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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 28TH JUNE, 2018

At 5.30 pm

at the

GUILDHALL COUNCIL CHAMBER, GUILDHALL, WINDSOR.

TO: MEMBERS OF CABINET

COUNCILLORS SIMON DUDLEY (CHAIRMAN)
DAVID COPPINGER, (PLANNING & HEALTH INCLUDING SUSTAINABILITY)
(VICE-CHAIRMAN)
PHILLIP BICKNELL, (HIGHWAYS, TRANSPORT & WINDSOR)
NATASHA AIREY, (CHILDREN'S SERVICES)
MJ SAUNDERS, (FINANCE)
SAMANTHA RAYNER, (CULTURE & COMMUNITIES INCLUDING RESIDENT AND
BUSINESS SERVICES)
JACK RANKIN, (ECONOMIC DEVELOPMENT, PROPERTY, COMMUNICATIONS &
DEPUTY FINANCE)
DAVID EVANS, (MAIDENHEAD REGENERATION AND MAIDENHEAD INCLUDING
SCHOOL IMPROVEMENT)
STUART CARROLL, (ADULT SOCIAL CARE AND PUBLIC HEALTH)
JESSE GREY (ENVIRONMENTAL SERVICES INCLUDING PARKING & FLOODING)

PRINCIPAL MEMBERS ALSO ATTENDING: COUNCILLORS CHRISTINE BATESON
(NEIGHBOURHOOD PLANNING AND ASCOT & SUNNINGS), LISA TARGOWSKA (HR,
LEGAL & IT), DAVID HILTON (ASCOT REGENERATION), ROSS MCWILLIAMS
(HOUSING)

DEPUTY LEAD MEMBERS: Malcolm Alexander (Streetcare and Windsor & Eton), Marius
Gilmore (Business Development and Partnerships), Mike Airey (Planning Performance),
John Bowden (Aviation & Heathrow Airport), Phillip Love (Maidenhead Regeneration &
Maidenhead)

Karen Shepherd – Service Lead Democratic Services - Issued: Wednesday, 20 June 2018

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook** 01628 796560

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
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7.	<u>CABINET MEMBERS' REPORTS</u> Chairman i. Annual Performance Report 2017/18 Finance ii. Financial Update Planning and Health Including Sustainability (Vice-Chairman) iii. Infrastructure including Community Infrastructure Levy (CIL) Governance Children's Services iv. Options for Increased Capacity at Newlands Girls' School Planning and Health Including Sustainability (Vice-Chairman) v. Conservation Area Appraisals Review Programme Neighbourhood Planning and Ascot & Sunnings	- 21 - 46 47 - 60 61 - 70 71 - 82 83 - 90

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8. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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 the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they 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 the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) 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 licence 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.

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

A Member with a DPI should state in the meeting: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations on the item: ***'I declare a Disclosable Pecuniary Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Prejudicial Interests

Any interest which a reasonable, fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs the Member's ability to judge the public interest in the item, i.e. a Member's decision making is influenced by their interest so that they are not able to impartially consider relevant issues.

A Member with a Prejudicial interest should state in the meeting: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Or, if making representations in the item: ***'I declare a Prejudicial Interest in item x because xxx. As soon as we come to that item, I will make representations, then I will leave the room/ move to the public area for the entire duration of the discussion and not take part in the vote.'***

Personal interests

Any other connection or association which a member of the public may reasonably think may influence a Member when making a decision on council matters.

Members with a Personal Interest should state at the meeting: ***'I wish to declare a Personal Interest in item x because xxx'. As this is a Personal Interest only, I will take part in the discussion and vote on the matter.***

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Agenda Item 3

CABINET

THURSDAY, 24 MAY 2018

PRESENT: Councillors Simon Dudley (Chairman), Natasha Airey, MJ Saunders, Samantha Rayner, Jack Rankin, David Evans, Christine Bateson, Stuart Carroll, David Hilton, Michael Airey, Ross McWilliams and Jesse Grey

Principle Members also in attendance: Christine Bateson, David Hilton and Ross McWilliams.

Also in Attendance: Deputy Lead Member Councillor Mike Airey and Councillors E Wilson and Beer.

Officers: Alison Alexander, Rob Stubbs, Louisa Dean, Russell O'Keefe, Andy Jeffs, Kevin McDaniel, Jennifer Jackson and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillors Coppinger, Bicknell and Targowska.

DECLARATIONS OF INTEREST

Councillor Samantha Rayner declared a Disclosable Pecuniary Interest in item iv -Joint Central and Eastern Berkshire Waste and Minerals Plan she left the room for the duration of the discussion and voting on the item.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 26 April 2018 were approved.

The Chairman commented that he would be amiss if he did not mention the recent Royal Wedding and the excellent work undertaken by the Royal Borough, there had been appreciative acknowledgment from the Royal Household for all the work done.

The Chairman thanked all officers who had worked on preparations and during the wedding and gave the example of the Communications Team with the following statistics; there had been 1.2 million impressions on twitter compared to 160,00 the week before, our links on twitter had been clicked over 1.7 million times and the Facebook page followers was up 103 percent compared to the seven previous days.

APPOINTMENTS

None

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made to the plan since the last meeting. In addition it was noted that the following two additional reports be added; Plan Making – Traveller Local Plan and a report on Conservation Area Appraisals.

CABINET MEMBERS' REPORTS

A) ETON END SCHOOL – ROAD SAFETY PETITION

The Chairman welcomed Surinder Gill to the meeting and informed her that she had five minutes to present and discuss her petition for enhanced road safety measures outside Eton End School, along Eton Road, Datchet.

Surinder Gill informed Cabinet that she had started the petition in October 2016 and that it had taken the Council over one year to take it seriously. Risks had been identified, such as excessive speeds along Eton Road, and these had been passed to the Council. Surinder Gill went through the risks:

- Risks 1,2,3 and 15 would be reduced by changing the timings of the 20mph speed limit flashing lights in line with school pick up and drop off times.
- Risks 5 and 12 – new flashing lights close to the school required.
- Risks 6,13 and 16 would benefit from 30mph markings on the road.
- Risk 7 requires additional railings along the pavement to prevent children from running onto the road.
- Risk 8 – it was appreciated that the Council had installed one set of railings but extra railings would reduce the risk.
- Risk 9, there had been speeds recorded at 91.5 mph therefore speed humps were requested. They supported the recent recommendation by the Highways and Transport O&S Panel to install a raised panel on the road.
- Risk 10, uniform training and insurance to be provided by the Council for a school crossing patroller. She wished to see the Council's public liability insurance so they could start recruitment.
- Risk 11, it was felt that a zebra crossing would provide additional safety for children crossing the road, however they would compromise with different coloured road surface as suggested by the scrutiny panel.
- Risk 14, would like to see the yellow lines along Castle Avenue extended.
- Risk 17, reduce the speed limit from 40mph to 30mph at Eton Road.

Cabinet were informed that the school currently distributed letters regarding safe parking and erected banners to prevent illegal parking. A drop off zone had been considered but this was too expensive. If the Council introduced the raised table and other safety measures than parent would use the car park provided by the school. It was felt that a private school should receive the same safety measures as a state maintained school.

The Chairman thanked Surinder Gill for all the hard work put into the petition. And subsequent risk report.

The Lead Member for Environmental Services thanked the school for all their efforts around road safety for children getting to and from school. It had been agreed that the crossing patroller would be covered by the Council's insurance and he agreed with scrutiny's recommendation of installing a raised platform. Introducing a zebra crossing in this location would be contrary to the Department for Transport safety guidelines, but other safety measure had been recommended. It was planned to start the work during May and June 2018.

The report responding to the petition contained a range of proposed traffic safety measures and if accepted by Cabinet the addition of a raised platform and the extension of the 30mph zone.

Councillor Beer informed Cabinet that his son used to live in the area and that he himself often used the local roads. Traffic speeds were too high and he supported the extension of the 30mph zone. He suggested better use of the church's facilities for parking if the pathway was

cleared and widened. The Chairman agreed that although not part of the recommendation the Council would look to see if it was feasible to widen the pavement.

Resolved unanimously: that Cabinet notes the petition and the responding report and endorses the:

- I. **Council's approach to comply with the Department for Transport's safety guidelines.**
- II. **School's commitment to securing a school crossing patroller.**
- III. **Further highway improvements to a cost of £20,000 and the extension of the 30mph zone.**

B) ETON AND ETON WICK NEIGHBOURHOOD PLAN DECISION TO PROCEED TO REFERENDUM

The Principal Member for Neighbourhood Planning and Ascot & Sunnings introduced the Cabinet report that sought approval for the Eton and Eton Wick Neighbourhood Plan to proceed to referendum.

Cabinet were informed that the Eton and Eton Wick neighbourhood plan had been scrutinised by an independent examiner. The examiner was appointed by the Royal Borough, with the agreement of the Qualifying Body. The examiner's report recommended that the plan proceeds to referendum, subject to modifications to ensure the plan met the Basic Conditions. If Cabinet approved the recommendations then the referendum would take place on 12 July 2018 and if approve the plan would come back to Council for adoption.

The Lead Member for Culture and Communities said that she supported the excellent plan and wished to thank the group who produced the plan with support from the Principal Member for Neighbourhood Planning and Ascot & Sunnings and officers.

The Lead Member for Environmental Services asked for clarification on the Basic Conditions and was informed that the Localism Act required Basic Conditions for all Neighbourhood Plans which were:

- Having regard to national policies.
- That the plan contributes to sustainable development.
- That the plan conforms with policies of the development plan for the authority.
- That the plan is compatible with EU obligations.

The Lead Member for Environmental Services said that he could see why Datchet required support in understanding how a plan met the Basic Conditions. Cabinet were informed that each neighbourhood plan received £20,000 to appoint consultants and they also received support from officers.

Resolved unanimously: That Cabinet notes the report and:

- I. **Confirms that the plan meets the Basic Conditions tests and does not require a SA/SEA; and**
- II. **Accepts the proposed changes to the Neighbourhood Plan set out in Appendix B, and**
- III. **Gives delegated authority to the Head of Planning to issue a decision statement; and**
- IV. **agrees to put the modified Neighbourhood Plan to referendum. The date of the referendum to be set in accordance with the legal requirements; and**
- V. **Delegates authority to the Head of Planning, in consultation with the Principal Member for Neighbourhood Planning, to make minor, non material, amendments to the Neighbourhood Plan prior to the referendum being announced; and**

VI. Provides advance funding up to £20,000, if required, for the referendum; this will then be claimed back from Government.

C) WINDSOR MIDDLE SCHOOL EXPANSION

The Lead Member for Children's Services introduced the Cabinet report regarding the proposed expansion of St Peter's Church of England Middle School.

Cabinet were informed that there was pressure for places in the Windsor middle schools from September 2019, and the borough consulted on a proposal to expand St Peter's CE Middle School by 30 places per year group, starting with Year 5 in September 2019. That consultation had two-thirds of respondents in favour of the proposed expansion. The estimated costs was £2.7 million with the funds already been identified as part of the boroughs school expansion programme.

The Lead Member for Children's Services informed that the report had been considered by the Children's Services O&S Panel who had requested an explanation for why the school had only received a value for money score of one out of ten, requested that the Memorandum of Understanding include that the expansion was to cover basic need and for the clause about the published admission numbers to also cover wider admission arrangement changes.

Cabinet were informed that even though the school received a low value for money score it was the only Windsor middle school that was viable for expansion. Residents in Old Windsor supported the proposed expansion however they had raised concerns about increased traffic therefore it was proposed to increase the budget to allow for the purchase of land for a drop of zone and other measures to reduce traffic congestion.

The Lead Member for Children's Services also informed that in November 2017 Cabinet approved that all parties for school expansion sign a memorandum of understanding setting out the terms for proposed expansion to have clarity on each parties expectations and responsibilities.

The Principal Member for Ascot Regeneration mentioned that 66 percent of consultation respondents were in favour of the planned expansion and this would have been higher if the planned drop off zone had been known during the consultation period.

The Leader said that there was no point in expanding a school if you did not give consideration to home to school transport, it was the right thing to do for Old Windsor residents to have the drop off zone.

Councillor Beer informed Cabinet that he was speaking on this item on behalf of the Leader of the Opposition who was not able to attend due to illness. Cllr Beer informed that this was a popular school with a good reputation. The proposed drop off zone was a good idea especially in a rural location.

Resolved unanimously: that Cabinet notes the report and:

- I. Approves a budget estimate of £2.7m and authorises the Director of Children's Services with the Lead Member for Children's Services to undertake procurement and enter into contracts for the delivery of the expansion of St Peter's CE Middle School.**
- II. Approves the signing of the Memorandum of Understanding: St Peter's CE Middle School by the Director of Children's Services.**

D) JOINT CENTRAL AND EASTERN BERKSHIRE WASTE AND MINERALS PLAN – REGULATION 18 CONSULTATION ON THE DRAFT PLAN

(Cllr S Rayner declared a pecuniary interest in this item as her husband was a trustee in the family trust whose agents had made representation to the plan. Cllr S Rayner left the meeting and did not take part in the discussion or vote on the item.)

The Deputy Lead Member for Planning Performance introduced the Cabinet report regarding the next stages of the Joint Central and Eastern Berkshire Waste and Minerals Plan on behalf of the Lead Member for Planning and Health including sustainability.

The Deputy Lead Member for Planning Performance thanked the Planning Department for their hard work preparing the Borough Local Plan and this supplementary plan. The joint waste and minerals plan was being prepared by Hampshire County Council for the four participating local planning authorities; the Royal Borough of Windsor and Maidenhead, Bracknell Forest Council, Reading Borough Council and Wokingham Borough Council. There had been a slight delay in the plans preparation due to the recent local elections for some of the other authorities.

The Head of Planning informed Cabinet that as a unitary authority we were required to have an updated Waste and Minerals Plan for the national planning framework. As the authority were currently working on the Borough Local Plan it had been decided to use Hampshire County Council to prepare this supplementary document.

It was noted that Slough Borough Council were looking at alternative site for the Lakeside facility which had to be moved due to the implementation of the 3rd runway at Heathrow airport.

Cllr Beer raised concern about the proposed site at Ham Island, Old Windsor, which had appeared un expectantly on the proposed list of sites. It was proposed to use the site for work on Heathrow's third runway with barges taking sand and gravel across the river. Local residents were concerned about the increased noise levels and adverse effect on the rural area. The Head of Planning informed that this site would be for local use and not for the proposed third Heathrow runway. The Principal Member for Ascot Regeneration mentioned that Heathrow had identified Ham Island as a possible site during their consultation, he recommended that residents voice any concerns during the plan's consultation.

Resolved unanimously: that Cabinet notes the report and:

- I. That the Draft Plan for the Central and Eastern Berkshire Joint Minerals and Waste Plan (Appendix 1) be approved for the purposes of consultation under Regulation 18 of the Town and Country Planning (Local Planning) Regulation 2012.**
- II. That community involvement on the Draft Plan for the Central and Eastern Berkshire Joint Minerals and Waste Plan and associated supporting documents be authorised.**
- III. That the Head of Planning, be authorised to make any minor amendments necessary to the Issues and Options for the Central and Eastern Berkshire Joint Minerals and Waste Plan in consultation with the Portfolio Holder, prior to community involvement.**

E) SEND AREA INSPECTION UPDATE

The Lead Member for Children's Services introduced the Cabinet report that provided an update on progress of the SEND Action Plan.

Cabinet were informed that Ofsted and the Care Quality Commission carried out a local area inspection in July 2017 and while they identified areas of strength they decided that the local area should address areas of weakness by means of an Action Plan.

There were 107 actions on the plan with only 6 were currently causing concern while 17 were complete and 49 were fully on track. The Lead Member for Children's Services thanked officers for all their good work on the progress made especially getting all the education, health and care (EHC) plans in place.

The Lead Member informed Cabinet that on 19th April 2018 an Inclusion Summit was held with 174 people in attendance. The summit provided feedback on the Inclusion Charter, appended to the report, and had Carrie Grant attending as a keynote speaker.

Both the Lead Member for Culture and Communities and the Principal Member for Ascot Regeneration both mentioned that the report highlighted a lot of good work that had been undertaken for vulnerable member of our society.

The Chairman mentioned that he was the Chair of Governors of two schools that had the highest proportion of pupils with special education needs. He felt that having a diverse community was a strength rather than trying to exclude certain pupils to other areas.

Resolved unanimously: that Cabinet:

- I. Notes the report and endorses the work undertaken to meet the statutory deadline of converting all statements of educational needs to EHC plan by the due date.**
- II. Notes progress on the delivery of 107 actions in the action plan and request an update in October 2018.**

F) COMMISSIONING OF SEXUAL HEALTH SERVICES FROM MARCH 2019

The Lead Member for Adult Social Care and Public Health introduced the Cabinet report that sought permission to re-tender mandatory sexual health services on behalf of the Royal Borough of Windsor and Maidenhead to start from 1 April 2019.

Cabinet were informed that the Royal Borough currently commissions a sexual health service through Berkshire Healthcare NHS Foundation Trust. The current service contract expires on 31 March 2019 with no option to extend. Approval was sought to go out to tender for a new contract in partnership with Bracknell Forest Borough Council and Slough Borough Council.

Royal Borough residents had around 6,700 attendance episodes at sexual health services in a year and in 2017-2018, there were 4,659 attendances at the three clinics run by the Berkshire Healthcare NHS Foundation Trust. Residents have chosen to use an on-line services or accessed services outside of East Berkshire which explained the difference between the two figures.

The services provided covered areas such as a Royal Borough community-based outreach nurse, online HIV and sexually transmitted infection tests and access to services at the centre in Slough (at least 29.5 hours per week) and non-specialist service in Bracknell (at least 14 hours a week) on an open access basis, in addition to the clinic offered at St Marks Hospital.

The Lead Member for Finance mentioned that he was delighted to be part of a council that took these issues seriously; if you think education in such areas were expensive then have a go at ignorance.

Resolved unanimously: that Cabinet notes the report and:

- I. Gives approval to the Managing Director, with the Lead Member Adult Social Care and Public Health, to commence procurement of a new sexual health services contract in partnership with Bracknell Forest Borough Council and Slough Borough Council.**

- II. **Approves a temporary extension to the current contract, of up to three months, to accommodate any extended negotiations.**

G) FINANCIAL UPDATE

The Lead Member for Finance introduced the Council's final financial outturn statement for 2017-18. It confirmed a projected overspend in services of , £662,000 however the Council remained in a strong financial position with combined general fund reserves of £7,033,000.

Cabinet were informed that the reasons for the overspend and remedial action had been well documented throughout the year, but the level of reserves were above that recommended by Council and the Royal Borough were in an enviable financial position. This was testament to the hard work done by Lead Members and officers throughout the year.

The report also contained specific recommendations for £130,000 from the Capital Fund in 2018-19 to fund joint safety inspection work within the Royal Borough with the Royal Berkshire Fire and Rescue Service, £55,000 for the pay and reward scheme to be funded from the Capital fund in 2018-19, a £375,000 capital budget for the Oaks Leisure centre project and a £345,000 capital budget for the Braywick Leisure centre project.

The Lead Member for Culture and Communities informed that with regards to the Leisure centre project remnants of a Saxon site had been found so archaeological work was being undertaken; local schools were also taking part.

Resolved unanimously: that Cabinet:

- I. **Notes the Council's projected outturn position for 2017-18 and mitigating actions to address service pressures.**
- II. **The Executive Director, and Lead Member for Environmental Services(including Parking and Flooding), requests that Cabinet approves additional one off revenue of £130,000 from the Capital Fund in 2018-19 to fund joint safety inspection work within the Royal Borough with the Royal Berkshire Fire and Rescue Service. Further details in paragraph 4.29.**
- III. **Approves an additional budget of £55,000 for the Pay and reward scheme to be funded from the Capital fund in 2018-19. Further details in paragraph 4.30.**
- IV. **Approves a £375,000 capital budget for the Oaks Leisure centre project. Further details in paragraph 4.37.**
- V. **Approves a £345,000 capital budget for the Braywick Leisure centre project. Further details in paragraph 4.38.**

H) HIGHWAYS AND TRANSPORT INVESTMENT PROGRAMME 2018-19

The Lead Member for Environmental Services introduced the Cabinet report, on behalf of the Lead Member for Highways, Transport and Windsor, regarding the approval for the schemes which made up the highways works programme for 2018-2019 and an endorsement of the indicative reserve highways programme for 2019-2020 and 2020-2021. Cabinet noted that the works programme listed in appetencies A and B were not in priority order.

The Chairman mentioned that he was pleased to see potholes already marked up for repair.

Councillor E Wilson informed Cabinet that he came before them a year ago requesting investment in Clewer and Dedworth and he was delighted to see that there were sixteen schemes on the list as well as a further seven on the reserve list. This was a clear message to the residents of this community. The Chairman mentioned that he had been shocked at the condition of some of the roads in these wards and was pleased to see action being taken.

The Principal Member for Housing asked what happens to the schemes on the reserve list and was informed by the Chairman that we could trust the Conservatives to deliver better quality roads. He was delighted to see schemes being progressed to the benefit of residents.

The Lead Member for Maidenhead Regeneration referred Cabinet to paragraph 4.2 which showed that the Royal Borough awarded the highest level possible for value for money highway improvements that also secured £2.12m of funding. Residents were getting better roads without increased taxation.

Resolved unanimously: that Cabinet:

- I. Endorses the works programme set out in Appendix A.**
- II. Delegate authority to the Managing Director, in consultation with the Deputy Leader of the Council, and Lead Member for Highways, Transport and Windsor, to agree minor amendments to the approved schemes (within approved budgets) and implement reserve or substitute schemes should this become necessary.**
- III. Endorses the indicative programmes for 2019-20 and 2020-21 set out in Appendix B.**

I) SCHOOL CATERING CONTRACT

The Lead Member for Children’s services introduced the Cabinet report regarding the procurement of a new borough contract for the provision of schools meals.

Cabinet were informed that the existing school meals contract ran out in July 2018, and cannot legally be extended. A tendering exercise had been carried out, to let a new contract ready for September 2018. The approval for the new supplier needed to be made by early June, but the tender analysis exercise would not be completed in time for the May cabinet meeting. Cabinet were requested to delegate authority for the award of contract. It was noted that this contract was especially important for our smaller schools.

Resolved unanimously: that Cabinet notes the report and:

- I. Delegates authority to approve the tenders for the school meals catering contract to the Managing Director and Lead Member for Children Services.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

RESOLVED UNANIMOUSLY: That the Part II minutes of the meeting held on 26 April 2018 were approved.

The meeting, which began at 7.30 pm, finished at 9.05 pm

CHAIRMAN.....

DATE.....

Agenda Item 6

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
RBWM Property Company Ltd – Investment Reports.	n/a	10 July 2018	Urgent item added.
Maidenhead Golf Course Procurement Selection	n/a	10 July 2018	Urgent item added.

FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillors Dudley (Leader of the Council and Chairman of Cabinet, incl. Housing), Coppinger (Deputy Chairman of Cabinet, Planning and Health, including Sustainability), Bicknell (Deputy Leader of the Council and Highways, Transport & Windsor), N Airey (Children's Services), Saunders (Finance), S Rayner (Culture & Communities incl. Resident and Business Services), Rankin (Economic Development, Property, Communications and Deputy Finance), D. Evans (Maidenhead Regeneration and Maidenhead), Carroll (Adult Social Care and Public) Grey (Environmental Services incl. Parking & Flooding), Also in attendance (non-Executive): Councillors Bateson (Principal Member Neighbourhood Planning, Ascot & the Sunnings), Targowska (Principal Member HR, Legal & IT), Hilton (Principal Member Ascot Regeneration), McWilliams (Principal Member Housing).

The Council is comprised of all the elected Members

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: democratic.services@rbwm.gov.uk

*NB Item may be deferred for further work – Items are placed on the Forward Plan for the earliest expected decision date. As an item progresses through the decision making cycle there may be instances where more work is required and thus the decision date may change

FORWARD PLAN

18	ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
	1. RBWM Property Company Ltd – Investment Reports.	Part exempt - 3	This investment report is to enable 3 council assets to be released and redevelopment for the use of affordable housing.	Yes	Lead Member for Economic Development, Property, Communications and Deputy Finance (Councillor Jack Rankin)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 5 Jul 2018	Cabinet 10 Jul 2018	Council 19 Jul 2018

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date of Overview and Scrutiny Panel	Date and name of meeting	Date of Council decision (if required)
2. Maidenhead Golf Course Procurement Selection	Fully exempt - 3	Cabinet to agree recommendations to approve Joint Venture Partner for Maidenhead Golf Course	Yes	Lead Member for Maidenhead Regeneration and Maidenhead (including School Improvement) (Councillor David Evans)	Russell O'Keefe	Internal process	Corporate Services Overview and Scrutiny Panel 5 Jul 2018	Cabinet 10 Jul 2018	Council 19 Jul 2018
19 1. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 26 Jul 2018	
1. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 23 Aug 2018	Cabinet 30 Aug 2018	
1. Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal Process	Corporate Services Overview and Scrutiny Panel TBC	Cabinet 27 Sep 2018	
1. Financial Update	Open -	Latest financial update	No	Lead Member for Finance (Councillor MJ Saunders)	Rob Stubbs	Internal process	Corporate Services Overview and Scrutiny Panel 23 Oct 2018	Cabinet 25 Oct 2018	

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

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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

Report Title:	Annual Performance Report 2017/18
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet - 28 June 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy & Commissioning
Wards affected:	All

REPORT SUMMARY

- 1 An overview of the council's performance for the 2017/18 year is summarised in this report, see the Royal Borough of Windsor and Maidenhead Annual Report 2017/18, appendix A. This includes progress against its summary indicators as well as contextual information about its resources, key projects and ambitions for 2018/19.
- 2 17 (68%) of the council's 25 key performance indicators met or exceeded target in 2017/18. Six (24%) were just short of target and two (8% were off target), see table 1 and page 30-33 appendix A.
- 3 In addition, the Royal Borough delivered a range of key projects across the breadth of its services, see point 2.5.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Notes the progress towards meeting the council's strategic objectives.
- ii) Endorses the Annual Report 2017/18, appendix A, to be reviewed at a meeting of the Full Council.
- iii) Requests the Managing Director and Executive Directors, in conjunction with Lead and Principal Members, to progress improvement actions for areas that are off target.

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

- 2.1 In July 2017, the Council Plan 2017-2021 was approved. The Plan set out the six strategic priorities for delivery over the plan period:
 - Healthy, skilled and independent residents.
 - Safe and vibrant communities.
 - Growing economy, affordable housing.
 - Attractive and well-connected borough.
 - Well-managed resources delivering value for money.
 - An excellent customer experience.

- 2.2 The council's performance management framework was revised to focus on a set of key strategic indicators, moving away from operational indicators, to measure performance against delivery of the six priorities. 25 of these indicators are reported bi-annually to Cabinet, with further quarterly reports on an additional set of operational indicators to the relevant O&S panels.
- 2.3 The 25 key strategic measures give a top level view of progress. Given the complex and broad nature of the council, the Annual Performance Report draws together contextual information about the council's resources, as well as key projects and other milestones and challenges from the year in order to provide a holistic view of progress towards the six identified priorities. This is common and best practice in local government, providing residents with an accessible document; see the Royal Borough of Windsor and Maidenhead's Annual Report 2017/18, appendix A.

Summary of key indicator performance

- 2.4 Detail of performance against the 25 strategic performance indicators is set out in Table 1 and in the new Annual Report 2017/18, appendix A pg 30-33.

Table 1: Performance against strategic priorities

	Green	Amber	Red	Total
Healthy, skilled and independent residents	6	0	1	7
Safe and vibrant communities	2	2	0	4
Growing economy, affordable housing	4	0	0	4
Attractive and well-connected borough	3	1	0	4
An excellent customer experience	1	2	1	4
Well-managed resources delivering value for money	1	1	0	2
Total	17 (68%)	6 (24%)	2 (8%)	25

Key projects

- 2.5 A number of key activities were completed in the year, see Appendix A pg 15-16 for more details:
- Delivering Adults' Services and Children's Services differently through Optalis and Achieving for Children, successfully transferring staff and maintaining quality service provision.
 - Repairing 4,660 potholes as part of the council's annual highways management programme.
 - Appointing a joint venture partner (Countryside) for the four opportunity areas in Maidenhead Town Centre and shortlisting joint venture partners for the Maidenhead Golf Club development site which together will provide in the region of 4,000 new homes.
 - Phase 1 of the Maidenhead Waterways.
 - Progress in the council's £30 million secondary school expansion programme across the major towns including Charters in Ascot, Windsor Boys' and Girls School and Cox Green, Furze Platt Senior and Newlands' Girls schools in Maidenhead.

- A number of expedited capital projects to prepare for the Royal Wedding in Windsor including four new Variable Messaging Signs to assist visitors with up-to-date information as well as street-scene improvements and resurfacing along the carriage route.
- Submitting the Borough Local Plan for inspection.

Ambitions for 2018/19

2.6 As part of the council's overall planning and performance cycle, information from the annual report has been used to inform and develop the service plans for the 2018/19 municipal year. This will ensure activity remains focused on the council's priorities and on the areas for continued improvement. These include:

- Delivering a new CCTV system.
- Successfully procuring the new waste contract.
- Refreshing the Joint Strategic Needs Assessment.
- Co-ordinating and delivering a number of neighbourhood planning referendums in support of local decision making.
- Implementing procedures to support residents with the roll out of Universal Credit.

Table 2: Options

Option	Comments
Endorse the Annual Report for review by the Full Council, noting the progress against the six priorities for the Council Plan 2017-21. The recommended option.	The council's Annual Report 2017/18 provides residents and the council with accessible and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.
Continue with the old approach of performance reporting and management. Not the recommended option.	An ad-hoc, narrow approach does not secure sufficient focus on how performance measures and significant council activity assists the council to achieve its strategic priorities. This could result in less focus on service improvement and reduced transparency, accountability and clarity for residents.

3 KEY IMPLICATIONS

3.1 The key implications of the report are set out in table 3.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its	Less than 100%	100% of strategic priorities	N/A	N/A	31 March 2019

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
strategic priorities		on target			

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report, see table 4. Delivery of any mitigating actions in respect of performance or service improvement will be met from existing budgets.

Table 4: Financial impact of report's recommendations

REVENUE	2016/17	2017/18	2018/19
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from the report.

6 RISK MANAGEMENT

- 6.1 The risks and their control actions are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services and effective and timely reporting.	LOW

7 POTENTIAL IMPACTS

7.1 An Equality Impact Assessment is not required for this report.

8 CONSULTATION

8.1 The report will be considered by the Corporate Services Overview and Scrutiny Panel, as well as each of the council's other Overview and Scrutiny Panels. The comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Timetable of implementation is at table 6.

Table 6: Implementation timetable

Date	Details
Ongoing	Managing Director and Executive Directors, in conjunction with Lead and Principal Members, continue to manage performance, particularly in relation to those indicators that are off target
30 June 2018	Service Plans confirmed by Heads of Service for delivery
30 November 2018	Mid-year review of progress against Service Plans by Senior Management Team

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix A: The Royal Borough of Windsor and Maidenhead's Annual Report 2017/18 – To Follow

11 BACKGROUND DOCUMENTS

11.1 Council Plan and performance management framework, Council 25 July 2017
http://rbwm.moderngov.co.uk/documents/s14958/meetings_170725_council_strategy_full.pdf

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Dudley	Leader of the Council	01/06/18	01/06/2018
Alison Alexander	Managing Director	01/06/18	01/06/2018
Russell O'Keefe	Executive Director	01/06/18	
Andy Jeffs	Executive Director	01/06/18	04/04/2018
Rob Stubbs	Section 151 Officer	01/06/18	

Name of consultee	Post held	Date issued for comment	Date returned with comments
Hilary Hall	Deputy Director Strategy and Commissioning	31/05/2018	31/05/2018
Nikki Craig	Head of HR and Corporate Projects	01/06/18	03/04/2018
Louisa Dean	Communications	01/06/18	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? N/A
Report Author: Anna Robinson, Strategy and Performance Manager		



Royal Borough of
Windsor & Maidenhead

ANNUAL REPORT 2017/2018

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead

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FOREWORD

Message from the Leader of the Council and Managing Director

As we looked back on 2017/18 when compiling this first annual report, it became clear just how busy a year it has been for the Royal Borough of Windsor & Maidenhead.

The council has been through a considerable amount of change and transformation to ensure it is in the best position to keep up the high quality services we know people value. We are proud of the council's progress this year, but it is important to pause, reflect and focus on where there is still more we can achieve.

The council's objectives mirror what matters to residents, from being healthy and safe, to living and working in an attractive, dynamic and vibrant area, enabling people to fulfil their potential to expecting excellent services, whilst providing value for your money.

Progress in each of our six priority areas (see page 17-29) is a mixture of long term activity generating steady change as well as actions which can deliver 'quick wins'. Some of the highlights of the milestones we reached, as well as an overview of our ambitions for the year ahead, are set out in this document. The breadth of which reflects just how diverse and wide-ranging the work of the council, together with its many partners, is.

While reflecting on progress, this document serves to remind ourselves of the unwavering commitment of councillors and staff to continue achieving more so that we can continue our efforts to build a borough for everyone.



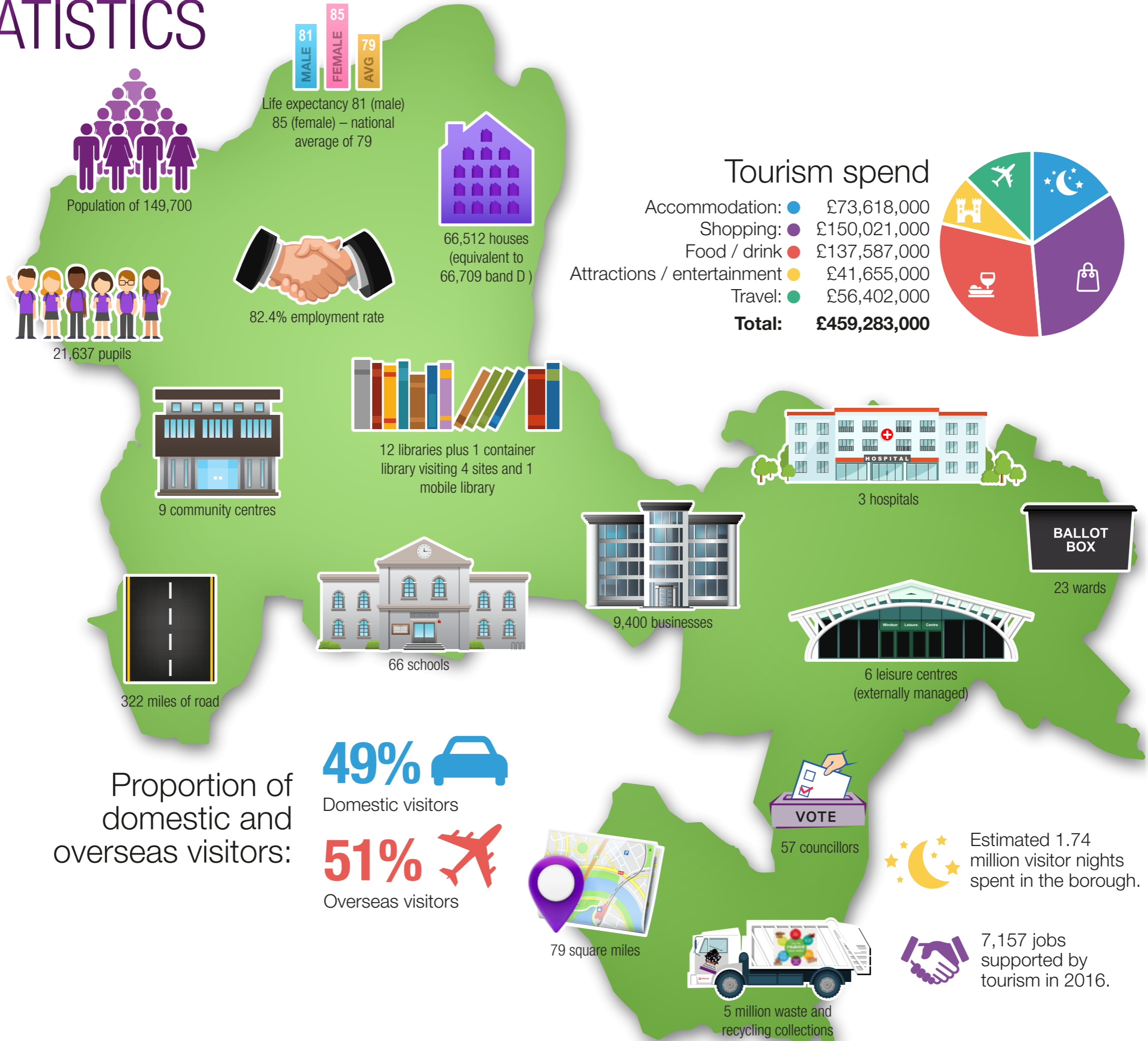
Cllr Simon Dudley, Leader of the Council.



Alison Alexander, Managing Director.



VITAL STATISTICS



WHO WE ARE AND WHAT WE DO



COUNCIL STRUCTURE





32



OUR VISION AND PRIORITIES



OUR PRIORITIES



WHERE YOUR MONEY GOES

Expenditure exceeding £1,000,000



Children's Services	£105,788,000
Adult Social Care	£53,645,000
Housing	£38,207,000
Other services	£20,125,000
Roads and Highways	£13,537,000
Bins, recycling and waste disposal	£10,452,000
Capital Financing	£5,170,000
Public Health	£3,037,000
Planning and Enforcement	£2,850,000
Library and Customer Services	£2,635,000
Maintenance of properties	£2,461,000
Parks, open spaces and cemeteries	£2,369,000
Councillors and Elections	£2,004,000
Street cleaning	£1,605,000
Leisure Centres	£1,382,000
Environmental Health and Protection	£1,294,000
Tourism and Town Centres	£1,075,000

Expenditure below £1,000,000



Community Wardens	£617,000
Museum and Arts	£535,000
Communications	£510,000
Community Partnerships and Grants	£433,000
CCTV	£420,000
Regeneration	£353,000
Total	£270,504,000

*total costs less recharges.

KEY PROJECTS



In preparation for the royal wedding, which was watched by 2 billion people across the world, a number of projects in Windsor were completed including four new variable messaging signs as well as streetscene improvements and resurfacing along the carriage route. A number of these were planned for 2018/19 but were brought forward in order to show the town in its best light.



4,460 potholes were repaired and approximately 15km of the Borough's roads were resurfaced as part of the 2017/18 Highways Capital Programme. Additionally, highways and street-cleaning operations were successfully transferred to Volker Highways, Urbaser and the Project Centre in April and June 2017.

Progress was made in the Council's £30 million agreed secondary school expansion programme across all of the Borough's major towns in 2017/18. This included work at Charters in Ascot, The Windsor Boys' and Windsor Girls' school and Cox Green, Furze Platt Senior and Newlands Girls' schools in Maidenhead.



In April 2017 staff from the Council were transferred to Optalis, a company the council jointly operates with Wokingham Borough Council to deliver adult services. In August 2017 staff from children's services transferred to Achieving for Children, a company set up to deliver services for children with partners in the London boroughs of Richmond-upon-Thames and Kingston-upon-Thames.



KEY ACHIEVEMENTS



The Council formally submitted its Borough Local Plan, the blueprint for providing responsible development over the coming years to the Secretary of State in February 2018. The plan runs retrospectively from 2013 to 2033 to ensure future development, including a range of housing, retail, office, leisure, health and education is built in the right place at the right time. For updates on the Borough Local Plan visit www3.rbwm.gov.uk/BLP



Working in partnership with the Maidenhead Waterways Restoration Group, further work on restoring and enlarging the old waterways that run through Maidenhead Town Centre was undertaken in 2017/2018. This included the opening of the new footbridge by Maidenhead Library.



Healthy, skilled and independent residents



The Royal Borough always puts its residents first which is why one of our key priorities is for them to be healthy, skilled and to live independently with dignity.

The way we deliver our services to children and to vulnerable adults has transformed this year, see more detail on pages 10 and 29, but our responsibility for their wellbeing and our focus on ensuring ongoing high quality services has not changed.

Our aspirations are to:

- Promote and develop opportunities for residents of all ages to improve their physical and mental health.
- Enable children and young people to have the best start in life.
- Work with schools to ensure high-quality education for all.
- Enable older residents and vulnerable adults to live independently.
- Improve support and opportunities for carers in our communities.

In July 2017 the council and its partners had their Special Educational Needs and Disabilities (SEND) inspection by Ofsted and the Care Quality Commission. The inspection found that while overall outcomes for SEND pupils in the borough are high, some families reported difficulties accessing certain services at the right time. As a result, the council has an action plan which is being closely monitored and good progress against the improvement actions is being made.



Other milestones for adult services this year include the Allenby Road respite unit receiving a 'Good' rating from the Care Quality Commission. A successful drop in service to support the borough's carers is now in place at Maidenhead Library.

Performing better than target for the year was the number of adults being admitted to permanent residential care (actual - 141, target – fewer than 210). This is part of our commitment to helping residents live at home independently.

Number of permanent admissions to care for those aged 65+ years



Number of training sessions delivered to schools/professionals in relation to Mental Health



One of our focuses has been on better support for those with mental health conditions. Our annual target of delivering 30 mental health first aid training sessions to schools and professionals was exceeded this year by five sessions.

The number of schools in the borough which are 'Good' or 'Outstanding' rose to 85% against its 84% target. None of the borough's schools are currently considered Inadequate. Two percent more children received a place at their first choice secondary school for September 2017 with 80% of first preferences being met. At primary, infant and junior school 85% of children received places at their first choice of school.



Safe and vibrant communities



As a unitary authority, we have a statutory responsibility to protect the most vulnerable in our community, as well as ensuring the borough is a vibrant and an enjoyable place to live.

This priority reflects both our duty to keep vulnerable children and adults safe from harm, as well as focusing on providing high-quality, arts, culture and leisure facilities and encouraging people to be involved in their community.

Our aspirations are to:

- Deliver services that protect children, young people and vulnerable adults from harm.
- Develop the Borough's infrastructure responsibly and support residents to get more involved in the maintenance and future direction of their neighbourhood.
- Maintain high-quality arts, culture and leisure facilities.
- Enable the community and voluntary sectors to flourish.

One of our key indicators for adult safeguarding is the service user satisfaction levels based on customer surveys. In 2017/18 83.1% of adult safeguarding service-users were satisfied with the service they had received against a target of 80%.

Percentage of adult safeguarding service-users reporting satisfaction



2017/18 Year-to-date

The residents of the Royal Borough continue to provide an invaluable contribution to our communities with 5,590 people volunteering throughout the year. Whether this is from residents and businesses who have adopted a street to keep clean, to those volunteers working in organisations supported through the council's community grants – we thank you!

One of our focus areas in children's safeguarding is to keep repeat referrals to social care within a year as low as possible. At the end of the year, this was performing at just short of target at 23%, which is higher than previous years and just above the national average for 2016/17 at 21.9%. During the autumn 2017, practice within the Council's Multi Agency Safeguarding Hub (MASH) was refined to ensure that thresholds are being consistently applied and it is anticipated that performance in the coming year will improve in light of practice improvements.

Percentage of children referred to Children's Social Care more than once within the last 12 months



2017/18 Year-to-date

A key milestone in the project to deliver a new, state-of-the-art leisure centre at in Maidenhead was achieved this year when the green light from the Government was given for its planning approval in March 2018. The new Braywick Leisure Centre is set to open by March 2020 featuring a 10 lane swimming pool, 200 station gym and improved access for disabled users. The 40 year old Magnet Leisure will remain open until the new one is built.



Growing economy, affordable housing



The Royal Borough is not only a desirable place to live, but also to do business. Nearly 9,400 businesses are based here; 29 of the South East's top 500 companies have their main offices in the Royal Borough, with a number of high-tech companies having located here. 18 of the top 500 companies are in Maidenhead, 10 are in Windsor and one top 500 company is based in Ascot. Our residents are industrious, with the borough having an 82.4% employment rate compared to the south east average of 78.8% and the national average of 74.9%.

As important as it is for people to be able to use their talents and skills at work locally, the council is prioritising tackling the affordability challenge of owning or renting a home here. This is a national issue, but with the average house price rising to £485,000 and the average earnings £39,021, the house price to earnings ratio is 12.43 in the Royal Borough compared to the national figure of 7.91 and the south east at 9.79. Though a complex and long term issue, the council is determined to help residents from across the salary spectrum to afford to live here.

Our aspirations are to:

- Improve our towns, while valuing their local distinctiveness.
- Encourage the growth of a diverse range of businesses in the borough.
- Support further opportunities for work placements, apprenticeships and volunteers.
- Support the provision of affordable housing and expand and improve practical support for residents facing other housing issues.
- Expand and improve practical support for residents facing other housing issues.

One of the measures of the vibrancy of the local economy is to keep vacancies in shops, offices and commercial spaces low. In 2017/18 against a target of 13%, there were 12.4% units that were vacant. Part of the council's efforts to keep this figure as low as possible is to provide business rate relief and 'empty shop' discounts as well as encouraging pop-up shops. To find out more contact us at business.rates@rbwm.gov.uk.

The council set itself a target of offering 9 apprenticeships last year, and by March 2018 there were 14 people who had taken up an apprenticeship opportunity at the council.

 14.7m

As well as encouraging businesses, attracting people to our towns is high up on the agenda. 14,703,498 people were recorded in our town centres last year, approximately 500,000 above the annual target.

Specific focus on the regeneration of Maidenhead continued apace with the appointment of a development partner for the council-owned town centre sites. Countryside were appointed in April 2017 as a Joint Venture partner to work with the council on four sites, covering more than 6.3 hectares and that have the potential to deliver 1,200 homes alongside shops, restaurants and offices. Successful engagement events were held on the proposals this year and more progress is expected throughout 2018 in this key area



Attractive and well-connected borough



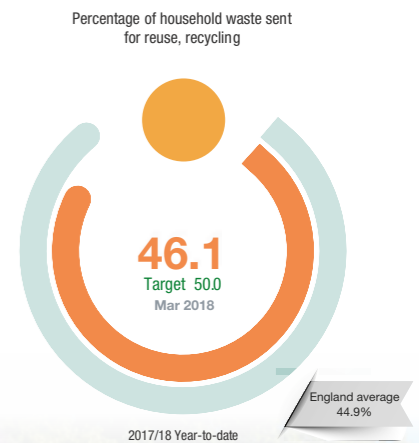
The Royal Borough is a uniquely special place to live, work and visit. At the same time as encouraging opportunity and growth the council understands that this would only be possible if its special character, connectivity and infrastructure are also enhanced.

Our aspirations are to:

- Protect and enhance the attractiveness of our community spaces and countryside.
- Promote sustainable energy sources and minimise pollution and waste.
- Enhance the quality and safety of our roads, highways and pathways.

Approaching 13,000 streetlights were upgraded across the borough in 2017/18 with LED bulbs. Not only is this more environmentally sustainable and less costly to run, saving £400,000 per year, but they also have self-reporting technology to automatically indicate when a fault has occurred. Since the switchover, there have been 69 faults self-reported to the system which have all been fixed.

The council sets itself an aspirational target to recycle half of its waste. This year we were just short of achieving that at 46.1% but this exceeded the England average of 44.9%. One of the ways we can improve on this is by recycling more food waste – that’s why food waste recycling bags are available for free to residents at libraries. For other tips on how to recycle more visit www.greenredeem.co.uk.



There are over 60 parks and open spaces in the Royal Borough – and a fitting new addition to these was the opening of the Sir Nicholas Winton Memorial Garden in Oaken Grove in July 2017.

The winter roads service saw 240km of roads gritted this winter, using 3,000 tonnes of salt to keep roads open during the winter weather. As a result, refuse collections were carried out every day even during the most challenging conditions.

In 2017/2018 the Royal Borough agreed a new contract to improve bus routes after a number of services were set to be discontinued. The three new routes began at the end of January 2018, before the old routes ceased so that there was no break in service for residents.

An excellent customer experience



We know residents, businesses and visitors expect a first class customer experience whatever the nature of their enquiry. Whether dealing with an advisor at one of the customer service centres in our libraries across the borough, making a call to the town hall or accessing services online the council is focused on providing high standards of customer service.

Our aspirations are to:

- Communicate and engage well with residents.
- Enable easy access to council services.
- Deliver our customer-service standards.
- Improve our understanding of what residents need and want.

In July 2017 the council launched its customer service hubs in Ascot, Maidenhead and Windsor libraries. National data shows that overall library service points fell by 10.3% from 2010-11 to 2016-17. Providing more services in libraries means that many queries can be answered seven days a week and without needing to travel to the town hall itself.

For residents needing housing benefit we set ourselves the demanding target of processing claims in 3.5 days. Whilst our performance for the year was just short of that at 3.7 days – that's the equivalent of it taking 1.5 hours longer. According to the Department for Work and Pensions – we provide we are the 3rd quickest council in the UK at providing this service to some of our most vulnerable residents. The England average for new claims is 22 days, and for changes of circumstance is 9 days.



Over 200,000 phone calls were made to the council last year and our target is to answer 80% of those within 60 seconds. Last year, we didn't reach that target due to some underperformance in the first three months of the year. Corrective action and more resource was invested and performance in this area did improve over the last nine months. As one of the council's most direct points of contact extra focus on this area to ensure improvement is sustained will continue in 2018/19.



As part of the council's drive to improve, the Royal Borough took part in a 'peer challenge' with the Local Government Association in September 2017. Over four days, five leading officers and councillors from across the country spoke to over 90 stakeholders here and spent over 140 hours reviewing how the council works. They found the council to be ambitious and high achieving as well as making some recommendations to further improve which the council is implementing.



Well-managed resources delivering value for money



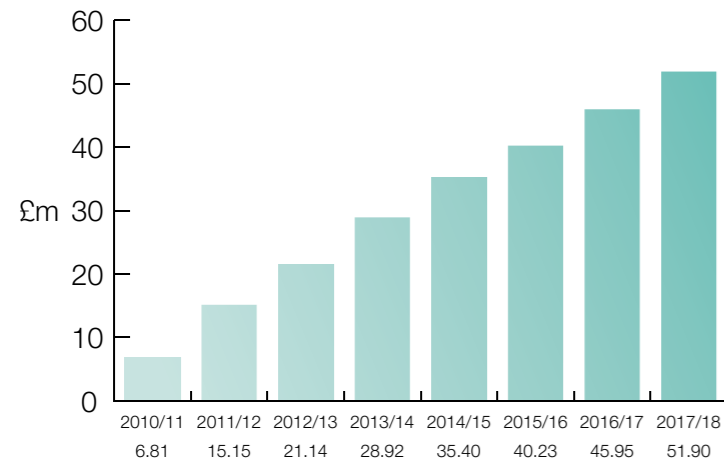
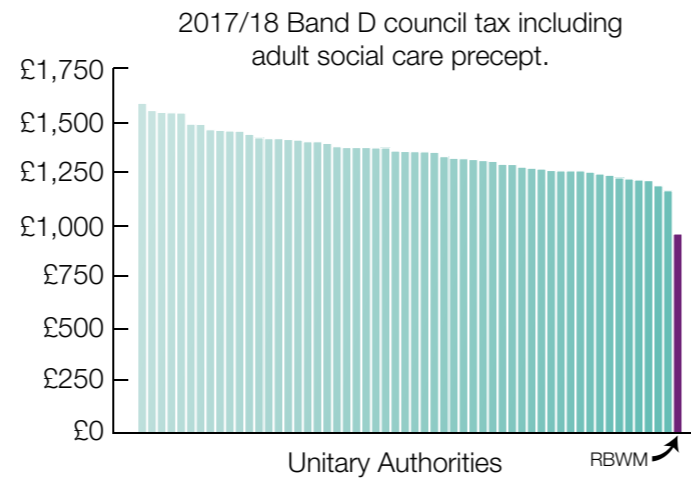
The council would not be able to achieve any of its other priorities if it did not manage its resources well – whether it's harnessing the talent of our staff or balancing the books and investing in the right areas. Local government finances are challenging – but the council is determined not to tax its residents any more than is needed and to use that money wisely to provide the breadth and quality of service and investment that residents want.

Our aspirations are to:

- Maximise our income and ensure effective and efficient services.
- Increase our existing staff skills, capability and resilience.
- Use modern technology to benefit customers and staff.
- Commission or deliver services to meet residents' needs.

42

The level of council tax set in 2017/18 was the lowest in the country for a unitary authority outside of London. The Royal Borough Band D is £933.42, compared to £1,430.84 on average for other unitary authorities.



In order to keep council tax low, the council sets itself challenging savings targets to reduce the running costs by delivering things better without compromising on quality. By the end of the financial year, the council had saved £51.9million over the last 8 years.

As well as collecting council tax, the Royal Borough must collect the business rates for the local area. It doesn't get to keep all the money it collects as some go back to national government – but this year the council collected 98.8% of the money it was owed, its best ever result.



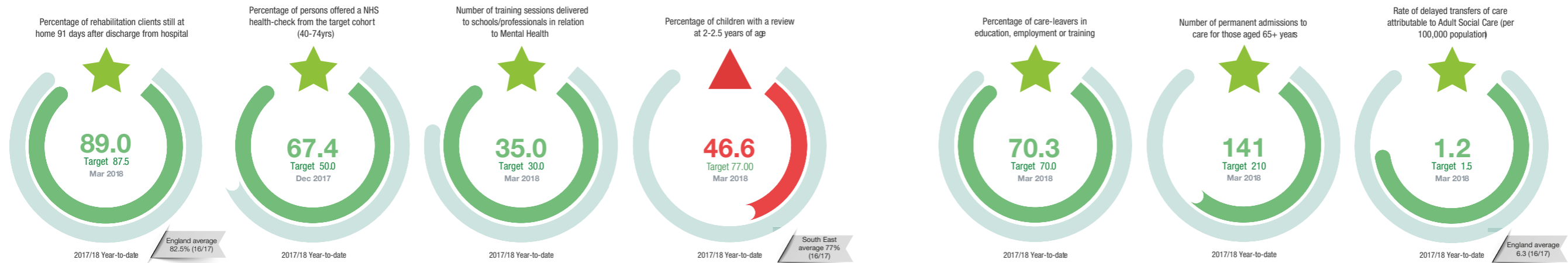
The way that the council delivers its children's and adult services transformed this year. Approximately 230 full time equivalent staff from Adults Services and 249 full time equivalent Children's services staff transferred into Optalis and Achieving for Children respectively. By working differently with partners in Wokingham (Optalis) and the London Boroughs of Richmond and Kingston (Achieving for Children) staff gain greater experience, better learning and development opportunities and the service becomes more resilient for residents.

One example this year of how the council becomes more efficient without compromising on quality and service was the decision of Cabinet, in March 2018, to invest further in the Community Warden team to increase the number of wardens from 18 to 25.



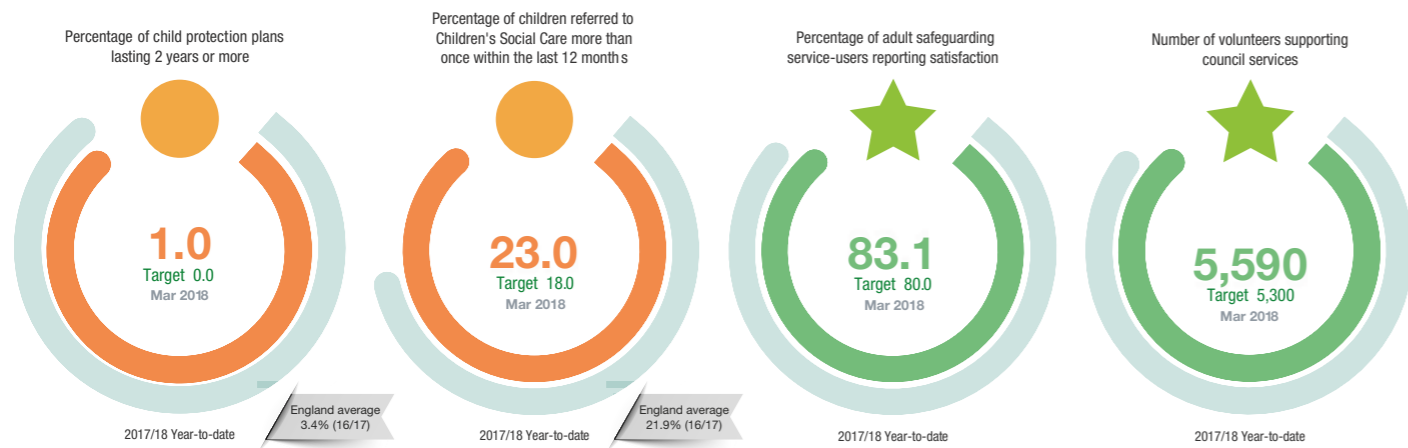
Building a borough for everyone – where residents and businesses grow, with opportunities for all

Healthy, skilled and independent residents

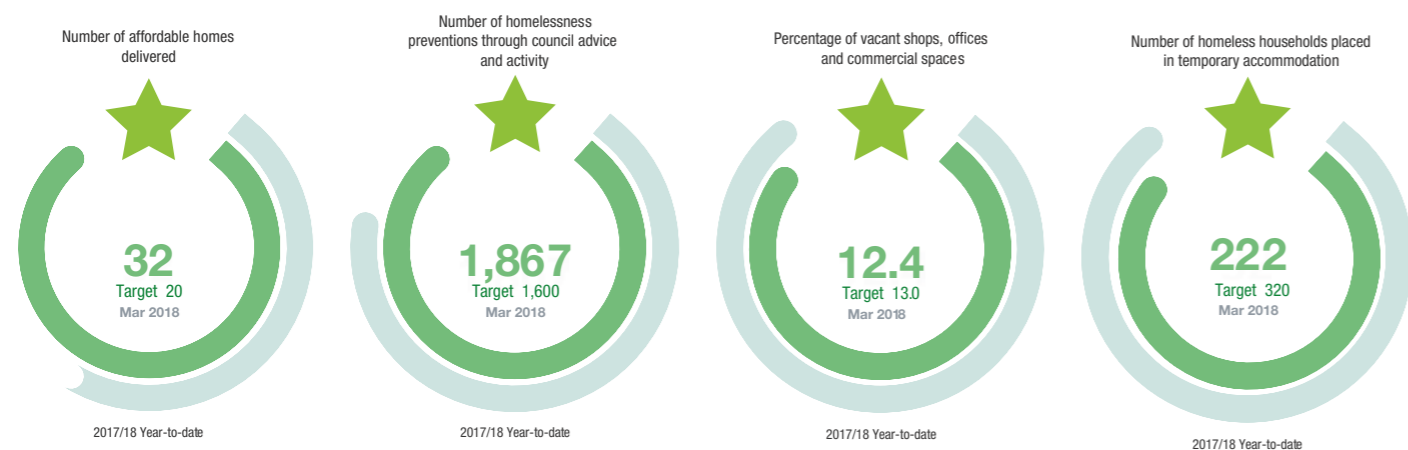


Safe and vibrant communities

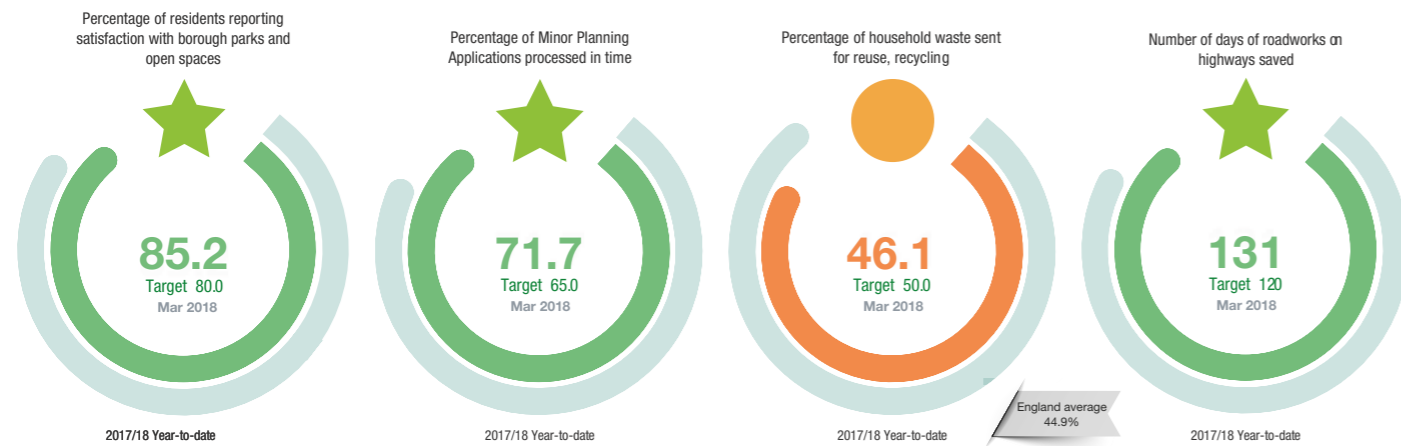
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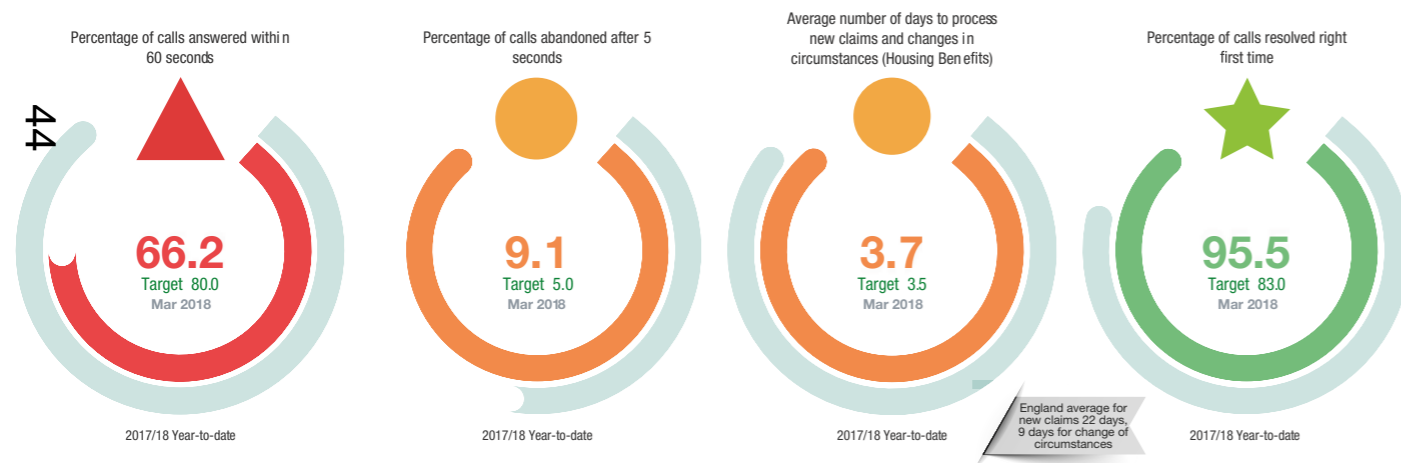
Growing economy, affordable housing



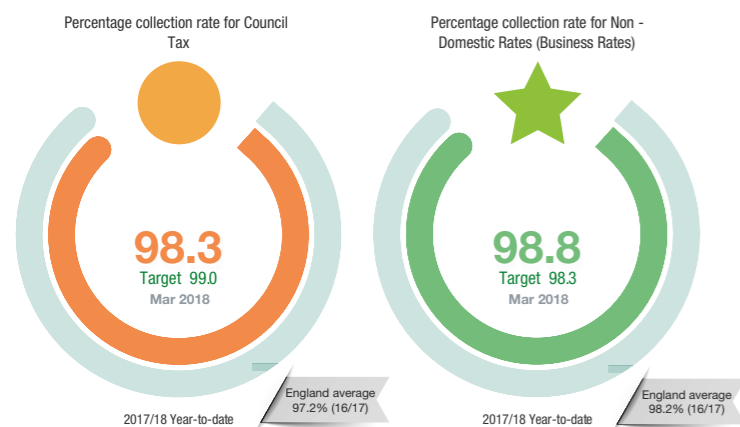
Attractive and well-connected borough



An excellent customer experience



Well-managed resources delivering value for money



* All benchmarking provided is latest available.

AMBITIONS FOR 2018/19

45

Delivering a new CCTV system.



Successfully procuring the new weekly waste contract.



Refreshing the Joint Strategic Needs Assessment.



Co-ordinating and delivering a number of neighbourhood planning referendums in support of local decision making.



Implementing procedures to support residents with the roll out of Universal Credit.





Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Saunders, Lead Member for Finance
Meeting and Date:	Cabinet – 28 June 2018
Responsible Officer(s):	Russell O’Keefe, Executive Director, Rob Stubbs, Deputy Director and Head of Finance.
Wards affected:	All



REPORT SUMMARY

1. This report is the first statement of 2018-19. In summary a projected balanced budget is reported on the General Fund, see Appendix A.
2. The Council remains in a strong financial position; with General Fund Reserves of £7,001,000 (8.20% of budget) in excess of the £5,860,000 (6.87% of budget) recommended minimum level set at Council in February 2018.
3. The Capital Fund is estimated at £1,729,000 and is available to fund one-off and transformation costs which are not capitalised.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet:

- i) Notes the Council’s projected outturn position for 2018-19.
- ii) Approves an additional revenue budget of £298,000 for adult social care. The Ministry of Housing, Communities and Local Government (MHCLG) has awarded a grant to the borough for £298,000 to provide adult social care, see paragraph 4.5.
- iii) Approves an additional revenue budget of £1,210,980 for the flexible homelessness support grant which has been awarded by the MHCLG towards expenditure incurred for preventing and dealing with homelessness, see paragraph 4.6.
- iv) Approves an additional capital budget of £241,000 for pothole repairs, a grant has been awarded by the Department of Transport to repair potholes and guard against severe weather in the borough, see paragraph 4.9.
- v) Approves an additional capital budget of £172,000 for joint growth study, a grant has been awarded from the Planning Delivery Fund to work with Slough Borough Council and South Bucks District Council on a joint growth study, see paragraph 4.10.

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

- 2.1 Cabinet are required to note the council's financial position and approve the additional £298,000 revenue budget for adult social care, £1,210,980 revenue budget for flexible homelessness support, £241,000 capital budget for pothole repairs and £172,000 capital budget for the joint growth study.

3 KEY IMPLICATIONS

- 3.1 The Council is projecting a General Fund Reserve of £7,001,000. The 2018-19 budget report recommended a minimal reserve level of £5,860,000 to cover known risks for 18 months.

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,900,000	£5,900,000 to £6,000,000	£6,000,001 to £6,500,000	> £6,500,000	31 May 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

Managing Director's Directorate

- 4.1 The Managing Director projects a balanced budget outturn on the Managing Director's directorate 2018-19 controllable budget of £71,009,000.

Communities Directorate

- 4.2 The Executive Director of Communities projects a balanced budget outturn on the Communities directorate's 2018-19 controllable budget of £3,871,000.

Place Directorate

- 4.3 The Executive Director of Place projects a balanced budget outturn on the Place directorate's 2018-19 controllable budget of £2,931,000

Revenue budget movement

- 4.4 Revenue budget movements this month are set out in table 2, and the full year movement is detailed in Appendix C.

Table 2: Revenue budget movement

Service expenditure budget reported to February 2018 Council.	£77,779,000
Empty Homes supplementary	£32,000
Service expenditure budget this month	£77,811,000

Revenue budget for adult social care

- 4.5 A grant of £298,000 from the MHCLG has been awarded to provide Adult Social Care in the Borough during 2018-19. It is recommended that a budget is added to revenue in 2018-19.

Revenue budget for flexible homelessness support

- 4.6 A grant of £1,210,980 from the MHCLG has been awarded to the Borough. The purpose of the grant is to provide support to local authorities towards expenditure incurred or to be incurred for preventing and dealing with homelessness. It is recommended that a budget is added to revenue in 2018-19.

Cash balances projection

- 4.7 Throughout the year the council's cash balances have been revised, Appendix D sets out the Borough's cash balance which is based on the assumptions contained in the 2018-19 budget report.

Capital programme

- 4.8 The approved 2018-19 capital estimate is £58,942,000, see table 3. The projected outturn for the financial year is £58,942,000, see table 4 for capital programme status. Further information on key capital schemes has been provided in appendices E - G.

Table 3: Capital outturn

	Exp	Inc	Net
Approved estimate	£58,942,000	(£20,143,000)	£38,799,000
Variiances identified	£0	£0	£0
Slippage to 2018-19	(£0)	£0	£0
Projected Outturn 2017-18	£58,942,000	(£20,143,000)	£38,799,000

Table 4: Capital programme status

	Report Cabinet June 2018
Number of schemes in programme	175
Yet to Start	26%
In Progress	42%
Completed	6%
Ongoing Programmes e.g. Disabled Facilities Grant	25%
Devolved Formula Capital Grant schemes budgets devolved to schools	1%

4.9 Capital budget addition for pothole repairs

To repair potholes in the borough and to guard against severe weather, the Department for Transport (DfT) has awarded the Borough a further £241,000. There is an ongoing scheme for these capital works and the award is broadly in line with the grant awarded last year. This targeted funding will be used to continue highways maintenance as per DfT grant conditions. Cabinet is recommended to approve this capital programme budget addition.

Capital budget for joint growth study

- 4.10 The Borough has been awarded a grant from the Planning Delivery fund to work with Slough Borough Council and South Bucks District Council on a joint growth study. The award funding notification was received in March 2018 so it was not added to the 2017-18 budget. It is in two tranches, £12,000 for 2017-18 and £160,000 for 2018-19. Cabinet is recommended to approve £172,000 capital budget to be added to the three year capital programme.

4.11 **Business rates:** Business rate income at the end of April 2018 was 11.94% against a target of 12%. The annual collection target for 2018-19 is 98.8%. Updates on the new Business Rate reliefs for 2018-19 are:

4.12 **Business Rate Relief for pubs:** The £1,000 awarded for pubs rolls into 2018-19. Fifty six pubs are in receipt of this relief.

4.13 **Supporting small businesses:** This relief also rolls on into 2018-19, £12,844 of relief has been awarded.

4.14 **Business rate revaluation support.** The sum made available by MHCLG for evaluation support in 2018-19 is £329,000. This is a significant reduction from the £678,000 which was made available in 2017-18 and will reduce further in subsequent years. Work is underway to model options for the design of the scheme this year.

5. LEGAL IMPLICATIONS

5.1 In producing and reviewing this report the Council is meeting its legal obligations to monitor its financial position.

6 RISK MANAGEMENT

Table 6: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
None			

7 POTENTIAL IMPACTS

7.1 None.

8 CONSULTATION

8.1 Overview & Scrutiny meetings are scheduled prior to this Cabinet. Any comments from those meetings will be reported verbally to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately.

10 APPENDICES

10.1 There are seven appendices attached to this report:

- Appendix A Revenue budget summary
- Appendix B Capital fund analysis
- Appendix C Revenue movement statement
- Appendix D Cash flow projection
- Appendix E Capital budget summary
- Appendix F Capital variances
- Appendix G Key capital scheme performance

11 BACKGROUND DOCUMENTS

11.1 Background documents relating to this report are detailed below.

- Budget Report to Cabinet February 2018.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Rankin	Deputy Lead Member for Finance		
Alison Alexander	Managing Director	21/05/18	23/05/18
Russell O'Keefe	Executive Director	21/05/18	22/05/18
Andy Jeffs	Executive Director	21/05/18	21/05/18
Hilary Hall	Deputy Director Strategy and Commissioning	21/05/18	21/05/18
Rob Stubbs	Deputy Director and Head of Finance	18/05/18	
Louisa Dean	Communications and Marketing Manager	21/05/18	21/05/18
Nikki Craig	Head of HR and Corporate Projects	21/05/18	22/05/18

REPORT HISTORY

Decision type: For information	Urgency item? No
Report Author: Rob Stubbs, Deputy Director and Head of Finance, 01628 796222	

Revenue Monitoring Statement 2018/19 for June 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Management	660	341	0
Communications	412	412	0
Human Resources	883	1,137	0
Law & Governance	2,350	2,348	0
Commissioning & Support	3,872	4,120	0
Commissioning - Communities	8,182	8,182	0
AfC Contract - Children's Services	21,356	21,557	0
AfC Contract - Dedicated Schools Grant	12,196	11,928	0
Children's Services - Retained	(2,118)	(2,317)	0
Dedicated Schools Grant - Retained	50,385	51,260	0
Adult Social Care - Optalis Contract	29,443	29,473	0
Adult Social Care - Spend	15,461	15,412	0
Adult Social Care - Income	(10,658)	(10,887)	0
Better Care Fund	12,033	12,034	0
Public Health	4,780	4,781	0
Grant Income	(78,166)	(78,772)	0
Total Managing Director's Directorate	71,071	71,009	0
Executive Director of Communities	229	229	0
Revenues & Benefits	(109)	(109)	0
Communities, Enforcement & Partnerships	732	731	0
Library & Resident Services	3,019	3,020	0
Total Communities Directorate	3,871	3,871	0
Executive Director of Place	298	298	0
Housing	1,370	1,400	0
Planning Service	1,344	1,344	0
Property Service	(2,577)	(2,577)	0
Finance	1,269	1,268	0
ICT	1,133	1,198	0
Total Place Directorate	2,837	2,931	0
TOTAL EXPENDITURE	77,779	77,811	0

Revenue Monitoring Statement 2018/19 for June 2018 Cabinet

SUMMARY	2018/19		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Total Service Expenditure	77,779	77,811	0
Contribution to / (from) Development Fund	5	5	0
Pensions deficit recovery	2,428	2,428	0
Pay reward	500	500	0
Transfer from Provision for Redundancy	0		0
Transfer to Provision for Redundancy			0
Increase / (Decrease) to provision for bad debt			
Apprentice Levy	0	0	0
Environment Agency levy	156	156	0
Variance on income from Trading Companies			0
Variance on Education Services Grant			0
Variance on Business Rates income			0
Transfer to / (from) Capital Fund			0
Variances on general grants			0
Capital Financing inc Interest Receipts	<u>5,523</u>	<u>5,523</u>	<u>0</u>
NET REQUIREMENTS	86,391	86,423	0
Less - Special Expenses	(1,047)	(1,047)	0
Transfer to / (from) balances	0	(32)	0
GROSS COUNCIL TAX REQUIREMENT	<u>85,344</u>	<u>85,344</u>	<u>0</u>
General Fund			
Opening Balance	7,118	7,033	7,001
Transfers to / (from) balances	<u>0</u>	<u>(32)</u>	<u>0</u>
	<u><u>7,118</u></u>	<u><u>7,001</u></u>	<u><u>7,001</u></u>
NOTE Service variances that are negative represent an underspend, positive represents an overspend.			
Memorandum Item			
Current balance on the Capital Fund			
		£000	
Opening Balance		1,914	
Transfer (to) / from General Fund - other initiatives		(185)	
Final transfer to the General Fund		<u>0</u>	
		<u><u>1,729</u></u>	

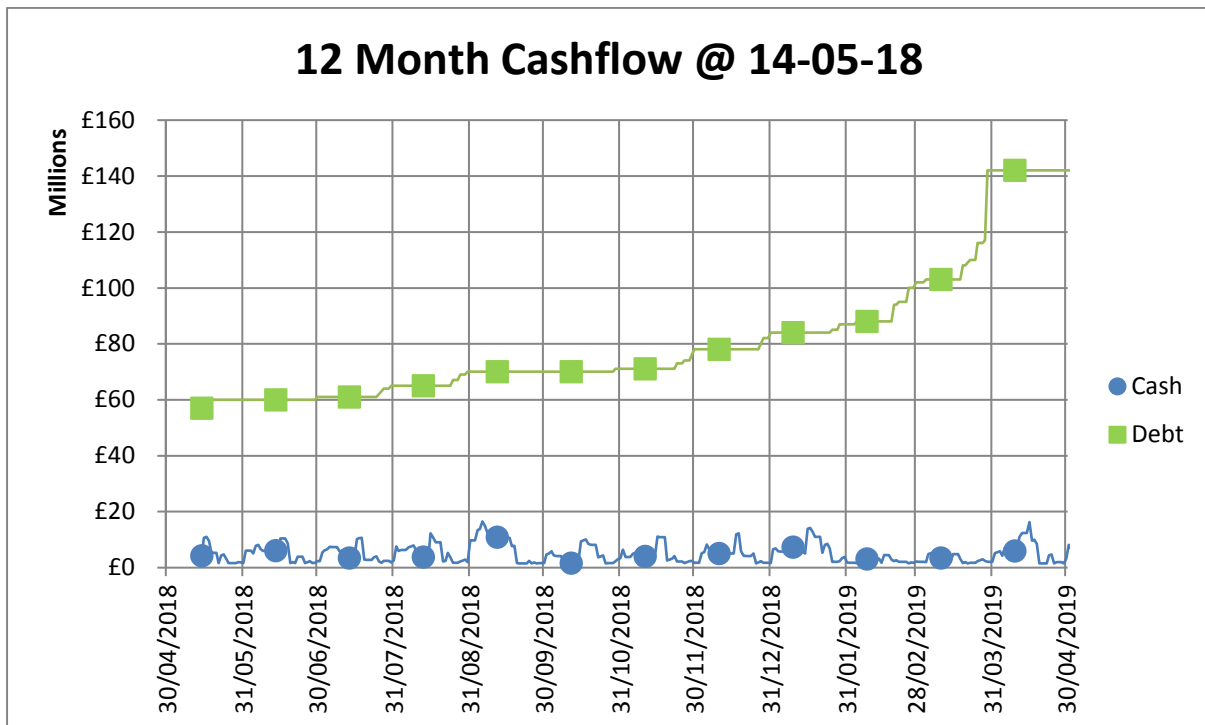
Capital Fund £000	
<i>Balance B/F from 2017/18</i>	1,914
<i>Transacted amounts in 2018/19</i>	
<i>To/From Other Reserves</i>	
Fire & Rescue Inspections	-130
Pay award	-55
<i>To/From General Fund</i>	
Contribution to Capital	0
	<u>0</u>
	<u>1,729</u>

Appendix C

Budget Movement Statement 2018/19					
	Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (3)	Total	Approval
	£'000	£'000	£'000	£'000	
Original Budget				77,779	
1 Empty homes supplementary	32			32	May 2017 Cabinet
Changes Approved	32	0	0	32	
Approved Estimate June Cabinet				77,811	

NOTES

- 1 If additional budget is approved but no funding is specified, the transaction would, by default, be funded from the General Fund Reserve.
Transactions in column 1 are funded by the General Fund.
- 2 A provision for future redundancy costs is created every year and this is used to fund additional budget in services for the costs of redundancy they incur during the year. Transactions in column 2 are redundancy costs funded by the provision for redundancy.
- 3 Transactions in column 3 are amounts approved in the annual budget which for various reasons need to be allocated to service budgets in-year.
An example would be the pay reward budget. Pay reward payments are not approved until June. The budget therefore has to be re-allocated.



Note 1. Capital expenditure is projected to increase steadily throughout 2018-19. The exact profile may vary and monitoring of schemes and cash balances will decide the rate at which our borrowing will increase to ensure that no unnecessary debt charges are incurred.

	2018/19 Original Budget			New Schemes – 2018/19 Approved Estimate			Schemes Approved in Prior Years			Projections – Gross Expenditure				
	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	Gross £000's	Income £000's	Net £000's	2018/19 Projected (£'000)	2018/19 SLIPPAGE Projected (£'000)	TOTAL Projected (£'000)	VARIANCE Projected (£'000)	VARIANCE Projected (%)
Portfolio Summary														
Communities Directorate														
Revenues & Benefits	0	0	0	0	0	0	69	0	69	69	0	69	0	
Communities, Enforcement & Partnerships	3,098	(635)	2,463	3,098	(635)	2,463	4,369	(1,597)	2,772	7,467	0	7,467	0	0%
Library & Resident Services	435	0	435	635	0	635	948	(189)	759	1,583	0	1,583	0	0%
Total Communities Directorate	3,533	(635)	2,898	3,733	(635)	3,098	5,386	(1,786)	3,600	9,119	0	9,119	0	0
Place Directorate														
ICT	360	0	360	360	0	360	38	0	38	398	0	398	0	0%
Property	1,045	0	1,045	1,045	0	1,045	8,566	(282)	8,284	9,611	0	9,611	0	0%
Housing	0	0	0	0	0	0	881	(856)	25	881	0	881	0	0%
Planning	1,010	(50)	960	1,010	(50)	960	468	(185)	283	1,478	0	1,478	0	0%
Total Place Directorate	2,415	(50)	2,365	2,415	(50)	2,365	9,953	(1,323)	8,630	12,368	0	12,368	0	0
Managing Director														
Human Resources	0	0	0	0	0	0	32	0	32	32	0	32	0	
Adult Social Care	0	0	0	85	(85)	0	6	(6)	0	91	0	91	0	
Commissioning – Communities	7,156	(4,613)	2,543	7,156	(4,613)	2,543	3,994	(1,629)	2,365	11,150	0	11,150	0	0%
Law and Governance	0	0	0	0	0	0	26	0	26	26	0	26	0	
Green Spaces & Parks	183	(93)	90	183	(93)	90	223	(130)	93	406	0	406	0	0%
Non Schools	246	(46)	200	246	(46)	200	293	(146)	147	539	0	539	0	0%
Schools – Non Devolved	4,025	(875)	3,150	4,075	(925)	3,150	20,494	(8,034)	12,460	24,569	0	24,569	0	0%
Schools – Devolved Capital	197	(197)	0	197	(197)	0	445	(445)	0	642	0	642	0	0%
Total Managing Director	11,807	(5,824)	5,983	11,942	(5,959)	5,983	25,513	(10,390)	15,123	37,455	0	37,455	0	0
Total Committed Schemes	17,755	(6,509)	11,246	18,090	(6,644)	11,446	40,852	(13,499)	27,353	58,942	0	58,942	0	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	17,755	58,942	58,942
External Funding			
Government Grants	(5,060)	(13,897)	(13,897)
Developers' Contributions	(674)	(3,920)	(3,920)
Other Contributions	(775)	(2,326)	(2,326)
Total External Funding Sources	(6,509)	(20,143)	(20,143)
Total Corporate Funding	11,246	38,799	38,799

Capital Monitoring Report - May 2018/19

At 31 May 2018, the approved estimate stood at £58.942m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	58,942	(20,143)	38,799
Variances identified	0	0	0
Slippage to 2018/19	0	0	0
Projected Outturn 2017/18	58,942	(20,143)	38,799

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £58.942m

There is no slippage or variances to report at this early stage.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	46	26%
In Progress	74	42%
Completed	11	6%
Ongoing Programmes e.g., Disabled Facilities Grant	43	25%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	1%
Total Schemes	175	100%

		May 2018 @ 15/05/18																	
Project	CAPITAL SCHEME	2018/19 APPROVED ESTIMATE			APPROVED SLIPPAGE FROM PRIOR YEARS			TOTAL BUDGET 2018/19			PROJECTIONS		PROJECT STATUS						
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	2018/19 Projected Variance <i>Underspend as negative</i>	2019/20 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On-site	Ongoing Annual Programme	Expected Completion		
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000							
Communities Directorate																			
	Communities, Enforcement & Partnerships																		
CT52	Disabled Facilities Grant	600	(600)	0	0	0	0	600	(600)	0	0	0							
CZ18	Magnet LC Reprovision Design / Initial Site Costs	0	0	0	862	0	862	862	0	862	0	0							
CC60	Hostile Vehicle Mitigation Measures for Windsor	0	0	0	1850	(908)	942	1,850	(908)	942	0	0							
CC47	CCTV Replacement	1,300	0	1,300	2	0	2	1,302	0	1,302	0	0							
Place Directorate																			
	Property																		
CI29	Broadway Car Park & Central House Scheme	0	0	0	2230	(140)	2090	2,230	(140)	2,090	0	0							
CI21	Windsor Office Accommodation	3,898	(142)	3,756	0	0	0	3,898	(142)	3,756	0	0							
CI62	Hines Meadow CP - Dilapidations	0	0	0	523	0	523	523	0	523	0	0							
CX40	Operational Estate Improvements	600	0	600	0	0	0	600	0	600	0	0							
	Housing																		
CT55	Brill House Capital Funding	0	0	0	500	0	500	500	0	500	0	0							
Managing Director																			
	Schools - Non Devolved																		
CSGR	Charters Expansion	380	0	380	2,556	(1,878)	678	2,936	(1,878)	1,058	0	0							
CSGV	Cox Green School Expansion	420	0	420	2821	(455)	2366	3,241	(455)	2,786	0	0							
CSGW	Furze Platt Senior expansion	750	0	750	6571	(2,033)	4538	7,321	(2,033)	5,288	0	0							
CSGX	Dedworth Middle School Expansion	420	0	420	3490	(1,791)	1699	3,910	(1,791)	2,119	0	0							
	Commissioning - Communities																		
CC62	Maidenhead Missing Links (LEP Match Funded)	759	(659)	100	0	0	0	759	(659)	100	0	0							
CC67	Replacement Payment Equipment for Car Parks	775	0	775	0	0	0	775	0	775	0	0							
CD84	Street Lighting-LED Upgrade	0	0	0	600	0	0	600	0	0	0	0							

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Report Title:	Infrastructure including Community Infrastructure Levy (CIL) Governance
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Coppinger, Lead Member for Planning, Health & Sustainability
Meeting and Date:	Cabinet 28 June 2018
Responsible Officer(s):	Russell O'Keefe, Executive Director Place and Jenifer Jackson, Head of Planning
Wards affected:	All



REPORT SUMMARY

1. The borough has published an Infrastructure Delivery Plan (IDP) to support the submitted Borough Local Plan (BLPSV). The IDP sets out the infrastructure required to support planned development.
2. The council introduced its Community Infrastructure Levy (CIL) Charging Schedule and a Regulation 123 list on 1 September 2016. The Community Infrastructure Levy is a charge on new floor space arising from developments in residential or retail use and the monies collected must be used to deliver the infrastructure required to support new development in the Borough.
3. It is important that appropriate governance arrangements are put into place to spend monies collected against the Regulation 123 List. It proposes that an amended Regulation 123 list be produced and consulted upon given the recent BLPSV Submission on 31 January 2018.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and approves:

- (i) The terms of reference for the Infrastructure Working Group, see Appendix A.
- (ii) The appointment of five borough councillors to the Member/Officer Infrastructure Working Group.
- (iii) That the Infrastructure Working Group will make recommendations to Cabinet in future about how monies collected by the Levy will be spent with due regard to the published Regulation 123 list.
- (iv) That a revised Regulation 123 List will be produced by 31 August 2018 for consultation as appropriate and then for review of the comments received to be reported to the Infrastructure Working Group to consider and make any amendments to the revised 123 List before publication.
- (v) That, prior to receiving payments in April and October each year, the Parish Councils (and relevant Ward Councillors) will each receive an itemised statement of those applications in their Parish for which CIL has been collected which identifies the application number, the site

address, the amount collected in total and the neighbourhood portion due to be paid at the next payment date.

- (vi) That in communities that are non-parished, the ward councillors will receive a statement of the applications in that ward where CIL has been collected which identifies the application number, the site address, the amount collected in total and the neighbourhood portion. From October 2018 the ward councillors and any designated Neighbourhood Forum will be consulted in writing on the spending priorities for that area.**

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

- 2.1 The Community Infrastructure Levy (CIL) Regulations made in 2010 (and subsequently amended) restricted the pooling of contributions negotiated under S106 from 1 April 2015. Therefore CIL becomes the mechanism to be used to fund the majority of infrastructure projects in the borough. The Regulation 123 List sets out the projects that are required to help mitigate the effect of new development and that the council intends to fund through CIL. This gives clarity to developers on where the funds will be spent and ensures that developers and residents are confident that the infrastructure will be in place to support planned developments.
- 2.2 Historically the impact of new development on services, amenities and infrastructure has been mitigated through the collection of financial contributions for specific works or through provision of facilities/infrastructure on development sites. All of these have been secured using Section 106 of the Planning Act through a formal legal agreement linked to the planning permission. Councillors will previously have received monitoring reports in relation to spending of those monies for the specific purposes set out in the legal agreements. It would not be unusual for monies to be collected in a 'pot' from several sites before sufficient money has accrued to deliver that piece of infrastructure. In 2008 Government decided to introduce a different way of doing this through a Community Infrastructure Levy that would offer more certainty to developers of the monies to be paid and be more transparent in what they would go towards.
- 2.3 This council implemented its CIL Charging Schedule on 1 September 2016 although it is likely to take some time for money to be received. This is due to the levy only being chargeable on applications decided after this date and at their commencement. When money is accrued this will have to be spent with due regard to the agreed Regulation 123 list which sets out the schemes to be delivered but does not prioritise those schemes. A mechanism will need to be in place for the priorities to be agreed to best serve future residents in those new developments in terms of infrastructure provision.
- 2.4 Local Planning Authorities operating CIL will pass on 15% of the money raised from development within a parish/town council area direct to them (25% if a neighbourhood plan had been adopted covering their area). Communities (wards) that are not in a parish/town council area will be consulted through their ward councillors and Neighbourhood Forums on priorities for infrastructure spending but the funds will remain with the council to spend. The money will only be able to be spent on the provision, improvement, replacement, operation

or maintenance of infrastructure or anything else that the community is concerned with addressing demands that development places on an area.

- 2.5 Section 106 agreements will still be used to secure affordable housing provision or payment in lieu of provision and other non-financial requirements.
- 2.6 This report seeks to gain approval for governance arrangements for determining the priorities for spending CIL monies collected. This would be undertaken by a joint member/officer group which would report to cabinet and make recommendations having consulted with ward councillors, and infrastructure providers, including utility companies.
- 2.7 The terms of reference for the group are attached at Appendix A. The group cannot project manage but will seek to programme manage the delivery of infrastructure projects. As the group evolves the terms of reference may need to be reviewed accordingly and be the subject of a future report to cabinet.
- 2.8 The focus of spending of CIL will be on the projects on the Regulation 123 list which is informed by the IDP. It will be important to ensure that additional infrastructure capacity is timed to coincide with the expected delivery of new development in a particular area. The spending of CIL will therefore need to be carefully planned and managed. CIL receipts must be spent on capital projects; CIL can be used to increase the capacity of existing infrastructure or to repair failing infrastructure if that is necessary to support new development.
- 2.9 The BLPSV and Infrastructure Delivery Plan will provide additional priorities in terms of the infrastructure needs and the phasing required to support the new development planned. The IDP is a living document, recently updated in December 2017, it will be updated on an annual basis.
- 2.10 The Regulation 123 list refers to types of infrastructure but will not always specify particular schemes or projects and reference back to the IDP will be necessary. The list will be kept under review by the officer working group to ensure that it reflects the infrastructure required to support development. In order to amend the Regulation 123 list appropriate consultation will be undertaken as required by the CIL regulations. The report seeks authority for this to be carried out and any changes made as a result of the feedback received to be reviewed by the joint member/officer infrastructure working group prior to publication.
- 2.11 Once the likely level of available CIL is known stakeholders will be invited to 'bid' for funding towards their projects in line with the criteria in table 2.

Table 1 Criteria for prioritising CIL spending

Criteria
Be included in the Infrastructure Delivery Plan.
Be included in the Regulation 123 list.
Deliver specific policies of the Borough Local Plan.
Contribute to the delivery of other approved Council strategies linked to the Borough Local Plan through planning policy, e.g. open space.

Contribute to the delivery of the Council's Strategic Priorities identified in the Council Plan.
Contribute towards the delivery of infrastructure by a provider where it can be satisfactorily be demonstrated that the infrastructure would not otherwise be delivered i.e. that all other possible funding sources are insufficient.
Address a specific impact of new development beyond that which has been secured through a section 106 obligation or a section 278 agreement.
Lever in other funds that would not otherwise be available e.g. need to match or draw grant funding.
Offer wider as well as local benefits.
Be deliverable in the year that the funding is being programmed i.e. justified by (i) a project plan including a timetable and resources available to meet the timetable (ii) consultation summary report to indicate stakeholder support; and (iii) arrangements for ongoing maintenance.

2.12 The projects will then be categorised to assist the process of prioritisation to distinguish which projects are critical to enabling development and those that mitigate the effects of the development compared to those that are important to deliver high quality place making. The categories and descriptions are set out in table 2.

Table 2 Categories and descriptions

Category	Description
Critical	Infrastructure that must be provided to enable growth and without it development cannot be allowed to proceed e.g. major utilities infrastructure.
Essential	Infrastructure that is considered essential and necessary to support and/or mitigate the impact arising from development. The timing and phasing of these projects e.g. school places and public transport projects are usually linked to the occupation of development sites.
Deliverable	Infrastructure that is required to support wider strategic objectives, to build sustainable communities and to make places. This type of infrastructure is influenced more by whether a person chooses to use the facility e.g. community facilities. The timing is not critical and is usually linked to completion of development.

Table 3: Options considered

Option	Comments
An Infrastructure Working Group, supported by an officer led infrastructure group, to make recommendations on Infrastructure projects to be funded year by year which will be aligned to the capital programme and Medium Term Financial Plan. The recommended option	Considered to align with the priorities identified in the Council Plan and be the best method of ensuring projects are delivered in a timely manner to support development and that available funding is directed to the critical projects which are critical to support development rather than those which may be desirable but cannot be supported by evidence to

Option	Comments
	demonstrate need.
Apportion to services as per historic S106 Spend. Not the recommended option.	This is not considered to be an appropriate option. CIL funds should be used to ensure strategic projects are delivered to support the development of the area. This option would likely not result in the achievement of the infrastructure needed to support the delivery of the BLP and would lead to high demand for infrastructure provision which could not be met. This would not meet the priorities in the Council Plan.
Capital programme funded via CIL funds. Not the recommended option.	Lack of overall strategic approach to the provision of infrastructure to support new development given that this would be based on 'bidding' from services for spend with no corporate consideration of the competing priorities to ensure support to the BLP and delivery of Council priorities.

3 KEY IMPLICATIONS

- 3.1 A formal governance process is needed due to the importance of infrastructure delivery to the Council and for its stakeholders, together with the need to work in partnership with other organisations to deliver priorities.

Table 4: Outcome

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Infrastructure Working Group Set up and 4 meetings per year taking place commencing July 2018	<4	4	5	6	31 July 2018
Infrastructure Working Group reports to Cabinet twice a year on spending priorities identifying how this aligns with	Reports less than twice a year	Reports twice a year	Reports 3 times a year	Reports 4 times a year	October 2018

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
the MTFP.					
Revised Regulation 123 list produced and consulted upon.	31 December 2018	30 November 2018	31 October 2018	30 September 2018	30 November 2018

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 No financial implications directly arising from the report recommendation.

5. LEGAL IMPLICATIONS

5.1 Under the Community Infrastructure Levy Regulations (2010) the council is required to provide an annual monitoring statement on funds received and spent. The council is also required to collect and distribute the neighbourhood portion to parish councils' twice a year: in October and April. Parish Councils are regulated in terms of what this money is spent on, as set out in the legislation; and also required to publish this information.

6 RISK MANAGEMENT

6.1 Risk management should be considered in the narrow focus of CIL governance. The responsibility for CIL sits with the Council as the local planning authority and it is a regulatory function. In the absence of any alternative governance model the Council would use the existing structure for decision making. In the event of the Cabinet being unable or not accepting the recommendations of the Infrastructure Working Group the risk will be mitigated by that decision being referred to the appropriate decision making committee of the Council.

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
CIL monies collected are not spent on infrastructure needed to support BLP delivery	HIGH	Appropriate governance and prioritisation arrangements put in place	LOW
CIL monies do not amount to the sums required to deliver key infrastructure	HIGH	Seek alternative funding from other sources	MEDIUM
In Maidenhead	HIGH	Review CIL post	MEDIUM

Risks	Uncontrolled Risk	Controls	Controlled Risk
where there is nil charge infrastructure is not delivered to support development		adoption of the BLP	
Section 106 cannot be used to mitigate the impact of development	HIGH	Review the Regulation 123 list, consult and adopt revised version	LOW

7 POTENTIAL IMPACTS

7.1 An Equality Impact Assessment (EQIA) is not required.

8 CONSULTATION

8.1 The report will be considered by Planning and Housing Overview and Scrutiny Panel in June 2018, comments will be reported to Cabinet.

8.2 A consultation on the revised regulation 123 list will be conducted in accordance with the adopted Statement of Community Involvement.

9 TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
31 July 2018	Infrastructure Delivery Group set up
31 August 2018	Revised regulation 123 list produced for consultation
31 October 2018	Meeting of the IWG
30 November 2018	Consultation closed on the revised regulation 123 list and list published.

9.1 Implementation date if not called in: Immediately.

10 APPENDICES

10.1 Appendix 1 Terms of reference for Infrastructure Delivery Group

11 BACKGROUND DOCUMENTS

11.1 None.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr David Coppinger	Lead Member for Planning, Health & Sustainability	24/5/18	30/5/18
Alison Alexander	Managing Director	24/5/18	30/5/18
Russell O'Keefe	Executive Director	24/5/18	29/5/18
Andy Jeffs	Executive Director	24/5/18	1/6/18
Rob Stubbs	Section 151 Officer	21/5/18	24/5/18
Hilary Hall	Deputy Director	24/5/18	29/5/18
Nikki Craig	Head of HR	24/5/18	29/5/18
Mary Severin	Monitoring Officer	24/5/18	
Louisa Dean	Communications and Marketing Manager	24/5/18	
David Scott		24/5/18	

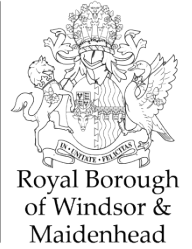
REPORT HISTORY

Decision type: Key decision first entered on to the Forward Plan in April 2018	Urgency item? No
Report Author: Jenifer Jackson, Head of Planning, 01628 796042	

<p>1) Remit</p>	<p>The infrastructure working group is a joint Member and officer consultative and working group set up to work jointly and collaboratively on infrastructure capacity, infrastructure requirements, infrastructure related to development and infrastructure delivery across the Borough, using CIL or other funding streams including consideration of capital funding.</p>
<p>2) Membership of Group</p>	<p>Lead Member for Planning Lead Member for Highways Two Conservative Members Opposition Member Head of Planning Planning Policy Manager Business Development Manager Executive Director, Operations Executive Director, Place Section 151 Officer Director of Children’s Services Head of Commissioning: Communities Head of Communities</p> <p>The group will reserve the right to seek representation from other borough service areas as required.</p>
<p>3) Meetings</p>	<p>Quarterly</p>
<p>4) Aim of the group</p>	<ul style="list-style-type: none"> • To meet the challenge of aligning infrastructure delivery to development coming forward on the back of the BLP, • To deliver the infrastructure requirements of the BLP as amplified in the Infrastructure Delivery Plan. • To facilitate delivery of the schemes identified in the CIL Regulation 123 list. • To coordinate with other infrastructure providers including utility companies. <p><u>Objectives</u></p> <p>The delivery group objectives are:</p> <ul style="list-style-type: none"> • to ensure that overarching infrastructure delivery mechanisms are secured; • to make recommendations to Cabinet, supported and advised by the Officer Working Group, on the Reg 123 List schemes and their priority, in delivery terms, to ensure maximum benefit to the community; and • to ensure that capital funding for infrastructure is aligned to infrastructure requirements. <p>To achieve this the group will:</p> <ul style="list-style-type: none"> • Receive and review project progress reports from the Infrastructure Working Group • Be supported by officer evidence and information as required
<p>5) Output</p>	<p>Reports to Cabinet on CIL priorities and CIL spending</p>

Report Title:	Options for increased capacity at Newlands Girls' School
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Cllr Natasha Airey, Lead Member for Education
Meeting and Date:	Cabinet - 26 June 2018
Responsible Officer(s):	Kevin McDaniel, Director of Children's Services
Wards affected:	All Maidenhead wards

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REPORT SUMMARY

1. Newlands Girls' School was unable to accommodate all first preference requests for September 2018, with families living more than 2.133 miles from the school missing out. Several of those families live in Oldfield ward and have raised concerns that they are unfairly treated by the admission arrangements for secondary school. Whilst there is merit in the complaint, the borough believes that any changes to address this will simply move the disadvantage to other families. The option of random allocation does exist, but this reduces predictability for all families in the area.
2. The Office of the Schools Adjudicator (OSA) is considering the complaint and all admitting authorities [*the Academy secondary schools in Maidenhead*] are awaiting the OSA decision before considering any changes to their arrangements.
3. Adding more places to Newlands can reduce the effect of this situation however there are sufficient school places planned until 2021. This means there is no basic need requirement for an expansion and any immediate expansion would thus be at the expense of other schools and require local capital funding from the council.
4. The Newlands school site is currently two-thirds of the size expected for the current number of pupils and any onsite expansion will be complex to deliver; expensive on a per new place basis; and likely to be contested by Sport England. Earlier feasibility work suggests that expansion on the existing site to 220 pupils per year (from the current 192) could cost in the range £12.6m - £15.8m, at a cost per pupil which is 4-5 times the current national benchmark figure. This high cost includes replacing a proportion of the existing building to support the extra space and providing temporary accommodation during the works.
5. Newlands has been included in Batch 2 of the ongoing feasibility work to determine what is practicable on the site, up to and including total rebuild options, which will feed into the longer term planning of secondary places in the Borough. The cost of this is included in the current allocation of £1.3m.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Awaits the outcome of the Office of the Schools Adjudicator and feasibility work.**

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

- 2.1 The Royal Borough has been considering options for the possible expansion of Newlands Girls' School. This follows the offer of Year 7 places for September 2018, where 38 Maidenhead girls did not get their first preference choice for the school.
- 2.2 In addition, residents connected to Oldfield Primary School have submitted an objection to the Office of the Schools Adjudicator (OSA), stating that the admissions arrangements are unfair to children, particularly girls, living in the Oldfield designated area. The objection has been lodged against Newlands Girls' School who, as an academy, are their own admitting authority. A decision is expected this summer.

Demand for school places

- 2.3 Additional secondary school places have already been provided in Maidenhead to meet rising demand. Current allocations for September 2018 Year 7 are about 25 below projection, as higher numbers than average continue to transfer to selective schools in neighbouring authorities. 88% of families secured their first preference secondary school, which is the highest level recorded since 2010.
- 2.4 An additional 30 places will become available at Furze Platt Senior School in September 2019 as part of the existing planned works, and it is forecast that there will be sufficient places to provide a 5% surplus in 2019 and 2020 without further expansion. The annual pupil projections are reported to Cabinet as part of the scheduled schools places report due this summer.

School admissions

- 2.5 Newlands Girls' School is an academy, and sets its own admissions criteria in line with the statutory School Admissions Code¹.
- 2.6 The Royal Borough of Windsor and Maidenhead has no direct control over the admissions criteria for secondary school places in the town as the schools are all academies. There was a major review of the school designated areas in 2009 that, over the course of a number of years, resulted in five of the six secondary schools sharing a single designated area. The sixth school, Holyport College, has operated without a designated area policy, but has now introduced one for September 2019 to cover the Bray Parish area.

¹ [School Admissions Code](#), December 2014, Department for Education.

- 2.7 Although there is variation in exactly how allocation is actually derived, the main categories for admission to all of the secondary schools, in order of priority, are:
- Special Educational Needs.
 - Children in Care.
 - Social and Medical needs.
 - Designated area siblings.
 - Designated area children.
 - Siblings
 - Feeder school children.
- 2.8 Some of the schools also have staff and/or founder children criteria, although generally very few children are admitted under these criteria. Holyport College gives some priority to pupil premium children, whilst Altwood (a Church of England school) also has a religious criterion. Neither Desborough nor Holyport Colleges have a feeder school criterion.
- 2.9 The schools tend to use distance as a way of prioritising applicants within each criteria. This, inevitably, means that children living further away from their preferred school are less likely to get in. There are exceptions at Cox Green and Furze Platt Schools, where a priority linked feeder tiebreak is used to prioritise designated area children attending schools in the Walthams and the Cookhams respectively, ahead of other designated area children (who may live closer).

Applications to Newlands Girls' School for 2018.

- 2.10 Newlands Girls' School has 192 places available for Year 7. For September 2018, 244 applicants put the school as a first preference, including 210 from within the designated area. 38 first preference applicants living in the designated area were not offered a place². Most of these live either on the eastern side of Maidenhead or in the villages. Only one out-of-borough child was admitted, under the social/medical need criteria.
- 2.11 The last child to be admitted to Newlands (excluding the social/medical need) lived 1.8 miles from the school. To put this in context, the Town Hall is 1.7 miles from Newlands.
- 2.12 Since the places were allocated on National Offer Day (1st March 2018), the normal operation of the waiting lists means that a number of children have not taken up places, freeing up space for other applicants. The distance of those admitted now stands at 2.133 miles from the school.
- 2.13 The admission appeals for September 2018 heard 13 cases, with 2 granted on social medical grounds.

Potential changes to the admissions criteria for Newlands' Girls School

- 2.14 The OSA has asked the Royal Borough to comment on the objection to Newlands Girls' School's admissions arrangements. The objectors have suggested that children attending Oldfield Primary School could be given

² As per the statutory co-ordinated admissions process, children with lower preferences for Newlands, but higher priority under the admissions criteria were also offered places at the school. This will include children who, for example, might live close to Newlands but who put an out-borough grammar as a first preference, but didn't get in. They would then have been offered places at Newlands over applicants living further away from the school.

greater priority for Newlands Girls' School by making Oldfield a priority linked feeder. This would mean that any girls' attending Oldfield (and living in Newlands' designated area) would get places at Newlands behind designated area siblings, but ahead of other designated area applicants.

- 2.15 The borough has examined the admissions arrangements and concluded that this would indeed benefit Oldfield girls. We also note that a similar measure would also be needed for Holyport CE Primary School and for Braywick Court School, as all three schools are located in the same area. This has the future potential to raise the priority for all of the girls in an annual cohort of 150 pupils which we would model as 75 girls before allowing for selective school preferences.
- 2.16 Unfortunately, this measure would certainly mean that other girls living in the designated area for the school would not get a place. These children would live closer to Newlands, and would very likely object in turn to the predictable reduction in places resulting from any such change.
- 2.17 One alternative could be to introduce a partial lottery system where (for instance) the places available to designated area children are awarded through random allocation. This has only been adopted in a small number of areas nationally, and there is no clear evidence that it is a better option than other arrangements. It does, however, make the allocation of places less predictable for more families.
- 2.18 It is the borough's view, therefore, that there is no solution via the admissions rules that will address the issues experienced with Newlands this year without disadvantaging other residents. The borough has met with the secondary admission authority representatives to consider the issue, and they agree with this analysis. Only an increase in the number of places, by 44³ to 236, would have enabled all Maidenhead 1st preferences to get in.
- 2.19 The Admission Authorities have agreed that no further action is taken in relation to school admissions arrangements in Maidenhead until the OSA has reached a decision. In any case, only the OSA can now change the admissions arrangements for Newlands Girls' School for September 2019. Any changes that the school themselves decide to make could only take effect from September 2020, following public consultation this winter (as set out in the School Admissions Code).
- 2.20 The OSA's judgement may also make a wider consultation on some or all secondary school admissions criteria desirable. If there is a need for substantial change, there may be a benefit to residents if options are considered through a single co-ordinated consultation run by the borough. This would need to come to Cabinet in November 2018. This is only likely to be necessary if the OSA requires significant changes to several school admissions policies.

Expanding Newlands Girls' School on its current site

- 2.21 Newlands Girls' School has recently expanded from 186 to 192 children per year group. The further expansion of Newlands Girls' School generally scores

³ 44 includes the 38 1st preferences, plus a number of lower preferences who would still have priority over some of the 1st preference children.

highly in the borough's school expansion prioritisation matrix, particularly in terms of Key Stage 4 attainment/value added, Ofsted and oversubscription.

- 2.22 There is, however, a significant issue with the site itself, which is roughly two-thirds the size it needs to be for its current pupil numbers. The site is 52,912m², and should be 76,200m². Any further expansion would exacerbate this shortage of land.
- 2.23 A small extension is currently being built to accommodate the 192 children per year group, at a cost of just under £1m. This comprises two additional classrooms and some additional dining/hall space.
- 2.24 The borough and the school have considered how to achieve a larger expansion three times over the past decade; initially as part of the old Building Schools for the Future programme; again as part of the consideration of the first phases (2017 and 2018 intakes) of the borough's Secondary School Expansion Programme, and more recently as a potential solution for Phase 3 (2019 intake). Changes to parental preference mean that more places are not currently required for Phase 3, as significantly more parents are applying for grammar school places.
- 2.25 In 2016, a feasibility study was carried out to create a long-term masterplan for the school. This considered ways to address the existing poor accommodation at the school, whilst also allowing expansion by a form of entry to 220 children per year group. The masterplan envisaged the replacement of many of the numerous, older, modular buildings with two new blocks and the creation of additional parking/drop-off at the front of the school.
- 2.26 Restrictions within the site, and the need to keep the school operating during the build, meant that the scheme would have required several phases and a considerable number of temporary classrooms. The cost estimate in 2016, which includes an estimate for fees but excludes furniture, equipment and any abnormalities, was £12.6m. When part of the first phase (i.e. the scheme currently being constructed) was tendered in 2017, the cost was 25% higher than forecast, which could suggest a £15.8m cost for the whole scheme on 2017 prices.
- 2.27 This is approximately £75,238 per place (£15.8m divided by 210 pupils), which compares extremely poorly to the latest national benchmark figure of £18,670 per place (based on a national average cost per secondary place for extension projects of £15,822⁴, multiplied by a 1.18 location to reflect higher construction costs locally). Even without a 25% increase, the cost per place would be £60,000 (£12.6m divided by 210 pupils).
- 2.28 Any additional pupil numbers would exacerbate the shortage of outdoor space at the school, making the agreement of Sport England harder to obtain at the planning stage.

Rebuilding the whole school and expanding it on its current site

- 2.29 Cabinet considered a report on the likely demand for school places resulting from the emerging Borough Local Plan in November 2017. This set out the

⁴ Page 20, [National School Delivery Cost Benchmarking](#), February 2018, Hampshire County Council, East Riding of Yorkshire Council and the Education and Skills Funding Agency.

need for up to 11.3 FE of additional places at Year 7 in Maidenhead, some of which would need to come from the further expansion of existing schools.

- 2.30 Based on a desktop exercise looking at site size only, Newlands Girls' School's site could potentially accommodate more children through the use of more multi-storey buildings and all-weather pitches. Cabinet approved a phased programme of feasibility studies to examine expansion options at all 65 borough schools in more detail. Phase one has concentrated on Maidenhead primary schools, and Newlands Girls' has been included in Batch 2, which is due to start shortly.
- 2.31 It is likely, however, that the school would need a near complete rebuild to make the best use of space. In addition, all-weather pitches could prove to be expensive to maintain in the long-term: the enclosed residential setting means that planning permission might not be granted for floodlights, which would in turn reduce any income stream from evening lettings.
- 2.32 A complete rebuild could cost up to £27.4m, based on the national benchmark figure for school extensions and a PAN increase of 18 to 210. No national benchmark figure is yet available for completely new schools. Elsewhere in the South East, however, two secondary schools have recently opened at a cost of £34m for 6FE, and £50m for 9 FE. The higher costs reflect in part the extra expense of a brand new site, as well as the inclusion of £1.3m and £1.9m respectively for furniture, equipment and IT. A rebuild on the current site would, however, need to factor in the cost of phasing the project and of providing temporary accommodation during the build period.
- 2.33 A rebuild could, of course, address any condition concerns around the existing accommodation, although these are the responsibility of the academy trust and Education Skills and Funding Agency (EFSA), rather than the local authority.

Other options

Using an alternative site as a temporary solution

- 2.34 Issues around phasing and providing temporary accommodation on site could be avoided if Newlands Girls' School could be decanted to an alternative site during a complete rebuild. No empty school site exists, however, which means that any alternative would almost certainly require large numbers of expensive temporary classrooms and other facilities. A temporary move would also be very disruptive to pupils' education..

Using an alternative site as a permanent solution

- 2.35 Only one site has been identified through the Borough Local Plan process for the purposes of a new secondary school. This is at Maidenhead Golf Course, where the borough's Infrastructure Delivery Plan states that 7 FE of new secondary provision will need be provided.
- 2.36 There has previously been discussion around the potential for relocating both Desborough College and Newlands Girls' to this site. Even as a compact site school, however, this could be difficult to achieve whilst providing 2,000 new dwellings at the desired density on the whole site.

- 2.37 Newland's Girls' School could, however, be potentially relocated to this on its own, providing an increase in places (210 places per year) and new accommodation. As the pupils would not be on the new site until it was ready to open, there would be no issues with phasing or temporary accommodation. The vacated site could then be redesigned and rebuilt whilst empty, ahead of being opened to meet new demand.
- 2.38 The major issue with this is that Newlands Girls' School would again be close to the edge of town, potentially leaving a different group of Maidenhead residents with limited admissions priority. The borough would also have the cost of building two secondary schools, rather than one, although any options to provide more spaces for Newlands look disproportionately expensive. This approach could produce eight forms of entry, and this would still leave the borough needing to expand other schools in the town, if the maximum expected demand materialised.
- 2.39 Any such scheme would be several years away at the earliest, given the golf course timetable, and a new secondary school can take two to three years to complete.
- 2.40 Over the next few years, the borough will need to develop its strategy for providing new secondary places on the golf course site. This strategy will be partly informed by the outcome of the feasibility works for expansion at the existing schools. It is recommended that this strategy should consider the possibilities of:
- A permanent relocation of Newlands Girls' School to the golf course site.
 - A temporary relocation of Newlands Girls' School to the golf course site whilst its existing site is rebuilt.
- 2.41 The strategy will also need to consider aspects such as the school admissions arrangements and designated areas, and will likely need to be the subject of public consultation.

Options

Table 1: Options arising from this report.

Option	Comments
Await the Office of the Schools' Adjudicator's judgement in relation to the admissions arrangements for Newlands Girls' School. This is recommended.	Newlands Girls' School will be required by law to implement whatever changes are decided by the OSA. It is possible that the OSA will recommend wider changes, and the borough and local schools will need to address those.
Consider opportunities for Newlands Girls' School using the golf course site as a temporary or permanent home as part of the wider strategy for secondary school places in Maidenhead. This is recommended.	The likelihood of a new secondary school on the golf course provides some opportunities which should be explored more fully, potentially leading to public consultation on options in due course.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
None.					

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no additional financial implications arising from the recommendations in this report. The cost of carrying out feasibility works as part of Batch 2 of the feasibility works programme (see paragraph **Error! Reference source not found.**) has already been budgeted for.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2018/19	2019/20	2020/21
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2018/19	2019/20	2020/21
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

5. LEGAL IMPLICATIONS

Provision of school places

- 5.1 Local authorities are under a statutory duty to ensure that there are sufficient school places in their area. This is set out in the Education Act 1996, Section 14, subsections 1 and 2. The borough receives the 'Basic Need' grant from the government for this purpose, which can be spent on new school places at all types of school (Academy (including free schools), Community, Voluntary Aided and Voluntary Controlled).

- 5.2 There is no legal duty to provide any particular level of surplus places.

School admissions

- 5.3 The School Admissions Code 2014 is issued under Section 84 of the School Standards and Framework Act 1998. The purpose of the code is to ensure that all school places for maintained schools excluding maintained special schools and all academies are allocated and offered in an open and fair way.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
None arising from the recommendations.			

7. POTENTIAL IMPACTS

- 7.1 There are currently no implications arising from the recommendations in this report with regards to staffing/workforce, sustainability, Equalities, Human Rights and community cohesion, accommodation, property or assets.

8. CONSULTATION

- 8.1 Officers have met with the Maidenhead secondary school Headteachers to discuss the objection to the Office of the Schools Adjudicator.
- 8.2 Children's Services Overview and Scrutiny Panel meets on Tuesday 17th July, and its comments will be reported to Cabinet.

9. TIMETABLE FOR IMPLEMENTATION

Table 5: Implementation timetable

Date	Details
Summer 2018	Receive judgement from the Office of the Schools' Adjudicator.
Summer 2018	Carry out Batch 2 feasibility works, including Newlands Girls' School.
Autumn 2018	Discuss options for changes to school admissions arrangements with schools (if required by OSA).
November 2018	Report to Cabinet on any options for changes to school admissions arrangements for public consultation (if required by OSA).

- 9.1 Implementation date if not called in: Immediately.

10. APPENDICES

Contained in paper copies

- None.

Electronic only

- None.

11. BACKGROUND DOCUMENTS

- Admissions arrangements for Maidenhead secondary schools.
- [School Admissions Code](#), Department for Education, December 2014.
- [National school delivery cost benchmarking](#), Hampshire, February 2018.
- Delivering New School Places for the Borough Local Plan, Report to Cabinet, November 2017.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Natasha Airey	Lead Member/ Principal Member/Deputy Lead Member	7/6/2018	7/6/2018
Alison Alexander	Managing Director	7/6/2018	7/6/2018
Kevin McDaniel	Director of Children's Services	7/6/2018	7/6/2018
Russell O'Keefe	Strategic Director		
Andy Jeffs	Strategic Director		
Rob Stubbs	Section 151 Officer		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
	Other e.g. external		

REPORT HISTORY

Decision type: Non-key decision.	Urgency item? No.	To Follow item? No.
Report Author: Ben Wright, Education Planning Officer, 01628 796572		

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Report Title	Conservation Area Appraisals Review Programme
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Coppinger, lead member for Planning
Meeting and Date:	Cabinet 28 June 2018
Responsible Officer(s):	Russell O'Keefe, Executive Director and Jenifer Jackson, Head of Planning.
Wards affected:	All

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REPORT SUMMARY

1. Conservation Area appraisals are a useful tool that can be used to understand and manage change within these areas. The borough has 27 conservation areas, a small number of which do not have appraisals. Some of the appraisals that exist are out of date, in that they do not accord with current policies, plans and guidance.
2. This report recommends that the council commences a rolling programme of conservation area appraisal review, with the aim of providing up to date appraisals for the 27 borough's conservation areas.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION:

That Cabinet notes the report and:

- i) **Authorises the Head of Planning to commence a prioritised programme of review, see point 2.5.**
- ii) **Agrees the criteria for the designation of new areas/deletions to existing conservation areas and a checklist for identifying local buildings of interest, see appendix 1 and 2.**

2 REASON(S)

2.1 Under Section 71 (1) of the Planning (Listed Buildings and Conservation Areas) Act 1990 the Council has a duty to formulate and publish policies for the preservation and enhancement of conservation areas within the borough. The borough currently has 27 conservation areas, 22 of which have appraisals, however, a number of these date from 1995 and whilst some are more recent, most no longer accord with current planning or Historic England guidance.

Background

2.2 The purpose of an appraisal is to provide an analysis of those features that give an

area its special architectural or historic character (its significance), and to identify those elements it is important to retain, re-introduce or enhance. This will help applicants, agents, owners as well as members of the public who have a particular interest in the area, or who are considering development proposals, and provide a basis for the assessment of these by planning officers. Appraisals should be developed in line with council policy and make reference to current legislation and relevant guidance.

- 2.3 Management plans can form part of a conservation area appraisal, or be a separate document, and provide guidance for the successful management of these areas. They can include privately owned and council owned land. Management plans should relate to the emerging Local Development Framework and other relevant information. If approved, conservation area appraisals and management plans will be material considerations in determining planning applications in each area. Both types of document are referenced at appeal and are important in assisting the Planning Inspectorate when making decisions. Management plans can also include proposals for additional controls, such as Article 4 Directions, specific design guidance, for example shopfronts and signage, and site briefs for sensitive locations awaiting development.
- 2.4 Funding from the capital bid programme for financial year, 2018/19, of £20,000 has been approved to commence a rolling review of the borough's appraisal documents. This aims to provide updated appraisals and management plans for all of the borough's conservation areas.

Programme

- 2.5 This is proposed to take the form of a cyclical programme of review on the following basis:
- Prioritise the conservation areas without appraisals.
 - Prioritise those areas that are subject to significant development pressure.
 - Any conservation area reviews that result from the neighbourhood plan process.
 - Areas where the existing documents are outdated.
- 2.6 Based on the above the proposed areas to be addressed in the first year are Cookham High Street (underway), Mill Lane and Old Windsor. In year two, All Saints (Boyn Hill, Maidenhead), Castle Hill (Maidenhead) and Waltham St Lawrence will be reviewed. All of these conservation areas (with the exception of Cookham High Street) do not currently have appraisals. In year three Sunningdale, Datchet and Windsor will be reviewed. This is because Sunningdale and Datchet have some of the oldest appraisals (1995) and Windsor is considered to be under pressure from development. Maidenhead Town Centre and Datchet are also considered to be under pressure from development and therefore depending on development pressure, one or more of these areas may be moved up in priority into either year two or three of the review.
- 2.7 All appraisal documents will be written and/or reviewed by the conservation team, with draft new and revised documents considered by cabinet and subject to public consultation. Consultation responses will be reported to cabinet, alongside the amended final documents to be agreed prior to publication.

Table 1: Options

Option	Comments
<p>Do nothing, do not review and update the appraisals.</p> <p>This is not recommended</p>	<p>This would leave a number of areas without appraisals and others with outdated documents and vulnerable to insensitive change. It would miss an opportunity to engage with local communities and groups with an interest in the area. This approach would result in less robust appraisals that lack the support of stakeholders and may be open to challenge at appeal.</p>
<p>To review the appraisals, and draft new documents ensuring that all the borough's conservation areas have up to date documents.</p> <p>This is the recommended option</p>	<p>This approach would respond to planning legislation and the requirements of the NPPF in terms of preserving and enhancing the significance of the historic assets of the borough.</p> <p>It ensures engagement with stakeholders and proper consideration of the borough's heritage in planning decisions.</p> <p>It provides robust documents that will assist officers and support council decisions at appeal.</p>

Criteria for new designations

- 2.8 As proposals to extend existing, or designate, conservation areas may result from the review and non-listed buildings may be identified as being of local interest; it is important to have an agreed approach to considering these matters. This ensures transparency and consistency of quality in these decisions, see Appendix 1: Proposed criteria for the designation of new and extended conservation areas, and Appendix 2: guidance for agreeing buildings of local interest.
- 2.9 Any buildings identified are likely to form the basis of a formally agreed 'Local List' for the Borough.

3 KEY IMPLICATIONS

- 3.1 The aim of the first three year cycle of the programme is to review and provide new and updated appraisals for nine conservation areas.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Year 1 -	1 April	30 March	28	31	30 March

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
three appraisals reviewed and completed	2019	2019	February 2019	January 2019	2019
Year 2 - three appraisals reviewed and completed	1 April 2020	30 March 2020	28 February 2020	31 January 2020	30 March 2020
Year 3 - three appraisals reviewed and completed	1 April 2021	30 March 2021	28 February 2021	31 January 2021	30 March 2021

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 All costs associated with the rolling appraisal programme will be met from existing budgets.

5 LEGAL IMPLICATIONS

- 5.1 Under the Planning (Listed Buildings and Conservation Areas) Act 1990 the council has a duty to formulate and publish proposals for the preservation and enhancement of conservation areas. Such proposals include conservation area appraisals and management plans. It is expected that the council will consult when the proposals are at a draft stage in line with best practice and as outlined in the 'Conservation Area Designation, Appraisal and Management' by Historic England 2016 (revised 2017).

6 RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
That conservation areas are ill-defined and insufficiently protected.	High	Completion of detailed appraisals, with consultation and adoption by the council to agreed timetable.	Low

7 POTENTIAL IMPACTS

7.1 Levels of enquires from the public might increase – resulting in demand on front line staff. In addition the number of consents required (including for works to trees in conservation areas) may increase, this could result in pressure on existing resource. This will be kept under review for the duration of the three year programme.

8 CONSULTATION

8.1 As part of the review process, the appraisals and management plans will be subject to internal and wider public consultation as required by the act and in line with good practice. The consultation will include individually addressed letters being sent to all residents living or working in the area; councillors; relevant local bodies and groups, such as parish councils, local history societies; and statutory bodies, such as Historic England. The draft proposals will be available to view in local libraries and on the council's web site. All proposals will be advertised in a local paper and be subject to a public meeting attended by members of the conservation team, as required by the Act.

8.2 Once plans are approved, any changes to the boundaries of existing conservation areas, or new conservation areas, will be published in the local paper and in the London Gazette; the Secretary of State and Historic England will be notified; and the council's GIS system and Local Land Register updated.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The timetable for implementation on the conservation appraisals for two areas are detailed in table 5.

Table 5: Implementation timetable (Current Financial year)

Date	Details
October 2018	Adoption of a revised Cookham Village (former High Street) Conservation Area Appraisal
December 2018	Adoption of a Conservation Area Appraisal for Mill Lane
March 2019	Adoption of a Conservation Area Appraisal for Old Windsor

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix 1: Criteria for the designation of conservation areas and extensions (electronic format)
- Appendix 2: Checklist for identifying buildings of local significance (electronic)

11 BACKGROUND DOCUMENTS

Planning (Listed Buildings and Conservation Areas) Act 1990

National Planning Policy Framework 2012

Historic England 'Conservation Area, Designation Appraisal and Management' Advice

Note 2016

Historic England 'Understanding Place Historic Area Assessment' 2017

12 CONSULTATION

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Coppinger	Lead Member	30.05.2018	31.05.18
Alison Alexander	Managing Director	30.05.2018	1.6.18
Russell O'Keefe	Executive Director	30.05.2018	31.05.18
Andy Jeffs	Executive Director	30.05.18	1.06.18
Rob Stubbs	Section 151 Officer	30.05.18	1.06.18
Louisa Dean	Communications	30.05.18	1.06.18

REPORT HISTORY

Decision type: Key decision entered onto forward Plan on the 27 th April 2018	Urgency item? No	To Follow item? Yes
Report Author: Victoria Goldberg, Development Management Manager- Enforcement and Conservation. T. 01628 796042.		

APPENDIX 1

Eligibility criteria for the designation of conservation areas/ conservation areas extensions and deletions

- 1. The area should display a particular character, which could be defined in the following ways:**
 - (A) By the architectural quality of the buildings and features, listed and non-listed within the area
 - (B) Townscape quality, street layout and building lines, open and enclosed spaces, views within the area, views from outside and landmark buildings/features
 - (C) The area may have a homogeneity of building types, size, scale, overall design or building materials, which may be vulnerable to certain forms of development.
 - (D) The area may have particularly strong relationships between the buildings and their settings, in particular topography, water bodies, trees and open spaces.

- 2. The area should have a definable physical boundary.**

- 3. The area may be interesting historically.**

Calculation to determine whether designation is recommended

Definable Character A, B, C, D (4)	Definable Boundary (1)	Interesting historically (1)	TOTAL POINTS OUT OF 6
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To designate as a conservation area:

5 ~ 6 points

To de-designate / not designate

0 ~ 4 points

APPENDIX 2

Criteria for identifying buildings or features of local significance

To be considered at least two of the following criteria should be met:

- 1) Has architectural interest or quality
- 2) Is a landmark feature
- 3) Has a relationship with adjacent designated heritage assets in age, materials or in any other historically significant way
- 4) Individually, or as part of a group, should illustrate the development of the local area
- 5) Has significant historic associations with features such as a historic road layout, a park or a landscape feature (designed or natural)
- 6) Has historic associations with important people or past events
- 7) Reflects the traditional functional character or former uses of the area
- 8) Contributes positively to the character or appearance of the area

Report Title:	Appointments to Outside and Associated Bodies
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Bateson, Principal Member for Neighbourhood Planning, Ascot and the Sunnings
Meeting and Date:	Cabinet – 28 June 2018
Responsible Officer(s):	Alison Alexander
Wards affected:	All

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REPORT SUMMARY

This report deals with the appointment of representatives to serve the Council on a number of associated and outside bodies, see Appendix 1.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i. **Appoints representatives to serve on the organisations listed in the schedule Appendix 1.**
- ii. **Delegates authority to the Executive Director, in consultation with the Leader of the Council and Leader of the Opposition Group, to fill any ad hoc vacancies that might arise through the year from nominations received.**

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

- 2.1 The Council makes a number of appointments to outside bodies. The schedule attached at appendix 1 details the appointments due in June 2018 and indicates the nominations received for each body. Where organisations have stipulated, or have expressed a preference that the representative appointed be a serving Councillor, this is indicated.

Table 1: Options

Option	Comments
To appoint representatives to the outside bodies as detailed in Appendix 1.	Group Leaders have been concluded on the proposed appointments.
The recommended option.	
Not to appoint representatives to the outside bodies as detailed in Appendix 1.	Not appointing would mean the Council was not represented on a number of outside bodies within the local authority.

3 KEY IMPLICATIONS

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
% Council representation on outside and associated bodies that wish to have representatives	Less than 80%.	80-90%.	91-95%.	96-100%	June 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications above basic budget arising from this report.

5 LEGAL IMPLICATIONS

5.1 The Council's Constitution stipulates that the Cabinet shall make appointments to external bodies in accordance with paragraph 19 of Schedule 2 of the Local Authorities (Functions & Responsibilities) (England) Regulations 2000 as amended.

6 RISK MANAGEMENT

6.1 None

7 POTENTIAL IMPACTS

7.1 Members appointed to associated and outside bodies ensure good governance and promote partnership working within the Royal Borough.

8 CONSULTATION

8.1 Group Leaders have been consulted on the proposed nominations.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The timetable is set out in table 5.

Table 5: Implementation timetable

Date	Details
28 June 2018	Cabinet agrees appointments
10 July 2018 onwards	Organisations notified of appointments following end of call-in period

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix 1 – Proposed nominations to outside and associated bodies. (To Follow)

11 BACKGROUND DOCUMENTS

11.1 The Council's Constitution – Part 7E – Advice to Members (Duties on Outside Bodies).

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Bateson	Principal Member, Neighbourhood Planning, Ascot & the Sunnings		
Karen Shepherd	Service Lead – Information Governance and Democratic Services	18/5/18	18/5/18
Elaine Brown	Head of Law and Governance	18/5/18	
Alison Alexander	Managing Director	18/5/18	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Nabihah Hassan-Farooq		

Organisation	Organisation Aims and Meetings	No. of appts required	Current / Former Cllr reps	Other Reps	Notes	Recommended Appointment
1 year appointments						
Age Concern Windsor	To promote the well being of all older people in Windsor. 4 times per year at The Spencer Denney Centre.	1	Cllr M Airey			Cllr M Airey
Berkshire Local Transport Body	From 2015, funding for major transport schemes will be devolved to Local Transport Bodies (LTBs). The Department for Transport (DfT) sets out within the comprehensive guidance accompanying this process that LTBs will be voluntary partnerships between Local Authorities, Local Enterprise Partnerships and other optional organisations. Quarterly meetings	1 + 1 Deputy	Cllr Bicknell, Cllr Hill (deputy)		Representative must be Councillors	Cllr Bicknell, Cllr Hill (deputy)
Housing Solutions	To provide a quality housing service that reflects the needs and demands of tenants on a non profit-making basis. 9 meetings a year in Crown House.	1	Cllr McWilliams		Representative must be a Councillor	Cllr McWilliams
Berkshire Joint Strategic Planning Committee	At least 4 times a year	2	Cllr D Wilson (voting), Cllr Walters (observer)		1 voting & 1 observer. Must be Councillor	Cllr Coppinger (voting), Cllr Walters (observer)
South Central Health Overview And Scrutiny Group	Currently not in operation but left body active in case a meeting is called.	1	Cllr Ilyas		Rep should be Chairman of Adult Services & Health O&S, or Member of Adult Services & Health O&S if Chair chooses not to act	O&S Chairman when appointed
Local Authorities Aircraft Noise Council	To deal with problems affecting members arising from the nuisance created by the operation of aircraft. March, June, September and November at Spelthorne Borough Council Offices, Knowle Green, Staines, TW18 1XB .	3 + 1 deputy	Cllr Beer, Cllr Lenton, Cllr Bowden	Mrs Z Ceasar		Cllr Beer, Cllr Lenton, Cllr Bowden
South East Employers	To promote good industrial relations, training & development, information services to 81 local authorities. Six full meetings a year plus a conference.	2 + 2 deputies	2 vacancies		Representatives must be Councillors. Appointment must be by the 6th June 2018	2 vacancies
South East Reserve Forces & Cadets Association	Local civilian body for building, recruitment and general support of the nation's reserve forces. Two county meetings per year in Reading.	1	Cllr Walters			Cllr Walters
Thames Basin Heaths Special Protection Area Strategic Partnership	The Thames Basin Heaths Joint Strategic Partnership (The Partnership) will provide a vehicle for joint working, liaison and exchange of information between the local authorities and other organisations affected by the Thames Basin Heaths SPA and related planning or land management issues. Approx 3 times per year.	1	Cllr Hilton			Cllr Hilton
Windsor and Eton Society	To conserve the heritage of the buildings and the environment of the conservation area situated adjacent to Windsor Castle and other buildings and places of architectural or historic interest within the boundaries of Windsor.	2	Cllr Quick, Cllr C Rayner		Representatives must be Councillors.	Cllr Quick, Cllr C Rayner
Windsor Old People's Welfare Association	Care of the elderly in Windsor . One meeting per month.	2	Cllr Quick, Vacancy			Cllr Quick, Vacancy
2 year appointments						

Heathermount, The Learning Centre- Governing Body	Heathermount is an independent residential school, but offering some day places, for pupils aged 5-19 who have severe language and communication difficulties, including autism and Asperger Syndrome.	1	Cllr Dr L Evans			Cllr Dr L Evans
Windsor Festival Society	To bring first class music by international artists and orchestras to audiences in Windsor, Eton and Maidenhead.	1	Cllr Rayner			Cllr Rayner
Maidenhead & District Arts Council	To advance the education of the public in the Maidenhead area of the RBWM in the appreciation of and participation in the Arts. To provide or assist with the provision of facilities and resources available to the aforementioned public for the appreciation of and participation in the Arts.	1	Cllr Diment			Cllr Diment
Maidenhead and Windsor CAB	To provide free, impartial and confidential advice and advocacy to all those who require it in the area of Windsor and Maidenhead and its surroundings.	2	Cllr Wilson, Cllr Love, vacancy			Cllr Wilson, Cllr Love, vacancy
3 year appointments						
Charters School Community Recreation Centre Trust	To provide and to promote the use of recreational and leisure facilities at Charters School, Sunningdale in the interests of social welfare for the benefit of and with the object of improving the conditions of life of the residents of the civil parishes of Sunningdale and Sunninghill. Such facilities to be available to members of the public at large.	3	Cllr Bateson, Cllr Dr L Evans, Cllr Yong			Cllr Bateson, Cllr Dr L Evans, Cllr Yong
Youth & Community Centre Management Committee - Cox Green	N/A	2	Cllr Brimacombe			Cllr Brimacombe
Windsor Municipal Charities	To cater for the welfare and housing of poor people of the royal borough of new Windsor	3 +1 deputy	Cllr M Airey, Cllr C Rayner, Cllr Shelim	Mr P Smith		Cllr M Airey, Cllr C Rayner, Cllr Shelim
4 year appointments						

Organisation	Organisation Aims and Meetings	No. of appts required	Current / Former Cllr reps	Other Reps	Notes	Recommended Appointment
Charles Davis Trust	General benefit of the poor within the old borough of Maidenhead.	3 +1	Cllr Love, Cllr Walters + Mayor	Mrs D Kemp		Cllr Love, Cllr Walters + Mayor
Court of Imperial College	Forms part of the board of governors for the college.	1	Cllr Burbage			Cllr Burbage
Vacancies to be Appointed During the Year						
Swan Lifeline	To rescue, provide shelter and treatment for and otherwise relieve sick, neglected and injured swans or any other species of bird the Trustees consider to be in need of attention. To advance the education of the public about the incidence and effect of pollutants on swans and other waterfowl of the rivers and waterways of the UK.	1	Vacancy			Vacancy

Report Title:	Infrastructure: Suitable Alternative Natural Greenspace capacity and Suitable Alternative Natural Greenspace (SANG) delivery to support the BLP
Contains Confidential or Exempt Information?	NO – Part I
Member reporting:	Councillor Coppinger, Lead Member for Planning
Meeting and Date:	Cabinet 28 June 2018
Responsible Officer(s):	Russell O’Keefe Executive Director & Jenifer Jackson, Head of Planning
Wards affected:	Ascot & Cheapside, Sunninghill & South Ascot and Sunningdale



REPORT SUMMARY

1. RBWM provides Strategic Suitable Alternative Natural Greenspace (SANG) capacity for relevant housing developments to enable them to proceed. This fulfils statutory obligations to protect the integrity of the Thames Basin Heaths Special Protection Area; and to provide new and enhanced open spaces (SANGs) for the residents of the borough to enjoy.
2. The BLP Submission Version (BLPSV) contains additional allocation for Suitable Alternative Natural Greenspace through an extension at Allen’s Field. This would meet the requirements for mitigation in the first 5 years of the plan period.
3. Strategic SANG capacity is under particular pressure from unplanned developments outside of defined settlements and developments proposing to bring forward a greater amount of development than the BLP SV allocates placing a strain on existing and future Strategic SANG capacity.
4. The council is proactively progressing options to ensure that additional SANG comes forward through to 2033 to assist in mitigating the impact of new residential development. There are a number of opportunities currently available and the council is investigating them all in consultation with Natural England.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION:

That Cabinet notes the report and:

- i) Gives authority to the Executive Director, Place to pursue negotiations on behalf of the council with landowners, to enter into lease agreements or other legal agreements with landowners and to make a planning application for the purposes of providing SANG to meet BLP requirements to 2033.
- ii) Gives authority to the Head of Planning not to provide capacity in the council’s Strategic Suitable Alternative Natural Greenspaces (SANGs) for large prior approval schemes or other unplanned large applications located beyond the defined settlements Ascot, Sunninghill and Sunningdale or on

allocated sites where the proposals are in excess of the BLPSV allocation by more than 9 additional units which are considered to undermine the Council's Thames Basin Heaths Special Protection Area Avoidance and Mitigation Strategy.

- iii) Gives authority to the Executive Director, Place to pursue negotiations on behalf of the council with any other council which may have surplus SANG capacity and to authorise the Executive Director to enter into any necessary legal or lease agreement with that council for the purposes of securing SANG capacity to support the BLPSV.**

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

- 2.1 The Thames Basin Heaths, which cover parts of Surrey, Hampshire and Berkshire, comprise a rare example of lowland heathland. It is home to three important bird species, (the Dartford Warbler, the Nightjar and the Woodlark) and protected by international law (the EU Birds Directive and the EU Habitats Directive), national legislation (the Conservation of Species and Habitats Regulations 2010 (as amended)) and by planning policy as a 'Special Protection Area' (SPA). The heaths, and the birds that nest and breed there, are easily disturbed by people and their dogs.
- 2.2 To comply with legislation the council must ascertain that any development in the borough would not harm the integrity of the SPA either by itself or in combination with all other applications in the other 11 local authorities affected by the SPA. An Appropriate Assessment is undertaken on all relevant planning applications (and development plans). This involves:
- Predicting the likely effects of the development.
 - Assessing whether the predicted effects are likely to have an adverse effect on the integrity of the SPA.
 - Proposing avoidance and mitigation measures.
 - Consulting conservation bodies, where required.
- 2.3 The council has identified an extension to the current Strategic SANG at Allen's Field within the BLPSV. This provides sufficient capacity to meet the first five years of development in the plan (allocated sites and windfalls). Additional capacity is required for the remainder of the plan period from 2023-2033 in order that residential development may be brought forward. Without that capacity planning permission should not be granted.
- 2.4 In order to allocate land for residential development and bring forward planned development, the council through the local plan process is required to demonstrate that sufficient SANG capacity is available to be able to mitigate the impacts of proposed residential development. This process is required to support the Borough Local Plan Submission Version (BLPSV) to provide SANG for planned development coming forward to 2033. Each SANG has its own capacity and, depending on its size, also its own catchment within which it can mitigate residential development. At the current time the south west extent of the parish of Sunningdale is not mitigated by the Allen's Field SANG for development which is for 10 or more units.

Types of SANGs

- 2.5 There are two types of SANGs:

- Strategic SANGs which are open space land owned or managed by the council to which developments pay financial contributions towards their enhancement to SANG status and long term management. These are mainly for smaller or urban developments which cannot realistically provide their own land for SANGs.
- Bespoke SANGs which are new open spaces provided mostly for large developments where the developer upgrades the land to SANG status and then usually transfers the land to council ownership with maintenance sums to guarantee its long term management.

Strategic SANGs

- 2.6 Development of nine or fewer dwellings can make a contribution to any SANG irrespective of catchment distances. Developments of 10 or more dwellings have to be located within the catchment of a SANG. The council currently operates and manages a Strategic SANG at Allen’s Field in South Ascot. The council is intending to extend this SANG through allocation via the borough local plan process to give capacity for future developments and enable them to proceed.

Bespoke SANGs

- 2.7 There is currently no bespoke SANG operating within the Borough: bespoke in this case means to serve a particular development. A bespoke SANG arrangement has been agreed for land at Heatherwood Hospital and planning consent granted. Other sites allocated in the BLP have been identified as requiring a bespoke SANG arrangement, for example, Sunningdale Park.

Table 1: Options

Option	Comments
The council pursues the opportunities open to create additional Strategic and Bespoke SANG capacity with landowners and other council’s with the sole purpose of securing SANG capacity to meet the requirements of the BLP SV at least to 2033. The recommended option.	Strategic and bespoke SANG arrangements are possible given the opportunities currently before the council; this would give a clear strategy for SANG delivery to support BLPSV development for the plan period.
The council pursues only one option to secure additional SANG capacity. Not the recommended option.	This option would come with the risk that this is not achieved and the requirement to mitigate the impact of residential development cannot be met which results in a moratorium on development in the part of the Borough within 5km of the TBH SPA until an alternative solution is found.
The council does not pursue any option to secure additional SANG capacity. Not the recommended option.	This option would introduce some uncertainty around the delivery of development within the 5km zone from 2023 onwards and could result in a moratorium on development in this part of the Borough until an alternative solution is found.

- 2.8 In addition to the SANG capacity to be provided at Allen's Field through the BLPSV the council is seeking further capacity for developments allocated in the plan from year five onwards. Discussions with landowners are taking place on this basis, in confidence. The larger the land area then the greater amount of development that could potentially be mitigated (assuming very limited existing public access), also the greater the extent of influence (catchment) from the SANG which would mitigate schemes over 10 dwellings wherever these are in RBWM. If the influence of the SANG extended beyond the Borough boundary it might also be possible to consider releasing capacity to adjoining Boroughs.
- 2.9 Natural England has set locational and design criteria, including essential and desirable requirements, for the provision of SANG given that the purpose is to attract dog walkers away from the Thames Basin Heaths Special Protection Area. These are set out in sections 2.10 to 2.12 below.

Locational criteria

2.10 Essential:

- A wholly new site or an enhancement of existing public open space if the site is currently underused and has substantial capacity to accommodate additional recreational activity or could be expanded, taking into account the availability of land and its potential for improvement.
- Be in a location where it will divert visitors especially dog walkers away from sections of SPA coast which are sensitive to additional human disturbance and where a significant increase in visitors is predicted.
- Be large enough to include a variety of paths which enable at least one circular walk of at least 5 km (approx. a 60 min walk).
- Be in a location where a SANG would be acceptable in terms of planning policy and traffic generation, and would not have an unacceptable impact on biodiversity e.g. a nature conservation site protected under a local or national designation.
- Be sufficiently large to be perceived as a cohesive semi-natural space, offering tranquillity, with little intrusion of artificial structures (except in the immediate vicinity of car parks) and with no unpleasant intrusions of other kinds e.g. wastewater treatment odours.

Criteria for design and facilities

2.11 Essential

- Includes a variety of paths which enable at least one circular walk of at least 2k.
- Includes adequate car parking for visitors with that car parking being well located in relation to the road network.
- Be clearly signed at access points and at key junctions on the surrounding road network, with an information panel at each access point which explains the layout of the SANG and the routes available to visitors.
- Access points for visitors arriving on foot must be well located in relation to nearby residential areas.
- Designed so that the SANG is perceived by users as a cohesive semi-natural space which is safe and easily navigable.
- Paths must be clearly discernible, well signposted/waymarked, and have firm, level, well drained surfaces (albeit unsealed to avoid any 'urban feel') in order to be useable throughout the winter.

- Movement within the SANG must be largely unrestricted, with plenty of space away from road traffic.
- Dogs are welcome and the majority of the sites is suitable for safe off-lead dog exercise.

2.12 Desirable:

- Car parking would be free of charge in the winter and preferably all year round.
- Has multiple access points and with car parking at each rather than in a single location.
- Incorporates innovative and attractive dog walking facilities such as dog activity trails, agility courses, enclosed off-lead training/exercise areas, dog washing facilities.

Practical arrangements

Allen's Field

- 2.13 The current strategic SANG at Allen's Field is leased to the council by a charitable trust on a 99 year lease to meet the requirements from Natural England that the SANG is secured in perpetuity. The council is responsible for the maintenance and management of the SANG and also bore the capital cost of the initial works required to layout the land to meet Natural England's requirements for a SANG. The freeholder receives payments from the council on the basis of a fixed sum per dwelling allocated to the SANG paid quarterly. There is a finite capacity, this is monitored by the council. The remaining capacity is around 210 dwellings. This capacity takes account of hard and soft commitments including applications already before the council but not yet determined but excluding developments over 50 units. The alternative approach would be to enter into a lease based on an external valuation of the land.
- 2.14 The council would anticipate an initial capital outlay and ongoing management costs for any new strategic SANG provision. This would need to be calculated. The council would then be required to establish the carrying capacity of the SANG by conducting a survey of usage of the land currently and an assessment of its capacity for recreational activity; this would be funded through capital in 2018/19. This would give the capacity of the SANG for the purposes of mitigating the impact of dwellings. The council would then be able to work out the income generated through contributions from developers which are paid on commencement. Subtracting the outlay and maintenance costs from the income would give a residual sum which would be allocated to the landowner. As this is at very early stages this information has not yet been collected, further work will continue following the cabinet decision. Planning permission would be required for the change of use of land to SANG and this report seeks authority to make a planning application in advance of the council securing any lease agreement together with covering the costs of making such an application.

Adjoining authorities

- 2.15 SANGs have a catchment area which extends beyond administrative boundaries which mean that development in some areas of the borough could be mitigated through alternative provision outside the borough. Officers are in contact with adjoining authorities to discuss this option and delegated authority is sought to pursue this arrangement including any legal, financial or lease agreements which the council would be required to be entered into to secure the arrangement.

Bespoke SANG opportunities

- 2.16 In relation to bespoke arrangements; permission for a bespoke SANG has already been given as part of the Heatherwood Hospital development in order to mitigate the residential development granted in outline as part of that planning consent. There is additional capacity to that required by the outline consent, the council sought to secure this additional capacity as part of the negotiation on the planning application; notwithstanding that the council does not control the capacity it is still available for a separate and private arrangement to be reached with the landowner. There is a current planning application at Sunningdale Park where a bespoke SANG is proposed which has significantly more capacity than that site alone requires and the council would want to secure that the additional SANG capacity may be controlled by the council through an appropriate mechanism.
- 2.17 The council, as local planning authority, currently has planning applications and appeals for sites located in the south of the Borough which require SANG mitigation. Developments which can pay financial contribution to strategic SANGs are usually under 109 dwellings but there are some exceptions. Development of 9 or fewer dwellings can make a contribution to any SANG irrespective of catchment distances. Developments of 10 or more dwellings have to be located within the catchment of a SANG. In the case of sites allocated for residential development in the BLPSV the planning application proposals seek a significant uplift above the site capacity allocated in the BLP.

3 KEY IMPLICATIONS

- 3.1 If the council was to continue to allow the use of strategic SANG capacity to mitigate these developments above plan allocation and unplanned development of over 10 dwellings located outside the defined settlement boundary then the available strategic SANG capacity would be significantly further reduced. The impact could be that Strategic SANG capacity which has been safeguarded for allocated sites in the BLPSV could be used up. This could result in sustainably located plan-led developments being put at risk of not being implemented in a timely manner or not at all.
- 3.2 Equally if a large number of SANGs were to come forward within the borough at a capacity which exceeded the required level of mitigation to 2033 there is a risk that the SANGs could not be appropriately managed in perpetuity as the monies collected would not cover the ongoing costs. Clearly there is a balance to be struck and the council is being proactive in SANG delivery.

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Lease arrangement to secure further Strategic SANG in RBWM in addition to Allen’s Field extension.	January 2019	Lease signed by 31 December 2018	30 November 2018	1 November 2018	December 2018

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Capital Works identified to lay out land as Strategic SANG and SANG management plan produced.	January 2019	31 December 2018	30 November	1 November 2018	December 2018
Consultant procured to advise on SANG capacity.	October 2018	1 September 2018	1 August 2018	1 July 2018	September 2018
Additional Bespoke SANG secured through planning process.	January 2019	December 2018	November 2018	October 2018	December 2018
Arrangements in place with adjoining council to access additional strategic or bespoke SANG capacity.	January 2019	December 2018	November 2018	October 2018	December 2018

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The initial work can be met from existing budgets. The next stage is commissioning consultants to carry out work to identify SANG capacity, set out a SANG proposal, cost it and then prepare a SANG management plan. The work would be conducted in year using capital funds for infrastructure delivery. The cost of any valuations required would be met from the same capital fund.
- 4.2 The expected income from the provision of SANG would be either passed on to the landowner or retained by the council in order to fund the ongoing management and maintenance of the land as SANG in perpetuity. A planning application would need to be made for any land proposed as new Strategic SANG which would involve a cost in preparing a planning application and paying the required fee, it is anticipated that this would also be met from capital funds.
- 4.3 At this stage it is anticipated that forward funding of the laying out of the land as SANG would be required. This aspect of the project will require a capital bid in 2019/20 or

necessitate forward funding from an alternative source: it is estimated that a new strategic SANG could involve a capital outlay of up to £250,000.

Table 3: Financial impact of report's recommendations

REVENUE	2018/19	2019/20	2020/21
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£250,000	£0
Reduction	£0	£0	£0
Net impact	£0	£250,000	£0

5 LEGAL IMPLICATIONS

- 5.1 The council is able to set up and manage strategic and bespoke SANG to mitigate the impact of residential development within 5km of the TBH SPA, this is achieved through the planning process using section 106 agreements. In addition the council is required to demonstrate how the BLP SV will be supported in its delivery through the provision of SANG to meet capacity needed from 2023 onwards.

6 RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
The council is unable to secure additional SANG capacity.	HIGH	The council pursues more than one option to provide SANG capacity within the borough and alternative options outside the borough.	LOW
The council refuses planning applications which seek to rely on SANG capacity thus preventing allocated sites from coming forward.	MEDIUM	Officers are authorised to act in this way and to support the BLP SV.	LOW
The council has costs awarded against it at	MEDIUM	The council pursue the	LOW

Risks	Uncontrolled Risk	Controls	Controlled Risk
appeal for failing to bring forward SANG capacity.		provision of additional SANG.	
Appeals for housing within the 5km zone are allowed which utilise more SANG capacity than planned for in the BLPSV thus reducing the ability to meet the needs of allocated and windfall sites which the Inspector identifies as a soundness issue.	MEDIUM	The council actively pursues all options for the provision of additional SANG.	LOW

7 POTENTIAL IMPACTS

- 7.1 Should the council secure land as SANG through a lease agreement there will be an addition to the assets that the council manages and maintains and there will be a requirement to manage the land in accordance with a SANG management plan. Monies secured through Section 111 agreement under the Local Government Act will have to be monitored to ensure that payments are made at the appropriate time in the planning process and that the necessary payments are passed to the landowner and SAMM payments to Hampshire County Council for wider monitoring of the SPA. This introduces additional work for the section 106 monitoring officer.
- 7.2 An EQIA scoping assessment has been completed, an EQIA is not required.

8 CONSULTATION

- 8.1 The report will be considered by Planning and Housing Overview and Scrutiny Panel in June 2018, comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

- 9.1 The council has more than one opportunity currently for ensuring delivery of SANG to mitigate the impact of residential development in the borough: as this report sets out all available opportunities are being explored, not all will be needed.

Table 5: Implementation timetable

Date	Details
By 30 June 2018	Initial meetings with all landowners to be held to establish basis of work, in principle before costs are incurred.
To be commissioned by 1 September 2018 to undertake work by 31 December 2018.	Consultant procured to advise on SANG capacity.
By 1 August 2018.	Meeting with adjoining authority.
By 31 March 2019	Planning application to be prepared, including plans and SANG management plan, and submission made for new SANG (if required)

9.2 Implementation date if not called in: Immediately.

10 APPENDICES

- None.

11 BACKGROUND DOCUMENTS

11.1 The Council has an adopted Supplementary Planning Document on this matter which can be found at https://www3.rbwm.gov.uk/info/201039/non-development_plan/494/supplementary_planning_documents/1

11.2 Further relevant documents are contained in the BLP Submission section on the website including the BLPSV, the Sustainability Appraisal and the Habitat Regulations Assessment. https://www3.rbwm.gov.uk/info/200209/planning_policy

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Coppinger	Lead Member for Planning	25.05.18	29.5.18
Alison Alexander	Managing Director	25.05.18	30.05.18
Russell O'Keefe	Executive Director	25.05.18	26.05.18
Andy Jeffs	Executive Director	25.05.18	30.05.18
Rob Stubbs	Section 151 Officer	18.05.18	24.05.18
Nikki Craig	Head of HR and Corporate Projects	25.05.18	29.05.18
Louisa Dean	Communications	25.05.18	29.05.18
Marc Turner	Natural England	18.05.18	29.05.18

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	No
Report Author: Jenifer Jackson, Head of Planning		

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Report Title:	Vicus Way Car Park
Contains Confidential or Exempt Information?	YES: Appendix B and C Part II. Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.
Member reporting:	Councillor Evans Lead Member for Maidenhead Regeneration and Maidenhead.
Meeting and Date:	Cabinet 28 June 2018
Responsible Officer(s):	Russell O'Keefe, Executive Director
Wards affected:	All Wards

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REPORT SUMMARY

- 1 The report seeks approval for the construction of a new car park at Vicus Way, Maidenhead, creating 513 permanent car parking spaces for the use by local business, residents and commuters.
- 2 The construction of Vicus Way Car Park, will improve public parking provision in the town centre during and after the redevelopment of Broadway Car Park.

1 DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and approves :

- i) **The development of a permanent multi storey car park at Vicus Way.**
- ii) **Recommends to Council an additional capital budget of £3,687,249.**
- iii) **Delegate authority to the Executive Director with the Lead Member for Maidenhead Regeneration and Maidenhead to submit a planning application and appoint contractors.**

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

- 2.1 The regeneration of Maidenhead will improve economic vitality, housing provision, connectivity and the Borough status as a major tourism destination.
- 2.2 The redevelopment of four Council owned sites, for mixed use, residential, retail and commercial as part of the regeneration of Maidenhead results in the removal of some existing surface town centre public car parking provision.
- 2.3 The Council's parking plan will ensure there is no overall loss of parking provision during the regeneration process and that once the regeneration is completed a significant increase in public parking exists.
- 2.4 On the 26 September 2017 Council agreed a budget of £12,344,600 for the construction of new temporary and permanent parking provision across the

Borough in line with the emerging parking plan. Delegated authority was provided to the executive director and lead member to finalise the parking plan and carry out procurement for temporary and permanent parking provision. During the period September 17 to date several options and locations have been explored for the provision of car parking. Including exploration on provision of additional permanent car parking, and reduction of the expenditure on temporary car parking, which does not deliver value for money.

- 2.5 Three locations have been confirmed for the provision of temporary car parking:
 - Clyde House warehouse -Reform Road - 60 spaces
 - Ten pin bowling site – St Clouds Way - 100 spaces
 - The landing site – Queen Street- 80 spaces
- 2.6 Vicus Way, known as 1&2 Stafferton Way, is a Council owned site. Vacant possession of the site recently has provided an opportunity for the provision of temporary car parking for council employees, and for longer term permanent parking.
- 2.7 Vicus Way, does have the ability to offer a potential site for mixed use retail and residential. However, due to the recently constructed 'Loftings' site next door, and the volume of planned redevelopment within the town centre, it has been determined that the location of this site close to the station is better suited to provision of permanent car parking. Initial feasibilities were carried out that confirmed that this use class would be appropriate.
- 2.8 The option for permanent car parking provision at Vicus Way, means the Council can significantly reduce its planned expenditure on temporary parking, which provides poor value for money, and instead invest capital in a permanent public parking solution for the long term benefit of residents, visitors, commuters and businesses, in addition to delivering a financial return to the Council.
- 2.9 The project would replace the proposal to add an additional deck of parking at Stafferton Way car park. The Council subsequently received Local Enterprise Partnership (LEP) funding to support the expansion of Stafferton Way car park. The LEP funding will be utilised towards the build cost of the car park at Vicus Way, providing a better value for money option.
- 2.10 The project delivers on the Council's plan to maintain parking capacity during the regeneration of the Town as the temporary parking and new permanent Vicus Way Car Park would be completed and open prior to the planned redevelopment of Broadway Car park commencing.
- 2.11 In addition to the temporary parking outlined in paragraph 2.5 and Vicus Way car park project, £1,248,000 has been set aside from the original parking budget for work on additional permanent parking at River Street Windsor and £250,000 to bring forward surface public parking provision early as part of the new Braywick Leisure Centre. This means the original £12,344,600 capital budget for parking would be allocated as set out in the table below:

Table 1: Allocation of original capital budget for parking

	Schemes	Spaces	Amount
1	Temporary Surface Parking	240	£2,846,600
2	Braywick Leisure Centre	250	£250,000
3	Vicus Way Car Park	513	£8,000,000
4	River Street Car Park	145	£1,248,000
	Totals	1148	£12,344,600

2.12 The Council will also explore with the Local Pensions Partnership (LPP) the potential for a joint venture for the funding of this scheme and the planned Broadway Car Park redevelopment.

Table 2: Options

Option 1	Comments
Proceed with the delivery of a Multi-Storey split deck car park at Vicus Way, providing 513 permanent car parking spaces. Recommended	This maintains parking capacity during redevelopment of town centre regeneration sites and improved public parking provision for the long term.
Option 2	
Retain site for future redevelopment opportunities, which could include mix use, retail and residential. Not recommended	With the planned regeneration of the Town arrival of Crossrail, it is essential that we can deliver permanent car parking provision to meet current and future need and demand.

3 KEY IMPLICATIONS

- 3.1 The provision of permanent car parking at Vicus Way will increase permanent parking provision for commuters, local businesses and residents by 513 spaces.
- 3.2 The provision of Vicus Way, will ensure that during the redevelopment and regeneration of key town centre council owned sites including Broadway Car Park, parking capacity will never reduce for users below the current levels.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Planning Submission	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	June 2018
Planning Decision	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	September 2018
Vacant Possession of Site	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	September 2018

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Start on Site	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	October 2018
Practical Completion of Project	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	December 2019
Handover to Parking Team	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	January 2020
Demolition of Broadway Car Park.	2 months after date of delivery	Date of Delivery	1 month before date of delivery	2 months before date of delivery	January 2020

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The cost of the project is £13,207,249. The project costs have been 75% market tested through the SCAPE Framework, with Balfour Beatty. An investment case showing a positive Net Present Value (NPV) is included at Appendix B.
- 4.2 The project will be funded through utilisation of £8,000,000 of the car parking budget; £1,520,000 of LEP funding and the additional capital award of £3,687,249 from the Council's capital programme.

Table 4: Financial impact of report's recommendations

REVENUE	2018/19	2019/2020	2020/2021
Addition	£0	£0	0
Reduction	£0	£0	£615,600
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£3,687,249	£0
Reduction	0	0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

- 5.1 The Council are the freeholder of this site, and the site is currently being used for the provision of temporary surface car parking for staff. The Council has the power to allocate capital spend, and deliver projects its own land, for the benefit of providing infrastructure requirements for the Borough.

6 RISK MANAGEMENT

6.1 Please see attached at appendix D, a full risk register for this project.

Risks	Uncontrolled Risk	Controls	Controlled Risk
The contractors do not have the necessary skills to progress the project	High	Robust specification and procurement process	Low
The projects exceed the cost envelope or planned timescales	High	Effective development management processes	Low

7 POTENTIAL IMPACTS

7.1 It is essential that Vicus Way Car Park is delivered before Broadway Car Park, can be demolished, and re-provided, in order to maintain parking provision numbers.

8 CONSULTATION

8.1 The proposal has been discussed with local stakeholders through the Partnership for the Rejuvenation of Maidenhead (PROM).

8.2 The report will be considered by the Overview and Scrutiny Panel, comments will be reported to Cabinet.

8.3 Additional consultation is planned with local residents and businesses as part of the planning process.

9 TIMETABLE FOR IMPLEMENTATION

9.1 The following table gives the planned programme for the delivery of this project, which is subject to planning, further site due diligence and investigation.

Table 5: Implementation timetable

Date	Details
June 2018	Submit Planning Application
September 2018	Resolution to Grant Planning
October 2018	Start on site
December 2019	Practical Completion
January 2020	Handover of project to Council's Parking Services

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 The Appendices that support this report are:

- Project Brief – Appendix A

- **Investment Case – Appendix B – Part II – Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**
- **Budget Analysis – Appendix C – Part II – Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**
- Project Risk Register – Appendix D
- Project Governance Arrangements – Appendix E

11 BACKGROUND DOCUMENTS

12.1 None

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr Evans	Lead Member	29/5/18	
Alison Alexander	Managing Director	29/5/18	30/05/18
Russell O’Keefe	Executive Director	29/5/18	
Andy Jeffs	Executive Director	29/5/18	
Rob Stubbs	Section 151 Officer	29/5/18	30/05/18
Nikki Craig	Head of HR and Corporate Projects	29/5/18	30/05/18
Louisa Dean	Communications and Marketing Manager	29/5/18	30/05/18
	Other e.g. external		

Report History

Decision type: Key decision May 2018 added to the Forward Plan as a Cabinet item.	Urgency item? No	To Follow item. Not Applicable
Report Author: Russell O’Keefe – Executive Director, 01628 796222		



Project Brief

RBWM Car Park Regeneration – Vicus Way MSCP



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD

Balfour Beatty

Document Status

Rev No	Prepared By	Reviewed By	Approved By	Status	Date
1	Liam O'Donovan (Balfour Beatty)	Farakh Bungish & James Cuckow	Tim Heather	Feasibility Draft	25/04/18
2	Liam O'Donovan (Balfour Beatty)	Farakh Bungish & James Cuckow	Tim Heather	Updated Pre- Construction	27/04/18

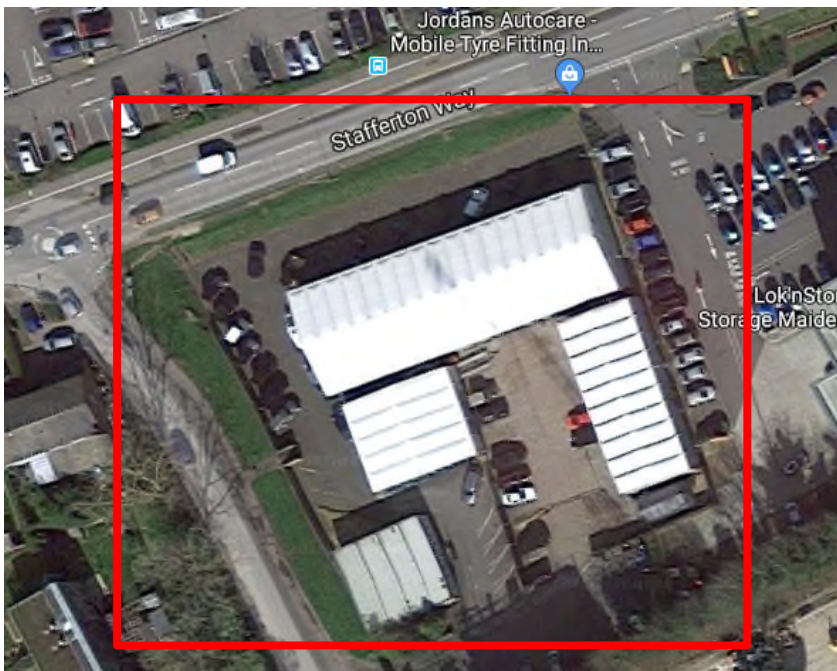
For Client's Approval:
Client's Signature
Date

Scheme Background

The Royal Borough of Windsor and Maidenhead (RBWM) wish to undertake a feasibility study for the potential delivery of additional car parking spaces to support the overall Maidenhead Regeneration Programme.

With the new Broadway Car Park acting as the catalyst for this development, Vicus Way has been identified as an opportunity to provide additional spaces for the Borough during, and also after completion of the Broadway scheme.

Vicus Way Multi-Storey Car Park



Currently a level site on the corner of Stafferton Way and Vicus Way to the south of the town centre. The area shown in red on the plan above shows the site as a storage facility, however this has now been demolished since and the extent of the enabling works is to remove the existing structures in preparation to begin the main works.

Project Brief

Key Requirements:

- c513 Total number of new spaces
- Car parking bay size 2.5x5m
- Proposed as a 4 upper floors in split deck arrangement and ground level surface parking
- Minimum 2.2m clear head height with 3.2m storey height
- 5% target DDA spaces at Ground Floor
- Assumed piled foundations required
- Assumed car park to be traditional construction with steel frame
- Proximity sensors required for deck lighting
- 2nr. lifts required with BT lines to each lift also required
- Entrance / exit barriers required
- Ticket machines to be pay on return with 1nr. required p/core + 1 additional on GF level
- CCTV required to stair cores & decks
- ANPR not required
- 5nr. electric charging points required with requirement for a future 5nr. – charging points to be 7-11k/w 3/4hr charge time
- Sprinkler system not required
- Full fire alarm system required
- Landlord's meter enclosure required
- Anti-graffiti paint required to stair cores
- Cladding required to main car park, allowed for hit & miss, and cladding to cores required
- No suicide protection measures required
- Disabled refuge points required at each level of each core

Programme Requirements

The anticipated programme for the delivery will be;

Feasibility Report submission	23 February 2018 (Actual)
Appointment for Pre-Construction Work	30 April 2018
RIBA Stage 1-3 commence	16 April 2018 – 29 June 2018
Planning Submission / Approval	25 June 2018 – 24 September 2018
Subcontractor Design and Mobilisation	4 September 2018 – 12 November 2018
Onsite works complete by	January 2020 (Approximate)

The forecast project budget is £13,207,249 inclusive of Contractor's pre-construction services, all planning fees, demolition costs, and project contingencies.

Vicous Way Car Park – Risk Register

		Date of Update:			May 2018			Days to End Date		575	
		Provided by:			Shared Building Services			Overall Programme RAG Status			
Ref:	Programme Area	Likelihood 1 = Rare 2 = Unlikely 3 = Possible 4 = Likely 5 = Very Likely	Impact 1 = Insignificant 2 = Minor 3 = Moderate 4 = Major 5 = Catastrophic	Risk	Sub Risks	Controls Currently in Place	Assurance External or Internal	Quarterly Update	Improvements to be made	Lead	
Legals											
L01	Ownership & Title (MSCP)	3	3	9	- Satisfactory Title	- Report On Title Completed (SLS)	- Most title issues should be able to be resolved, but could add to costs.	- Revie of costs added to project contingency.	-	RL	
L02	Right of Way (Adjoining Property)	3	3	9	- Satisfactory Title during Construction and Post-Construction Phases	- Report on Title Completed (SLS) - Make an additional allowance during construction phase	- Discussion with relevant Parties required	- Contingency for costs needs to be clear on any costs associated with provision of right of way during construction	- Check Construction Phase Plan – location of contractors area and access	RL	
L03	Existing users within the land ownership, or development area of MSCP.	3	3	9	- Continuation of provision of adequate parking for RBWM Staff	- Staff parking to be relocated prior to site hand over	- Confirmation of site possession date - to agree	- Working date of Site Possession is 01 October 2018	- Firm up the date	RH/NW	

Ref:	Programme Area	Likelihood 1 = Rare 2 = Unlikely 3 = Possible 4 = Likely 5 = Very Likely	Impact 1 = Insignificant 2 = Minor 3 = Moderate 4 = Major 5 = Catastrophic	Risk	Sub Risks	Controls Currently in Place	Assurance External or Internal	Quarterly Update	Improvements to be made	Lead
Planning										
PO1	Design upto planning stage (RIBA Stage 3)	3	3	9	- Pre-Application imminent	- Discussions with LPA ongoing.	- Professional team to consider LPA comments and solutions.	-	-	RH/AB
PO2	Planning Submission Target Date – June 2018	3	3	9	- Increased bay sizes this will require a reduction in number of spaces.	- Review once design layout is firmed up.	-	- 513 spaces now available as evolving design.	-	RH/AB
PO3	Location & Relationship to neighbouring buildings.	3	3	9	- Effect of height & massing on neighbouring buildings.	-	- Coordinate with LPA	-	- Consultation with Key Stakeholders and local residents.	RH/AB
P04	Proposed Highways Works	3	3	9	- Access and egress to coordinate with the proposed design	- Review once design is firmed up	- Coordinate with LPA	-	-	RH/AB
P05	LPA requirements	3	4	12	- Specific LPA requirements such as FRA and AQA may have an impact on overall cost and	- Review once planning decision is secured	- Coordinate with LPA	-	-	RH/AB

P06	Off site Highways Works	3	4	12	- Traffic modelling may require some off site Highways improvement which may increase the overall cost	- Review once planning decision is secured	- Coordinate with LPA	-	-	RH/AB
P07	Planning conditions	4	3	12	- Number of conditions and time taken to discharge	- Pre-application meetings with the planning team	-	- Seek to minimise amount of pre commencement conditions.	-	AM/BB
P08	Planning permission denied	2	4	8	- Significant delay to project which will impact other projects in the Borough	- Pre-application meetings with the planning team	-	- Ongoing discussions with planners, currently supportive of concept.	-	AB/AM
P09	20% electrical charging points	5	3	15	- Loss of car parking spaces	- Currently reviewing the option to issue annual permits which may help free up charging bays.	- Client internal coordination	-	-	AM

Ref:	Programme Area	Likelihood 1 = Rare 2 = Unlikely 3 = Possible 4 = Likely 5 = Very Likely	Impact 1 = Insignificant 2 = Minor 3 = Moderate 4 = Major 5 = Catastrophic	Risk	Sub Risks	Controls Currently in Place	Assurance External or Internal	Quarterly Update	Improvements to be made	Lead
Construction										
CO1	Procurement of Professional Team	2	2	4	- OJEU Compliance required.	- Crown Commercial Services Framework	- Procurement Team Sign off - Shared Legal Services Team sign off.	-	-	RH
CO2	Procurement of Contractor	2	3	6	- OJEU Compliance required.	- Scape Framework is available to call off, however, this may be more expensive. - OJEU tender process will push the delivery timescale beyond the RBWM requirement date	- Pre-construction Agreement agreed with Balfour Beatty - Construction Agreement will be agreed in November/December 2018	-	-	RH/AB
CO3	Contract Type	3	3	9	- Selection of the appropriate contract to mitigate cost over-runs is essential	- SCAPE Framework uses NEC Option A (LumpSum) Form of Contract	-	-	-	RH/AB
CO4	Risk of contamination (existing land)	3	4	12	- LQA can not be undertaken until the existing slab is removed	- Establish if the slab can be removed before agreeing the Construction Price	- Target October 2018	-	-	RH/AB

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CO5	Disruption and management of site and impact on existing retail and residents	3	3	9	- Shut downs of local business and noise and dust to neighbours.	- Full construction plan to be developed with stage 3 report and design.	-	-	-	AM/BB
CO6	Asbestos located	3	3	9	- Delays to demolition impact on design.	- Full R&D Survey to be carried out	-	-	-	AM
CO7	Construction Period & Process	3	3	9	- Impact on users and Broadway project	- Programme to be monitored against key milestones	-	-	-	AM/BB
C08	Noise	3	2	6	- Complaints from residence and adjacent businesses	- As part of the design development the contractor will advise noise mitigation measures	-	-	-	BB
C09	Design sign off	2	2	4	- Unavailability of client staff delays sign off	- Schedule of design sign off meetings to be established so client can plan resources	-	-	-	AM
C10	Agreement and sign off of PSA	3	3	9	- If internal sign off is prolonged it could cause extension to programme.	- Project order raised for initial engagement of resources	-	-	-	F+G / BB / AM
C11	Weather	4	3	12	- Contractor risk unless abnormal	- Project Management team to monitor any significant weather events	-	-	-	AM
C12	Ground obstructions	3	3	9	- Obstructions could delay piling which will impact the programme	- Ground penetration radar to be undertaken once ground slab removed	-	-	-	AM / F+G
C13	Utility connections/supplies	3	3	9	- Local supplier may not be adequate for power demand of car park	- Early assessment of demand and early engagement with supplier	-	-	-	AM / F+G
C14	Flooding of site	3	3	9	- Flood risk zone 1 site. Flooding of site will delay works	- Construction to avoid winter months	-	-	-	AM
C15	Unknown Services beneath slab	5	3	15	- Service will need diverting or building over both of which will require agreement from utility providers	- Ground penetration radar to be undertaken once slab removed - Early engagement with utilities provider	-	-	-	BB

C16	Blocked drains	3	3	9	- May require relay of existing drains	- CCTV survey drains during the design phase	-	-	-	AM
C17	Unforeseen ground conditions	3	3	9	- Impact of foundation design which could impact programme and cost	-	- Project Contingency £250k	-	-	AM
C18	Car park displacement	2	2	4	- Existing users of the car park need alternative parking location	- Client currently reviewing potential locations	- Staff car parking can return to Hines Meadow, prior to handover of site.	-	-	AM
C19	Relocating meter housing	3	2	6	- Time taken for utility supplier to move services	- Early engagement with the utilities provider	-	-	-	BB
C20	Right of access	5	3	15	- Temporary site compound needs to be constructed on this road	- Client to engage with tenant to agree temporary use of road as compound	-	-	-	F+G / AM
C21	Services crossing site - build over agreements	5	3	15	- Time taken for utility supplier to agree diversion/build-over agreement	- Early engagement with utility supplier	-	-	-	F+G /AM
Ref:	Programme Area	Likelihood 1 = Rare 2 = Unlikely 3 = Possible 4 = Likely 5 = Very Likely	Impact 1 = Insignificant 2 = Minor 3 = Moderate 4 = Major 5 =Catastrophic	Risk	Sub Risks	Controls Currently in Place	Assurance External or Internal	Quarterly Update	Improvements to be made	Lead
Strategic										
SO1	Stakeholder Engagement	3	3	9	- Poor Communication	- Presentation to be made to: PRoM, Friends of Maidenhead, Maidenhead Town Forum, Maidenhead Developers Forum. - Public Consultation as part of planning application. - Communication with Lead Member & Deputy Lead Member for Regeneration. - Communication with wider Cllrs	- Regular update briefings with PR & Communications Team in Royal Borough. - Regular update at Parking Project Board Meetings.	- Arranged for Presentation to PRoM, 12 th June 2018. - Arranged initial public consultation for 7 th June 2018.	-	RH/S J
SO2	Relocation of Temporary Car Parking	3	4	12	- All users to be relocated by September 2018	-	-	-	-	RH/N W
SO3	Ultimate number of new car parking spaces provided for the retail offer in the Town Centre.	2	3	6	- Assumes G+4, for 500 spaces.	- Professional team appointed to deal with any questions raised by planners.	- Project Brief required 500-520 spaces, LPA requires wider bays and 20% future proofing of EV charging bays	- Design delivery currently 513 spaces.	-	RH/F +G

S04	Client changes	2	3	6	- Client change could impact programme and cost	- Freeze design brief early in the design phase	-	-	-	AM
S05	Change in personnel	2	2	4	- Disruption that could lead to delay	- Early commitment from the contractor through a resource plan	-	-	-	BB
S06	Public relations	4	2	8	- Complaints from residence due to works	- Engagement via residence meeting and contractor to operate under CCS	-	-	-	BB / F+G
S07	Timely response to BB queries/design submissions	2	2	4	- Any delay responding to submissions could impact programme	- Single point of contact to be identified by client to coordinate response from key personnel	-	-	-	F+G / AM
S08	Bird nesting season	4	3	12	- Works on site to commence on site prior to nesting season	- Early advice from specialist to mitigate any impact	-	-	-	AM / BB
S09	Client clarification on MEP requirements	3	3	9	- Timely advice from client to avoid delay	- Early design freeze by client	-	-	-	AM
S10	Daylight and sunlight impact on residents	3	3	9	- Unacceptable impact on residence	- Undertake assessment with a view to minimising impact	-	-	-	AM / F+G
S11	Air quality/acoustic impact on residents	2	2	4	- Potential planning issues	- Assessments to be undertaken which will inform mitigating measures	-	-	-	F+G

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Financial										
FO1	Budget of TSC to stay within £13.8m, in order to achieve appropriate financial returns, and cost effective car parking provision.	3	4	12	<ul style="list-style-type: none"> - Any unknown costs associated with contamination - Any unknown costs associated with re-provision of users - Contingency for build - Funds already committed of £200k to get to RIBA Stage 2 (planning) and £650K (pre-construction) 	<ul style="list-style-type: none"> - Monitor risks and changes 	<ul style="list-style-type: none"> - Faithful & Gould appointed as Quantity Surveyor and Employers Agents. - Project Board to oversee and receive regular updates on financial spend, and commitment. 	-	-	RH/F & G
FO2	Construction cost changes	3	4	12	<ul style="list-style-type: none"> - SCAPE is a 2 stage process so the construction cost will be firmed up in November/December 18 based on the current BB programme, fluctuations in market and material prices remain a risk 	<ul style="list-style-type: none"> - Monitor Construction cost build up 	<ul style="list-style-type: none"> - Faithful & Gould appointed as Quantity Surveyor and Employers Agents. - Project Board to oversee and receive regular updates on financial spend, and commitment. 	-	-	RH/F & G

Ref:	Programme Area	Likelihood 1 = Rare 2 = Unlikely 3 = Possible 4 = Likely 5 = Very Likely	Impact 1 = Insignificant 2 = Minor 3 = Moderate 4 = Major 5 = Catastrophic	Risk	Sub Risks	Controls Currently in Place	Assurance External or Internal	Quarterly Update	Improvements to be made	Lead
					-	-	-	-	-	
					-	-	-	-	-	

Quantum of Risk (May 2018)

Extrem

5. Catastrophic					
4. Major		P08	P05,P06,P07,C04,S02,F01,F02		
3. Moderate		C02,S03,S04	L01,L02,L03,P01,P02,P03,P04,C03,C05,C06,C07,C10,C12,C13,C14,C16,C17,S01,S09,S10	C11,S08	P09,C15,C20,C21
2. Minor		C01,C09,C18,S05,S07,S11	C,08,C19	S06	
1. Insignificant					
<i>Insignificant</i>	1. Rare	2. Unlikely	3. Possible	4. Likely	5. Very Likely

LIKELIHOOD

Significant/Extreme Risks:	
P09	20% Electrical Charging Points - due to the size allocation of bays for this provision, it may not be possible to delivery full compliance without reducing overall car parking spaces.
C15	Unknow Services Beneath Slab - early engagement with utilities, and ground penetration radar to be undertaken - this could increase project costs.
C20	Right of Access - negotiations and consultation with adjoining tenant required.
C21	Build over licences may be required - early engagement with utility suppliers required.

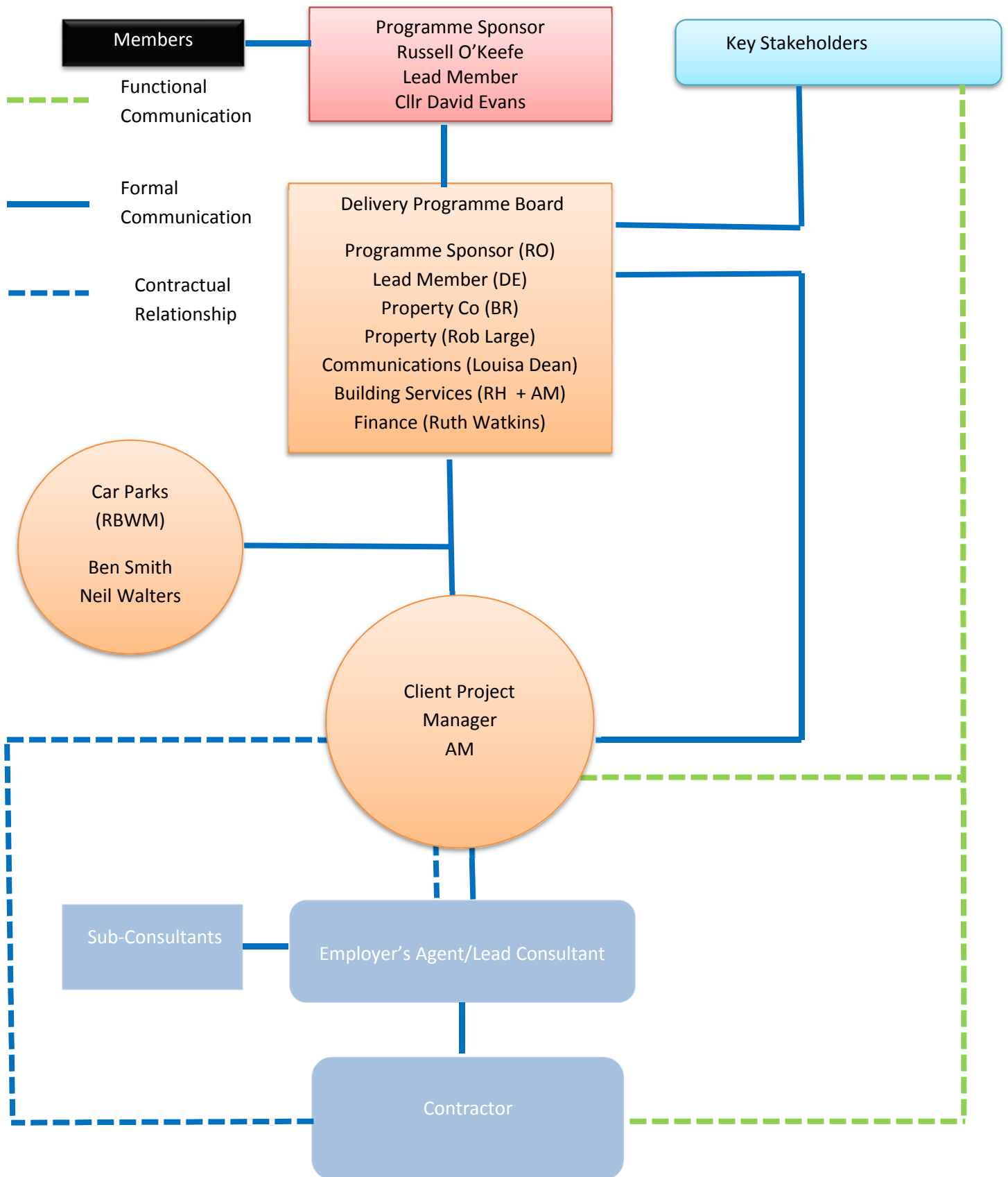
Key to Risk Ref Codes:
Risk ref starts with L = Legal' s Risk ref starts with P = Planning Risk ref starts with C = Construction Risk ref starts with S = Strategic risk Risk ref starts with F = Financial risk

Risk Definitions & Action

1-2 Insignificant	3-6 Low	8-12 Moderate	15-20 Significant	25 Extreme
Control measures are in place. Risk is monitored however considered insignificant to day to day work and the ongoing future of the function	The majority of control measures are in place. Risk subject to regular review and should be reduced as part of directorate long term goals	There is moderate probability of major harm or high probability of minor harm, if control measures are not implemented. Prioritised action plan required with timescales. To be monitored and reviewed six-monthly	Significant probability that major harm will occur if control measures are not implemented. Urgent action is required. Consider stopping procedures. Actions to be monitored until in control. Review monthly	Where appropriate stop all action IMMEDIATELY. Controls to be implemented immediately and monitored until risk score reduced. Review weekly

Vicus Way New MSCP

Governance Arrangements - Communication Lines



Vicus Way New MSCP

Roles

Project Sponsor (Russell O’Keefe), Lead Member (Cllr David Evans)

- Setting strategic vision and direction, ensuring organisational fit
- Releasing required resources
- Ensuring project stability
- Representing Member interests

Commissioning Service RBWM Property Company Ltd (Barbara Richardson)

- Representing Commissioning Service
- Coordinating transformation between existing facilities and proposed facilities
- Ensuring adequacy and sufficiency of deliverables
- Acting as the “business change” manager

Car Parks (Ben Smith/Neil Walters)

- Facilitating project interdependencies with existing provisions
- Sourcing and managing operator provisions
- Facilitating shut down of existing provisions and switch to new provisions

Property (Rob Large)

- Acting as Corporate Landlord
- Dealing with Land/Asset requisition, tenancy, CPO etc.
- Dealing with all aspects of Vacant Possession

Communications (Louisa Dean)

- Acting as the corporate focal point for all external and Member comms
- Leading public consultation events
- Formulate and management of Comms Plan

Building Services (RH/AM)

- Acting as the Delivery Manager, taking instructions from the Board
- Reporting progress, issues and risks to the Board
- Overall risk management
- Managing the key parameters of change, time and cost

Finance (Ruth Watkins)

- Ensuring funding release

Vicus Way New MSCP

- Internal cost monitoring and reporting directly to Board and internal systems

Client Project Manager (AM)

- Undertake the Duties of Client as defined under the CDM 2015 Regulations and ensure obligations of the legislation are met
- Liaison with the key stakeholders and professional team to develop Employer's Requirements and the tender documentation
- Instigate, lead and manage the tendering process for the selection of main Contractor including the OJEU process
- Appoint Contractor ensuring legal and statutory obligations are met
- Lead and manage the delivery process including coordination and liaison with the key stakeholders
- Control the change process
- Ensure reporting mechanisms are met for internal governance including preparing Project Board reports
- Oversee the payment mechanisms for the professional team and the Contractor including ensuring audit requirements are satisfied
- Lead and manage the two key risks of cost and time.
- Accept the completed development once the practical completion certification and other completion documentation is in place.
- Manage the Defects period
- Ensure BIM compliance requirements as required under the current legislations are satisfied

Next steps

1. Form and initiate Project Board
2. Review and Sign off Budget, Delivery Brief and outline programme by the Board
3. Review and Sign off delivery strategy by the Board
4. Stakeholder – mapping and management
5. Continue to proceed with planning submission preparation

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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