



HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 23RD MARCH, 2016

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL,

SUPPLEMENTARY AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies for absence.	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any Declarations of Interest.	3 - 4
3.	<u>MINUTES</u> To confirm the Part I Minutes of the previous meeting.	5 - 10
4.	<u>RBWM TRANSFORMATION PROGRAMME 2015-2018: AN AGILE COUNCIL</u> To receive and consider the above report.	11 - 30
5.	<u>PROPOSED NAMING OF FOOTBRIDGE OVER JUBILEE RIVER, ETON</u> To receive and consider the above report.	31 - 42

6.	<p><u>NEW ROAD AND STREET WORKS PERMIT SCHEME</u></p> <p>To receive and consider the above report.</p>	43 - 90
7.	<p><u>IMPROVED TEXTILE RECYCLING IN THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD</u></p> <p>This report has been moved into Part II.</p>	
	<p><u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u></p> <p>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 item 8 and 9 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 and 3 of part I of Schedule 12A of the Act".</p>	
8.	<p><u>IMPROVED TEXTILE RECYCLING IN THE ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD</u></p> <p>To receive and consider the above appendices.</p> <p><i>(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Governmet Act 1972)</i></p>	91 - 106
9.	<p><u>DELIVERING DIFFERENTLY IN OPERATIONS AND CUSTOMER SERVICES DIRECTORATE</u></p> <p>To receive and consider the above report.</p> <p><i>(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Governmet Act 1972)</i></p>	107 - 116

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

HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 24 FEBRUARY 2016

PRESENT: Councillors Jesse Grey (Chairman), Hari Sharma (Vice-Chairman), Maureen Hunt, Lynne Jones and Nicola Pryer

Officers: Wendy Binmore, Simon Fletcher, Mark Lampard, Craig Miller, Michaela Rizou and Ben Smith

APOLOGIES

Apologies were received from Councillors Malcolm Beer, Marius Gilmore and Paul Lion.

DECLARATIONS OF INTEREST

Cllr Pryer: Declared a personal interest in the item relating to the junction improvements at Imperial Road/Winkfield Road/Clewer Hill Road as she lived in close proximity to the area where the improvements were proposed.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting of the Windsor Urban Development Control Panel held on 1 February 2016 be approved.

NIGHT TIME ECONOMY PILOT REVIEW

Craig Miller, Head of Community Protection & Enforcement introduced the report to Members and highlighted the following key points:

- It was the third time a report on the pilot scheme had been before the Panel and it was recommending to Cabinet that the Night Time Economy Scheme remain in place permanently.
- The full findings of the report were detailed in the report on page 11 which included actions that had been implemented.
- Performance Measures were detailed in table two of the report.
- Appendix one provided a more detailed breakdown of incidents covered by Community Wardens during the Night Time Economy hours.
- Appendix two contained a breakdown of the spread of work up to 3am.
- The report requested approval to explore further areas in conjunction with the Police to help the Night Time Economy run safely and smoothly.

Craig Miler confirmed that Police had provided contacts for the Borough to liaise with how they could work more closely with the Community Wardens. The Police had preferred Option 4 of the report as they wanted to use Council resources for longer periods of time through the night and for Community Wardens to take on more responsibilities. The report would include the comments from the Police when it went to Cabinet but, the Head of Community Protection & Enforcement confirmed he was still recommending Option 1.

Craig Miller, Head of Community Protection & Enforcement confirmed one Community Warden had resigned to take on a different job since the pilot had been running but, he stated the Warden did not resign due to the Night Time Economy pilot scheme. Cllr Hunt commented Community Wardens were working with the Police and facing higher risks during the Night Time Economy hours. she asked if there were any plans to increase the hours Wardens were available after midnight. Craig Miller, Head of Community Protection & Enforcement confirmed Officers were paid an enhanced rate for night time work as per the Council's policy. With regards to considering longer hours, yes he had considered it but, he had spoken to Wardens and their view was that there were little to no issues after midnight. The Head of Community Protection & Enforcement had looked at the business case and the evidence from the pilot scheme and that is why he had recommended Option 1.

Craig Miller, Head of Community Protection & Enforcement stated there had been three incidents reported by the public and three referred by the police. The scheme was a pilot and it took approximately a year for people to learn about the scheme being in place. Once the service was known more widely, the number of incidents would increase.

The Head of Community Protection & Enforcement stated there were 18 Community Wardens in place and he was looking to double that number using existing resources such as using multi-skilled officers. Cllr Jones said the residents in her ward had noticed their Community Warden had not been as visible during the day since the pilot had been in place. She was concerned that taking Wardens away from their day to day duties to cover night shifts was creating less of a visual presence for residents during the day. Craig Miller stated that was a valid concern and he would look into it so it could be managed more carefully.

Craig Miller informed Members that Night Time Economy premises need to work with partners to help disperse people at the end of the night. Premises should be communicating with Community Wardens and Police to ensure people are dispersed safely and without incident. If a member of the public wanted to contact the Council's out of hours team, the usual out of hours number was available and that went through to the control room. The Night Time Economy scheme would continue to be publicised through the use of Twitter, Facebook and adverts/articles placed in the Around the Royal Borough publication. The team were also looking at procuring a telephone solution so that there would be just one number to call the Council on so that people could reach the Council anytime day or night.

UNANIMOUSLY RESOLVED: That Members fully endorsed the recommendations (Option 1), within the report with the following comments to be passed on to Cabinet:

Cllr Jones was concerned about the amount of time Community Wardens spent out of their wards due to working during the night time. Local residents in her ward had noticed the visual presence of their Community Warden had reduced since the pilot had been in place.

Cllr Jones was also concerned that the police wanted more involvement from Community Wardens during the night time economy hours and had requested the hours Wardens were available to be extended into the early hours. However, the incidents that occurred during those later hours were usually incidents of

breach of the peace and other police related activity. Cllr Jones felt it was inappropriate for Community Wardens to help deal with those incidents.

PARKING PENALTY DISCOUNT PILOT

Craig Miller, Head of Community Protection & Enforcement introduced the report and highlighted the following main points:

- The report set out the proposal for a pilot scheme with the Department for Transport introducing a 25% discount for motorists who use the full appeal process.
- The Department for Transport had approached the Leader of the Council as ministers were concerned after receiving feedback from people who would be likely to win at appeal.
- People were not appealing because if a penalty charge was paid within 14 days, the penalty was reduced by 50%.
- If an appeal was unsuccessful, that 50% reduction did not apply and the motorist would have the full amount of the penalty charge to pay.
- In order to encourage more people to use the appeal process, if an appeal was unsuccessful, a 25% reduction in the penalty charge would be applied.
- The full appeal process could take up to three months to complete so the discount window would be nine months with information gathered by 12 months.
- 154 appeals had been raised in 2014/15 and 77 of those were unsuccessful. They would have received 25% discount had the pilot been in place.
- There was a potential increase in the amount of people appealing. The Council wanted to ensure there was a safeguard so the Council could keep an eye on revenue received from penalty charge notices.
- There were costs associated with the pilot and the Department for Transport would be sharing those costs.
- The pilot scheme was to prove if there were issues or not with the amount of people appealing being too low due to the 50% reduction if paid within 14 days.

The Chairman stated the pilot may have come about because there were cases people felt they have been unfairly ticketed but did not feel they would win an appeal. Cllr Sharma commented it was a good scheme and the analysis of responses to the consultation on page 36 showed people felt the pilot would be a good idea. Cllr Jones said she was supportive of the idea as the Council needed to be sure of the validity of tickets being issued. Cllr Pryer commented that sometimes, parking signs could be misleading or unclear. She agreed with the pilot and would like confirmation of how the Council planned to make it as clear as possible for residents. Craig Miller confirmed he had been speaking to the company that ran the ticketing system and had agreed to include a leaflet in with the penalty charge notice explaining the pilot. He added the leaflet would be simple and clear.

UNANIMOUSLY RESOLVED: That: Members fully endorsed the recommendations of the report.

CHOBHAM ROAD SUNNINGDALE - PETITION TO REDUCE WEIGHT LIMIT FROM 18T TO 7.5T (CONSULTATION RESULTS)

Ben Smith, Head of Highways & Transport introduced the report to Members and highlighted the following main points:

- The report was to be considered at Cabinet.
- The Council received a petition with over 1,000 signatures to reduce the current weight limit from 18 tonnes to 7.5 tonnes.
- The new weight limit would restrict very large vehicles.
- The new restriction would prevent very heavy traffic from crossing the bridge, causing traffic and other safety risks.
- There had been wide consultation on the scheme using the press and producing leaflets.
- 73 people had responded to the consultation with over 70% wanting a reduction in the weight limit.
- There were some objections from Surrey and Ben Smith had met with their Lead Member and went through the consultation with them.
- Due to the results of the consultation, the weight limit was being reduced.
- Alternative routes that were not weight restricted were in Surrey.
- If HGV's stayed on the Chobham Road route, that would cause traffic safety risks and clog the village.
- There were two alternative routes HGV's could use that were far more suitable for very large lorries.
- The Chobham Road route had impaired visibility across the bridge and was also a residential area.

The Vice-Chairman stated there were a lot of new developments in that area and that would bring more HGVs to the area. There had been a large petition to get the weight limit reduced. He was happy to endorse the recommendations.

UNANIMOUSLY RESOLVED: That: Members fully endorsed the recommendations of the report.

IMPERIAL ROAD/CLEWER HILL ROAD/WINKFIELD ROAD, WINDSOR JUNCTION IMPROVEMENTS

Ben Smith, Head of Highways & Transport introduced the report to Members and highlighted the following key points:

- The report was to be considered by Cabinet.
- The area had a history of very heavy traffic at certain times
- A consultation on two options had been carried out.
- Letter drops had been carried out, publicity in local press and ward Members held two drop in sessions.
- The publicity created a lot of feedback.
- The outcome of the consultation showed there was no clear consensus on which option should be implemented.
- Clewer Hill residents did not want to get rid of the traffic lights at the junction.
- Residents from St Leonards Road also had concerns regarding improvements.
- Neither option that was consulted on were to be implemented but the Council had decided to take the best bits of the feedback from the consultation and implement those.
- The alterations to the junction were detailed in the report and Members noted there was a short term solution being implemented in time for summer and there was a long term road improvement plan to be introduced in 2017.

- The Council had tried to choose the best bits supported by the consultation and remove the bits which had received negative feedback.

Cllr Pryer suggested amending the recommendation to include Ward Members to be consulted with alongside the Lead Member as the improvements would affect quite a few wards. Ben Smith, Head of Highways & Transport confirmed if Cabinet agreed the recommendations in principle, the Council would carry out technical traffic modelling. He added the traffic was not good for residents so he was trying to get the best solution for all.

UNANIMOUSLY RESOLVED: That:

Members fully endorsed the recommendations with the following amendments:

Recommendation: That:

- I. **Authority be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport and with Ward Members 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 to be delegated to the Head of Highways & Transport in consultation with Lead Member for Highways & Transport and with Ward Members 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.**
- III. **The traffic baseline measurement be carried out during the school holidays and during school term time in order to collect accurate data on traffic movements in the area.**

The meeting, which began at 6.30 pm, finished at 7.50 pm

CHAIRMAN.....

DATE.....

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Agenda Item 4

Report for: INFORMATION



Contains Confidential or Exempt Information	<i>NO - Part I</i>
Title	RBWM Transformation Programme 2015-18: An Agile Council
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Cllr Paul Brimacombe, Principal Member for Transformation & Performance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This paper introduces a refreshed RBWM Transformation Programme (strategy) 2015-18. The Programme is designed to respond to the changing face and funding structure of local government and enable the Royal Borough to become a change ready and 'Agile' organisation.
2. This Transformation Programme is ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government but also seeks to meet the changing needs of residents, within tightening financial constraints, without compromising the quality of our services.
3. Successful implementation of the strategy will result in new operating models for our services, delivered by employees who are skilled and confident; able to respond positively to challenges and act to maximise opportunities, who will ensure we continue to utilise the right tools and technologies to provide quality services to residents.

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. The strategy directs service reviews, to focus on the needs of the customer – changes will be made to	From 1 April 2016 onwards

ensure that these needs are more effectively met.	
2. The strategy looks to put in place operating models which will both reduce the cost and increase the efficiency of the services which we provide to residents.	From 1 April 2016 onwards

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves the refreshed RBWM Transformation Programme 2015-18: An Agile Council.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The purpose of the refreshed transformation programme is to create a lean and agile organisation, focused on customers, services and the communities we serve.
- 2.2 Transformation is about changing the way an organisation functions; through better use of technologies, changes to working practices and structures, the introduction of new operating models and encouraging changes to customer behaviours.
- 2.3 In February 2016 both Council and Cabinet reviewed a medium term financial plan (MTFP) identifying £14.595m of savings targets for the three directorates for the period 2017/18 – 2019/20. Clearly, the council is operating in a challenging time with increases in demand for services alongside these ongoing financial constraints. The transformation programme sets out how we will increase innovation and use of digital technology, create a much stronger customer focused and commercial orientation to generate additional income and/or reduce costs and introduce different ways of delivering our services going forward, across the full range of services we provide.
- 2.4 Our transformation programme will focus on three key areas:
 - **Knowing our services** – undertaking Fundamental Service Reviews (FSRs) of our activities and using the information gleaned to plan the future scope and volume of service outcomes, and how they are achieved.
 - **Having the right people and tools** – creating a strong ‘can do’ culture across the organisation and equipping managers with the right skills to do their jobs.
 - **Delivering differently** – using relevant information and management skills to adapt our services, providing us with the ability to flex the size and shape of the council over time to meet demands and pressures we face.
- 2.5 These key areas (workstreams) will be delivered through a number of projects, which are currently in the process of being fully defined. The basis of this is set out in appendix B.

OPTIONS CONSIDERED

Options	Comments
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Options	Comments
Approve the Transformation Programme 2015-18. This is the recommended option	This option allows us to become an agile council, able to respond to the changing environment of local government and the challenges and opportunities this presents.
Not approve the Transformation Programme 2015-18. This is not recommended	This option could lead a reactive response to the changing environment we face and may affect our opportunities to achieve sustainable change and savings.

3. KEY IMPLICATIONS

3.1 Transformation is not something that is new to the Royal Borough, and the new programme identifies some of our achievements of the last few years – but there is more to do. By 2018, through this refreshed transformation programme we expect to be a council which is:

- More self reliant – successful in becoming less dependent on central government funding and increasing our income generation;
- Equipped to work in new ways – regularly commissioning the services we need based on outcomes for residents, and making evidence based decisions on those services we change;
- Quicker to respond – more able to adapt to changing circumstances and residents’ needs, including improving our digital offer to customers;
- Providing a mixed economy of service provision – taking different approaches to delivering services, taking ideas from all sectors as well as our own.

3.2 The key outcomes of this transformation programme are set out below:

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% of Measures of Success, as laid out in the Transformation Strategy, achieved.	<85%	85-89.9%	90-95%	>95%	31 March 2018
Deliver the identified £5.7m savings Transformation Programme for 2016/17	<£5.7m	£5.7m	£5.7m - £6m	>£6m	31 March 2017
An additional £5.5 savings identified and delivered through the Transformation Programme for 2017/18	<£5.5m	£5.5m	£5.5m – £5.75m	>£5.75m	31 March 2018

4. FINANCIAL DETAILS

Financial impact on the budget 3

- 4.1 There are no financial implications of this report, however some of the Transformation workstreams themselves may have budget implications (e.g. CRM Lite, New Telephony etc).

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

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

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Transformation Programme is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Transformation Programme does not achieve it's agreed objectives.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW
The Transformation Programme does not deliver the required savings.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 The Transformation Strategy addresses ~~14~~ following strategic objectives.

Value for Money

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

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

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

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 N/A

12. PROPERTY AND ASSETS

12.1 N/A

13. ANY OTHER IMPLICATIONS

13.1 N/A

14. CONSULTATION

14.1 Consultation has taken place with;

- Elected Members and Overview & Scrutiny Panels
- Strategic Leadership of the Council.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 March 2016	Report presented to Cabinet for approval

16. APPENDICES

- Appendix A - RBWM Transformation Programme 2015-18: An Agile Council
- Appendix B – Transformation Workstreams 2016-18

17. BACKGROUND INFORMATION

- N/A

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	29/02/16	09/03/16	
Cllr Paul Brimacombe	Principal Member Transformation & Performance	29/02/16	29/02/16	
Cllr Simon Dudley	Deputy Leader of the Council	29/02/16		
Cllr Geoff Hill	Lead Member for Customer & Business Services, including IT	29/02/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	29/02/16	07/03/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	29/02/16		
Andrew Brooker	Head of Finance	29/02/16		
Michael Llewelyn	Cabinet Policy Officer	29/02/16	29/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director of Operations & Customer Services	01628 796484

RBWM TRANSFORMATION PROGRAMME 2015 – 2018: AN AGILE COUNCIL

January 2016

“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

What is Transformation?

“Changing the way that the organisation functions”.

1. Changing processes affecting technology and structures.
2. Changing (legacy) historical working practices, values and structures.
3. Changing to new products or services and new delivery mechanisms.
4. Changing internal, external and customer behaviour.



CONTENTS

- 1 Introduction
- 2 Transformation Vision and Outcomes
- 3 Transformation Strands
- 4 How We Get There
- 5 Our Transformation Achievements to Date
- 6 Measures of Success

Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead

1. INTRODUCTION

- 1.1 Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.
- 1.2 We anticipate significant changes in the needs, behaviours and expectations of residents, customers, clients and communities - compounded by the reality of deficit reduction. We expect an increase in the volume of demand for council services; with particular growth in demographic-led demand for the services used by young and older people. That is, a likely disproportionate level of spend required for a small number of people with high needs where people (adults and children) are dependent on more restrictive support.
- 1.3 Demand is growing for a number of reasons; people are living longer and our lifestyles are changing and so too are our expectations – people want to stay out of hospitals, people want to remain in their own homes as they get older, and we are gaining greater understanding of issues such as child sexual exploitation and what we need to do about it. These are the areas where the costs are greatest; placing extra financial pressure on the Royal Borough of Windsor and Maidenhead (RBWM) every year. Meanwhile our duty to lead and support communities and create vibrant places and spaces for people to live, learn, work and play continues unabated.
- 1.4 The Royal Borough has a track record of responding positively to these challenges. We recognise and embrace the changing landscape of local government; operating in an environment of increasing demand and reducing resource. To ensure we respond to these challenges and opportunities, and continue to provide local people with the quality services they expect, we need to do things differently and change the way the council functions; Our transformation programme is enabling RBWM to do just that, and become an 'AGILE COUNCIL'.
- 1.5 An 'Agile Council' is one that has the knowledge, will and ability to transform efficiently and effectively within meaningful and appropriate timescales. It adheres to the principles of data-driven decision making, outcome based planning and performance management. It delivers valued and precise outcomes through the most effective operating models, by employees who are skilled and confident, who respond positively to challenges and act to maximise opportunities.
- 1.6 The recent local government settlement introduces changes to the ways the sector will be funded in the future. It sets out reductions in our revenue support grant going forward. The council, like the whole sector, therefore faces significant financial challenges over the period to 2020, with a current funding gap of approximately £14.5million over the period. We are committed to limit council tax rises at or below the rate of inflation whilst improving our services, which itself limits our choices and supports the need for us to become more Agile.
- 1.7 RBWM has an advantage over many other public, voluntary and private sector organisations in that we are in touch with the views of residents of the borough and have a mandate to commission services from a broad range of providers, including ourselves. We will work closely with partners, stakeholders and communities to address our financial challenges and determine the scope, size and content of our future services.

- 1.8 While the transformation programme will change the way the council functions we will also achieve continuous improvement through our 'business as usual' activities; it is intended that an 'Agile Council' will become the cultural norm. In this way the success of the transformation programme is complete when 'Agile' itself is business as usual.

2. TRANSFORMATION AMBITION AND OUTCOMES

- 2.1 The council's ambition, as articulated in our Corporate Plan 2016-20 and through this transformation programme, is to for the Royal Borough to be:

“A great place to live, work, play and do business, supported by a modern, dynamic and successful council.”

- 2.2 The transformation programme has solid foundations, built upon the preceding initiative of a business improvement programme (BIP) using lean and service reviews and earlier iterations of transformation. These initiatives assisted the council to successfully deliver balanced budgets and ensure continued financial stability. This transformation programme is more ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government. It also seeks to meet the changing needs of residents, within these tightening financial constraints, without compromising the quality of our services.

Anticipated outcomes of our transformation programme

By 2018 we expect to be a council which is:

- **Resident Focused** – Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.
- **Value for Money** – RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.
- **Delivering Together** – We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.
- **Equipped for the Future** – We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.

3. TRANSFORMATION STRANDS

3.1 Our transformation programme has three strands to it.

STRAND ONE – ‘KNOWING OUR SERVICES’

3.2 The first strand is to undertake Fundamental Service Reviews (FSRs) for each of the council’s activities. The FSR is essential to provide insight and understanding that will enable continual thinking and planning to determine the future scope and volume of service outcomes, and how they are best achieved. It will also provide greater understanding of the priorities, challenges and opportunities facing services. We will use this understanding and detailed information on our services to identify and plan for the best future service provision. The key outputs of this work strand are:

- The council will become outcome focused so that decisions about what the Council does and how it does it are based on which choice makes the best contribution to the Council’s priority outcomes;
- The council will employ the principles of a business intelligence system to push knowledge towards employees required to take actions, and make decisions at the time, place and in the right format for them to make best use of it. Taking the view that data is just facts and figures, information is structured, contextualised data and knowledge is purposed and insightful information.

STRAND TWO - ‘HAVING THE RIGHT PEOPLE AND TOOLS’

3.3 To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong ‘can do’ organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;
- Managers who have a shared understanding of change and project management and who can employ an ‘Agile Approach’ to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values.

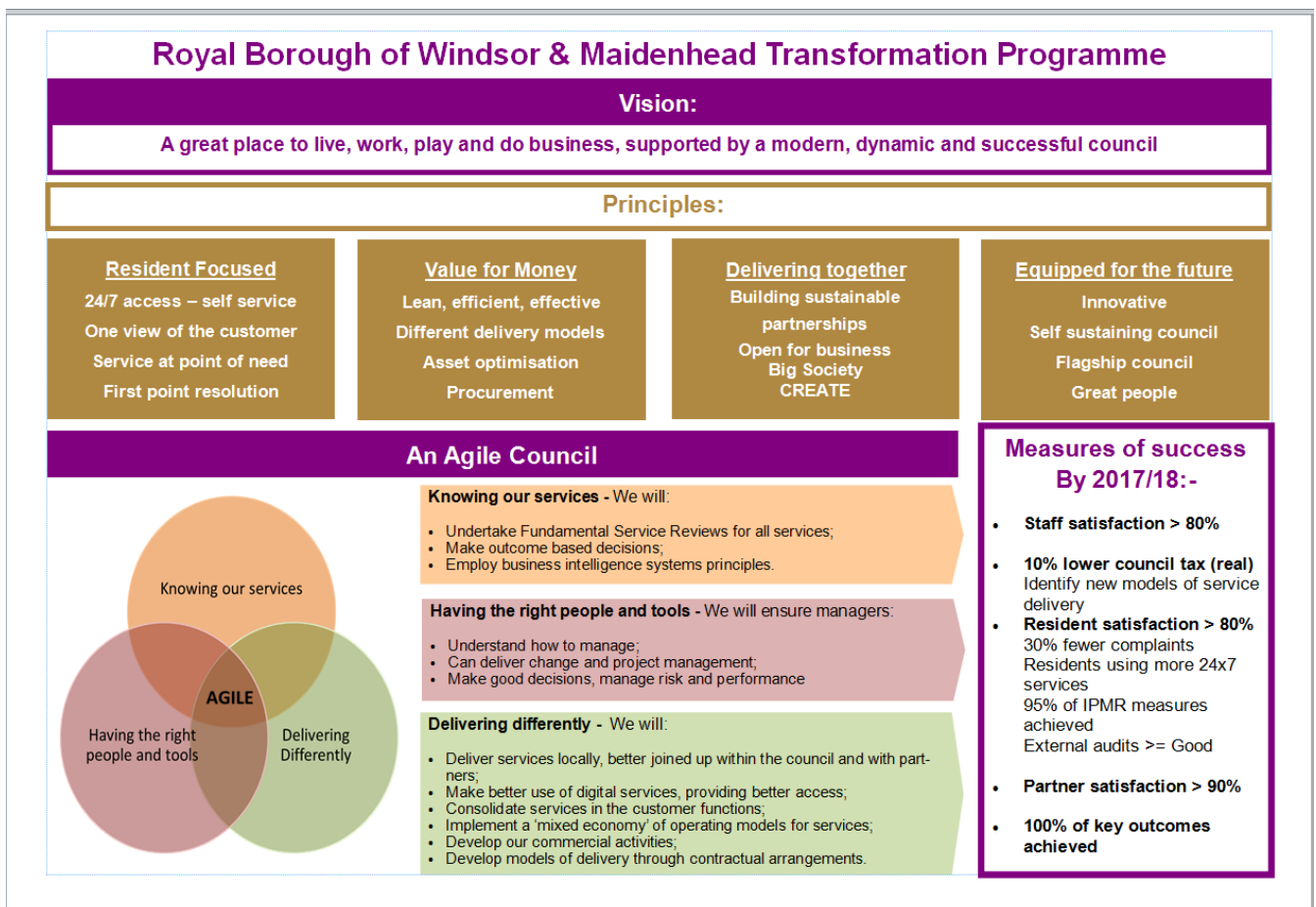
STRAND THREE – ‘DELIVERING DIFFERENTLY’

3.4 With the right business intelligence system and information, and managers and officers with the right skills to identify opportunities and challenges ahead, we can create a Agile Council, fit for purpose and able to adapt. ‘Delivering Differently’ articulates an ambition to create a ‘mixed economy’ approach to service provision in the future. The key outputs of this work strand are:

- Services delivered locally so that services are planned in, delivered in and accountable to the localities they serve and are better able to join up within the council and with other public sector partners;

- Better use made of digital services so that customers have greater access; also services are available at times that suit them and on devices that suit them;
- Consolidated services in the customer functions and the back office support functions, so that they are more efficient;
- A mixture of operating models implemented and utilised for the provision of our services; the right solutions for our services;
- Commercial activity developed and opportunities to spin out services, part of services and/or new services through our trading company, RBWM Commercial Services, to be maximised;
- Opportunities to use our assets (land and buildings) in creative ways to generate capital and revenue receipts is maximised;
- Models of delivery achieved through contractual arrangement, grants or other funding mechanisms are developed;
- Communities better supported to reduce dependence on the council through facilitating, enabling, organising and funding activities.

Figure 1 shows our 'plan on a page'.



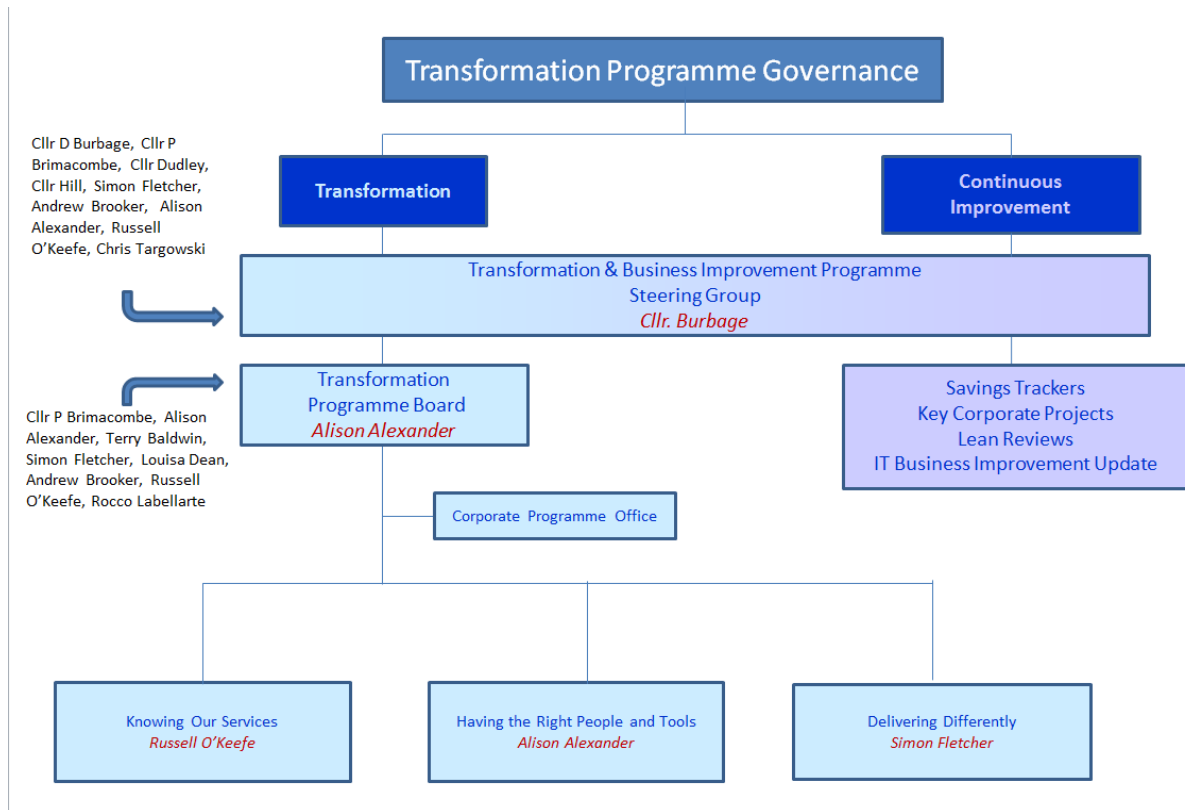
4. HOW WE GET THERE

4.1 Delivery of this revised transformation programme will build on the successes, and structures, we have already achieved.



- 4.2 The programme will change how we do business, to improve services to residents and to provide better value for money. It will involve better alignment of the Council's staff, processes and technology with our objectives and priorities in order to support and help innovate new ways of working and provide new levels of customer service.
- 4.3 Transformation is achieved when 'Agile' becomes 'business as usual'. It will result in new operational models, better management practices, more efficient processes, new technology, improved leadership and will influence culture, staff training and structures.
- 4.4 Projects and work-streams will continue to be identified and managed through Verto, supported by the Corporate Programme Office. The existing transformation programme benefits realisation and performance management structures will continue (see figure 2 below) - to enable, track and bring about real change. Likewise, we will continue to centrally coordinate change communications, supported by our Change Agents and Champions.

Figure 2 shows the transformation programme governance arrangements (from 1 April 2016).



- 4.5 We are taking a priority-based approach as we have limited resource and organisational capacity for change and cannot transform everything at once. A roadmap will be developed to show the journey and steps for transformation within the three areas, with individual projects and their approximate start and delivery dates.

5. OUR TRANSFORMATION ACHIEVEMENTS TO DATE

5.1 Some progress has already been made on our transformation journey.

- We have achieved £24.6m's of savings since 2013/14 supported by our 'Lean' practices and FSRs
- We have restructured our senior management layer, again generating £460k of financial savings, and creating a more flexible, senior cadre of managers
- We have reduced the staff headcount by 216 FTE since 2013/14 (including 90 transferred to Legacy Leisure).
- We launched a new website in January 2015 (6 weeks lead in) and old website 'switched off' in December 2015.
- We have implemented remote and home working, anytime anywhere access to Council systems for staff and Members;
- Introduced hot desk working – open plan offices through the Smarter Working project;
- Provided access to email and calendars on Smartphones, iPads and other devices;
- Introduced Wi-Fi access in council offices for Members, staff and visitors;
- Created a new, paperless Cabinet and Committee reports system;
- We have upgraded almost all core business systems (Finance, HR, Pensions, Revenues and Benefits, Planning, Social Care, Elections);
- Achieved secure encryption added to all devices, computers, laptops, tablets, phones, etc.
- Introduced a new Project Management methodology (Gateway Process) and reporting (Verto);
- Major works undertaken in 13/14 to achieve Government security compliance;
- Received recognition from Government as the first authority to deliver a cloud environment;
- Implemented a series of shared services (including Shared Legal Solutions and Building Control);
- Diverted more than 90% of our waste from landfill to 'energy from waste' sites;
- Implemented locally based 'Community Wardens' to improve access to our services to residents – and extended this to cover our vibrant night time economy;
- Brought forward a series of exciting regeneration activities to support further development of the Borough;
- Built new school in Oldfield, in response to growing demand;
- Invested in projects which significantly improve our environment and leisure facilities (Furze Platt Leisure Centre, Waterways scheme etc).

6. MEASURES OF SUCCESS

6.1 The following table sets out the measurable success factors for the transformation programme.

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 1	Financial management	Savings targets are achieved.	<ul style="list-style-type: none"> By maximising opportunities for sharing services with public and third sector partners; By implementing a mixture of operating models for the provision of our services, achieving sustainable savings; By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms. 	£20.3m savings by 2020 (Local Government Settlement 2015)	£5.7m	£5.5m
Tx Ben 2		New income is realised from commercial trading activities	<ul style="list-style-type: none"> By developing our commercial / trading activities and opportunities to spin out services, part of services and/or new services through RBWM Commercial Services; 	<£80K (TWO5NINE)	>£500K	>£750K
Tx Ben 3		Cost of service (per transaction) is known and used in planning for services	<ul style="list-style-type: none"> By use of a business intelligence system to ensure decisions are taken based on appropriate information 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 4	Reduced council tax (real)	% real terms reduction in council tax	<ul style="list-style-type: none"> By continuing to put residents first and ensure that efficiencies we achieve can be passed onto them. 	Band D Rate (£906.95 excludes £18.14 ASC precept)	TBC	10%
Tx Ben 5	Increased resident satisfaction	% of residents who are overall very satisfied or fairly satisfied with RBWM	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council By providing effective, efficient services and delivering first time resolution to customer queries 	65% (2015 residents survey)	75%	>80%



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 6		% fewer complaints received	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council 	720 (estimate 2015/16)	600 (15%)	30%
Tx Ben 7		% of residents accessing services '24/7'	<ul style="list-style-type: none"> By increasing the number of channels available at different locations and at different times By improving the transactional capability of our website and how it interfaces with back office systems; By developing a 'my account' feature for residents so they can apply, pay for and track services online 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 8		% IPMR measures achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	63% on target (2014/15)	??	95%
Tx Ben 9		% external audits scored as 'good' or better	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 10		% of residents satisfied with the way their complaint was handled?	<ul style="list-style-type: none"> By engendering a culture of customer service excellence across the council 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 11		% of key outcomes achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	66% (2014/15)	??	100%
Tx Ben 12	Increased partner satisfaction	% of partners who are overall very satisfied or satisfied with RBWM	<ul style="list-style-type: none"> By focusing on working together with partners to achieve targets and shared priorities for residents. 	To be baselined (by March 2016)	TBC	>90%
Tx Ben 13	Increased staff satisfaction	% of staff who are satisfied with RBWM as their employer	<ul style="list-style-type: none"> By recognising staff for their contribution to the services they provide for our residents By providing clear direction and leadership over the future of services and the organisation 	47.5% (2013) 42.6% (2014)	60%	>80%
Tx Ben 14		% of staff who have confidence in the leadership skills of their manager	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 15		% of staff who agree their manager is an excellent role model	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 16		% staff who agree their manager exhibits the CREATE values the majority of the time	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016) 55.8% (2013 – in relation to people they work with)	TBC	TBC
Tx Ben 17		% of staff who have confidence in the leadership skills of the senior leadership team	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 18		% of staff who have confidence in the leadership skills of members	By improving our communications and trust between member and senior leaders	To be baselined (by March 2016)	TBC	TBC
Tx Ben 19		% of staff who agree the senior leadership team exhibit the CREATE values	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 20		% of staff who agree they would be happy to be still working at the council in 12 months time	<ul style="list-style-type: none"> By creating a strong outcomes focused organisation supported by a can do culture 	56.8% (2014)	70%	>80%
Tx Ben 21	Successful project management	% project objectives met in full	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 22		% of projects completed on time and to original budget	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by March 2016)	TBC	TBC

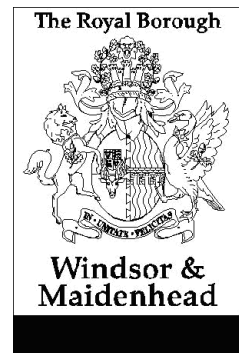


Document Name	RBWM Transformation Strategy Document		
Document Author	Simon Fletcher (Strategic Director of Operations)		
Document owner	Transformation Steering Group		
Accessibility	??		
File location	TBC		
Destruction date	TBC		
How this document was created	Version 0.1	S Fletcher - First draft	16/Dec/2015
	Version 0.2	Cllr P Brimacombe – amends / additional text	16/Dec/2015
	Version 0.3	S Fletcher – further additions to measures of success / redrafting of text throughout	06/01/2016
	Version 0.4	A Brooker, R O’Keefe, L Dean: further additions of financial data, text to ‘delivering differently’ strand / achievements added	07/01/2015
	Version 1.0	A Alexander: minor amendments to section 2 wording, formatting	09/03/2016
Circulation restrictions	Tx Programme Board.		
Review date	TBC		

WORKSTREAMS	
KNOWING OUR SERVICES	
Fundamental Service Reviews	Undertaking reviews of all services / functions across the council
Precision of Outcome	Becoming a data driven, BIS reliant organisation
DELIVERING DIFFERENTLY	PROJECT SUMMARY
Adult, Special Care and Health Provision	Converting ASC into Health or alternative CIC provision
Delivering Children's Services Differently	Moving Children's Services from LA provision into a CIC
Delivering Differently through Parishes	Devolving some highways and planning service provision to local parishes
Delivering a Great Customer Experience	<p>Digital by Choice: Introducing new technologies to improve 24/7 access encourage 'digital' as channel of choice</p> <p>Local Access: Access to council service from our / partner assets or customers' homes where required</p> <p>First Time Fix: Reduction of failure demand / avoidable contact - focus on 1st time resolution of customer contacts</p>
Delivering Operations & Customer Services Differently (title TBC)	Implementing new operating models for the provision of services in the Operations and Customer Services directorate.
Delivering Corporate Services Differently (title TBC)	<p>Delivering different approaches in corporate and community services to realise savings, income and improvements including:</p> <ul style="list-style-type: none"> - Finance and procurement - Property - Planning - Legal and governance - Performance.
HAVING THE RIGHT PEOPLE & TOOLS	PROJECT SUMMARY
High Performance Organisation	<p>Ensure a customer focused culture at all levels of the council</p> <p>Deliver a strong management culture, in partnership with Members, able to make good decisions and manage risk & performance</p>
Change & Project Management Capability	Delivering successful change and project management
Communications	Improving (I/E) communications and engagement, promoting the work of the council and ensuring we give the right messages to our community

Agenda Item 5

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Proposed Naming of Footbridge over Jubilee River Eton
Responsible Officer(s)	Simon Fletcher, Strategic Director Operations and Customer Services
Contact officer, job title and phone number	Anne Keohane Address Management Officer 01628 796278
Member reporting	Councillor Geoff Hill, Lead Member for Customer and Business Services, Including IT
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	Eton and Castle

REPORT SUMMARY.

This report deals with the proposal to name a footbridge owned by the Royal Borough of Windsor and Maidenhead and requests a decision on the matter.

The footbridge in question is over the Jubilee river in Eton College land. As a bridge, it forms part of the highway and also provides a Public Right of Way. It is therefore subject to Street Naming legislation adopted by the council and its policy.

The proposal is submitted by a Mr Scaife, a member of the public, who has applied to the council to name the bridge "Michael's Bridge" in memory of his son who died in a swimming accident in August 2015. The belief is that the name, if adopted, would also serve as a deterrent to other would-be swimmers.

This report provides:

- the legal and policy information that governs Street Naming and Numbering
- details on the process followed
- recommended action

The decision to name the bridge has become a matter of public interest and the council is keen to ensure a transparent approach to the decision.

If recommendations are adopted, how will residents benefit?

The bridge will become a recognisable landmark which will help emergency services to locate it.	Installation date to be agreed following approval
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1. DETAILS OF RECOMMENDATIONS

1.1 RECOMMENDATION: That Cabinet:

- i. approves the footbridge over the Jubilee River in Eton be re-named “Michael’s Bridge” .
- ii. approves that details of the plaque with the bridge name, placement and wording be agreed by the Public Rights of Way team and the proposer.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 The Council owns a footbridge over the Jubilee River in Eton. It was transferred to Council ownership from the Environment Agency after construction. There is no evidence of a name being applied to the bridge.

2.2 The Council received a request from a Mr Scaife in November 2015 to name the footbridge after his son who died in an accident in the Jubilee River in August 2015.

2.3 Foot and road bridges are part of the Highway and are therefore subject to the Street Naming and Numbering process. RBWM is the Street Naming and Numbering Authority for the area under two sets of legislation:

- Section 64 Town Improvement Clauses Act 1847 (for properties)
- Sections 17 to 19 Public Health Act 1925 (for streets)

2.4 This report deals with the naming of streets, therefore the Public Health Act 1925 (PHA) applies. S17 PHA concerns the council’s duty to deal with proposals to name a previously un-named street or part of street. The process is:

- The applicant proposes a name;
- The council has one month to object;
- That the calendar month has to elapse before the end of the notice period;
- Where the council objects, the applicant has a right of appeal. That appeal is to the Magistrates Court.

2.5 The council has a consultation policy to ensure the acceptability of such naming or re-naming proposals. This policy is available on-line on the RBWM website and in forms sent to the proposers, the relevant point of which is that on receipt of a proposal the council is required to...

“Liaise with the Ward and Parish Councillors in the provision of new street names in larger developments. Councillors have a right to refuse proposed street names and may suggest alternatives.”

2.6 Consultation on the proposal has been undertaken and no objections were received from:

- the land owner: Eton College
- the structure owner; the council
- the ward councillor for the area: Cllr Alexander

- 2.7 After some initial confusion over the Eton Town Council response to the consultation, the Town Council has now voted, by a majority, to withdraw their objection. Appendix A shows the agreement of the town council plus public support for the change in the form of two on-line petitions (hard copy only) and a letter of support from a member of Slough Fire Services.
- 2.8 The issue became a matter of considerable public interest following Eton Town Council's initial objection. Therefore, the decision to name the bridge has been escalated to Cabinet for transparency reasons.
- 2.9 The Public Rights of Way team have suggested a similar plaque to one recently erected in the area be placed on the bridge, and have worked with the Scaife family regarding placement.
- 2.10 In conclusion, it is recommended to Cabinet that the bridge be re-named as proposed. The reasons for this recommendation are that existing street naming legislation and policy has been followed; the council has authority under s17 to accept this proposal to name an un-named length of street, and, in any case, Eton Town Council, on a majority vote, has withdrawn its original objection.
- 2.11 In addition and as a consequence of initial confusion over this proposal, it has been agreed that reviews be undertaken to understand how a bridge's identity plays a part in safety during emergency incidents and that the street naming and numbering policy is reviewed and re-published to ensure that both the process and means of escalation is clarified for applicants, consultees and other interested parties.

2.12

Option	Comments
<p>To refuse the proposal to name the bridge "Michael's Bridge" and to advise Mr Scaife of his right of appeal to the Magistrates Court</p> <p>This is not recommended</p>	<p>Eton Town Council was the only objector to the proposal, and has, on a majority, withdrawn their objection.</p>
<p>To approve the footbridge be re-named "Michael's Bridge" as proposed by Mr Scaife and as permitted under s17 of the PHA 1925.</p> <p>This is recommended</p>	<p>The naming proposal has followed the correct legal process and policy, and there are no objections to the proposal.</p>

3. KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
The plaque with the proposed bridge name is installed	The plaque will not be installed	The plaque will be installed	N/A	N/A	30 May 2016

4. FINANCIAL DETAILS

Financial impact on the budget

4.1 The one off cost of the plaque will be financed by Highways & Transport, which had already been agreed to, irrespective of the naming of the bridge. There will therefore be no additional cost associated with the naming. There will be no maintenance or replacement policy in the case of damage or removal of the plaque, so no ongoing costs.

4.2

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

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

5. LEGAL IMPLICATIONS

5.1 RBWM is the Street Naming and Numbering Authority for the area under s 64 Town Improvement Clauses Act 1647 (for properties) and ss 17 to 19 Public Health Act 1925 (for streets). Under s17 of the Public Health Act, the council can accept or object to a proposal to name an un-named street.

6. VALUE FOR MONEY

6.1 No impact

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 No impact

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
That agreeing to the proposal sets a precedent for naming streets.	The council receives proposals to name or rename other bridges or streets in the borough.	This report recommends that council policy be amended. Policy will require a "grace period" after a person's death before accepting a proposal to name a street after that person. That period will be a minimum of 5 years to a maximum of 20 years.	Establishing a grace period ensures that the council treats all such requests consistently and transparently.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 None

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 The report will be considered by Highways and Transport Overview and Scrutiny Panel on 23rd March 2016

- Details of consultation process prior to this report – see Appendix A and B for the consultation process prior to this report. Summary of responses: No objections from Cllr Alexander or Eton College. Eton Town Council retracted their initial objection. Highways team do not support but will not oppose the proposal.

- Summary of consultation methodology.
Email communications were sent to Cllr Alexander, Eton College, Eton Town Council and the Highways Team. Slough Council and the Environment Agency were copied for information only.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 st March 2016	Report presented to Cabinet for approval of naming.
End May 2016	Subject to Cabinet approval: commission and installation of plaque

16. APPENDICES

Appendix A: Process to Name the Footbridge

Appendix B: Support for the naming

- On-line petitions in support of proposal (hard copy can be made available on request).
- Email from Eton Town Council with majority vote that it approves the naming (electronic).
- Letter from Slough Fire and Rescue Services in support of the proposal (electronic).

17. BACKGROUND INFORMATION

Document	Format	Date
Council confirmation that the bridge belongs to RBWM.	Email	20/11/2015
Mr Scaife request to name the footbridge	Email	24/11/2015
Council acknowledgement of receipt of the proposal	Email	24/11/2015.
Responses from Cllr Alexander	Email	24/11/2015
Eton College	Email	27/11/2015
Eton Town Council initial response	Email	09/12/2015
Council request for clarification to Eton Town Council	Email	09/12/2015
Eton Town Council clarification of their response	Email	10/02/2015
Eton Town Council response of 24 th December with objection	Email	24/12/2015
Results of second Eton Town Council meeting.	Email	10/02/2016
Address Amendment document on the right to consult	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	9/3/16		
Cllr Geoff Hill	Lead Member for Customer and Business Services, Including IT	4/3/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	9/3/16		
Russell O'Keefe	Strategic Director Corporate and Community Services	9/3/16		
Michael Llewelyn	Cabinet Policy Officer	9/3/16		

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Anne Keohane	Address Management Officer	01628 796278

Appendix A: Process to Name the Footbridge

24 November /2015 Receipt of Proposal

The council received a request to name a, previously un-named, footbridge over the Jubilee River on Eton College land. The request was to name the bridge “Michael’s Bridge” after a young man who died in a swimming accident in August 2015. The request came from Mr Scaife the victim’s father.

24 November 2015 Start of Consultation

The bridge is owned by RBWM and is part of the highway as well as being a Public Right of Way (PRoW). The request was processed by the Address Management team under s17 of the Public Health Act (PHA) 1925

24 November 2015 Consultation

Emails to the following were sent:

- Cllr Alexander
- Eton Town Council
- Eton College, the land owner
- Highways Team, as the bridge is owned by the council
- Slough Council – for information only as the bridge is near the borough boundary
- Environment Agency were copied for their information only

November – December 2015 Responses

Consultee	Date of Response	Response
Cllr Alexander	24/11/15	No objection
Eton Town Council	09/12/15	Does not support (the council requested clarification as to whether or not this amounted to an objection)
Eton Town Council	10/12/15	Does not support but will not stop the proposal
Eton College	27/11/15	No objection
RBWM Highways Team	21/12/15	Does not support but will not stop the proposal

24 December 2015 Close of Consultation

The council announced the close of the legal notice period. There were no objections to the naming and the proposal would go ahead. This was sent in emails to Mr Scaife and the consultees.

24 December 2015 Objection from Eton Town Council

Eton Town Council contacted the council to confirm that they had objected to the naming on the basis that acceptance sets a precedent to naming streets (or parts of streets after tragic incidents.)

A retraction and apology email was sent out to Mr Scaife and the consultees. Mr Scaife was not notified until 4th January of his right to appeal to the Magistrates Court.

January 2016

An on-line petition to change Eton Town Council's decision was made and produced a large number of signatures in support of the proposal. The proposal also garnered the support of a Slough Fire Crew member who wrote of the importance of names for locating incidents in an emergency (letter reproduced in Appendix C)

At a subsequent Eton Town Council meeting on 4/02/2016, a vote on the matter was passed on a majority of 8 to 3 in favour of supporting the proposal. The objectors refer to the possibility of precedent being set because of this proposal.

Appendix B: Public Support for Proposal

- i. Email from Eton Town Council with majority support in favour of the proposal.
 - ii. Letter from Slough Fire and Rescue Crew Member in support of proposal
 - iii. On-line petitions in support of proposal (Hard copy only)
-
- i. Email from Eton Town Council with majority support in favour of the proposal.

Page 1 of 1

Town Clerk

From: "Town Clerk" <etoncouncil@aol.com>
Date: 09 February 2016 09:46
To: <anne.keohane@rbwm.gov.uk>
Subject: Naming of the Myrke Footbridge

Good morning Anne,

This will advise that at the Eton Town Council meeting on Thursday 4th February, Members voted to withdraw their objection to the naming of what is known as the Myrke Bridge to Michael's Bridge. The actual vote was 8 to 3.

Mr Scaife was in attendance and he presented his petition to the Deputy Mayor, who was acting as Chairman at the meeting in the absence of the Mayor.

I shall be posting the petition off to you today as I understand that you will need to pass this on to Councillor Rayner.

Best regards,

Bob

Bob Austen
Town Clerk

Eton Town Council
Council Offices
ETON
Windsor
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09/02/2016

ii. Letter from Slough Fire and Rescue Crew Member in support of proposal

ROYAL BERKSHIRE
FIRE AND RESCUE SERVICE



Dear Sir or Madam,

My name is Seth Juby and I am a Crew Manager at Slough fire station. I was part of the first crew in attendance on the 7th August 2015 when Michael Scaife tragically lost his life in the Jubilee River. His father Mark came into the station today to speak about his efforts to have the bridge named in his memory. I do believe that this would not only be a fitting memorial but also a means of highlighting the dangers of swimming in the rivers. I know that as a teenager growing up in the area myself having a bridge named in someone's memory would have sent an emotive message and I would have caused me to think twice about the potential dangers.

I also feel that from an operational stand point, being able to give the bridge a name would be of a significant advantage. If a similar incident were to occur in that area then the person making the call to the emergency services has a landmark "Michael's Bridge" to which we can be directed again giving us an excellent reference point.

Yours Sincerely

CM Juby

Blue Watch

Slough Fire Station

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Report for: ACTION



Contains Confidential or Exempt Information	No - Part I
Title	Road and Streetworks Permit Scheme
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations, 01628 796484
Contact officer, job title and phone number	Ben Smith, Head of Highways & Transport, 01628 796147
Member reporting	Cllr Rayner, Lead Member for Highways & Transport
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All
Key Words	Streetworks; permit; roads; utility companies

REPORT SUMMARY

This report is designed to give the Council more powers to manage utilities damaging and disrupting our highway network.

1. This report provides an update on the potential introduction of a Road and Streetworks Permit Scheme which supports the manifesto commitment '*...Work with utility companies to improve the quality of road and pavement repairs...*'.
2. The report seeks approval in principle to this positive initiative and to consult with utility companies and stakeholders on the proposed scheme (attached as Appendix A).
3. The report recommends that Cabinet:
 - approve in principle the development of a Roads and Streetworks Permit scheme and endorse the approach being taken.
 - approves commencement of the consultation process with utility companies and other stakeholders.
 - approves a budget of £120k in 2016/17 for scheme development; consultation and implementation.
 - receives a report in September 2016 to consider the outcome of the consultation and business case.
4. The financial implications of this report are:
 - scheme development; consultation and implementation costs of £120k.

- development and implementation costs are recoverable through permit fees to be charged following implementation.

5. Additional points to note are:

- a primary benefit of a permit scheme is the increased capacity to coordinate and control activities on the highway minimising the impact on residents, business and visitors.
- implementation of a permit scheme fully supports delivery of the manifesto commitment ‘...to work with utility companies to improve the quality of road and pavement repairs...’
- scheme to ‘go live’ in November 2016, subject to approval by Cabinet in September 2016.

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.
Residents will benefit from improved journey times, reduced congestion and improved condition of the road infrastructure.	With effect from the implementation of the Road and Streetworks Permit Scheme from November 2016.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDED: That Cabinet:

- i) **Approve in principle the development of a Roads and Streetworks Permit scheme and endorses the approach being taken.**
- ii) **Approves commencement of the consultation process with utility companies and other stakeholders.**
- iii) **Approves a budget of £120,000 in 2016/17 for scheme development; consultation and implementation.**
- iv) **Receives a report in September 2016 to consider the outcome of the consultation.**

2. REASON FOR DECISION AND OPTIONS CONSIDERED

Background

2.1 The primary objective of the permit scheme is to improve the strategic and operational management of the highway network through better planning, scheduling and management of activities to minimise disruption to any road user and to improve the quality of repairs undertaken by utility companies.

2.2 Key scheme objectives and benefits:

- reduced disruption on the road network
- improvements to overall network management
- reduction in delays to the travelling public
- reduction in costs to businesses caused by delays
- creating a safer environment
- reduced carbon emissions
- Improve quality of repairs
- coordinate utility works on our highway network

- 2.3 Scheme objectives will be delivered by improving performance in the following areas:
- enhanced coordination and cooperation
 - encouragement of partnership working between the Royal Borough, scheme promoters and key stakeholders.
 - provision of more accurate and timely information to be communicated between all stakeholders including residents, visitors and businesses
 - promotion and encouragement of collaborative working
 - improvement in timing and duration of activities particularly in relation to the busiest streets within the network
 - promotion of dialogue with regard to the way activities are to be carried out
 - enhanced programming of activities and better forward planning by all works promoters
 - give us more powers to fine utility companies that break the rules

Additionally, financial penalties may be imposed for works promoters who do not complete works on time; for working without a permit or who breach the conditions of a permit (for example: working at peak times on main routes).

- 2.4 With respect to improving the quality of road and pavement repairs, the current system allows works promoters to undertake a temporary reinstatement and to return within a maximum period of 2 years to undertake a permanent and high quality reinstatement. The proposed permit scheme may require utilities to undertake a first time permanent repair.
- 2.5 With consideration to the benefits and improvements which can be delivered by developing and implementing a permit scheme, this approach is recommended from a quality perspective.
- 2.6 Balanced against the quality improvements it is essential that the business case is financially viable. A detailed business case will be developed for consideration in parallel with the consultation on the proposed permit scheme.

This business case will be based upon:

- Chargeable permits on all roads with a sliding scale of charges depending on location and nature of the works.
 - One system in operation across the borough with full permit powers (controls to force coordination, time and duration of works).
 - Scheme targeted to reduce the number of works on the road network seeking to reduce disruption.
 - Full cost recovery in relation to statutory undertakers permits.
 - Maximum control to coordinate works and ensure robust communications to road users.
- 2.7 It is recommended that the principle of developing and adopting a permit scheme be endorsed to deliver improvement to residents, visitors and business in a financially efficient manner.
- 2.8 The first stage of this process is consulting with utility companies and key stakeholders.

This will be undertaken in parallel with development of the business case which will be reported to Cabinet in September 2016 for consideration.

Subject to Cabinet approval, implementation in November 2016 is targeted or earlier subject to completing formal notification and communication.

Options

Option	Comments
(a) develop and implement a road and streetworks permit scheme subject to the outcome of the consultation and full business case.	(a) This option is recommended . A permit scheme would increase the Council's ability to coordinate and control activities on the highway therefore minimising the congestion and improving the condition of road infrastructure and give us more powers to fine utility companies that break the rules
(b) continue the existing approach based on a notice system under the New Roads and Streetworks Act	(b) This option is not recommended. The current situation would remain and opportunities to improve control and co-ordination of works benefitting residents, business and visitors would not be realised
(c) Create a shared service to deliver a permit scheme.	(c) This option is not recommended at this time It is recommended that this option be explored in future as part of developing the longer-term business case
(d) Outsource and create a managed service.	(d) This option is not recommended at this time Control over roadworks and financial viability may be reduced. This option should be considered following development; consultation and implementation as a longer term solution, potentially bundled with other services

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
Implement Road and Streetworks Permit scheme by:	Not achieved	30 November 2016	31 October 2016	1 October 2016	30 November 2016
Over-running road works reduced*	< 5%	5-10%	11-20%	> 20%	30 November 2017
Complaints relating to the quality of utility company repairs reduced*	< 5%	5-10%	11-20%	> 20%	30 November 2017

* BASELINE TO BE ESTABLISHED

4. FINANCIAL DETAILS

4.1 Revenue Funding

	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	£120	£0
Reduction	£0	£0	£0

4.3 Costs associated with the development; consultation and implementation of the permit scheme are projected at £120,000 which includes specialist support for scheme development and implementation; system software and hardware; training and communications

4.4 All costs associated with operating a scheme are recoverable through permit fees and charges over a 3-year period which include:

* Specialist Consultants	50K
* Staffing	20K
* Finance / HR	10K
* ICT System	40K
TOTAL	£120K

5. LEGAL

Part 3 of the Traffic Management Act 2004 (TMA) and associated regulations (2007) allow a highway authority to introduce a permit scheme to deliver their duty to coordinate works of all kinds on the highway including temporary occupation and use of the highway by Promoters e.g. utility companies.

6. VALUE FOR MONEY

Efficient movement on the Boroughs road network is essential for creating a successful local economy. As the scheme is projected to be cost neutral it optimises value for money by delivering financial and non financial benefits to residents, businesses and visitors to the Borough. We hope to increase income by fining utility companies that break the rules.

7. SUSTAINABILITY IMPACT APPRAISAL

A permit scheme will reduce the levels of congestion and will support and promote sustainable transport and integrate with air quality policies.

8. RISK MANAGEMENT

Risk	Uncontrolled Risk	Controls	Controlled Risk

Financial projections embedded in the full business case with respect to income / expenditure are not achieved	High	Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools.	Low
Failure to comply with the legislative requirements or delays or prohibits scheme implementation, thereby benefits not realised	Medium	Use of specialist consultants and sufficient internal scrutiny arrangements in place via use of corporate project management tools.	Low
Utility companies will be required to comply with the scheme may challenge the validity of the scheme if it has not been extensively assessed and shown to be compliant.	High	External consultancy endorsement of the proposed scheme prior to statutory consultation with utility companies.	Low
System requirements not in place to enable delivery of permit scheme	High	Project team established with specialist ICT resource	Low

9. LINKS TO STRATEGIC OBJECTIVES

The recommendations of this report and the anticipated outcomes are wholly consistent with the Borough's strategic objectives, in particular the following:

Residents First

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

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Invest in the future

Delivering Together

- Deliver Effective Services
- Strengthen Partnerships

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

An improved highway network benefits all road users.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS:

The detailed business plan will consider the levels of resource required to operate the permit scheme together with the most efficient and effective business model (for example: in-house; shared service or managed service).

12. PROPERTY AND ASSETS

The approach set out within this report seeks to improve the Highway Network and maintain the highway asset in accordance with good practice.

13. ANY OTHER IMPLICATIONS:

N/A

14. CONSULTATION

The report will be considered at the Highways, Transport & Environment Overview & Scrutiny Panel meeting on 24 March 2016 with comments reported to Cabinet for consideration.

The draft scheme, attached as Appendix A, will form the basis of consultation with utility companies and key stakeholders. The outcome of the consultation will be reported to Cabinet in September 2016 for consideration.

15. TIMETABLE FOR IMPLEMENTATION

Jan 2015 (Complete)	Permit Scheme Project commencement including engaging services of specialist consultants.
Jan to March 2016 (In Progress)	Develop draft scheme for consultation (Appendix A)
Jan to May 2016 (In Progress)	Business case
24 March 2016	Cabinet report
April to May 2016	Engagement with Statutory Undertakers and other interested parties
April to July 2016	Commence formal consultation (12 weeks duration)
July 2016	Review consultee comments and prepare report including any modifications to permit scheme documents
September 2016	Cabinet report (Consultation outcome and business case)
October 2016	Formal notification to consultees that permit order has been issued (Subject to Cabinet approval)
30 November 2016	Permit scheme goes live

16. APPENDICES

Appendix A – Draft Permit Scheme

Appendix B – Case Study (Brighton & Hove City Council)

17. BACKGROUND INFORMATION

17.1 It is recommended that the draft scheme, attached as Appendix A, be adopted as the basis of consultation which will be undertaken in parallel with the development of a full business case.

17.2 The full business case and the consultation outcome will be reported to Cabinet in September 2016 for consideration. However, set out below are a series of statements for information at this stage:

- A permit scheme allows the Council, as a Permit Authority, to charge Statutory Undertakers (utility companies) a fee for processing a permit application or permit-variation
- A permit scheme cannot be used to generate surplus income but will be self-funding, including the recovery of set up costs
- Maximum charges are set by statute (indicative charges are included in Appendix B – Brighton and Hove City Council case study)
- It is anticipated that RBWM would process around 14,000 utility permits each year
- The Brighton & Hove City Council case study, attached as Appendix B, offers contextual and background information with respect to volume of permits and indicative charges.
- An initial outline business case has been prepared which will be developed into a full business case and reported to Cabinet for consideration in September 2016 (subject to approval)

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	08/03/16	11/03/16	Report approved
Cllr Rayner	Lead Member for Highways & Transport	29/02/16	08/03/16	Comments included throughout report which focus on increased control of utility companies
Simon Fletcher	Strategic Director of Operations	26/02/16	29/02/16	Comments with respect to Appendix A / addition of case study
Michael Llewelyn	Cabinet Policy Office	26/02/16	29/02/16	Comments regarding timescales / addition of case study
Shared Legal Services (Contact to be advised)	Shared Legal Solutions / Monitoring Officer	26/02/16	08/03/16	Report approved with no additional comments
Mark Lampard	Finance Partner	26/02/16	08/03/16	Comments added with respect to business case and indicative permit volumes and charges
Tony Robinson	Streetcare Service	26/02/15	04/03/16	Appendix B added

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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

March 2016 –

**Royal Borough of Windsor
& Maidenhead**

Proposed Permit Scheme

For road and street works

Traffic Management Act 2004

RBWM Proposed Permit Scheme Order 2016 Schedule

Document Information	
Date:	March 2016
Project Name:	Royal Borough Windsor & Maidenhead Permit Scheme (RBWMPS)
Service Area:	Royal Borough Windsor & Maidenhead Council Highway Network
Directorate:	Highways and Transport
Authors:	Tony Robison, Sarika Varma,
SRO:	Simon Fletcher, Operations Director
Version:	Order Version - Proposed Regulations 2016

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RBWM Proposed Permit Scheme Order 2016 Schedule

1 FORWARD

- 1.1.1 The Royal Borough of Windsor & Maidenhead Proposed Scheme is a Single Permit Scheme for the purposes of Part 3 of the Traffic Management Act 2004 (TMA) and the Traffic Management Permit Scheme (England) Regulations 2007 (the Permit Regulations).

2 INTRODUCTION TO THE PERMIT SCHEME

- 2.1.1 A Permit Scheme is an important development for the Royal Borough of Windsor & Maidenhead Council and the surrounding area. The development of the scheme shows how the Council, working together with communities and stakeholders, expects to support and deliver the wider aims and priorities that the borough has, by investing in the management of its transport network.
- 2.1.2 This includes coordinating essential works, supporting businesses, economic growth, getting people into work, getting children safely to school, improving air quality and protecting and enhancing our unique natural and built local environments.
- 2.1.3 We must maintain, manage, protect and improve the transport network because it is such a valuable asset. By making sure the network works safely and efficiently for everybody, we can also enable people to make the right transport and route choices and we want those choices to be, first and foremost, efficient, sustainable, healthy and convenient.

2.2 BACKGROUND

- 2.2.1 Part 3 of the Traffic Management Act 2004 (TMA) introduced Permit Schemes as a new way in which activities in the public highway could be better managed and to

2.3 THE PERMIT SCHEME

- 2.3.1 This Permit Scheme, to be known as the **Royal Borough of Windsor & Maidenhead Permit Scheme (RBWMPS)** and hereinafter referred to as the 'Permit Scheme', is made under Part 3 of the TMA and the Traffic Management Permit Scheme (England) Regulations 2007, (the Regulations), and has been prepared with regard to the Statutory Guidance issued by the Secretary of State to assist Highway Authorities wishing to become Permit Authorities and in accordance with the requirements set out in the Regulations.
- 2.3.2 The Deregulation Act 2015 (the 2015 Act) received Royal Assent on the 26 March. The 2015 Act provides that a scheme previously given by a Statutory Instrument (SI) made by the Secretary of State is to be treated as if it had been given effect by an Order made by the Highway Authority under the amended Traffic Management Act. From 30th June 2015 authorities making or varying a scheme will do so by Order
- 2.3.2 The Permit Scheme will be operated solely by the Royal Borough of Windsor & Maidenhead Council as a Single Permit Scheme.
- 2.3.3 Promoters should make themselves aware of the content of these documents and also the Code of Practice for Permits (Department of Transport) alongside which the Permit Scheme will be operated
- 2.3.4 All current New Roads and Street Works Act (NRSWA) and Traffic Management Act (TMA) legislation, codes of practice, etc. and any future amendments to that legislation, apply to this Permit Scheme.
- 2.3.5 The Royal Borough of Windsor & Maidenhead recognises the local economic benefits of nationally significant infrastructure projects, including the improved timing, coordination and delivery of works for the roll out of the Superfast Broadband project and any other significant projects in the area. We are committed to ensuring that the commencement of the Windsor & Maidenhead Permit Scheme will not have a detrimental impact on the implementation of any such projects within, or adjacent to, the Permit Scheme area.

RBWM Proposed Permit Scheme Order 2016 Schedule

2.3.6 In accordance with Regulation 4 (g) it is intended that the Permit Scheme is going to start operation in October – November 2016.

2.4 THE PERMIT AUTHORITY

2.4.1 The Permit Scheme will be operated as a Single Permit Scheme by The Royal Borough of Windsor & Maidenhead Council, as the Highway Authority for Windsor & Maidenhead and, hereinafter referred to as “The Permit Authority”

2.5 ACTIVITIES

2.5.1 For consistency, the generic term ‘activities’ has been used rather than works to reflect the fact that the Scheme may eventually cover more than street and road works in subsequent Regulations. These are the specified works as set out in the Regulations.

2.5.2 The term ‘Promotors’ will be used for both Statutory Undertakers (including Utility Companies) and Royal Borough of Windsor & Maidenhead Highway Authority. The present 2007 Permit Regulations provide for permit schemes to include both street works by statutory undertakers, as defined in NRSWA (this excludes street works licensed under s50 of NRSWA), and highway works, defined in s83 of NRSWA as works for road purposes. Although the term “works” is used generically in the Regulations, “activities” is used in this guidance to encompass both types of works and anticipates subsequent sets of regulations which may extend the scope of permit schemes to other activities on the street.

2.5.3 Authorities preparing permit schemes must include both highway and statutory undertakers’ works. All works comprising “registerable works” in terms on the 2007 Notice Regulations under NRSWA should be included.

2.5.4 A glossary of the main terms contained within this document is provided in Appendix A.

2.6 RELATIONSHIP TO NRSWA

2.6.1 Permit Schemes provide an alternative to Sections of the existing notification system of the New Roads and Street Works Act 1991 (NRSWA), whereby, instead of informing a Highway Authority about its intention to carry out works in its area, a Statutory Undertaker has to book time on the highway by obtaining a Permit from the Permit Authority.

2.6.2 Under a Permit Scheme, the activities undertaken by the Highway Authority, its partners or agents are also treated in exactly the same way as a Statutory Undertaker.

2.6.3 The Permit Authority may apply conditions, attached to Permits, which impose constraints on the dates and times of activities and the way that work is carried out.

2.6.4 The Permit Authority’s control over variations to Permit conditions, particularly time extensions, gives a greater incentive to complete activities on time.

2.6.5 A Highway Authority may choose to implement a Permit Scheme on all or some of the roads under its control.

2.6.6 The Royal Borough of Windsor & Maidenhead Council has decided to implement a Permit Scheme on all of the roads under its control.

2.7 EQUIVALENT DEFINITIONS

2.7.1 As the Permit Scheme will operate alongside the NRSWA noticing system, the same or equivalent definitions and requirements are used as in the NRSWA notice system, namely:

RBWM Proposed Permit Scheme Order 2016 Schedule

- Registerable activities/works
- Categories of activities/works, (major, standard, minor and immediate activities/works)
- Street gazetteers, including street referencing by means of a Unique Street Reference Number (USRN) and Associated Street Data (ASD)
- Street reinstatement categories as defined in the NRSWA Reinstatement Specification
- Streets designated as Protected Streets, streets having Special Engineering Difficulties, (SED), or a Traffic Sensitive Street

2.8 CHANGES TO NRSWA LEGISLATION

2.8.1 Where it is implemented on the specified streets, and in accordance with the Regulations, the Permit Scheme will result in the disapplication and modification of the following Sections of the NRSWA:

- Sections of NRSWA disapplied: s53; s54; s55; s56; s57; s66
- Sections of NRSWA modified: s58; s58A; s64; s69; s73A; s74; s88; s89; s90; s93; s105; Schedule 3A
- Regulations modified: The Street Works (Registers, Notices, Directions and Designations)(England) Regulations 2007 SI 2007/1951

2.8.2 Changes to Section 58 and 58a (restrictions on works following substantial road works) and Section 74 (charges of occupation of the highway where works are unreasonably prolonged) apply only to Statutory Undertakers activities.

2.8.3 The Permit Scheme makes arrangements so that similar procedures are followed for Highway Authority Promoter activities in relation to timing and duration, in order to facilitate the operation of the Permit Scheme.

2.8.4 To ensure parity of treatment for all Promoters, reports will be produced for both Statutory Undertakers and Highways Authority works so direct comparisons of applied procedures can be made.

2.8.5 Before varying or revoking the Permit Scheme, the Permit Authority shall consult the persons referred to in regulation 3(1).

3 OBJECTIVES OF THE ROYAL BOROUGH OF WINDSOR & MAIDENHEAD PERMIT SCHEME

Working together to deliver a safe, efficient and sustainable highway network for everybody.

3.1.1 All activities on highways have the potential to reduce the width of the street available to traffic, pedestrians and other users and have the potential to also inconvenience businesses and local residents.

3.1.2 The scale of disruption caused is relative to the type of activities being undertaken and the capacity of the street. Activities where the traffic flow is close to, or exceeds, the physical capacity of the street will have the potential to cause congestion, disruption and delays.

3.1.3 The objective of the Royal Borough of Windsor & Maidenhead Permit Scheme is to improve the strategic and operational management of the highway network through better planning, scheduling and management of activities to minimise disruption to any road or pavement user.

RBWM Proposed Permit Scheme Order 2016 Schedule

3.1.4 The Royal Borough of Windsor & Maidenhead Scheme will enable better coordination of activities throughout the highway network, ensuring those competing for space or time in the street, including traffic, to be resolved in a positive and constructive way.

3.1.5 The objectives and benefits of the Windsor & Maidenhead Permit Scheme are:

- Reduced disruption on the road network
- Improvements to overall network management
- A reduction in delays to the travelling public
- A reduction in costs to businesses caused by delays
- Promotion of a safer environment
- Reduced carbon emissions

3.1.6 The Permit Scheme objectives will be facilitated by improving performance in line with the Authorities' Network Management Duty in relation to the following key factors:

- Enhanced coordination and cooperation
- Encouragement of partnership working between the Permit Authority, all Promoters and key stakeholders
- Provision of more accurate and timely information to be communicated between all stakeholders including members of the public
- Promotion and encouragement of collaborative working
- Improvement in timing and duration of activities particularly in relation to the busiest streets within the network
- Promotion of dialogue with regard to the way activities are to be carried out
- Enhanced programming of activities and better forward planning by all Promoters

3.2 ALIGNED OBJECTIVES

3.2.1 The Permit Scheme objectives align with the strategic objectives contained within the Windsor & Maidenhead Local Transport Plan (2012 – 2016). It is the main transport policy document for the borough and sets out how it will improve transport between 2012 – 2016. In broad terms the plan aims to:

- Improve access to local services and facilities
- Improve road safety and personal security
- Support economic growth
- Improve quality of life and minimise the negative impacts of transport
- Tackle climate change

4 SCOPE OF THE PERMIT SCHEME

4.1 AREA COVERED BY THE PERMIT SCHEME

4.1.1 The Permit Scheme applies within the boundaries of The Royal Borough of Windsor & Maidenhead.

4.2 DEFINITION OF THE TERM “STREET”

4.2.1 For the purposes of the Permit Scheme “street” refers to that length of road associated with a single Unique Street Reference Number (USRN). Where a single street on the ground has more than one USRN, separate Permits will be required for each USRN to which an activity relates.

4.3 STREETS COVERED BY THE PERMIT SCHEME

RBWM Proposed Permit Scheme Order 2016 Schedule

- 4.3.1 The Permit Scheme will apply to adopted and publicly maintainable streets identified on the National Street Gazetteer (NSG).
- 4.3.2 The Permit Authority will create, maintain and publish the Street Gazetteer to Level 3.
- 4.3.3 The Street Gazetteer will be maintained and updated with relevant information. The Street Gazetteer will be available to all Promoters via the National Street Gazetteer Concessionaire's website

4.4 STREETS NOT COVERED BY THE PERMIT SCHEME

- 4.4.1 Streets that are not highways maintainable at public expense or private streets are not included in the Permit Scheme.

4.5 MOTORWAYS AND TRUNK ROADS

- 4.5.1 Motorways and trunk roads for which the Highways Agency is the Highway Authority are excluded from the Permit Scheme.

4.6 STREETS TO BE ADOPTED AS A MAINTAINABLE HIGHWAY

- 4.6.1 Where a street is expected to become a maintainable highway, controls on specified activities under the Permit Scheme will only apply after the street has become a maintainable highway.

5 ACTIVITIES COVERED BY THE PERMIT SCHEME

5.1 ACTIVITIES REQUIRING A PERMIT

- 5.1.1 The Permit Scheme controls the following activities undertaken on the public highway and as defined as Registerable Activities in Chapter 9 of The Code of Practice for Permits:
 - i. Street works as in Part 3 of NRSWA, as defined by s48, except for works by licensees under Section 50 of NRSWA
 - ii. Works for road purposes as defined by Section 86 of NRSWA – maintenance and improvement works to the road itself, carried out by, or on behalf of, the Highways Authority
 - iii. Major Highway Works (including Developer activities under Section 278 of the Highways Act 1980)
 - iv. Other activities that may be introduced under future regulations
- 5.1.2 The following activities defined in the Regulations as specified works are Registerable for all Promoters and information related to them has to be recorded on the register:
 - (a) Involve the breaking up or resurfacing any street
 - (b) Involve opening the carriageway or cycleway of traffic-sensitive streets at traffic-sensitive times.
 - (c) Require any form of temporary traffic control as defined in the Code of Practice for Safety at Street Works and Road Works.
 - (d) Reduce the lanes available on a carriageway of three or more lanes.
 - (e) Require a temporary traffic regulation order or notice, or the suspension of pedestrian crossing facilities.
 - (f) Require a reduction in the width of the existing carriageway of a traffic-sensitive street at a traffic-sensitive time

5.2 WORKS FOR ROAD PURPOSES

- 5.2.1 The requirements of the Permit Scheme apply equally to both works undertaken by the Highway Authority and Statutory Undertakers with the one exception that fees will not be charged for Permits issued for the Highway Authority's own works for road purposes.

RBWM Proposed Permit Scheme Order 2016 Schedule

- 5.2.2 To demonstrate parity of treatment for all Promoters, particularly between the Highway Authority and Statutory Undertakers, Key Performance Indicators will be used.
- 5.2.3 Highway Authorities and Promoters of works for road purposes must ensure that they have followed the equivalent Provisional Advance Authorisation (PAA) and Permit application processes for activities.

5.3 STREET LIGHTING

- 5.3.1 The definition of works for road purposes may include some works carried out by Undertakers, such as street lighting. It is for Promoters to ensure that Permit applications for such activities are made and that the activity is registered, as appropriate.

6 EXEMPT ACTIVITIES

- 6.1.1 Certain types of activities are exempt from requiring a Permit.

6.2 NON REGISTERABLE ACTIVITIES

- 6.2.1 The following activities are non Registerable and do not require a Permit:

1. Traffic Census Surveys

Traffic census surveys have deliberately not been included as disclosure of this information prior to a census taking place can encourage a change to the normal pattern of traffic flows.

2. Pole testing

3. Fire service vehicles

Fire service vehicles occasionally need to be parked adjacent to fire hydrants when these are being tested. These operations are exempt from the requirement to obtain a Permit, provided the work is done outside traffic-sensitive periods.

- 6.2.2 Other activities that do not require a Permit:

- Replacing manhole or chamber covers - that do not involve breaking up the street
- Replacing poles, lamps, columns or signs in the same location where that does not involve breaking up the street
- Bar holes

6.3 ACTIVITIES NOT REQUIRING A PERMIT BEFORE THEY START

- 6.3.1 Immediate activities do require a Permit but as such works are concerned with emergency or urgent situations, a Promoter can start work before applying for a Permit provided they apply for a Permit within 2 hours of the works commencing.
- 6.3.2 If the work commences out of working hours, then a Permit must be applied for by 10am the next working day.

6.4 ACTIVITIES FOR WHICH NO PERMIT IS REQUIRED

- 6.4.1 Activities executed in a street pursuant to a street works licence issued under Section 50 of the NRSWA are not included in the Permit Scheme but will have to follow the normal NRSWA procedures.

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7 PERMITS - GENERAL

7.1 REQUIREMENT TO OBTAIN A PERMIT

7.1.1 Any Promoter of specified activities who wishes to carry out such an activity on a specified street **must** obtain a Permit from the Permit Authority. The Permit will allow the Promoter to:

- Carry out the specified activity
- At the specified location
- Between the dates shown and for the duration shown
- Subject to any conditions that may be attached or required

7.2 APPLICATION REQUIREMENTS

7.2.1 Each application for a Permit must include the information indicated in Section 11

7.3 ACTIVITIES COVERING SEVERAL STREETS

7.3.1 An application can only be for one street.

7.3.2 Where the specified activity involves a number of specified streets, a separate PAA or Permit will be required for each street.

7.3.3 Permit applications for specified activities covering more than one specified street shall be cross-referenced to all related applications.

7.3.4 Fees for specified activities which involve several Permits will be discounted where the applications are submitted together.

7.4 PHASING OF ACTIVITIES

7.4.1 One Permit can only relate to one phase of an activity. A phase of an activity is a period of continuous occupation of the street (whether or not work is taking place for the whole time) between the start and completion of the works, for example a separate Permit would be required for interim, permanent and remedial reinstatements.

7.4.2 The dates given in a Permit application and in the issued Permit will denote the dates for that phase. A phase can end only when all the plant, equipment and materials, including any signing, lighting and guarding have been removed from the site and the highway is returned to full use.

7.4.3 A Promoter must clarify when an activity is to be carried out in phases on the application. Each phase will require a separate Permit and, if a major activity involving asset activity also a PAA, which will be cross referenced to the other Permits.

7.4.4 Phased activities must relate to the same works, with applications submitted using the same works reference.

7.5 LINKED ACTIVITIES

7.5.1 Linked activities carried out at separate locations in the same street must be treated as belonging to the same set of works.

7.5.2 If an activity involving more than one street forms part of one project in management and contractual terms, separate Permits and Provisional Advance Authorisations must be obtained for each street.

7.5.3 Customer connections associated with the installation of a new main or cable run or the replacement or renewal of existing assets will be considered to be linked activities when the work is completed as a single occupancy of a single street. If an activity relating to the installation of customer connections is undertaken at a later date then the Promoter shall apply for a separate Permit.

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7.6 INTERRUPTED ACTIVITIES

- 7.6.1 In the event of an activity being interrupted and delayed, for instance due to damage to a third party's plant or while missing apparatus is required. It is the responsibility of the Promoter to contact the Permit Authority to agree what action should be taken.
- 7.6.2 Where the Permit Authority is satisfied that the excavation can remain open while the repairs are implemented or the equipment obtained, then a variation will be required and an extension to the Permit will be granted.
- 7.6.3 However, where the Permit Authority considers that the opening should be reinstated and the road returned to full traffic use then the Promoter will need to apply for a further Permit to complete the work at a later date. A Permit fee may be charged for the new Permit.

7.7 CROSS BOUNDARY ACTIVITIES

- 7.7.1 Where a project with activities in more than one street straddles the boundary between the Permit Authority and an adjacent Permit Authority, separate Permit applications, including any PAA, should be submitted to both Authorities.
- 7.7.2 If a cross boundary project involves activities on a street of a Street Authority operating a notice system under NRSWA, then the Permit application to the Permit Authority must identify the activity in the other Authority area so that the Permit Authority can liaise with them.
- 7.7.3 A single project reference should be included on applications and all notices so that both Authorities can consider the impact and coordinate the activities together.

7.8 COLLABORATIVE WORKING

- 7.8.1 The Permit Authority encourages collaborative working between Promoters for both street works and works for road purposes. It is accepted that there are often issues in such arrangements, particularly contractual complications. Nevertheless, every opportunity should be sought to minimise the disruption to users of the highway.
- 7.8.2 Where two or more Promoters decide to enter into such arrangements, one must take on the role of the Primary Promoter with the overall responsibility for the activities and will be the point of contact with the Permit Authority. While the Secondary Promoter(s) will be required to make a Permit application for the activity for which they are responsible, only the Permit application made by the Primary Promoter will need to show the number of estimated inspection units.
- 7.8.3 The Primary Promoter's Permit application must give details of the Promoter(s) involved and the extent of the collaborative working
- 7.8.4 The Primary Promoter must also ensure that the estimates of works duration are agreed and confirmed with the Secondary Promoter(s) when submitting the PAA and/or Permit applications. This is necessary in order to comply with the overrun charging requirements in the Permit and NRSWA Regulations.
- 7.8.5 While the Permit Authority will issue Permits to all the Promoters involved, not just the Primary Promoter, the fees will be discounted to reflect the collaborative approach.

7.9 REMEDIAL WORKS

- 7.9.1 In the event of remedial works being required after the expiry of a Permit, an application must be made for a new Permit. This Permit must be cross referenced to the Permit using the Works Reference Number for the original activity.

7.10 START AND END DATES

- 7.10.1 In relation to category 0, 1, 2, and traffic-sensitive streets the planned commencement date and finishing date for the activity are the start date and end dates respectively on

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The permit will not be valid before the start date on the permit and will cease to be valid once the end date has passed unless a variation is granted.

7.10.2 In category 3 and 4 streets that are not traffic-sensitive, the Permit will be issued with a start and end date and duration for the activity which is set as a condition. The start date of the Permit will be the proposed start date of the activity. However, because both competition for space and the expected level of disruption is likely to be lower on less busy streets, there will be flexibility on the start of the activity – “starting window” - equivalent to the validity period on a NRSWA notice. The starting windows are:

- 5 DAYS FOR MAJOR AND STANDARD ACTIVITIES
- DAYS FOR MINOR ACTIVITIES.

The Permit end date will therefore allow for the set duration to be completed if the activity starts on the last day of the starting window.

7.11 EARLY START

7.11.1 The Permit Authority will consider a Promotor’s request for an early start before or after applying for a Provisional Advance Authorisation or a Permit application.

7.11.2 Where this is agreed, the Promoter shall submit a variation to a Permit, or in the case of a Provisional Advance Authorisation, include the revised dates on the application for the Permit. If the Permit has already been granted or deemed, a variation charge will apply.

7.11.3 A reference number will be issued by the Permit Authority, and must be quoted on the Permit application or Permit variation application.

7.11.4 Requests for early starts may or may not be agreed by the Permit Authority at their discretion but will not be unreasonably refused, and it is the responsibility of the Promoter to satisfy the Permit Authority as to the necessity for any proposed early start.

7.12 CHARGES FOR OVER RUNNING STREET WORKS

7.12.1 Charges for over running street works, under Section 74 of the NRSWA, will be made alongside the Permit Scheme although these regulations are modified to incorporate the process of setting and modifying the duration of the activity through the Permit application, approval and variation processes.

7.13 WORKING WITHOUT A PERMIT

7.13.1 It is an offence for a Statutory Undertaker or a person contracted to act on its behalf to undertake activities without a Permit, except to the extent that the Permit Scheme provides that this requirement does not apply.

7.13.2 Where it is believed that such an offence is being committed, the Permit Authority may issue a fixed penalty notice and require the party concerned to remove the works and return the street to full use.

8 PERMITS - TYPES

8.1 TYPES COVERED BY THE PERMIT SCHEME

8.1.1 There are two types of Permit covered by the Permit Scheme:

- Provisional Advance Authorisation (PAA)
- Permit

8.2 PROVISIONAL ADVANCE AUTHORIZATION (PAA)

8.2.1 A PAA replaces the Advance Notice under Section 54 of NRSWA

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- 8.2.2 PAAs are a means of enabling Major activities to be identified, coordinated and programmed in advance by allowing activities to be provisionally reserved by the Permit Authority pending the Authority's subsequent decision on whether, and with what conditions, to grant a Permit for the activities.
- 8.2.3 A Promoter who wishes to undertake Major activities, on a specified street **must** apply for a PAA at least 3 months in advance of those activities starting on the highway, or as agreed with the Permit Authority.
- 8.2.4 Subsequent applications for Permits for Major activities that have not been preceded by a PAA, will not, except in exceptional circumstances, be accepted by the Permit Authority.
- 8.2.5 Each application for a PAA will be limited to one street.
- 8.2.6 An application for a PAA must include a full description of the activity and specify start and end dates, although the start date may be considered as provisional and can be amended in the application for a final Permit.
- 8.2.7 A fee will be charged for the granting of a PAA in addition to the fee which is charged for the granting of the Permit.
- 8.2.8 The granting of a PAA does not prevent the Permit Authority from subsequently refusing to grant a Permit to which the PAA relates. If circumstances change drastically an explanation will be provided.
- 8.2.9 A copy of each application for a PAA is to be provided by the applicant upon request by a relevant Authority and by any person having apparatus in the street to which the application relates.

8.3 PERMITS

- 8.3.1 These are full Permits with complete details of the Registerable activities on a specified street.
- 8.3.2 The information required to support an application for a PAA should be equivalent to, but should not exceed, that required in support of an application for a Permit.
- 8.3.3 The timing of Permit applications to the Permit Authority will depend on the proposed activity.
- 8.3.4 A copy of each application for a Permit is to be provided by the applicant upon request by a relevant Authority and by any person having apparatus in the street to which the application relates.

9 PERMITS - CLASSES

9.1 CLASSES COVERED BY THE PERMIT SCHEME

9.1.1 There are four classes of Permit covered by the Permit Scheme:

- Major
- Standard
- Minor
- Immediate

9.2 PERMITS FOR MAJOR ACTIVITIES

9.2.1 Major activities are those which:

- Have been identified in an organisation's annual operating programme, or if not identified in that programme, are part of a scheme which is planned or known about at least 6 months in advance of the proposed start date, but only includes

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activities on the affected streets and locations within that scheme that have been identified at least 6 months advance stage as likely to require Permits; or

- Other than immediate activities, require a temporary traffic regulation order, (i.e. not a temporary traffic notice), under the Road Traffic Regulation Act 1984 for any other activities

9.2.2 Major activities are split into 3 sub-categories:

- Over 10 days and all major works requiring a traffic regulation order
- Works 4 to 10 days and meeting the requirement detailed in 9.2.1 above
- Up to 3 days and meeting the requirement detailed in 9.2.1 above

9.2.3 Major Activity Permits are required for the most significant activities on the Highway and require the Promoter to obtain a Provisional Advance Authorisation as part of the application process for a Major Activity Permit.

9.2.4 An application for a Major Activity Permit shall be submitted to the Permit Authority in accordance with the timescales given in Table 1 below and must include a description of the proposed activity together with the proposed start and end dates of the activity. Where these differ from those given in the PAA application, the applicant must explain the reasons for any variation.

9.2.5 Major activities will be subject to conditions.

9.3 PERMITS FOR STANDARD ACTIVITIES

9.3.1 Standard Activities are those activities that have a planned duration of between 4 and 10 days inclusive. Activities lasting less than 10 days but which require a traffic regulation order, such as a temporary road closure, will be classified as a Major Activity and will be subject to the requirements in 9.2 above.

9.3.2 An application for a Standard Activity Permit shall be submitted to the Permit Authority in accordance with the timescales given in Table 1 below and must include a description of the proposed activity together with the proposed start and end dates of the activity.

9.3.3 Standard activities will be subject to conditions.

9.4 PERMITS FOR MINOR ACTIVITIES

9.4.1 Minor Activities are those activities, where the planned working is 3 days or less. Activities lasting less than 3 days but which require a traffic regulation order, such as a temporary road closure, will be classified as a Major Activity and will be subject to the requirements in 9.2 above.

9.4.2 An application for a Minor Activity Permit shall be submitted to the Permit Authority in accordance with the timescales given in Table 1 below and must include a description of the proposed activity together with the proposed start and end dates of the activity.

9.4.3 Minor activities will be subject to conditions

9.5 PERMITS FOR IMMEDIATE ACTIVITIES

9.5.1 Immediate Activities are either

- Emergency works as defined in Section 52 of NRSWA; or
 - Urgent Activities
- a) (not being emergency works), whose execution at the time they are executed is required, (or which the person responsible for the works believes on reasonable grounds to be required):

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- i. To prevent or put an end to an unplanned interruption of any supply or service provided by the promotor.
- ii. To avoid substantial loss to the Promotor in relation to an existing service
- iii. To reconnect supplies or services where the Promotor would be under a civil or criminal liability if the reconnection is delayed until after the expiration of the appropriate notice period.

b) Including works that cannot reasonably be separated or severed from such works.

9.5.2 Given the nature of immediate activities, work may commence without a Permit. However, where it is necessary to carry out excavation in the Highway, Promoters of such activities must contact the Permit Authority by telephone immediately if identified on the NSG.

9.5.3 Where the activity is identified within the normal working day (i.e. after 08.00 hours and before 16.30 hours), a Permit application must be made as soon as reasonably practicable and in any event, within two hours of the activity starting.

9.5.4 If work starts outside of working hours, an application for a Permit must be submitted by 10am the next working day.

9.5.5 If the Permit Authority disputes whether an activity, or part of an activity, is immediate, the Promoter must demonstrate conclusively that it is.

9.5.6 Immediate activities will be subject to conditions.

10 PERMIT APPLICATIONS

10.1 APPLICATION TIMING AND RESPONSE TIMES

10.1.1 The timing of applications for Permits and PAAs and the Permit Authority's response will vary according to the proposed activity. The **minimum** times are given in Table 1 Section 10.7 and Promoters should give as much notice as possible to ensure that the coordination process can be facilitated effectively.

10.1.2 Where the activity is dependent on a Temporary Traffic Regulation Order (TTRO), temporary traffic signal approval, or the suspension of parking regulations, the relevant timescales should be taken into account by the Promoter, and applicants are advised to submit their requests for TTROs and/or temporary traffic signal approval when applying for a PAA.

10.1.3 The application process will begin at the time of receipt of the application by the Permit Authority. The EToN system will provide an auditable record of when an application was received.

10.1.4 The Permit Scheme sets down the application and response times for dealing with Permit applications and variation applications in Table 1 below.

10.1.5 In all cases given in Table 1, the time period is measured from the time of receipt of the application by the Permit Authority.

10.1.6 A "response" means a decision to grant, refuse or request a Permit Application Modification Request. Where there are reasons why the Permit cannot be granted in the terms applied for, the response indicating that a Permit will not be granted in those terms will explain the reasons to the applicant.

10.2 SUBMITTING AN APPLICATION

10.2.1 Permit and PAA applications must be made electronically, as set down in the Technical Specification for the Electronic Transfer of Notices, (EToN).

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10.3 SYSTEM FAILURE

10.3.1 In the event of a system failure, Promoters shall adopt the following procedure:

- Where after three attempts to give an application or a notice by EToN (duly recorded by the person serving the application or notice), the application or notice cannot be given, notification should be given by telephone, email or fax for immediate activities with formal EToN application or notice following as soon as reasonably practicable
- Other applications or notices may be given by other electronic means, (e.g. e-mail or fax), or may be sent by post or delivered by any other method agreed with the Permit Authority
- Following recovery of the service a copy of the application or notice should be sent through EToN to ensure information on the works is correctly recorded in the register
- Where applications or notices are sent by post or delivered by any other method agree with the Permit Authority, Promoters should take into account that there is no guarantee that they will be delivered to the Permit Authority the next day
- A delivery mechanism that includes a delivery receipt is recommended

10.3.2 In regards to variations during a system failure, Promoters should also make contact with the Permit Authority by telephone.

10.3.3 The Permit Authority will issue an individual reference number. This number must be displayed on an electronic application through EToN following recovery of service to ensure correct cross-referencing.

10.4 COMPLIANCE WITH ETON

10.4.1 All applications must comply with the definitive format and content given in the current Technical Specification for EToN.

10.5 NOTIFICATION TO INTERESTED PARTIES

10.5.1 Where the NSG indicates other interested parties, Permit applications will be copied to those parties by the Works Promoter.

10.5.2 Promoters are required to check whether any parties have registered such an interest prior to submitting an application for a Permit or PAA.

10.6 CONSULTATION REQUIREMENTS

10.6.1 Promoters must carry out the necessary consultations as set down in Sections 88, 89 and 93 (as amended) and Sections 90 and 91 of the NRSWA.

10.7 TABLE 1 – APPLICATION TIMINGS

Activity Type	Minimum application period ahead of proposed start date		Minimum period before Permit expires for application for variation (including extension)	Response times for issuing a Permit of seeking further information or discussion		Response times for responding to applications for Permit variations
	Provisional Advance Authorisation	Application		Provisional Advance Authorisation	Application	
Major	3 Months	10 days	2 days or 20% of	1 calendar month	5 days	2 days

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Standard	N/A	10 days	Original duration whichever is the longer	N/A	5 days	
Minor	N/A	3 days		N/A	2 days	
Immediate	N/A	2 hours after		N/A	2 days	

10.8 REFUSAL OF APPLICATION

- 10.8.1 Whilst the Permit Authority cannot refuse legitimate activities the Permit Authority reserves the right to refuse or request a Permit Application Modification Request for a Permit or PAA where it considers that elements of the application (e.g. timing, location or conditions) are not acceptable. Grounds for refusal are detailed below at section 14.4.
- 10.8.2 If the Permit Authority decides to refuse the application or request a Permit Application Modification Request, it will contact the Promoter within the response time given in Table 1 to explain why the application is not satisfactory and what amendments are needed in order to achieve a successful application.

10.9 RESTRICTIONS ON FURTHER ACTIVITIES

- 10.9.1 Where a Promoter wishes to apply for a Permit to carry out specified activities on a specified street where a Section 58 or 58A Notice under NRSWA is in force, and the activities are not covered by the specific exemptions of that notice, the Promoter must which the consent is sought.

10.10 ERROR CORRECTION

- 10.10.1 Where the Permit Authority identifies an error in data recorded in, or submitted for recording in, the Permit register, it will contact the Promoter to discuss and agree the corrections to be made.
- 10.10.2 Where the Promoter identifies an error, they will contact the Permit Authority to discuss and agree the corrections to be made. If an error has been identified on an application, the Promoter shall submit a Modified Application by the end of the next working day following the agreement of the correction
- 10.10.3 This Modified Application should include the corrected data and the name of the person in the Permit Authority who agreed that the correction should be made.
- 10.10.4 The error correction process is described in the Technical Specification for EToN.
- 10.10.5 This procedure cannot be used without the prior agreement of both parties.
- 10.10.6 A variation fee will be payable where the identified error has been caused by the Promoter.

11 INFORMATION REQUIRED IN A PERMIT APPLICATION

11.1 PERMIT AUTHORITY REQUIREMENTS

- 11.1.1 To enable the Permit Authority to determine the granting of a Permit and any conditions that may be attached to the Permit, Promoters may be required to supply the following information which is covered in more detail below:

- Contact details

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- USRN
- Description of activity
- Location
- Timing and duration
- Illustration
- Technique to be used for belowground activities
- Traffic management and traffic regulation orders
- Depth
- Reinstatement type
- Inspection units

11.1.2 In the case of Provisional Advance Authorisation applications, the Promoter should provide the most accurate information available at the time of making the application.

11.1.3 Quality of the information provided will allow the Permit Authority to make an informed decision and coordinate the activity effectively.

11.2 CONTACT PERSON

11.2.1 All Permit applications must include the contact details, if different from the normal contact number, of any person appointed by the Promoter to deal with any problems that may occur during the activity, including any provision made for out-of-hours contact of the Promoter.

11.2.2 This must include details for Secondary Promoters if collaborative working is in place.

12 USRN

12.1.1 Where a street has more than one USRN, separate Permit applications will be required for each USRN to which an activity relates.

12.2 DESCRIPTION OF ACTIVITY

12.2.1 A sufficiently detailed description of the activity, in plain English, must be provided to allow the Permit Authority to assess the impact of the activity.

12.2.2 In regards to collaborative working, all Promoters must be identified and details of the scheme must be provided.

12.3 LOCATION

12.3.1 The Promoter must give an accurate location based on National Grid References, (NGR).

12.3.2 In the case of Major works, start and end NGRs must be supplied as a minimum. If the Proposed works deviates from a straight line, for example, follow the curvature of a street, a poly line (line centre of site) will be preferred.

12.3.3 For Standard, Minor and Immediate works, a centre point NGR must be supplied as a minimum. As with Major works, a poly line will be preferred when:

- The activity are or trenches are expected to be over 10 metres in length
- Activity locations on the application in the same street are separated
- Activity areas or trenches deviate from a straight line.

12.3.4 In addition, if required, dimensions should be given of the space that will be taken up by the activity in the street including space for the storage of materials, working space, safety zone, provision for pedestrians and traffic management.

12.4 TIMING AND DURATION

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- 12.4.1 Each Permit application must include the proposed start and end dates of the activity and the times of the day when the activity is to be carried out. The applicant must also indicate if it is intended for work to continue over weekends and bank holidays and if night working is required.

12.5 ILLUSTRATION

- 12.5.1 PAA and Major Activity Permit applications on Traffic Sensitive Streets must be accompanied by an illustration(s) of the works and include details of the activity and the extent of Highway occupancy. The illustration will comprise plans, Sections, digital photographs and similar material as appropriate.
- 12.5.2 Illustrations must also be submitted with the application for Major, Standard and Minor activities on non-Traffic Sensitive Streets where the activity is significant in terms of potential disruption due to the position and size of the activity, or where the Permit Authority consider an illustration is necessary.

12.6 TECHNIQUE TO BE USED FOR ACTIVITIES

- 12.6.1 Details of the planned techniques, including open cut, trench share, minimum dig technique or no dig must be provided.

12.7 TRAFFIC MANAGEMENT AND TRAFFIC REGULATION ORDERS

- 12.7.1 The Promoter must supply full details of their traffic management proposals including any requirement for action by the Highway Authority such as the need for Temporary Traffic Regulation Orders (TTROs) and approval for portable light signals. Evidence of application/agreement for a TTRO must be provided with the PAA/Permit application.
- 12.7.2 In the case of the suspension of a parking bay being required, an application by the Promoter must be made to the Highway or Permit Authority as Parking Authority. This must be separate from any Permit application and evidence of the agreement by the relevant Parking Authority must be included in the Permit application.
- 12.7.3 Applicants should be aware that such action by the Highway Authority may involve additional costs and Promoters should familiarise themselves with the timescales relating to TTRO and parking applications.

12.8 DEPTH

- 12.8.1 Promoters must provide their best estimate of the excavation depth of the activity. This may be expressed as a range where appropriate.

12.9 REINSTATEMENT TYPE

- 12.9.1 Permit applications must indicate wherever possible, whether the proposed activity is intended to be completed with interim or permanent reinstatement or a mixture of both.
- 12.9.2 Where the activity is completed with an interim reinstatement, a separate Permit application will be required for the permanent reinstatement where this is to be undertaken outside the duration of the Permit.

12.10 INSPECTION UNITS

- 12.10.1 The Promoter is required to indicate the provisional number of inspection units appropriate to the activity in accordance with the rules laid down in the Inspections Code of Practice and in The Street Works (Inspection Fees) (England) (Amendment) Regulations 2004.
- 12.10.2 Where there is trench sharing, only the Primary Promoter is required to give the inspection units.

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13 PERMIT CONDITIONS

13.1 APPLYING CONDITIONS

- 13.1.1 The Permit Scheme allows for the attaching of conditions to Permits. These will be specified in detail on the Permit and will reflect any constraints on the original application.
- 13.1.2 Not all types of conditions will necessarily be applied to Permits or PAA's
- 13.1.3 In general, conditions will be varied for each Permit, as each set of circumstances will be different. The detailed 'Standard' wording of all conditions will be made available to all Promoters as a separate document.
- 13.1.4 However, the Permit Authority can define conditions that will be applied to all Permits.
- 13.1.5 The Promoter should endeavour to have a copy, either electronic or hard copy, of the current Permit on site for inspection.
- 13.1.6 The types of conditions which the Permit Authority may attach are;
- (a) days on which permit works may not be carried out;
 - (b) times of day during which permit works may not be carried out
 - (c) the area (including areas not forming part of the street) which may be occupied in connection with the permit works;
 - (d) the prohibition or restriction of traffic pursuant to orders or notices under section 14 of the Road Traffic Regulation Act 1984 (temporary prohibition or restriction on roads) (a);
 - (e) traffic management arrangements to be made in connection with the permit works (including arrangements for the particular benefit of persons with a disability);
 - (f) the manner in which the specified works are to be carried out;
 - (g) consultation and publicity in relation to the specified works, including the display of information at the location of those works; and
 - (h) notification of progress in relation to the specified works.

13.2 CONDITIONS APPLIED TO ALL PERMITS

- 13.2.1 Windsor & Maidenhead Council will adopt solely the nationally agreed conditions text developed and approved by HAUC (England) as our standard conditions, including referencing. We recognise that these conditions may be subject to change and may develop over time. Any future changes to the conditions text ratified through HAUC (England) formal approval process will automatically be incorporated into this scheme. Any changes will have been consulted on and agreed by the sector and we will not undertake further consultation on those agreed changes, but will inform stakeholders of their implementation date for use within our permit scheme.

13.3 REQUIREMENTS FOR IMMEDIATE ACTIVITIES

- 13.3.1 Promoters of such activities must contact the Permit Authority by telephone immediately if identified in the NSG.
- 13.3.2 The Promoter shall submit an application for a Permit within two hours of beginning work. If work starts outside of working hours, an application for a Permit must be submitted by 10am the next working day.
- 13.3.3 A full description of works being carried out must justify why the activity has been categorised as immediate works.

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- 13.3.4 The Permit Authority may impose further conditions prior to the granting of a Permit where this is required. Imposing such conditions will be in discussion with the Promoter of the activity and will be included in the subsequent Permit.
- 13.3.5 Once granted, the Permit reference number must be prominently displayed on the site information board for each set of works.

13.4 BREACH OF CONDITIONS

- 13.4.1 If the Permit Authority considers that a Promoter is failing to comply with the conditions of a Permit then it may revoke the Permit. Before revoking a Permit, the Permit Authority will contact the Promoter to warn them of its intention and allow the situation to be discussed.
- 13.4.2 Where it appears to the Permit Authority that a condition has been breached and that the Promoter or a person contracted to act on its behalf has therefore committed an offence it will take action as described in Section 18.

13.5 AVOIDANCE OF CONFLICT WITH OTHER LEGISLATION

- 13.5.1 The Promoter should bring such conflicts to the attention of the Permit Authority who will then be responsible for resolving the issue with the other legislative bodies or groups that may be involved and amending the Permit conditions accordingly.
- 13.5.2 If the Promoter has safety concerns about conditions set by the Permit Authority it should raise these concerns with the Permit Authority and if necessary challenge the condition.
- 13.5.3 It is a criminal offence for a Statutory Undertaker or a person contracted to act on its behalf to breach a Permit Condition.
- 13.5.4 Any person guilty of an offence under this Regulation is liable on summary conviction to a fine not exceeding level 4 on the standard scale.

14 GRANTING OF PERMITS

14.1 TIMING OF PERMIT ISSUE

- 14.1.1 Where an application for a permit meets the relevant requirements of the Permit Scheme, the Permit Authority shall grant the permit.
- 14.1.2 Where the Permit Authority is content with the proposal, it will Grant a Permit within the response times detailed in Table 1 Section 10.7, via EToN.

14.2 ISSUING OF PERMITS

- 14.2.1 A Granted Permit will be issued electronically in accordance with the formats given in the Technical Specification for EToN with the details placed on the Permit register and copies supplied to any Promoter, Authority or other relevant body that has asked to be informed about activities on a particular street.
- 14.2.2 The Permit will specify in detail the activity it allows and its duration. The start and end dates will be in calendar days to prevent any ambiguity over the duration of the Permit.

14.3 PERMIT REFUSAL

- 14.3.1 If, after careful consideration, the Permit Authority decides to refuse the PAA or Permit application, the refusal will be issued electronically via EToN and where possible using sector agreed refusal codes as approved by HAUC England and will comply with relevant national guidance. An explanation of refusal will be given and discussions with the Promoter may be held regarding amendment to the application.

14.4 GROUNDS OF REFUSAL

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- 14.4.1 The following are non-exhaustive examples of matters that are likely to lead to applications being refused or subject to requests for further information or modification to address them.
- 14.4.2 Overlapping Activities; where other activities are scheduled to take place in the same street, or other streets affected by the proposed activity, at the same time, the Authority may refuse a Permit for the period requested but propose to grant it for different times. Information about some other activities is available to the Promoter through the Permit register, so in such situations the Promoter must contact the Authority to discuss acceptable options before applying for a Permit.
- 14.4.3 Timing and Duration; An activity Promoter must ensure when making an application for a Permit that the proposed duration of the activity takes into account both his legitimate need to complete the activity in an efficient and economic manner and the legitimate interests of other users of the highway.
- 14.4.4 The Permit Authority may query the proposed duration, for example on the grounds that:
- a) it can be completed more speedily or, that realistically, not enough time has been allowed; or,
 - b) that the specific dates and times proposed may clash with other proposed activities or events which occupy road space, in such a way as to be likely to cause an unacceptable level of disruption.
- 14.4.5 Location of Activity; A Permit must specify the location where the activity is to take place. The Permit Authority may refuse to issue a Permit due to the proposed location of the activity. This is a similar power to that under Section 56A of NRSWA i.e. where the location of a proposed activity is unacceptable to the Authority because the street in which the works are proposed is already heavily congested with underground services, or has an important traffic function, yet does not warrant protected street status.
- 14.4.6 Refusals on this basis would only apply;
- a) in relation to the installation of new apparatus - it cannot be used to require existing apparatus to be moved, or
 - b) where disruption would be reduced by installing the apparatus in an alternative street where it is reasonable to use the alternative street or a different location within the same street.

14.5 RIGHT OF APPEAL

- 14.5.1 The Promoter has a right of appeal, in accordance with the Dispute Resolution process set down in Section 19 if it is unable to reach agreement with the Permit Authority over the terms it requested or the conditions attached.
- 14.5.2 In the case of immediate activities it may be that the Permit Authority may direct the work to stop, subject to safety and legal considerations, such as Health and Safety legislation, until the issues are resolved.

14.6 PERMIT APPLICATION DEEMED TO BE APPROVED

- 14.6.1 If the Permit Authority fails to reply to an application for a Permit or PAA within the designated response times, the Permit or PAA is deemed to be granted under the terms of the application.
- 14.6.2 The proposed start and end dates, description, location, duration, traffic management, etc., will be included in the Permit and associated conditions for the activity. This detail will then be binding on the Promoter as it would have had the Permit been issued within the timescale. Breaching the conditions will constitute an offence.

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14.6.3 No fee will be applied to deemed Permits.

15 REVIEW, VARIATION AND REVOCATION OF PERMITS AND CONDITIONS

- 15.1.1 Once a Permit has been issued, the Promoter should have reasonable confidence that the road space will be available for them. However, circumstances beyond the Permit Authority's control may occur which may cause the Authority to review the Permit and as a result, may lead to the conclusion that the Permit or its conditions need to be changed or revoked.
- 15.1.2 The Permit Authority's policy is to avoid making such changes other than in exceptional circumstances which could not reasonably have been predicted or where the impact is significant. Such events may include floods and other adverse weather conditions, burst mains, dangerous buildings, etc. which may result in traffic being diverted onto the road where the activity was underway or about to start.
- 15.1.3 As soon as the Permit Authority is aware that it may be necessary to vary or revoke a Permit, it will contact the Promoter to discuss the best way of dealing with the situation.

15.2 PERMIT AUTHORITY POWERS

- 15.2.1 Within the Permit Scheme, the Permit Authority has the power, under Regulation 15 of the Traffic Management Permit Scheme (England) Regulations 2007, to review, vary or revoke Permits and Permit conditions on its own or a Promotor's initiative. However, the Permit Authority is under no obligation to let activities run beyond the Permitted period.
- 15.2.2 Any activities that exceed the Permitted duration will be committing an offence and could be subject to Section 74 overrun charges.

15.3 PROMOTER REVOCATION

- 15.3.1 If a Promoter wishes to cancel a Permit or withdraw a Permit application for which they have no further use or seeks a revocation of a Permit condition, they should use the voluntary cancellation notice detailed within the relevant EToN specification.

15.4 CHANGES TO A PROVISIONAL ADVANCE AUTHORIZATION

- 15.4.1 A PAA cannot be varied once granted.
- 15.4.2 Where a PAA has been given but a Permit has not been granted and the proposals change, the Promoter must inform the Permit Authority immediately of the proposed changes and a revised application for a PAA or Permit should be made.

15.5 CHANGES TO PERMITS

- 15.5.1 If the Permit Authority considers a variation necessary then it should contact the Promoter to discuss the best way of dealing with the situation whilst meeting the coordination duties and other Statutory Requirements of those involved. Good coordination and cooperation between Promoter and the Permit Authority will minimise the time that the Authority needs to vary Permits or their conditions. This will be in the interests of all parties.
- 15.5.2 This discussion may lead to an agreement on the variation required. In that case, the Permit Authority will then grant a revised Permit on those terms when, the Promoter applies for a Variation.

15.6 AVOIDANCE OF CRIMINAL OFFENCE

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- 15.6.1 Variations should be sought as soon as changes are identified to avoid a criminal offence being committed by work being undertaken in breach of the conditions associated with that Permit.

15.7 SUSPENDING OR POSTPONING AN ACTIVITY

- 15.7.1 If a Promoter would like to start an activity at a later date after a Permit has been issued, a Permit Variation will need to be applied for. There is no option to suspend or postpone an activity.

15.8 REVIEW OF PERMIT BY PERMIT AUTHORITY DUE TO CIRCUMSTANCES OUTSIDE ITS CONTROL

- 15.8.1 The Permit Authority may review the Permit and associated conditions in the event of circumstances beyond its control having a significant disruptive effect at the location of the activity.
- 15.8.2 No fee will apply for Permit Variations initiated by the Permit Authority unless, at the same time, the Promoter applies for variations which are not the result of the circumstances causing the Permit Authority's action

5.9 TIMING OF VARIATIONS

- 15.9.1 Permit Variations may be made at any time after a Permit has been issued up until the end date of the Permit. Once this date has passed, applications for variations cannot be made.
- 15.9.2 If a variation is required, the Promoter is encouraged to telephone the Permit Authority to discuss, prior to submitting a Duration Variation Application electronically, to improve coordination.

15.10 VARIATIONS FOR IMMEDIATE ACTIVITIES

- 15.10.1 In the event of immediate activities requiring a series of fault finding excavations or openings, for example locating a gas leak, the following procedure shall apply where it is necessary to undertake works beyond the initial excavation or opening covered by the first application.
- 15.10.2 As they are immediate works, the Promoter will submit the first Permit application within two hours of starting work. That first application will contain the location of the initial excavation or opening:
- i. For any further excavations or openings on the same street within 50 metres of the original hole, the Promoter is encouraged to telephone the Permit Authority with the new location. No Permit variation will be needed and no variation charge will apply
 - ii. The Promoter must apply for a Permit variation for the first excavation in each new 50 metre band away from the original hole in the same street, i.e. 50-100 metres, 100-150 metres, etc. Standard variation charges will apply, however the Permit Authority may use their discretion to waive these charges.
 - iii. For additional excavations within each band, the Promoter is encouraged to telephone the Permit Authority with the new location. No Permit variation will be needed and no variation charge will apply
 - iv. If the search carries into a different street or a new USRN, (including if the street changes to a different Permit Authority), then a separate Permit application will be needed
- 15.10.3 Conditions for these activities may be varied to take into account the fact that a new location, even within the permissive bands, can be more disruptive

15.11 INFORMATION REQUIRED FOR VARIATION APPLICATIONS

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15.11.1 Applications for Permit variations must contain the following information as applicable:

- i. The Permit reference number
- ii. The revised timescale
- iii. Any change to the description of the activity
- iv. A revised illustration
- v. Any change to the method of excavation
- vi. Any variation to the depth of the excavation
- vii. Any changes to the reinstatement method
- viii. Any changes to the conditions
- ix. Any changes to Traffic Management including TTROs

15.12 IF AN AGREEMENT CANNOT BE MADE

15.12.1 If agreement cannot be reached regarding a variation, the Permit Authority may issue an Authority imposed variation on the terms it considers reasonable. If the Promoter disagrees with the decision, it will have the option to invoke the dispute resolution procedure (See Section 19)

15.13 REVIEW OF PERMIT DUE TO NON-COMPLIANCE BY THE PROMOTER

15.13.1 If the Permit Authority considers that a Promoter is failing to comply with the conditions of a Permit then it may revoke the Permit or issue a Fixed Penalty Notice (FPN).

15.13.2 Before revoking a Permit, the Permit Authority will contact the Promoter to warn them of its intention and allow the situation to be discussed.

15.14 WORKING AFTER A PERMIT HAS BEEN REVOKED

15.14.1 A Promoter will be committing an offence if it continues to work after a Permit has been revoked.

16 CANCELLATION OF A PERMIT

16.1 CANCELLATION NOTICE

16.1.1 If a Promoter wishes to cancel a Permit, for which it has no further use, or to cancel or withdraw an application that has been submitted but for which a Permit has not yet been granted, it should use the cancellation notice containing the relevant Permit number see the *Technical Specification for ETON*. There is no fee payable for this process; however Permits already granted will still be charged.

17 FEES

17.1 PERMIT AUTHORITY POWER TO CHARGE FEES

17.1.1 To meet the additional costs of introducing and operating the Scheme, Regulation 30 gives the Permit Authority the power to charge a fee in respect of the following:

- i. The application for a PAA in respect of Major activities
- ii. The issuing of a Permit
- iii. Each occasion where there is a variation of a Permit or the conditions attached
- iv. Where a Permit variation would move an activity into a higher category, the Promoter will be required to pay the difference between the Permit fee for the two categories as well as the Permit variation fee

17.2 FEE POLICY

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17.2.1 The Permit Authority will charge Statutory Undertakers for the actions detailed in Section 17.1.

17.2.2 Fees will not be payable in the following circumstances:

- i. By the Highway Authority in respect of its own works for road purposes, however a record of the Permit and fee will be used for reporting purposes and fee reviews.
- ii. Any work undertaken on a fire hydrant.
- iii. Where a Permit is deemed to be granted because the Permit Authority failed to respond to an application within the time set down in Section 10.7 above
- iv. Where a permit is granted but subsequently revoked by the Permit Authority before commencement of the specified works, the Permit Authority shall refund in full any fee charged in accordance with the regulations, provided the revocation is not the fault of the permit holder.
- v. Where a Promoter wishes to cancel a Permit for which it has no further use, or to cancel or withdraw an application that has been submitted but for which a Permit has not yet been granted

17.2.3 Lower fees or discounted fees will be given in the following circumstances:

- i. Where several Permit applications for works that are of part of the same project but which are carried out on more than one street, but on a scale comparative to one street, are submitted at the same time.
- ii. Where several Promoters are working within the same site submit applications at the same time. Where the Highway Authority Promoter is collaborating with Statutory Undertakers, those Undertakers will be eligible for the discount.
- iii. Where works are undertaken wholly outside of traffic sensitive times on Traffic Sensitive Streets.
- iv. A discount may be applied where it is demonstrated that an activity provides significant economic benefit to the local authority or Council. For instance supplies for a new development, or where it is demonstrated that a network investment programme is being undertaken to meet customer demand.

17.3 RATE OF DISCOUNT

17.3.1 A discount will be applied in the above circumstances.

17.4 OPTION TO WAIVE OR REDUCE FEES

17.4.1 The Permit Authority retains the option to waive or reduce fees at its discretion.

17.5 APPROVED SCALE OF FEES

17.5.1 The current approved scale of fees is included in the order made by Windsor and Maidenhead Council for the Permit Authority to operate the Permit Scheme.

17.6 PROCESSING OF FEES

17.6.1 Monthly invoices will be issued to each Promoter with all Permits referenced.

17.6.2 A summary may be issued to each Promoter every two weeks so amounts can be confirmed prior to the invoice being raised.

18 SANCTIONS

18.1 UNDERTAKING ACTIVITIES WITHOUT A PERMIT

18.1.1 It is a criminal offence for a Statutory Undertaker, or a person contracted to act on its behalf, to undertake specified activities in a specified street in the absence of a Permit, except as set down in Section 6.

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18.1.2 Any person guilty of an offence under this Regulation is liable on summary conviction to a fine not exceeding level 5 on the standard scale.

18.2 ACTION BY PERMIT AUTHORITY

18.2.1 Where a Statutory Undertaker or a person contracted to act on its behalf undertakes without a Permit, works for which a Permit is required, or breaches a Permit condition, the Permit Authority may take one or more of the following courses of action depending on the seriousness and persistence of the offences:

- i. Serve a notice requiring that Statutory Undertaker to take such reasonable steps as detailed in the notice to remedy the situation within a specified timescale
- ii. Where a Statutory Undertaker fails to comply with the requirements of such a notice within the timescale the Permit Authority may undertake the specified steps and recover the costs that are reasonably incurred from the Statutory Undertaker
- iii. Issue a Fixed Penalty Notice (FPN), against the Statutory Undertaker
- iv. Prosecute the Statutory Undertaker

18.2.2 Remedial action could include the removal of the activity; rectify the breach of conditions or discounting any obstruction.

18.2.3 In the event that the Permit Authority subsequently considers that an FPN which has been given ought not to have been given, it shall give to the person to whom that notice was given a notice withdrawing the FPN.

18.2.4 Any offences which run alongside to the Permit Scheme under NRSWA will still apply and action will be taken.

19 DISPUTE RESOLUTION

19.1 Introduction

19.1.1 The Royal Borough of Windsor & Maidenhead welcomes the opportunity to informally resolve disputes, before resorting to formal resolution procedures.

19.1.2 If disputes are not informally resolved within 14 days, they will be referred to SEHAUC of HAUC (UK) as appropriate.

19.2 DISPUTE RESOLUTION PROCEDURE

19.2.1 If agreement cannot be reached informally on any matter arising in relation to the Royal Borough of Maidenhead Permit Scheme, the dispute will be referred for review on the following basis:

Straightforward issues.

19.2.2 Where Windsor & Maidenhead Council and the Promoter(s) consider that the issues involved in the dispute are relatively straightforward, the matter will be referred to impartial members of the regional SEHAUC (that is those not representing parties directly involved in the dispute) for review. That review should take place within ten days from the date of referral by either party. Both parties will accept the result as binding.

Complex issues.

19.2.3 If by the Royal Borough of Windsor & Maidenhead Council or the Promoters(s) involved the dispute think the issues are particularly complex, HAUC (UK) will be asked to set up a review panel of four members – two Utility and two Street Authorities. One of the four persons will be appointed as Chair of the panel by the HAUC (UK) joint chairs

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- 19.2.4 Each party must make all relevant financial, technical and other information available to the review panel.
- 19.2.5 The review would normally take place within ten working days from the date on which the issue is referred to HAUC (UK) by either party. Both parties will accept the conclusions of the review panel as binding.

19.3 INDEPENDENT ADJUDICATION

- 19.3.1 If agreement cannot be reached by the procedure above, the dispute can be referred to independent adjudication.
- 19.3.2 Adjudication within the Windsor & Maidenhead Permit Scheme will only be used by Windsor & Maidenhead Council and the Promoter(s) if they agree in relation to the matter under dispute, that:-
- The decision of the adjudicator will be deemed to be final; and
 - The costs of adjudication will be borne equally unless the adjudicator considers that one party has presented a frivolous case, in which case costs may be awarded against them.
- 19.3.3 Where the adjudication route is followed, Windsor & Maidenhead Council and the Promoter(s) will apply to the joint chairs of HAUC (UK), who will select and appoint the independent adjudicator from a suitable recognised professional body.

20 REGISTERS

20.1 REGISTER OF PERMITS

- 20.1.1 The Permit Authority will maintain a register of Permits in connection with the Permit Scheme and in accordance with regulation 33 and 34, Part 7 of the Regulations.
- 20.1.2 The register will contain information about current and planned activities and will be available electronically to Promoters to assist them in planning and coordinating their own works at the earliest possible stage

20.2 REFERENCING OF INFORMATION

- 20.2.1 All information held in the register of Permits will be referenced to the USRN and the Permit register will be Geographic Information System (GIS) based.

21 TRANSITIONAL PHASE

- 21.1.1 Once an Order has been made, the Authority will provide at least four weeks notice of its intention to operate a Permit Scheme from a given date.
- 21.1.2 The Permit Authority will liaise closely with all Promoters during the transition period so that any issues are identified early and appropriate action taken to resolve them.
- 21.1.3 The Permit Scheme will apply to all activities where the administrative processes, such as an application for a Permit or Provisional Advance Authorisation, start after the commencement date of the Permit Scheme stated in the order.
- 21.1.4 Activities which are planned to start on site more than one month after the changeover date, (for standard, minor and immediate activities), or three months after the changeover date, (for major activities), shall operate under the Permit Scheme. This means that even if the relevant Section 54, 55 or 57 NRSWA notice has been sent before the changeover, the Promoter will have to apply for a Permit.
- 21.1.5 If the Promoter has not substantially begun the activity (or phase of activity) one month after the changeover date (for standard, minor and immediate activities) or three months after the changeover date (for major activities), then the Promoter must cancel the NRSWA notice for that activity (or phase of activity) and apply for a Permit.

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21.1.6 Any Phase which started under the notices regime will continue under that regime until completed.

21.1.7 The issue of Fixed Penalty Notices (FPNs) will be suspended for the first month of operation of the Scheme to allow a settling in period.

21.1.8 This period is sufficient as much of the Permit Scheme operation is run alongside NRSWA and extensive testing of systems between the Permit Authority and Promotors will have taken place and will continue on the run up to the implementation of the scheme.

PERMIT SCHEME MONITORING

22.1 USE OF KEY PERFORMANCE INDICATORS

21.1.1 Parity will be measured through Key Performance Indicators (KPIs). The following KPIs are mandatory and in addition, the Permit Authority will produce an annual set of KPIs identifying the treatment of individual Promotors.

22.2 MANDATORY KPIs

KPI 1
<i>The number of Permit and Permit variation applications received, the number granted and the number refused.</i>
This will be measured by Promotor and shown as: <ul style="list-style-type: none">• the total number of Permit and Permit variation applications received, excluding and applications that are subsequently withdrawn• the number granted as a percentage of the total applications made• the number refused as a percentage of the total applications made.

KPI 2
<i>The number of conditions applied by the condition type</i>
This will be measured by Promotor and shown as: <ul style="list-style-type: none">• the number of Permits issued• the number of conditions applied, broken down into condition types. The number of each type being shown as a percentage of the total Permits issued.

22.3 ADDITIONAL KPIS

KPI 3
<i>The number of approved extensions</i>
This will be measured by Promotor and shown as: <ul style="list-style-type: none">• the total number of Permits issued• the number of requests for extensions shown as a percentage of Permits issued• the number of agreed extensions as a percentage of extensions applied for.

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KPI 7
<i>The number of inspections carried out to monitor conditions</i>
This will be broken down by Promotor and shown as: <ul style="list-style-type: none">• the number of sample permit condition checks carried out as a percentage of the number of permits issued• the percentage of sample inspections by promotor should also be shown

22.4 PRESENTATION OF KPIS TO COORDINATION MEETINGS

22.4.1 The KPIs will be discussed at the local coordination meetings and at other meetings with Promotors. In addition, the KPIs will be made available to any other person on request or via the Authority's website.

22.4.2 The Permit Scheme will be evaluated after each of the first 3 years, then 3-yearly after that. Evaluations must be made available within 3 months of the date on which the Permit Scheme came into effect. The evaluation shall include consideration of:

- i. whether the fee structure needs to be changed in light of any surplus or deficit
- ii. the costs and benefits (whether or not financial) of operating the scheme: and
- iii. whether the Permit scheme is meeting key performance indicators where these are set out in the Guidance
- iv. The out come of each evaluation shall be made available to the persons referred to in regulation 3(1) within three months of the relevant anniversary.

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Activity	Any works undertaken by Statutory Undertakers and the Highway Authority (or their agents/contractors) and any other
Additional Street Data	Additional Street Data (ASD) refers to other information about streets held on the NSG concessionaire's website alongside the NSG
Apparatus	As defined in Section 105(1) of NRSWA "apparatus includes any structure for the lodging therein of apparatus or for gaining access to apparatus"
Appeal	As defined in Section 98(3) of NRSWA, "Bank Holiday means a day which is a Bank Holiday under the Banking and Financial Dealings Act 1971 in the locality in which the street in question is situated"
Bank Holiday	If there is an unresolved disagreement between the Promoter and the Permit Authority about the terms and conditions of the Permit or PAA, the Promotor may appeal against the Permit Authority's decision to either SEHAUC or HAUC (UK).
Bar holes	Bar holes are used to detect and monitor gas leaks
Breaking up (the street)	Any disturbance to the surface of the street (other than opening the street)
Bridge	As provided in Section 88(1)(a) of NRSWA, "references to a bridge include so much of any street as gives access to the bridge and any embankment, retaining wall or other work or substance supporting or protecting that part of the street
Bridge Authority	As defined in Section 88(1)(b) of NRSWA, "Bridge Authority means the Authority, body or person in whom a bridge is vested"
Carriageway	As defined in section 329 of HA 1980, "carriageway means a way constituting or comprised in a Highway, being a way (other than a cycle track) over which the public have a right of way for the passage of vehicles.
Code of Practice for Permits	As Published by the department of Transport march 2008
Collaborative working	Includes trench sharing, multi-utility working, utility works for road purposes situations and compliance testing
Cycle Track	As defined in Section 329 of the HA 1980, "cycle track means a way of constituting or comprised in a Highway, being a way over which the public have the following, but not other, rights of way, that is to say, a right of way on foot"
Day	A calendar day, unless explicitly stated otherwise
Dft	Department of transport
Emergency works	As defined in Section 52 of NRSWA, "emergency works means works whose execution at the time when they are executed is required in order to put an end to, or to prevent the occurrence

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	of, circumstances then existing or imminent (or which the person responsible for the works believes on reasonable grounds to be existing or imminent) which are likely to cause
Eton	Electronic Transfer of Notices, the systems defined in the Technical Specification for ETON for passing notices. Permit applications, Permits and other information between Promoters and the Permit Authority.
Excavation	“Breaking up” (as defined above)
Fixed Penalty Notice	As defined in Schedule 4B to NRSWA, “fixed penalty notice means a notice offering a person the opportunity of discharging any liability to conviction for a fixed penalty offence by payment of a penalty
Footway	As defined in Section 329 of the HA 1980, “footway means a way comprised in a highway which also comprises a carriageway, being a way over which the public have a right of way on foot only”
Geographical Information system (GIS)	A computer system for capturing, storing, checking, integrating, manipulating, analysing and displaying data related to positions on the Earth’s surface
HA 1980	The Highways Act 1980
Highway	As defined in Section 328 of the HA 1980, "Highway means the whole or part of a highway other than a ferry or waterway
Highway Authority	As defined in Sections 1 and 329 of the HA 1980
Highway works	“Works for road purposes” or “major highway works”
Immediate Works	As stated in Section 8.5, immediate activities are either emergency works as defined in Section 52 of NRSWA or urgent works as defined in Section 52 of NRSWA or urgent works as defined in The Street Works (Registers, Notices, Directions and Designations) (England) Regulations 2007
In	As defined in Section 105(1) of NRSWA, in a context referring to works, apparatus or other property in a street or other place includes a reference to works, apparatus or other property under, over, along or upon it"
Local Authority	As defined in Section 270(1) of the Local Government Act 1972(a) and includes the Common Council of the City of London.
Local Highway Authority	As defined in Section 329 of HA 1980, “ Local Highway authority means a Highway Authority other than Minister
Main roads	All streets in reinstatement categories 0, 1 and 2 and these streets in categories 3 and 4 which are traffic sensitive for all or part of the time
Maintainable Highway	As defined in Section 329 of HA 1980, a “Highway maintainable at the public expense means a highway which virtue of Section 36 above or of any other enactment (whether contained in this Act or not) is a highway which for the purposes of this Act is a highway maintainable at the public expense

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Maintenance	As defined in Section 329 of HA 1980 “maintenance” includes repair, and “maintain” and “maintainable” are to be considered accordingly”
Major Activities	As stated in Section 9.2, Major activities are those which: <ul style="list-style-type: none"> • Have been identified in an organisation’s annual operating programme. Or if not identified in that programme, are normally planned or known about at least six months in advance of the proposed date of activity • Other than immediate activities require a temporary traffic regulation order, (i.e. not a temporary traffic notice), under the Road Traffic Regulations Act 1984 for any activities
Major Highway Works	As defined in Section 86(3) of NRSWA, "major highway works means works of any of the following descriptions executed by the Highway Authority in relation to a highway which consists of or includes a carriageway – <ol style="list-style-type: none"> a) a reconstruction or widening of the highway; b) works carried out in exercise of the powers conferred by Section 64 of the Highways Act 1980 (dual carriageways and roundabouts); c) substantial alteration of the level of the highway; d) works carried out in exercise of the powers conferred by Section 64 of the Highways Act 1980 (dual carriageways and roundabouts); e) the construction or removal of a road hump within the meaning of Section 90F of the Highways Act 1980; f) works carried out in exercise of the powers conferred by Section 184 of the Highways Act 1980 (vehicle crossings over footways and verges); g) provision of a cattle-grid in the highway or works ancillary thereto; or h) Tunnelling or boring under the highway”
Minor Activities	As stated in Section 9.4, minor activities are those activities are those activities other than immediate activities where the planned duration is 3 days or less
Minor Road	Street in reinstatement categories 3 and 4 which are not traffic sensitive at any time.
National Grid Reference	Location reference using nationally defined eastings and northings
Nationally consistent Street gazetteer (NSG)	A database defined as an “index of streets and their geographical locations created and maintained by the local Highways Authorities” based on BS 7666 standard
NRSWA	New Road and Streetworks Act 1991
NSG Concessionaire	The body appointed to manage the NSG on behalf of the local Highway Activities

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Opening (the street)	Removing a lid or cover to a manhole, inspection chamber, meter box or other structure embedded in the street without any “breaking up” of the permit
Permit	The approval of a Permit Authority for a Promoter to carry out activity in the highway subject to conditions
Permit Application	See Section 10. The application that is made by a Promoter to the Authority to carry out an activity in the highway. It is equivalent to the notice of proposed start of works (Section 55 of NRSWA) given under the Coordination regime
Permit Authority	See Section 1.4. A local Authority or other “Highway Authority” which has been given approval by Order to operate a Permit
Permit Scheme	See Section 1. A Scheme approved by Order under which Permits for activities are sought and given.
Promotor	A person or organisation responsible for commissioning activities in the streets covered by the Permit Scheme. The Promotor will usually be a Statutory Undertaker or the Highway or Traffic Authority
Protected Street	See Section 1.6. A street that has been designated as a protected street. It serves a specific strategic major traffic need and therefore needs to be protected from unnecessary excavation and works and providing there is a reasonable alternative route in which Statutory Undertakers can place the equipment that would otherwise lawfully have been placed in the protected street.
Provisional Advance Authorisation	See Section 8.2. The early approval of activities in the highway, equivalent to the advance notice given under s 54 of NRSWA
Registerable activities	See Section 5.1. Registerable activities are as listed in Chapter 9 of The Code of Practice for Permits.
Reinstatement	As defined in Section 105(1) of NRSWA, "reinstatement includes making good".
Relevant Authority	As defined in Section 49(6) of NRSWA, "references in this Part to the relevant Authorities in relation to any works in a street are to the Highway Authority and also <ul style="list-style-type: none"> a) where the works include the breaking up or opening of a public sewer in the street, the Sewer Authority; b) where the street is carried or crossed by a bridge vested in a Transport Authority, or crosses or is crossed by any other property held or used for the purposes of a Transport Authority, that Authority; and c) where in any other case the street is carried or crossed by a bridge, the Bridge Authority"
Redial work	Remedial works are those required to put right defects identified and in accordance with the provisions of the Code of Practice for Inspections and regulations
Road	See “Street”
Road Categories:	Roads carrying over

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<ul style="list-style-type: none"> • Type 0 • Type 1 • Type 2 • Type 3 • Type 4 	<ul style="list-style-type: none"> • 30 to 125 msa* • 10 to 30 msa • 2.5 to 10 msa • 0.5 to 2.5 msa • Up to 0.5 msa <p>*millions of standard axles</p>
Road works	See "Works for road purposes" definition below.
Special Engineering Difficulties (SED)	See Section 1.6. By virtue of virtue of Section 63 of NRSWA, the term special engineering difficulties relates to streets or, more commonly, parts of streets associated with structures, or streets of extraordinary construction where street works must be carefully planned and executed in order to avoid damage to, or failure of, the street itself or the associated structure with attendant danger to person or property.
Specified Area	That geographical area to which the Permit Scheme applies.
Specified Street	Those streets to which the Permit Scheme applies
SROH	Specification for Reinstatement of Openings in the Highway
Standard Activities	Standard activities are those activities, other than immediate activities, that have a planned duration of between 4 and 10 days inclusive.
Statutory Undertaker	As defined in Section 48(4) of NRSWA, "undertaker in relation to street works means the person by whom the relevant statutory right is exercisable (in the capacity in which it is exercisable by him) or the licensee under the relevant street works licence, as the case may be".
Street	As defined in Section 48(1) of NRSWA, "street means the whole or any part of any of the following, irrespective of whether it is a thoroughfare <ul style="list-style-type: none"> a) any highway, road, lane, footway, alley or passage; b) any square or court; c) any land laid out as a way whether it is for the time being formed as a way or not"
Street Authority	As defined in Section 49(1) of NRSWA, "the Street Authority in relation to a street means, subject to the following provisions: <ul style="list-style-type: none"> a) if the street is a maintainable highway, the Highway Authority, and b) if the street is not maintainable highway, the street managers".
Streetworks	As defined in Section 48(3) of NRSWA, "street works means works of any of the following kinds (other than works for road purposes) executed in a street in pursuance of a statutory right or a street works licence: <ul style="list-style-type: none"> a) placing apparatus; or b) inspecting, maintaining, adjusting, repairing, altering or renewing apparatus, changing the position of apparatus or removing it, or works required for or incidental to any such works (including, in particular, breaking up or opening the street, or any sewer, drain or tunnel under it, or tunnelling or boring under the street".

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Street Works licence	As stated in Section 50(1) of NRSWA, "the Highway Authority may grant a licence (a "street works licence") Permitting a person a) to place, or to retain, apparatus in the street, and b) thereafter to inspect, maintain, adjust, repair, alter or renew the apparatus, change its position or remove it, and to execute for those purposes any works required for or incidental to such works (including, in particular, breaking up or opening the street, or any sewer, drain or tunnel under it, or tunnelling or boring under the street).
TMA	". The Traffic Management Act 2004.
Traffic	As defined in Section 105(1) of NRSWA, "traffic includes pedestrians and animals
Traffic control	Any of the five methods of controlling traffic detailed in the Code of Practice "Safety at Street Works and Road Works
Traffic regulation order	This means an order made under Section 1, 6 or 9 of the Road Traffic Regulation Act 1984.
Traffic sensitive street	See Section 1.6. This means a street designated by a Highway Authority as traffic sensitive pursuant to Section 64 of NRSWA and in a case where a limited designation is made pursuant to Section 64(3) any reference to works in a traffic sensitive street shall be construed as a reference to works to be executed at the times and dates specified in such designation.
Transport Authority	As defined in Section 91(1) (a) of NRSWA, "Transport Authority means the Authority, body or person having the control or management of a transport undertaking".
Temporary Traffic Regulation Order (TTRO)	This means an order made under Section 14 of the Road Traffic Regulation Act 1984 and amendments.
Trunk road	As defined in Section 329 of the HA 1980, "trunk road means a highway, or a proposed highway, which is a trunk road by virtue of Section 10(1) or Section 19 of the above or by virtue of an order or direction under Section 10 of the above or under any other enactment".
Unique Street Reference Number (USRN)	As defined in the British Standard BS7666.
Urgent activities	Urgent activities are: a) activities (not being emergency activities) whose execution at the time they are executed is required (or which the person responsible for the activity believes on reasonable grounds to be required) i. to prevent or put an end to an unplanned interruption of any supply or service provided by the undertaker; ii. to avoid substantial loss to the undertaker in relation to an existing service; or iii. to reconnect supplies or services where the undertaker would be under a civil or criminal liability if reconnection is delayed until after the expiration of the appropriate notice period; and b) Includes activity that cannot reasonably be separated or severed from such activities.

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Working day	As defined in Section 98(2) of NRSWA, "for the purposes of this Part a working day means a day other than a Saturday, Sunday, Christmas Day, Good Friday or a Bank Holiday; and a notice given after 4.30 p.m. on a working day shall be treated as given on the next working day".
Works	Street works or Works for road purposes.
Works for road purposes	As defined in Section 86(2) of NRSWA, "works for road, purposes means works of any of the following descriptions executed in relation to a highway: a) works for the maintenance of the highway; b) any works under powers conferred by Part V of the Highways Act 1980 (improvement); c) the erection, maintenance, alteration or removal of traffic signs on or near the highway; or d) the construction of a crossing for vehicles across a footway or grass verge or the strengthening or adaptation of a footway for use as a crossing for vehicles".

Appendix B: Brighton & Hove City Council - Permit Scheme (Case Study):

During the development stage of this project the Royal Borough has worked in partnership with other local authorities, including Brighton & Hove City Council, to share best practice.

Brighton & Hove City Council (BHCC) is broadly comparable in terms of the size and nature of the highway network and are seen as a useful comparative partner.

This case study sets out the key points from their scheme as contextual, background information only.

The stated main benefit of introducing a permit scheme is the increased capacity to coordinate and control activities on the highway and therefore minimise the impact of badly controlled works.

The BHCC scheme took around 18 months to deliver. However, as the process is now more familiar to subsequent authorities it is anticipated that the time period from for scheme delivery can be reduced.

Based on the previous 3-year average, BHCC estimated processing approximately 16,000 permits annually with approximately 850 permit variations.

Permit costs differ dependant upon the highway category and activity type and are set at the maximum permissible level, generating projected annual income of approximately £800,000

Table 1 offers an indication of permit numbers; costs and breakdown by activity type which was submitted to the Department of Transport (DfT)* as part of the overall business case (* DfT was the approving body at the time of scheme development)

The business case submitted to the DfT proposed the equivalent of 15 FTEs managing and administering the permit scheme at an approximate cost of £580,000.

Additional operating costs (for example: management system) of approximately £207,000 were projected.

Therefore, the total annual scheme costs were £787,000

The BHCC business case projects a decrease in permit applications; income and operating costs in early years as utility companies manage their noticing activities more proactively.

Table 1: BHCC Business Case Cost Matrix Data

Category 0-2 and Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	42	£158	N/A	N/A	£6,645
Major	41	£316	8	£45	£13,254
Standard	241	£182	24	£45	£44,949
Minor	1742	£88	87	£45	£157,960
Immediate	526	£63	26	£45	£34,363
Sub Total	2592	N/A	146	£45	£257,172

Category 3-4 Non-Traffic Sensitive Streets					
Activity Type	Estimated No. of Permits	Cost per Permit	Estimated No. of Permit Variations	Cost per Permit Variation	Total Cost per Activity Type
Provisional Advance Authorisation	122	£90	N/A	N/A	£10,970
Major	115	£157	23	£35	£18,937
Standard	740	£71	74	£35	£55,528
Minor	10384	£34	519	£35	£374,754
Immediate	2010	£40	101	£35	£83,261
Sub Total	13372	N/A	717	£35	£543,451

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Agenda Item 8

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Agenda Item 9

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