school into urban farmland;
- in Mansfield, near Nottingham, 27 funders pledged £37,000 to create a free public wi-fi network to support local businesses and attract people back to the high street

2.12 Examples of other 'Hives created' include:

- Mayor of London: to match-fund projects that improve high streets.
- Croydon Live: to provide a platform for Croydon's communities to develop, fund and launch their own projects to create and enliven fantastic new public spaces.
- Ealing Hive: created by Ealing Council to enable people to shape Ealing through crowd funded projects.
- York Hive: to create inspirational projects, which the whole city can help fund and then benefit from.
- Islington Hive: created by London Borough of Islington for inspirational projects in the local community.

2.13 Using an existing Crowd funding platform would not incur any direct costs to the council in the first instance but could provide an opportunity for the council to match fund local projects, where feasible and appropriate. Other Council's have used crowdfunding to boost Community Infrastructure Levy monies available for a particular project. The Royal Borough could explore such opportunities as well as possibility of maximizing its participatory budgeting investment via crowdfunding.

2.14 Options table

Option	Comments
The council would create a bespoke crowdfunding website.	This option would incur an initial developmental cost and ongoing resource to administer. It also risks a missed opportunity to work with a well-established and community driven crowdfunding platform already known

Option	Comments
This is not recommended.	and used by many.
Explore the use of Spacehive, or another crowdfunding website as appropriate, in respect of establishing an online funding platform for delivering civic projects in the Royal Borough. This is the recommend option	This option would benefit from the success and experience of existing nationally recognised platforms and minimises administrative burdens. In addition, as part of the their offer, Spacehive run local Crowdfunding workshops to assist users on how to run a crowdfunding campaign to improve a space or place and how to harness community participation. There are no direct costs to the council.

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Spacehive funding platform for the Royal Borough of Windsor and Maidenhead launched and promoted by:	Post 31/07/16	31/07/16	30/06/16	31/05/2016	30/07/2016

4. FINANCIAL DETAILS

Financial impact on the 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

- 4.1 Using an existing Crowd funding platform would not incur any direct costs to the council in the first instance but could provide an opportunity for the council to match fund local projects in the future, where feasible and appropriate.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal issues arising from this report.

6. VALUE FOR MONEY

- 6.1 Crowdfunding offers an efficient, innovative and sustainable way to raise funds for civic projects; encouraging civic participation and enabling the council to maximise investment, from example CIL funds, through match funding options.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 Not applicable.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
<ul style="list-style-type: none"> Residents do not participate or contribute to local projects through the Spacehive crowdfunding platform. Failure to generate projects that capture the imagination of local investors. 	High	The council uses its communication channels to ensure residents, community groups and businesses to raise awareness of Spacehive and encourage support of, and participation in, civic projects.	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Residents First

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

Value for Money

- Deliver Economic Services
- Improve the use of technology

- Deliver Effective Services
- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None.

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 None.

15. TIMETABLE FOR IMPLEMENTATION

Stages	Timescale
Exploration of platform with Spacehive or other crowdfunding website	From 18/04/2016
Progress report to Policy Committee	September 2016

16. APPENDICES

16.1 APPENDIX A: A Summary of other non-profit crowdfunding platforms:

16.2 APPENDIX B: Crowdfunding platforms who are Members of Crowdfunding Association UK

17. BACKGROUND INFORMATION

17.1 None

18. CONSULTATION

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Bathurst	Principal Member for Policy	04/04/16	07/04/16	
Cllr Stretton	Principal Member for Culture and Communities	04/04/16	07/04/16	
Cllr Rankin	Deputy Lead Member - Customer Service Performance	04/04/16	05/04/16	
Cllr John Story	Ward Councillor	04/04/16		

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	Sunninghill & South Ascot		07/04/16	
David Scott	Head of Governance, Partnerships, Performance and Policy	06/04/16	07/04/16	
External				

19. REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No.

Full name of report authors	Job title	Full contact no:
Harjit Hunjan &	Community and Business Partnerships Manager	01628 796947
Michaela Rizou	Cabinet Policy Assistant	01628 796030

APPENDIX A: A Summary of other non-profit crowdfunding platforms:

1. **Buzzbnk** is an on-line crowd-funding platform that aims to bring social ventures looking for start-up or growth capital together with like-minded people keen to participate in a new way of funding social change.

Social enterprises or charities can raise funding for a wide range of projects in a variety of ways, from offering fun and engaging benefits in return for goods or services, or as a donation. The platform also enables the crowdfund of in-kind items and volunteer time to support projects.

Examples of Crowdfunding projects include:

- Talent Unlimited MK: seeking charitable status to support and employ autistic adults in Milton Keynes.
- Agriculture Network UK: seeking to promote community supported agriculture.
- Spark and Mettle: seeking to help a disadvantaged young people launch their dream careers through a 12 month development placement.
- Volunteer Centres Southwark's 'Give the Gift of Christmas Campaign' which encourages people to buy a christmas meal for a person in need.

2. **Crowdfunder** is the UK's largest crowdfunding platform and aims to raise funds to turn ideas created by a community group, a business, a charity, a social enterprise, a sports club, or a person into reality. In return, project owners can 'thank' their backers with rewards that reflect the money contributed.

Crowdfunder also seeks to partner with councils to support local innovation and amplify community and council spends. Crowdfund Plymouth is a Crowdfunder local campaign to support ideas from businesses, communities and charities. Plymouth Council has committed £60,000 of its Community Infrastructure Levy (CIL) fund to the scheme to match support raised from crowdfunders for community projects, social enterprises and businesses.

To date, 22 projects have been backed with £54,650 CIL match funding secured.

3. **JustGiving** is a social platform for giving having a stated mission to ensure no great cause goes unfunded. The Platform has helped people in 164 countries raise over \$3.3 billion for good causes since it was founded in 2001.

The platform enables people to create a crowdfund to promote their idea and have 30 days to raise the funds sought; after which all the money donated less a 5% fee is forwarded to the project creator. Just Giving also allow people to make donations to 8000 registered charities and grass roots organisations.

4. **Crowdpatch** is a free online crowdfunding platform, that works to 'patch' together local communities with likeminded people who want to raise funds for projects. Crowd Patch provides the digital space for people to connect as well as the support of a 'Patch Leader' to assist with the fundraising process. Patches can be geographical areas, groups of similar projects or communities.

Examples of existing patches include;

- Birmingham Patch: community projects to bring about positive change in Birmingham.
- Westminster Crowd Funding Forum based in the Houses of Parliament.
- Sporting Chance Reading: improving life, health and inclusivity opportunities for children and teenagers from social housing areas in Reading

APPENDIX B: Crowdfunding platforms who are Members of Crowdfunding Association UK

Abundance Generation

The first FCA-regulated community finance platform allowing investors to invest directly in UK renewable energy projects from as little as £5. It offers a regular cash return based on the energy produced.

Website: www.abundancegeneration.com.

Angellist

A platform for startups to raise money and find talent. Website: www.anegellist.co

Angels Den

Angels Den is an established angel-led crowdfunding platform, matching pre-vetted businesses with experienced business people and active angel investors to invest alongside the crowd and provide ongoing mentorship to ensure success. Website: www.angelsden.com.

CoFunder (NI) Ltd

CoFunder is a peer-to-business crowdfunding lending platform, focused on providing high quality investment opportunities for Funders and a fast, flexible and fair service for Borrowers. CoFunder is the only crowdfunding lending platform in Northern Ireland to be regulated by the Financial Conduct Authority (FCA) and also operates in the Republic of Ireland. Website: www.cofunder.co.uk.

Crowd2Fund

Is an alternative solution to traditional financial systems, and the only FCA regulated crowdfunding platform to offer 5 models of finance, across debt and equity investments. It seeks to provide great investment opportunities and simple finance, ensuring businesses get access to funds at competitive rates and investors get generous returns on their investments.

Website: www.crowd2fund.com.

Crowd for Angels

Crowd for Angels, the first crowdfunding platform to provide equity and debt funding for both private and public companies. It seeks to fund companies from seed to listed and we are regulated by the FCA.

Website: crowdforangels.com.

Crowdbnk

CrowdBnk is an equity crowdfunding platform offering investors the opportunity to invest in exciting, rigorously vetted early-stage and established businesses.

Website: www.crowdbnk.com.

Crowdcube

Crowdcube helps startups and growing businesses to raise business finance by letting people invest via their equity crowdfunding platform. Website: www.crowdcube.com.

Crowdfunder

Crowdfunder is a rewards crowdfunding platform for businesses, communities, charities and individuals, connecting them with their community to change the world around

them. Projects can raise money and ask for peoples' time and skills. Website: www.crowdfunder.co.uk.

CrowdPatch

Crowdfunding and Volunteering for Social Entrepreneurs, Philanthropists and Communities.

Website: www.crowdpatch.co.uk.

CrowdProperty

CrowdProperty is a peer-to-peer lending platform designed to facilitate loans between private individuals and professional property businesses. All loans are secured by a registered first legal charge against property in the UK.

Website: www.crowdproperty.com.

CrowdShed

CrowdShed is a funding platform and physical hub bridging the divide between the web and the real world. We help businesses, charities and project leaders raise the funds they need.

Website: www.crowdshed.com

Emerging Crowd

Emerging Crowd is a full-service investment platform showcasing direct investment opportunities in the debt and equity of SMEs in frontier and emerging markets. The platform provides institutional-quality due diligence and is open to a wide range of retail and professional investors from Europe and other select markets. Emerging Crowd targets fast-growing, scalable businesses with credible growth and liquidity prospects in consumer-driven sectors such as technology, media and telecommunications. Deal sizes range from £250,000 to £3,500,000 and are governed by English law.

Website: www.emergingcrowd.com

Ethex

is a not-for-profit ethical investment intermediary based in Oxford, UK. Our directors offer a wealth of expertise in social investment. Website: www.ethex.org.uk

Funding Empire

Seeks to connect individuals that want to lend money, with businesses that want to borrow money.

Website: <https://www.fundingempire.com/>

FundingKnight

FundingKnight is a peer-to-business crowdlending platform. We match businesses seeking finance with a wide range of investors seeking an attractive return from a diversified portfolio of loans.

Website: <https://www.fundingknight.com/>

FundingSecure

FundingSecure is a peer-to-peer lending platform that offers short term loans to individuals and businesses secured against their personal assets, including arts, antiques, classic cars, boats and property. Loan sizes range from £500 to £1 million.

Website: <https://www.fundingsecure.com/>

Funding Tree is the UK's first fully regulated loan and equity crowdfunding platform, enabling investors to support businesses through their entire lifecycle. Website: <https://www.fundingtree.co.uk/>

Fundsurfer

Fundsurfer is a crowdfunding and commercial funding platform and community providing access to a range of funding options and support to help amazing projects and companies get funded.

Website: <https://www.fundsurfer.com/>

FutSci

FutSci is designed by scientists to complement funding for Life Sciences – accredited researchers can post any project in need of funding, at any stage supporting knowledge, engaging the public and making research personal.

Website: <https://www.FutSci.com/>

Gambitious

Support independent game developers in attracting the funding they need to complete the project and bring it to market. Website: www.gambitious.com

Growthdeck

Growthdeck helps people invest in quality UK companies the right way and provide thorough, transparent and credible investment information and give you dedicated support from a team of genuine professionals. It is focused on providing tax-efficient investment opportunities across a wide range of growth industries, adopting a robust appraisal approach and proactive post-investment management of each company.

Website: <https://www.growthdeck.com/>

GrowthFunders

GrowthFunders is an online equity-based crowdfunding and co-investment platform matching entrepreneurs, who have great ideas and potential, with investors who are looking to build strong investment portfolios. It also has professional partners who work alongside entrepreneurs to ensure that their businesses are investor-ready. Website:

www.growthfunders.com

Hubbub

Hubbub powers crowdfunding for non-profits and educational institutions by providing whitelabel crowdfunding platforms. Website: <https://hubbub.net>

Invesdor

Invesdor is the first fully EEA-regulated crowdfunding platform that operates a pan-EEA debt and equity platform. Through its online investment matching service, Invesdor.com, entrepreneurs looking to raise equity or debt financing can easily connect with international investors seeking new investment opportunities from the European Economic Area. Website: www.invesdor.com

investUP

investUP is the world's only FCA regulated crowdfunding brokerage. We are on a mission to make investing an everyday thing, starting with the brand new crowdISA®

Website: www.investup.co

Crowdfunding

Supports people who may want to help a friend in need or fund an established project, JustGiving Crowdfunding helps people support the causes they care about. The platform has a community of over 13 million people raising money to make good things happen. Website: <http://crowdfunding.justgiving.com>

Lending Crowd

LendingCrowd is Scotland's leading peer-to-peer lending platform connecting growing and vibrant SME's seeking small business loans with investors looking for a better return on their investment.

Website: <https://www.lendingcrowd.com>

Microgenius

Microgenius is a dedicated web platform for community share offers, supporting the sale of shares in enterprises serving a community purpose. Website: <http://www.microgenius.org.uk>

Money & Co.

Money & Co will operate its business through its website. Lenders will be able to lend money to companies that the Money & Co credit analysts have carefully vetted. Website: <http://moneyandco.com/>

Property Crowd

focuses on UK property crowdfunding investments and seeks to distinguish itself through the quality of our underlying property assets. Property Crowd was the first UK real estate crowdfunder to operate under FCA regulations. Website: <https://www.propertycrowd.com>

Property Moose

Property Moose is a crowdfunding platform dedicated to property investment fully integrated online platform allows people to self select their own investments from a wide range of properties and invest from £500. Website: <http://www.propertymoose.co.uk>

Property Partner is a property crowdfunding platform and trading exchange to enable people to invest in residential property from as little as £50, earn returns and exit on platform. Website: <http://www.propertypartner.co>

QuidCycle

Helping hard working Britain escape the debt cycle via our bespoke Peer to Peer platform and a Debt Elimination programme. Website: <https://www.quidcycle.com/>

Rebuilding Society

Rebuildingsociety.com is a peer-to-business lending platform that connects creditworthy UK businesses looking for a loan with individuals prepared to lend their own money for returns that outstrip retail savings products. Website: <https://www.rebuildingsociety.com/>

Seedrs

Seedrs is a leading online platform for investing in startups and is open throughout Europe to allow investors to invest as much or as little as they like in startups they choose, and handle all the paperwork and manage the shares as nominee on their behalf. Seedrs is authorised and regulated by the Financial Conduct Authority. Website: www.seedrs.com

ShareIn

The UK's experts in equity crowdfunding technology and solutions allowing people to:

- Directly crowdfund from their website
- Run a crowdfunding platform
- Become an appointed representative
- Raise capital Call us to learn more: +44 (0)131 641 0018 Website: www.sharein.com

Simple Backing

Simple Backing connects Investors and Borrowers through property projects and smart business ideas. We are a crowdfunding and peer to peer lending platform that is authorised and regulated by the FCA.

Website: www.simplebacking.co.uk

Trillion Fund

A new source of funding for renewable energy projects worldwide, connecting today's Internet-enabled investor directly to project developers. It's goal is to accelerate the growth in supply of low carbon energy. Website: www.trillionfund.com

VentureFounders

VentureFounders is a UK-based equity crowdfunding platform backed by a wealth of investment and start-up experience. VentureFounders opens up venture capital and angel-style opportunities to investors in an entirely new way. it offers a holistic approach throughout the investment process looks to match the requirements of both investors and entrepreneurs. Website: www.venturefounders.co.uk

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Report for: INFORMATION



Contains Confidential or Exempt Information	<i>NO - Part I</i>
Title	Transparency and Open Data
Responsible Officer(s)	David Scott, Head of Governance, Partnerships, Performance and Policy
Contact officer, job title and phone number	Christopher Targowski, Cabinet Policy Manager, 01628796431
Member reporting	Cllr George Bathurst, Principal Member for Policy
For Consideration By	Policy Committee
Date to be Considered	18 April 2016
Implementation Date if Not Called In	N/A
Affected Wards	All

REPORT SUMMARY

1. This report provides an overview of the steps already taken by the Royal Borough of Windsor and Maidenhead on transparency and open data.
2. Reflects the wishes of the Council to continue the default position of making as much data publically available for scrutiny and comment as practical and useful, with a focus on publishing more information.
3. Reviews the Royal Borough's transparency policy.
4. Investigates how other organisations can help the Royal Borough present and use the data released more effectively.
5. Looks at best practice from Government, Councils and other organisations on transparency.

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
<ol style="list-style-type: none"> 1. Transparency and open data can lead to better services for residents, as it facilitates joined up, leaner and more efficient services, if the data is analysed correctly. 2. Transparency leads to greater democratic 	Immediately

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That the Policy Committee:

- i. **Notes the report and provides any feedback on transparency and data in the Royal Borough of Windsor and Maidenhead.**
- ii. **Agrees that the Royal Borough of Windsor and Maidenhead's Transparency Policy reflects the current wishes of the Council. (Appendix A).**
- iii. **Confirms their agreement to review the data the Royal Borough currently publishes and to bring forward options.**
- iv. **Confirms their agreement to continue to work with other organisations to help present and use the data more effectively.**
- v. **Confirms their agreement to consider best practice in transparency and bring forward options.**
- vi. **Agrees that a report is brought back to the policy committee in July 2016 to provide an update on recommendations iii, iv and v.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

History of Transparency in the Royal Borough of Windsor and Maidenhead

2.1 The Royal Borough of Windsor and Maidenhead was the first Council in the country to publish expenditure over £500 for residents and others to scrutinise. This subsequently became Government Policy and was applied to all councils. The Royal Borough has continued to promote open data and transparency through its Big Society portfolio of projects which has resulted in all expenditure of over £100 now being published and energy consumption of buildings being available to be scrutinised by the public. Members have specified that all information should be published and available to residents unless there is a reasonable case why this should not occur. The council complies with the Local Government Transparency Code issued by the Department for Communities and Local Government in 2015, which sets out the minimum data that local authorities should be publishing, the frequency it should be published and how it should be published. Transparency in the Royal Borough is underpinned by the Council Information and Data Transparency Policy.

Council Information and Data Transparency Policy

2.2 The Council Information and Data Transparency Policy, reported to Cabinet on the 27th May 2010 states: "To be transparent is to be candid, open, obvious, understandable, and frank. RBWM believes that the act of transparency is a key condition and driver for the delivery of council services." The Royal Borough continues to apply these principals when delivering services to Residents. The policy goes on to state: "As a public funded organisation, the council has a duty to the residents that it services to be transparent in its business operations and outcomes. We recognise that the very act of transparency forces those who are employed at the council to question whether they are delivering value for money and

are being effective in the provision of services to residents of the borough.' The Royal Borough will continue to focus and fulfil this duty of transparency. This view is still held by the Royal Borough today. The full policy is listed in appendix A.

Information currently released by the Royal Borough of Windsor and Maidenhead

2.3 As well as publishing responses to Requests for Information received under the Freedom of Information Act and spend over £100, the Royal Borough of Windsor and Maidenhead publishes a huge amount of additional information. These are listed on the website (<http://www3.rbwm.gov.uk/info/200370/transparency/777/transparency/4>) under the headings of:

- Spending and Finance
- Councillors' Allowances and Funding
- Human Resources Information
- Council Performance, School Performance
- Council Land and Buildings
- Democracy and Decision Making
- Plans, Policies and Strategies
- Public Health Information
- Data and Information.

2.4 It is proposed that a review is undertaken to make sure that all relevant data that could be published by the Royal Borough is being published. For example while top level management information is published through the IPMR, should additional management information also be published? As important as it is to release the data in its raw form, it is also important to make use of the data to allow for better policy making and service delivery. Better presentation of data could also make it easier for residents to have a greater understanding of the data. This greater understanding and access for the public could reduce the number of Freedom of Information requests that the Council receives.

Using other organisations to help the Royal Borough present and make use of our existing data

2.5 While the Royal Borough of Windsor and Maidenhead has been at the forefront of transparency, it is important to work with other organisations to continue to improve both the transparency of data and also the effective use of this data. It is proposed that officers work with other organisations such as the Southern Policy Centre, South East Strategic Leaders and the Local Government Association to help the Royal Borough with its presentation and interpretation of data. As an example, the Southern Policy Centre has a top priority to enable public policy makers to enhance their use of the substantial quantity of data now available to them. This includes both 'open' data, which is publicly available, and 'closed' data, which it may be possible to open up. The Southern Policy Centre was formed in 2014 as a cross party think tank and educational charity. <http://southernpolicycentre.co.uk/>. Further information can be found in a proposal in Appendix B. Linked to working with other organisation is reviewing best practice and ideas from other Councils and organisations.

Consider best practice and ideas from National Government, Councils and other organisations

2.6 At a national level the Cabinet Office have three aims for open data including:

- Economic growth derived from data led businesses.

- Accountability of government to citizens.
- Better public services.

The business case for open data was outlined specifically around the fact that data is everywhere and is getting bigger. Most organisations collect information on almost everything. The key to the business case is unlocking the potential of this data. That potential may not be realised at present but by opening it out to, and enabling people to have access to it, it is thought that innovation will occur around uses for this data that will have potential benefits. Data can be turned into knowledge that will help drive improvements to the quality and efficiency of services, systems and decisions. Opening up or sharing the data can make it even more useful as individuals and organisations can mash different pieces of information together to create even more complex knowledge and launch new ventures that solve complex problems.

2.7 Examples of how open data and transparency can be used;

- A project called Whereabouts London is a map that helps re-imagine neighbourhoods according to the issues which they are interested in rather than where people live. The map can help local authorities design shared services or infrastructure.
- Skills Route which is a tool that helps young people and their parents understand the range of options that are available after finishing GCSE's and what their choices are for higher education and their future career.
- Bath and North East Somerset have developed a web application that provides real time space availability information for their largest car park.
- Bristol City Council, rather than simply publishing the data, wanted to showcase its potential value. It launched a competition, B-Open, designed to promote transparency and increase citizen/community engagement. Businesses and community groups were invited to come up with ideas on how the data could be used to create applications, websites, mobile products or installations that would enhance people's interaction with the city. Further information can be found in appendix C.

Any options presented would reflect the wording in the current policy "We will not spend tax payers' money on presenting or collating this data."

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date delivered by
Number of best practice proposals recommended to the policy committee	0-1	2-4	5-7	8+	20 th July 2016

4. APPENDICES

Appendix A - Council Information and Data Transparency Policy 27th May 2010

Appendix B – Southern Policy Centre, Proposal for a policy workshop and data analysis project with the Royal Borough of Windsor and Maidenhead

Appendix C – Case Study, Bristol City Council: Bringing open data to life

5. BACKGROUND INFORMATION

Local Government Transparency Code 2015

https://www.gov.uk/government/uploads/system/uploads/attachment_data/file/408386/150227_PUBLICATION_Final_LGTC_2015.pdf

Southern Policy Centre

<http://southernpolicycentre.co.uk/>

6. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Bathurst	Principal Member for Policy			
Cllr Burbage	Leader of the Council			
David Scott	Head of Governance, Partnerships, Performance and Policy			
Andrew Scott	Interim performance manager			
Simon Fletcher	Strategic Director Operations and Customer Services			
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health			

Report History

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Christopher Targowski	Cabinet Policy Manager	01628 796321

Council Information and Data Transparency Policy 27th May 2010

To be transparent is to be candid, open, obvious, understandable, and frank. RBWM believes that the act of transparency is a key condition and driver for the delivery of council services. Information would be published as supported by a Royal Borough of Windsor and Maidenhead policy on transparency, set out below:

- We will provide access to the public for all appropriate information in order that they can use, investigate, interrogate and to use, usually but not exclusively within a web based environment.
- We will not spend tax payers' money on presenting or collating this data. It will often be presented in a raw state with a relevant introduction as to its origins and purpose - to allow the user to understand where this data has come from, when it was posted and what it actually represent.
- If we have not already provided the information that the public were asking for, we will provide this information upon request, unless there is a substantive reason as to why we are not able to. By substantive reason we mean if there are direct, reasonable legal implications that would lead the council to break a statutory confidence, issues over personal information (especially medical or safeguarding issues) or information about contracts in negotiation. The presumption will always be to disclose.
- For the avoidance of doubt all commercial information, including contracts, information around contracts and spending associated with bought in goods and services that is not currently in negotiation is to be transparent.
- We will continue to look at new ways to ascertain how information is used by residents and what information is considered to be value by residents. This analysis will enable RBWM to target specific information at residents and others whilst not excluding information that may have a minority interest.

As a public funded organisation, the council has a duty to the residents that it services to be transparent in its business operations and outcomes. We recognise that the very act of transparency forces those who are employed at the council to question whether they are delivering value for money and are being effective in the provision of services to residents of the borough.'



Proposal for a policy workshop and data analysis project with the Royal Borough of Windsor and Maidenhead

Public policy

A top Southern Policy Centre priority is to enable public policy makers to enhance their use of the substantial quantity of data now available to them. This includes both 'open' data, which is publicly available, and 'closed' data, which it may be possible to open up.

Our model for achieving this is through a structured workshop approach. It involves the following stages:

1. Identify the authority's policy problem.
2. Analyse decision-making to understand who needs to be involved in the workshop.
3. A policy workshop with our experts goes into more detail and identifies specific problems and areas for improvement.
4. We work with nquiringminds (a data analysis and software company supported by Innovate UK with extensive public sector experience) to interrogate how data could be used to address these issues.

In summary, we bring our research and policy decision making expertise together with some of the best data experts in the UK. The value of data led decision making is clear, but often the bridge between policy problems and underused data is not there. Our workshop model crosses that bridge and provides real world solutions.

As the Open Data Institute (ODI) Node for Hampshire we're also able to promote this work to a global community of data experts. Their expertise is available to us through the Node network. We can also offer free ODI membership to councillors and officers who are interested.

Our background in open data

To name two recent examples, our work in the field includes:

Research: We have a one year programme funded by the Higher Education Funding Council for England to explore the use of open and anonymised data to develop highly localised widening participation strategies. This project is being carried out in conjunction with the Web Sciences Institute at Southampton University and the Southern Universities Network.

Events: The SPC has been recognised as the Hampshire ODI node of the government funded Open Data Institute. We have worked with Hampshire County Council's Open Data Hub and KnowNow Information to hold [an open data seminar](#) including practitioners from other parts of England and, by Skype, Australia.

Case studies

The following case studies have been put together to illustrate what can be achieved:

1. Understanding health pressures for better planning

Problem: It's accepted that there are pressures on healthcare, but official knowledge of where pressures will be in the future is limited.

Solution: Nquiringminds took a variety of data sources, including some previously unavailable information, and produced a dashboard tool using data analytics that allows users to see the consequence of policy changes and time on GP services.

Outcome: A map has been produced to forecast pressure points in Hampshire over the next five years. The information is being used to inform healthcare reform in the area.

Source: <http://nquiringminds.com/project/healthcare-data-solutions-health-infrastructure-predictive-analytics-of-pressure-points-and-exploration-of-scenarios/>

2. Increasing cervical cancer screening rates in Trafford

Problem: Improving cervical cancer screening rates is an important plank of preventative healthcare.

Solution: The Trafford Innovation Lab took data relating to cervical screening rates from GPs, overlaid a variety of open data sources, and used the result to target resources.

Outcome: The mapping and data sources have been taken up and are being used to target cervical screening promotion.

Source: <http://www.infotrafford.org.uk/lab/portfolio>

3. Helping Southampton City Council target its investment in housing refurbishment

Problem: Southampton was unclear about where and what type of investment was needed to make its homes more energy and lighting efficient.

Solution: Targeted sensors developed by nquiringminds were used to better measure a variety of data sources, and algorithms were produced to allow that data to be rigorously analysed.

Outcome: The council is currently using these results in the targeting of its refurbishment investment.

Source: <http://nquiringminds.com/project/domestic-energy-and-housing-sensors-predicting-refurbishment-needs-for-council-owned-housing-2/>

You can read many more impact stories OD Impact, supported by our partner organisation the ODI:
<http://odimpact.org/>

Governance

The Southern Policy Centre is a cross party, independent institution. We are also not for profit, but nonetheless must cover our costs. The service as outlined above will be charged according to a fixed day rate, which we are happy to discuss. We are confident that our pricing is competitive, partly because we are a lean company with minimal overheads.

The second stage of the product -- data research, analysis and development -- is run in conjunction with Nquiringminds. Nquiringminds have one of the best track records for delivering useful data products to the public sector. As they are partly funded by a core grant, and because of our strategic relationship with them, this stage is also competitively priced.

The whole product will be charged at a single price with a clear breakdown of costs.

The SPC has a broad-based [Advisory Board](#). The Advisory Board Chair is Rt Hon Prof John Denham who acts, in practice, as an Executive Chair overseeing the day-to-day management of staff and projects.

John can be contacted on denhamj@southernpolicycentre.co.uk or on 07973 273595

Case Study

Bristol City Council: Bringing open data to life

The vision

Bristol City Council has a bold vision to promote transparency and engage individuals, communities and businesses through digital technology. It is tapping into the social, economic and cultural advantages of a “connected city” that values information sharing and fosters growth in the new technology sector.

The city has a thriving digital economy and large-scale ambitions to grow this further. The council has been prepared to invest, take risks around the digital agenda and be an early adopter of new technologies.

Open data

Bristol’s open data strategy took off in 2010. The council had a strong champion for its open source/open data work in the form of Councillor Mark Wright, a software engineer and executive member. At a public meeting in June 2010 he said: “There are only two types of data in Bristol City Council: confidential data which we can’t share, and open data which will be made available.”

This call to arms gave momentum to the council’s work around open data. However, a number of challenges came to light:

- some data gets sold and has a value to the council
- some data is expensive to collect
- some data is incomplete, incorrect or held in a way that would not make sense to an external audience.

Work on publishing open data began, and Bristol’s B-Open datastore was launched via data.gov.uk. The council initially published 30 datasets containing demographic,

environmental, geographic and political information, and decided to review the interest and uptake of these datasets before releasing more specialist or complex information.

Community projects

Rather than simply publishing the data, the council wanted to showcase its potential value. It launched a competition, B-Open, designed to promote transparency and increase citizen/community engagement. Businesses and community groups were invited to come up with ideas on how the data could be used to create applications, websites, mobile products or installations that would enhance people's interaction with the city.

The launch of B-Open attracted representatives from major players in the city's digital creative sector, including Aardman and the BBC, and many smaller ones. Fourteen entries were received and funding was provided for three winning projects:

- Blossom Bristol – a phone-based game where people plant virtual crops in the city and watch them flourish or fail depending on real environmental factors.
- Hills are Evil – a dynamic map overlay helping people with restricted mobility find the best accessible route between any two places.
- I Love My City – representing spending at a hyper-local level.

The council also worked with the University of the West of England to look at creative ways to express open data. The artist YoHa created interactive pneumatic contraptions powered by the 'expenditure over £500' data – such as a seat that went up and down depending on how much was spent in the latest transaction.

Makala Campbell is Digital Projects Producer at Knowle West Media Centre, a media arts charity that supports cultural and social regeneration in Bristol. She has been working with the council's futures team to develop some of the data visualisation projects, and says: "I think it's fabulous and also vital that the council embraces and supports the strengths this city has in both creativity and technology."

Some of the applications can be seen at:
<http://data.gov.uk/apps/tag/Bristol-City-Council>.



Freshers Fayre at Knowle West Media Centre

Investing in transparency

While this work has focused on transparency and accountability, there has been some impact on efficiency. For example, better data gathering and information systems have reduced duplication. Moving the council's public interface to a single portal means that people don't have to register separately for different services and information is easier to find. It has also led to better communication between service areas. However, the efficiency savings are difficult to quantify and this information has not been collected.

Bristol City Council has not been afraid to provide financial and other support that fosters the digital economy, seeing it as a long-term investment. A modest spend on the B-Open competition generated a large amount of publicity for the council's open data work in the local press. Kevin O'Malley, Bristol's Future City Team Manager, says: "It highlighted what we were doing around open data to the public and opened local organisations up to the idea that this data had some value."

e-Democracy

Bristol has an active e-democracy programme which includes e-petitioning, webcasting of meetings and an online discussion forum. The council is now looking at how social media can be used to promote and foster public involvement in decision-making.

There is data on the number of views/hits to webcast meetings in 2012:

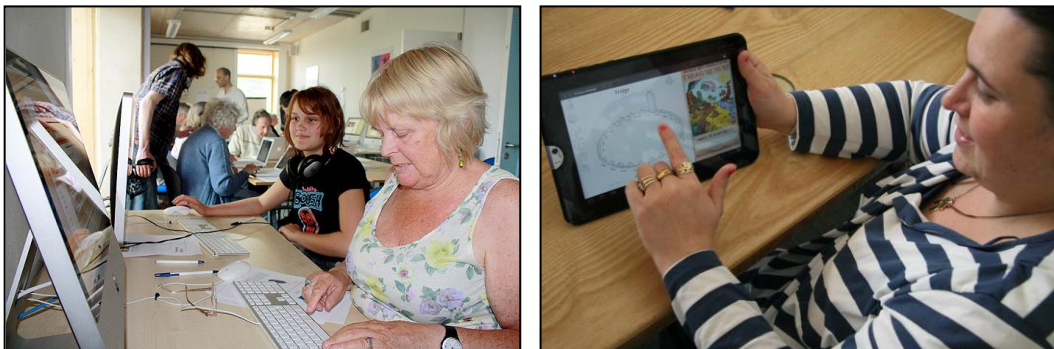
- 37,346 total unique visitor addresses
- 18,842 return visitor addresses
- 18,504 one-time visitor addresses.

These figures count unique visitors by IP address, so the many visitors that may come from one organisation, or the council itself, are only counted once.

Another development involves live blogging and discussion forums alongside webcast meetings. In some meetings, such as scrutiny, the live online debate is sometimes brought into the meeting and councillors can directly address points made by the audience. While no information is available on who is using these services, in 2012 of 20 broadcast events there were 1,911 requests for a replay of part of the meeting, 1,479 comments sent, and the average viewer watched for just over one hour.

Making transparency work

For citizens, the benefits of Bristol's information revolution include more joined-up services that meet need, economic investment and jobs, and more opportunities to engage and participate in council decisions.



Citizens engaging with council information and data using online technologies.

The city council has created the post of 'intelligent council programme manager' whose remit includes making the best use of open data and ensuring that the public, private and voluntary sectors can make the most of information. The future city team works to enhance the city's digital infrastructure, dealing with issues around inclusion and innovation and offering a single point of contact for businesses to discuss their digital needs.

Kevin O'Malley says: "One of our goals in Bristol is to recognise that the relationship between the council and citizens is changing. Councils need to move towards becoming 'lead citizens'. We need to share the information we have and listen to our citizens, making sure they are empowered to make decisions with us."

For further information please contact Kevin O'Malley, Future City Team Manager, Bristol City Council: kevin.omalley@bristol.gov.uk.

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Subject:	Policy Committee Update
Reason for briefing note:	To provide an update re key Policy Committee items that have progressed to Cabinet.
Responsible officer(s):	Michaela Rizou
Senior leader sponsor:	NA
Date:	5 April 2016

SUMMARY

This briefing note seeks to update the Policy Committee on key reports that have since progressed to Cabinet for approval, namely: Dynamic Purchasing System and Textile Recycling. Both policies were approved, in principle, in March 2016 Cabinet: with a dynamic purchasing system pilot set to launch by June and a soft market testing exercise currently underway to determine the textile recycling markets' appetite for providing kerbside collection services.

1 DYNAMIC PURCHASING

- 1.1 The dynamic purchasing of residential and nursing care packages was discussed by the Committee in September 2015. Dynamic purchasing involves the use of an electronic system to commission services on a case-by-case basis. This method of procurement is being used elsewhere and is delivering both improvements in service quality and reductions in Council expenditure.
- 1.2 The task and finish group presented its outcomes report in December 2015. The report concluded that there was sufficient evidence to suggest the concept of a Royal Borough DPS was viable. It recommended that an outline business case be developed and appended to a future options report for Cabinet.
- 1.3 In March, Cabinet approved the pilot of the Bravo Solutions Dynamic Purchasing System at a development cost of £4,000 and requested that an update report on the findings of the pilot to October 2016 Cabinet.
- 1.4 The pilot will launch by June 2016 and will last for four months. It will focus on the procurement of home-to-school transport services; an area where the Council is currently spending approximately £2.5m per annum.
- 1.5 Significant savings are not expected to be generated during the proposed pilot, but there is a long-term aspiration to improve outcomes and achieve better value for money via the system.
- 1.6 Officers are also exploring the suitability of a dynamic purchasing system for use within the Borough's residential care market. Current spend in this area is around £9.3m per annum and is forecast to increase in coming years.
- 1.7 Officers will report back to Cabinet on the findings of the pilot and appropriate next steps in October 2016.

2 TEXTILE RECYCLING

- 2.1 Possible ways to boost local recycling rates and reduce volumes of waste being sent to landfill sites were discussed by the Committee in October 2015. It was agreed that a task and finish group should be established to investigate the topic further and propose solutions.
- 2.2 A subsequent Cabinet report in March 2016 presented opportunities to improve the Council's textile recycling offer and Member's approved the undertaking of a soft market testing exercise to determine the textile recycling markets' appetite for providing: improved textile collection bank services; kerbside collection services; and school services, including a textile recycling education programme. There is a delegation to implement an enhanced textile recycling service in the Borough should the market testing prove positive.
- 2.3 The report also explored the opportunity to generate income from the sale of textiles to the recycling and reuse markets. Such textiles, if recycled, could generate an income of £200 per tonne, with a maximum income of £680,000 per annum. Realistically, officers believe that the council could generate amounts in the region of £50,000 - £323,000 per annum.

3. OTHER POLICY AREAS

- 3.1 The Policy Committee has also previously explored the concept of extending access to Council services to 24/7 coverage. The output of this debate has been fed into the Delivering Services Differently in Operations and Customers Services agenda and continues to be an ambition of the Council moving forward.

POLICY COMMITTEE WORK PROGRAMME							
Name of Policy	Background	Meeting Date	Source of Policy	Functions	Policy Officer	Member	Head of Service
Crowd Funding	Promote projects for crowd funding; a way of raising money and support for local ideas.	18 April 2016	Long List	Community Partnership	Michaela Rizou	Cllr Rankin	Kevin Mist
Pocket Parks	Small areas of inviting public space accessible to residents.	18 April 2016	Long List	Parks & Open Spaces	Michael Llewelyn	Cllr Rankin	Kevin Mist
Transparency & Data Sharing	Continue developing our open data and transparency agenda by working with others, e.g. the Southern Policy Centre.	18 April 2016	Long List	Policy	Chris Targowski	Cllr Bathurst	David Scott
Review of Policy Committee Recommendations Presented At Cabinet	To update members on the Policy Committee projects that have been presented at Cabinet.	18 April 2016	Previous Committee Papers	Policy	Michaela Rizou	Cllr Bathurst	David Scott
Free School Meal Attainment Gap	To look at best practice for maximising free school meal pupil achievement.	9 June 2016	Long List	Schools & Education	Michaela Rizou	Cllr Burbage	Kevin McDaniel
Incentivisation Update	Update on progress, and the developed links between nudge and the Advantage Card.	9 June 2016	Previous Committee Paper	Policy	Chris Targowski & Michaela Rizou	Cllr Rankin	David Scott
Tackling Loneliness	To look at best practice for tackling social isolation and loneliness.	9 June 2016	Long List	Community Partnerships & Adult Services	Michael Llewelyn	Cllr Carroll	Angela Morris
Academic Grants	The Council currently gives out grants to organisations. Could grants be given to individuals?	11 July 2016	Previous Committee Paper	Community Partnership	Michaela Rizou	Cllrs Stretton & McWilliams	Kevin Mist
Advantage Card	Options to update the Council's resident discount card. Look at innovative technologies and incentivisation schemes.	11 July 2016	Previous Committee Paper	Corporate Transformation	Chris Targowski & Michael Llewelyn	Cllrs Bathurst & Rankin and McWilliams	TBC
Policy Committee - Progress to Date and Review of the Work Programme	To review Committee work completed to date and select policy areas for further investigation.	11 July 2016	Previous Committee Papers	Policy	Michael Llewelyn	Cllr Bathurst	David Scott
Public Space Protection Orders - Anti-Social Behaviour	To determine appropriate responses to anti-social behaviour issues considered by the PSPO framework.	TBC	Cabinet Paper	Community Protection & Enforcement	Michaela Rizou	Cllr Cox	Craig Miller

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