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NOTICE OF MEETING

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HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

will meet on

MONDAY, 17TH SEPTEMBER, 2018

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL,

TO: MEMBERS OF THE HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

COUNCILLORS HARI SHARMA (CHAIRMAN), EILEEN QUICK (VICE-CHAIRMAN), WISDOM DA COSTA, MAUREEN HUNT, JULIAN SHARPE, SHAMSUL SHELIM AND EDWARD WILSON

SUBSTITUTE MEMBERS

COUNCILLORS MOHAMMED ILYAS, GARY MUIR, DEREK SHARP, GEOFF HILL, WESLEY RICHARDS, JOHN STORY AND LYNDA YONG

Karen Shepherd – Service Lead Democratic Services - Issued: 7 September 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 **Wendy Binmore** 01628796251

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies for absence.	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any Declarations of Interest.	7 - 8
3.	<u>MINUTES</u> To confirm the Part I Minutes of the meeting held on 24 July 2018.	9 - 12
4.	<u>Q1 QUARTERLY PERFORMANCE MANAGEMENT REPORT</u> To consider the above report.	13 - 20
5.	<u>HOSTILE VEHICLE MEASURES - AUTHORISATION TO PROGRESS IMPLEMENTATION</u> To comment on the Cabinet Report.	21 - 30
6.	<u>BROADWAY CAR PARK</u> To comment on the above Cabinet report.	To Follow
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100 (A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 and 9 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraphs 1-7 of Part I of Schedule 12 A of the Act."	

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<u>BROADWAY CAR PARK APPENDIX</u> To consider the Part II appendix of the Cabinet report. <i>(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	To Follow
9.	<u>LEASE RENEWAL TO A TENANT WITHIN A CAR PARK IN MAIDENHEAD</u> To comment on the above Part II Cabinet report. <i>(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	To Follow

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.***

Agenda Item 3

HIGHWAYS, TRANSPORT AND ENVIRONMENT OVERVIEW AND SCRUTINY PANEL

TUESDAY, 24 JULY 2018

PRESENT: Councillors Hari Sharma (Chairman), Eileen Quick (Vice-Chairman), Wisdom Da Costa and Shamsul Shelim

Officers: Wendy Binmore and Jacqueline Hurd

APOLOGIES

Apologies for absence were received from Councillors Hunt and Sharpe.

DECLARATIONS OF INTEREST

Cllr Quick – Declared a personal interest as she lived in a road which had a parking permit scheme in place.

Cllr Shelim – Declared a personal interest as he had received visitor parking vouchers in the past but, it was more than a year ago. He also uses the residents permit scheme and holds a residents parking permit.

The Chairman asked Members if they had been subject to the Party Whip with regard to any of the items on the agenda. Members confirmed that they had not been subject to the Party Whip.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 21 June 2018 be approved.

PARKING VISITOR VOUCHERS

Jacqui Hurd, Head of Library and Resident Services introduced the reports and provided Members with a summary of the parking voucher scheme. She stated there were 98 parking schemes within the Royal Borough and the amendments to the visitor parking voucher scheme were designed to protect residents and their visitors parking needs.

Residents were entitled to up to two parking permits depending on the size of their drives and any restrictions placed by planning s, and 25 x 2 hour free visitors vouchers. In addition 50 x 6 hours and 50 x all day visitor vouchers can be purchased annually. The recommendations meant residents would now be entitled to 25 x 6 hours and 25 x all day visitor vouchers. .

Currently, whilst the permits were renewed annually there was no expiry date on the visitors parking vouchers, and it was difficult to know how many were still in circulation. The paper explained to Members how to protect parking schemes and make it fairer to residents and their visitors to park.

The recommendations included changes to the annual allowance of parking visitor vouchers from the 1 August 2018, changes to the minimum order number of paid for

vouchers to 10 and then in multiples of five within the same order, and they introduced a 12 month expiry date on each paper voucher with a no refund policy on any unused vouchers.

Vouchers already in circulation would now expire at the end of March 2020 and there would be a large media campaign to notify residents of the changes to the system. Residents parking permits under the new proposals, would now require renewal every two years and due to the working partnership with NSL, a new online virtual permits scheme would be available to make it easier to apply for a permit, buy visitor parking vouchers. It is anticipated that the virtual permit scheme would be available from October 2018.

There were no additional costs for implementing the scheme and the new system would allow better monitoring of permits and visitor permits in circulation; it would also ensure there were parking spaces for those that were entitled to park by issuing visitor parking vouchers with an expiry date.

The Chairman stated the Borough was a unique and special place with Windsor Castle, Ascot Racecourse and Legoland, among other attractions. The Borough had to be smart and efficient in monitoring parking. He noted the Borough had contacted 28 other local authorities to gain information into the types of schemes that were being run elsewhere. He queried if anyone changed their car, how would the new system work and if the appeals system would remain the same or, if NSL would carry out the appeals against parking fines. He also asked if it was possible to attach a trailer to a car and park it in a regular space. He added he was very pleased with the paper and the proposals within it. The Head of Library and Resident Services confirmed that there was no change to who was entitled to a parking permit. In the main, a house would be entitled to up to two residents parking permit which depended on how many cars the owner/occupiers could fit on the drive. However, if a planning decision to remove rights to parking permits was made, then that dwelling would not be entitled to any permits. First Responders would still receive permits which was unchanged from the current scheme. Appeals would continue to be carried out by the Borough.

The Head of Library and Resident Services stated the Borough had contacted 28 councils and all of them had implemented different schemes with different charges. The information from those councils obtained enabled the Council to benchmark what type of scheme should be implemented in the Royal Borough. If a vehicle was bigger than a space (such as a lorry), then that vehicle might have to park elsewhere. If a vehicle is changed temporarily, then residents could apply for temporary permit; when someone moves house, the Borough cancels their parking permit and requests the permits are returned. Once the system moved to online permits, it would be easier to monitor.

Councillor Quick stated it was a very good paper and the changes would make it fairer to the residents so the system was not abused. The Head of Library and Resident Services confirmed that residents would be written to, to explain the changes to the scheme. Residents would also be able to sign up to an online account and receive reminders for when their permits expired. The Borough would also carry out a mail drop to make all residents aware of the changes and ensure they used any vouchers they had stored before they expired in March 2020.

Councillor Quick stated in her Ward, they had a parking scheme described as a residents administered parking scheme. The Head of Library and Resident Services

responded there were Council run schemes and resident administered schemes. Resident administered schemes were usually operated in private road; the Council tried to work with resident administered schemes where possible.

The Head of Library and Resident Services confirmed that resident parking permits were free of charge. There was no refund scheme in place for returning visitor parking vouchers. Vouchers were only £1 for six hour stays and £2 for all day stays, therefore, it was not efficient to give refunds due to the low cost of the vouchers. She added there was no scope for residents to obtain more permits than the stated limit. The Council had looked at schemes across the board and it was about what was fair. The scheme was a way of identifying and controlling what permits and visitor parking vouchers residents had. Without monitoring, the Council had no idea how many vouchers were still in circulation.

Councillor Da Costa stated some people were stockpiling visitor parking vouchers but, there were people that had busy social lives and the new allocation might not be enough and so would be negatively affected by the scheme. Councillor Quick stated most permits did not create any more parking spaces and most schemes only required a voucher for a very short time during the day, so those residents only required a permit to cover selected times. The Head of Library and Resident Services confirmed that in the main, it was not a 24 hour restriction. If people were parking to use trains, there could be a slot in the morning that required a permit, and one in the afternoon.

The Chairman said it was always busy and so the Borough needed to manage parking. He felt it was a generous scheme and residents could also use an advantage card to get a reduction in parking costs if they needed to. Councillor Story said he was trying to understand the practical significance of reducing the amount of vouchers allocated from 50 to 25. The Head of Library and Resident Services confirmed residents would still receive 25 visitor parking vouchers for free before they had to start paying for vouchers. Councillor Quick stated if residents would know what the scheme entailed as it would only be implemented if residents wanted the scheme in their street. There were several schemes where there was no parking from 11am to 1pm and then after that, no visitor parking voucher was required. The Head of Library and Resident Services commented that at present, there was no way of knowing how many visitor parking vouchers were used or how many were still in circulation.

Councillor Da Costa suggested the Borough should have put the system online first before implementing the scheme. The Head of Library and Resident Services responded that residents requested the Borough make the changes as quickly as possible. The Chairman stated vouchers would now get an expiry date and then the Borough would know how many vouchers were issued once the new scheme was implemented. Councillor Da Costa said when or if the scheme became unworkable, the scheme could be reviewed and amended.

The Head of Library and Resident Services confirmed to Members that when a car went into a garage for a short period of time, residents could contact her team and then be issued with a temporary parking permit they could print off to leave in their windscreen; that could be done via email so they did not need to go to the Town Hall or spend time on the phone.

The Head of Library and Resident Services explained to Members that the current visitor parking vouchers would expire in March 2020 and residents would be notified of the scheme when they contacted the Borough and there was also a mail shot planned

to be sent out to current permit holders. Something would also be published in the Around the Royal Borough publication which was distributed to all residents.

Members noted that the new parking scheme would not cost anything more to implement than the current scheme and the approximately £50k revenue raised by the scheme was reinvested into infrastructure for the Borough. The Chairman stated if residents were not happy with their parking scheme in their street, they could request a parking consultation and any amendments to the scheme could be made then.

The Chairman stated when a resident moves out, it should be insisted that they return their visitor parking vouchers and residents parking permit. The Head of Library and Resident Services confirmed that at present, there was no way of identifying what vouchers were in circulation but, it would be easier to identify once the new technology was bought in. The Chairman stated putting an expiry date on the visitor parking vouchers would give the Council greater control over who had them and how many there were.

RESOLVED UNANIMOUSLY: That the Panel endorsed the recommendations to Cabinet.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC AND PRESS

RESOLVED UNANIMOUSLY: That under Section 100 (A)(4) of the Local government Act 1972, the public can be excluded from the remainder of the meeting whilst discussion takes place on item 9 on the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 1 – 7 of Part I of Schedule 12A of the act.

The meeting, which began at 6.30 pm, finished at 7.30 pm

CHAIRMAN.....

DATE.....

Agenda Item 4

Report Title:	Q1 2018/19 Performance Report
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor M Airey, Deputy Lead Member for Performance Management
Meeting and Date:	Highways, Transport and Environment Overview and Scrutiny Panel
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The summary of the Quarter 1 2018/19 performance of the council's performance management framework (PMF) shows five of the five measures reported to the Highways, Transport and Environment Overview and Scrutiny Panel are on target; see table 1 and Appendix A.
2. A summary of the 2017/18 year end performance is outlined in table 2 and Appendix B. Of the eight measures reported to the Panel in 2017/18 four met or exceeded their target, three were just short of their target and one measure was off target.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Highways, Transport and Environment Overview and Scrutiny Panel notes the report and:

- i) **Endorses the 2018/19 Performance Management Framework, including adjustments made to it outlined in 2.4, 2.5 and appendix A.**
- ii) **Requests relevant Lead Members and Heads of Service focus effort to improve performance in areas of current underperformance.**

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

- 2.1 In November 2017 Cabinet approved the council's Performance Management Framework (PMF) of 25 key measures aligned to its refreshed Council Plan with six strategic priorities over the plan period 2017-21:
 - 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 Cabinet also recommended quarterly performance reporting of additional measures to the appropriate Overview and Scrutiny Panel. This report

summarises the quarterly and year end performance of those measures for 2017/18 and the Quarter 1 Performance for 2018/19.

Quarter 1 performance 2018/19

- 2.3 In 2018/19, five measures will be reported to the Highways Transport and Environment Overview and Scrutiny Panel; five of these have met or exceeded the target in the first quarter, see table 1 and appendix A.

Table 1 Q1 Performance 2018/19

Measure	Red	Amber	Green
4.1.1 Number of fly-tipping instances across Borough			1
4.2.1 Percentage of household waste sent for reuse, recycling			1
4.3.1 Number of residents' parking schemes reviewed			1
4.4.1 Number of days of roadworks on highways saved			1
4.4.2 Percentage of hazardous road defects repaired within 24hrs			1
Total	0	0	5

- 2.4 Detailed performance for all measures is in appendix A.
- 2.5 There are three measures from the 2017/18 PMF which have been removed for this year from the quarterly reports as they are only measured annually, see Appendix B 4.1.2, 4.3.2 and 4.3.3. Whilst some measures have been removed, changes have also been made to the targets and tolerances to ensure a robust approach to continued performance improvement, see appendix A.

2017/18 performance

- 2.6 In 2017/18 there were eight performance measures; four met or exceeded their target, three were just short of target (within tolerance) and one was off target, see table 2 and appendix B.

Table 2 Year End Performance 2017/18

Measure	Red	Amber	Green
4.1.1 Number of fly-tipping instances across Borough		1	
4.1.2 Percentage of residents reporting satisfaction with parks and open spaces			1
4.2.1 Percentage of household waste sent for reuse, recycling		1	
4.3.1 Number of residents' parking schemes reviewed			1
4.3.2 Number of cycling trips to / from Maidenhead and Windsor town centres	1		
4.3.3 Percentage of residents reporting satisfaction with bus services			1

Measure	Red	Amber	Green
4.4.1 Number of days of roadworks on highways saved			1
4.4.2 Percentage of hazardous road defects repaired within 24hrs		1	
Total	1	3	4

- 2.7 Detailed commentary against measure 4.3.2 is in Appendix B. As this is an annual measure it is sensitive to fluctuation, further rationale about the factors affecting performance to / from Maidenhead and Windsor town centres as well as more information about how the Cycle Forum are looking at ways to improve this are also provided in the appendix.

Options

Table 3: Options arising from this report

Option	Comments
Endorse the evolution of the performance management framework focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. Recommended option	Evolving the performance management framework as part of the council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information.
Failure to use performance information to understand the council and evolve services and reporting. Not the recommended option.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

3. KEY IMPLICATIONS

- 3.1 The key implications of the report are set out in table 4.

Table 4: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all six strategic priorities.	<100% of priorities on target.	100% of priorities on target.			31 March 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 No financial implications.

5. LEGAL IMPLICATIONS

5.1 No legal implications.

6. RISK MANAGEMENT

6.1 The risks and their control 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 to embed a performance management culture and effective and timely reporting.	LOW

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report.

8. CONSULTATION

8.1 Comments from the Highways, Transport and Environment Overview and Scrutiny Panel will be reported to Lead Members and Heads of Service.

9. TIMETABLE FOR IMPLEMENTATION

The full implementations stages are set out in table 6.

Table 6: Implementation timetable

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service.
22 November 2018	Q1 and Q2 Performance report to Cabinet and available for Overview and Scrutiny Panels at relevant meetings.

10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: Highways, Transport and Environment Performance Report Q1 2018/19

- Appendix B: Highways, Transport and Environment Performance Report 2017/18

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:
[https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021 - council plan](https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan)




12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr M Airey	Deputy Lead Member for Performance Management	7/9/2018	7/9/2018
Alison Alexander	Managing Director		
Rob Stubbs	Section 151 Officer		
Elaine Browne	Head of Law and Governance		
Nikki Craig	Head of HR and Corporate Projects		
Louisa Dean	Communications		
Russell O'Keefe	Executive Director		
Andy Jeffs	Executive Director		
Kevin McDaniel	Director of Children's Services		
Hilary Hall	Deputy Director of Commissioning and Strategy	4/9/2018	5/9/2018
	Other e.g. external		

REPORT HISTORY

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





Highways, Transport and Environment Overview and Scrutiny Panel 2018/19: Q1

Council Priority	Ref.	Measure	Q1 YTD	Q1 Actual	Q1 Target	YTD Status	Lead Member
Attractive and well-connected borough	4.1.1	Number of fly-tipping instances across Borough		210	210	★	Cllr Bicknell
Target Year end target for 2018/19 is no more than 623 fly tipping instances. This is based on the 2017/18 year end outturn, indicative that the council wishes to see fewer instances this year compared to last year.							
Attractive and well-connected borough	4.2.1	Percentage of household waste sent for reuse, recycling		46.2	45.0	★	Cllr Grey
Target The 2018/19 target is 45% based on the England average of 44.9%.							
Attractive and well-connected borough	4.3.1	Number of residents' parking schemes reviewed		31	30	★	Cllr Grey
Target The 2018/19 year end target is 120, an uplift on the 2017/18 actual figure achieved, which was 101.							
Attractive and well-connected borough	4.4.1	Number of days of roadworks on highways saved		31	32	★	Cllr Bicknell
Target The 2018/19 target is 131 which was the number of days achieved in 2017/18 reflecting the council ambition to perform the same or better as last year. Last year's target was 120 so this target is an increase on the 2017/18 target.							
Attractive and well-connected borough	4.4.2	Percentage of hazardous road defects repaired within 24hrs		100.0	100.0	★	Cllr Bicknell
Target The target for this measure is unchanged from 2017/18.							

Highways, Transport and Environment Overview and Scrutiny Panel 2017/18: All Quarters YTD

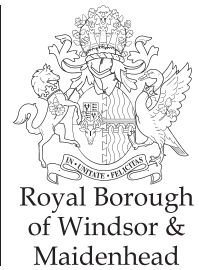
Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
Attractive and well-connected borough	4.1.1	Number of fly-tipping instances across Borough					623	570	●
Attractive and well-connected borough	4.1.2	Percentage of residents reporting satisfaction with borough parks and open spaces					85.2	80.0	★
Attractive and well-connected borough	4.2.1	Percentage of household waste sent for reuse, recycling					46.1	50.0	●
Q4 Commentary									
50% is a challenging target with a weekly waste collection - only one borough offering weekly waste collections is achieving a 50% recycling rate and only by offering a free garden waste collection service. The recycling rate has also been affected by changes to the access arrangements at Stafferton Way, with a decrease in the amount of recyclable materials - particularly gardenwaste, rubble and hardcore - coming into the site as traders are no longer able to use it.									
Attractive and well-connected borough	4.3.1	Number of residents' parking schemes reviewed					101	90	★
Attractive and well-connected borough	4.3.2	Number of cycling trips to / from Maidenhead and Windsor town centres					3,505	4,500	▲
Q4 Commentary									
This is an annual measure based on data collected over a number of days at key locations. Numbers fluctuate annually with no clear trend and it is difficult to establish a clear reason for the fluctuations. In Maidenhead there is significant construction activity which may have affected cycling routes and numbers at key points. In Windsor, there is no clear reason for the decline. Detailed work is being undertaken with the Cycle Forum to develop and deliver an action plan which encourages cycling for all ages with an ambition to increase cycling by 20% through the implementation of various measures. Capital funding is approved to support this ambition									
Attractive and well-connected borough	4.3.3	Percentage of residents reporting reporting satisfaction with local bus services					48.0	44.0	★
Q4 Commentary									
This is an annual measure and performance data is drawn from the National Highways & Transport Network's Annual Satisfaction Survey.									
Attractive and well-connected borough	4.4.1	Number of days of roadworks on highways saved					131	120	★
Attractive and well-connected borough	4.4.2	Percentage of hazardous road defects repaired within 24hrs					96.5	100.0	●
Attractive and well-connected borough	5.4.1g	Number of council complaints relating to waste management, parking, highways and bus services	?	?	?		257	?	="

Highways, Transport and Environment Overview and Scrutiny Panel 2017/18: All Quarters YTD

Council Strategic Priority	Ref.	Measure	Q1 YTD	Q2 YTD	Q3 YTD	Q4 YTD	Actual YTD	Target YTD	YTD Status
Q4 Commentary This is the first year of reporting and recording complaints in this way. And a year end figure is only available for complaints. In 2018/19 further focus on improving the software to record as well as working with services will improve on the reporting of complaints which is anticipated to report bi-annually in Q2 2018/19.									
Attractive and well-connected borough	5.4.2g	Number of compliments received relating to waste management, parking, highways and bus services					75	?	na

Report title:	Hostile Vehicle Mitigation - Phase 1 Installation
Contains Confidential of Exempt Information?	No
Member reporting:	Councillor Bicknell, Lead Member for Windsor, Highways and Transport
Meeting and Date:	Cabinet - 27 September 2018
Responsible Officer(s):	Andy Jeffs, Executive Director David Scott, Head of Communities, Enforcement and Partnerships
Wards affected:	Castle Without

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REPORT SUMMARY

1. The Royal Borough has been working with Thames Valley Police (TVP) and the Royal Collection Trust to develop a series of permanent hostile vehicle mitigation (HVM) measures in Windsor town centre. The entire projected costs, if all phases were to be implemented, would total £3,200,000; an increase from the original estimate of £1,850,000. This increase is primarily due to additional sites being identified since the original feasibility work was undertaken earlier in 2017.
2. The council has so far agreed to commit £942,000 towards the project, while TVP have committed £250,000. This is a sufficient amount to proceed with Phase 1. External contributions from the Royal Collection Trust and the Home Office are anticipated, but not yet confirmed, and are subject to ongoing efforts to secure contributions.
3. Under the current Contract Rules, Cabinet approval for a delegation is required to expend the £942,000 capital budget, which was originally allocated as part of the 2017-18 capital programme and subsequently rolled forward into the 2018-19 programme.
4. This report requests the delegation to proceed to enable Phase 1a of the scheme to be progressed.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Delegates authority to the Executive Director, in consultation with the Lead Member for Windsor, Highways and Transport, to progress Phase 1a and expend up to the gross £1,192,000 project budget allocated within the 2018-19 capital programme.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 Following the Westminster terrorist attacks of March 2017, the Metropolitan Police and TVP jointly identified the 'Changing of the Guard' as a potential target due to the regular occurrence and the very predictable nature of the event. As a consequence, TVP installed a series of temporary security barriers and gates around Windsor town centre.
- 2.2 The temporary National Barrier Asset (NBA) measures were installed at six locations and remain in place as of today. The locations are:
 - Sheet Street; south of Victoria Barracks.
 - Victoria Street; west of Sheet Street near to the pedestrian crossing.

- Park Street; at the junction with Sheet Street (see Image 1).
- St Albans Street; near to the junction with Castle Hill.
- Thames Street; opposite the Windsor Royal Theatre.
- River Street; at the junction with Thames Avenue.

2.3 The temporary measures were deployed to protect all those associated with the Changing of the Guard processions, including the military, security personnel, the Police and spectators (residents and visitors) from a potential hostile vehicle attack. There is no further cost associated with the existing temporary NBA measures remaining in place, and these were funded by the Police. These measures were only ever intended to be a temporary arrangement whilst an integrated street scene permanent solution was identified and developed.

Image 1: Example of temporary NBA measures on Park Street



2.4 To assist with designing an integrated long-term solution, TVP commissioned security consultants MFD International Ltd (MFD) to conduct a review of the risk of a vehicular-born security threat surrounding Windsor Castle. Their initial response, published in June 2017, identified twelve potentially vulnerable town centre sites that required protection. Following a further review, published in October 2017, an updated list of sites were identified as potentially requiring HVM measures on a permanent basis, covering:

- The Guard Route (original 6 sites)
- Castle Visitor Queues (2 new sites)
- Ceremonial Event Route (additional 12 sites)
- Town Centre Shopping (new sites)

2.5 In October 2017, additional HVM barrier walling was added to Castle Hill and St Albans Street to reflect the revised risks in these areas; both sites had been reviewed by the Police following a number of further vehicle-born attacks in crowded places in the UK and Europe. This review also coincided with additional NBA becoming available.

2.6 For each of the original identified sites the feasibility study included: a concept design, proposed measure (e.g. bollards or gates) and an indicative cost. The designs give due consideration to the conservation status and heritage setting of the town centre. The

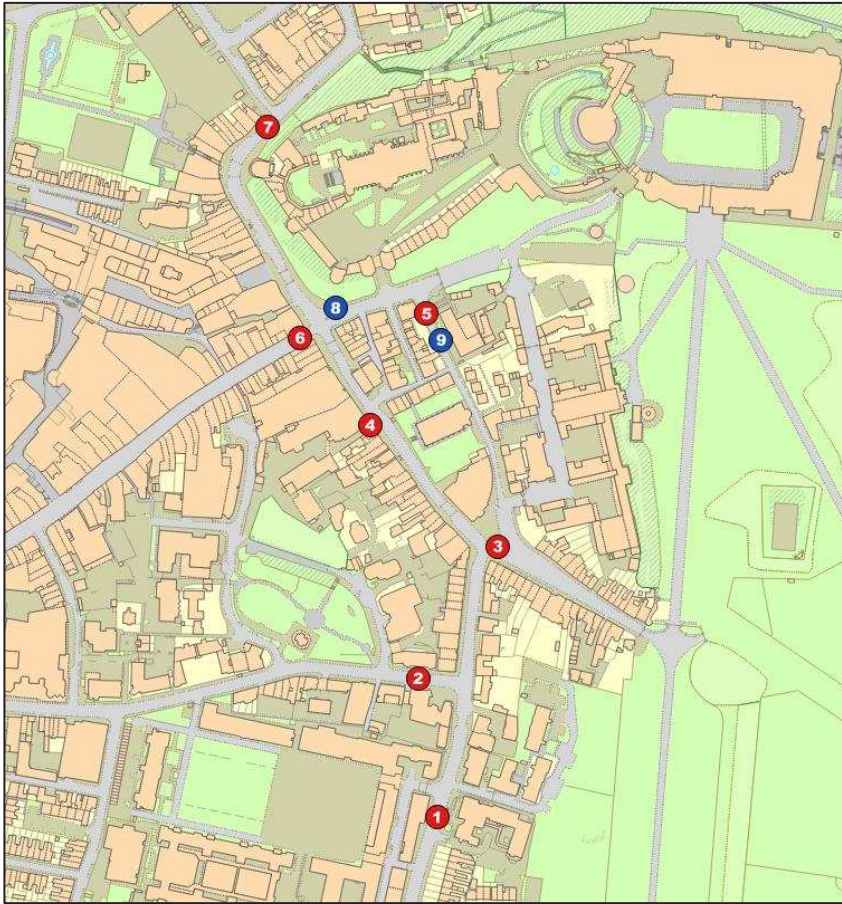
additional sites do not have designs. However based upon the work completed to date, MFD estimated that the total cost of installing HVM measures at all sites would be approximately £3,200,000. A significant uplift from the original, more limited proposals, the largest proportion of which was the result of the extensive extra protection to Castle Hill and St Albans Street (£1,216,000), to protect the large volume of visitors to the Castle and queuing for entry.

- 2.7 To follow-up and develop a scheme based upon the review, a multi-agency project board was established in November 2017. This board includes representation from the Royal Borough, TVP, MFD, the Royal Household and Royal Collection Trust (the two separate elements at Windsor Castle).
- 2.8 In January 2018, Project Centre Ltd (PCL) were appointed to deliver all aspects of the planning, detailed technical design and scheme development work required for the project to be progressed. PCL have recommended that the project be delivered on a phased basis. Phase 1 (which can be broken down into Phase 1a and 1b) prioritises the Changing of the Guard route and protective queue measures. Phases 2 and 3 would cover the wider ceremonial event routes and town centre as and when further funding becomes available.
- 2.9 Six sites are proposed to be included within Phase 1a. Installations at these sites will protect the core 'Changing of the Guard' route. Phase 1b covers the three additional queuing area sites and the gate in this area. Five sites are scheduled for Phase 2 and four sites for Phase 3. The sites within each phase are detailed in Table 1.

Table 1: Proposed phases

Phase 1a - Changing of the Guard Route		
Site	Location	Description
1	Sheet Street (South)	Outside Victoria Barracks and York House
2	Victoria Street	West of Sheet Street near the pedestrian crossing
3	Park Street	At the junction with Sheet Street
4	Castle Hotel Yard	Opposite Windsor Guildhall
6	Peascod St (North)	Opposite the Queen Victoria Statue
7	Thames Street	Outside the Zizzi Restaurant
Phase 1b - Queue Protection		
Site	Location	Description
5	St Albans Street (North)	Near to the junction with Castle Hill
8	Castle Hill	Pedestrian measures beside the Castle moat
9	St Albans Street (South)	Pedestrian measures near to new visitor entrance
Phase 2 - Ceremonial Event Route		
Site	Location	Description
10	Sheet Street (North)	Beside the Sceptre Gate building
11	Thames Avenue	At the traffic lights opposite Bel and The Dragon
12	Windsor Bridge	On the Windsor side of the bridge to Eton
13	Farm Yard	Outside Riverside train station entrance
14	King Edward VII Avenue	At mini-roundabout with Romney Lock Road
Phase 3 - Wider Town Centre		
Site	Location	Description
15	William Street	At the junction with Victoria Street
16	Oxford Road East	At the junction with Charles Street
17	Peascod St (South)	At the junction with Victoria Street
18	Windsor Royal Shopping	Western end. Station car park entrance/exit

Image 2: Map of the proposed sites for Phase 1



2.10 Following the preliminary design stage, it has been estimated that the cost of installing permanent HVM measures at the seven Phase 1a sites would be £872,000. The cost of the queue protection measures alone within Phase 1b is estimated at £1,270,000. A full list of the estimated costs for Phase 1a and 1b is shown in Tables 2 and 3.

Table 2: Phase 1a estimated costs

Site	Location	Proposed Installations	Cost
1	Sheet Street (South)	3 static bollards; 2 gates	£138,000
2	Victoria Street	3 static bollards; 1 gate	£89,000
3	Park Street	Static bollards (number TBC); 5 automatic bollards	£270,000
4	Castle Hotel Yard	4 lift assist rising bollards	£70,000
6	Peascod St (North)	6 static bollards; 3 automatic bollards and removal of plinth	£135,000
7	Thames Street	5 static bollards; 4 automatic bollards	£170,000
Estimated Phase 1a Total			£872,000

Table 3: Phase 1b estimated costs

Site	Location	Proposed Installations	Cost
5	St Albans Street (North)	1 gate	£54,000
8	Castle Hill	57 static bollards; 3 planters	£759,000
9	St Albans Street (South)	36 static bollards	£457,000
Estimated Phase 1b Total			£1,270,000

- 2.11 Trial digs and topographic surveys have been conducted at a number of Phase 1 sites. These digs were scheduled to minimise disruption in the town centre and to events, such as the Royal Wedding. The digs have so far identified possible additional costs at Park Street, St Albans Street and Castle Hill due to the prolific and unexpected subterranean issues and the need for utility diversions. These additional costs have been factored into the Table 2 and 3 estimates. Further digs at the remaining Phase 1 sites are scheduled to take place.
- 2.12 The most significant increases in costs are for the additional queue protection measures on Castle Hill and St Albans Street (South) for £1,216,000. These sites (8 and 9) are coloured blue on Image 2. They were not included in the original June 2017 feasibility report as they were not identified at that time as high-risk zones for the most regular guard change based events.
- 2.13 Given the uplift in costs, work is now underway to consider alternatives. One alternative would be to pedestrianise Castle Hill and St Albans Street in part, extending restrictions currently in place along Peascod Street. This could potentially remove the need for Phase 1b and its associated costs. PCL have been tasked with exploring this option; to determine costs and assess possible effects on local traffic flow. This work is in progress.
- 2.14 Planning permission for HVM installations is not required. The only statutory requirement is for an obstruction in the highway notice (Highways Act) for the measures being installed on the carriageway. All installations will be designed to highways standards and in accordance with Windsor town centre's conservation status. The local residents who were most directly impacted by the temporary measures, and some of whom have attended earlier briefings, are expecting to have further sight of the more detailed proposals, prior to the final sign off. It is proposed to hold a further local public update briefing to provide local residents with the further detailed proposals when the final plans are available.
- 2.15 Phases 2 and 3 are predicted to cost £590,000 and £495,000 respectively; a combined cost of £1,085,000. The overall project cost to complete all of the phases (1a and 1b, 2 and 3) is approximately £3,200,000 in total.
- 2.16 Due to the technical complexity of the below ground services and the position in relation to the current traffic movements in the town centre, installations will cause significant disruption and will require careful planning to mitigate the disruption that cannot be avoided. A phased implementation within Phase 1 will help to reduce disruption, but will not avoid it. More detailed options on this implementation are continuing to be developed and will look at ways to reduce disruption and keep costs under control.
- 2.17 Deployment and development of the scheme was delayed to reflect the impact of the Royal Wedding in May 2018. It was not possible to undertake the full design, complete the feasibility work, conduct trial digs and restore the sites in time for the event. Plans were implemented to ensure the town looked its best for the worldwide televised event. Development work did continue in the background, but was re-programmed to reflect the pause needed to enable the Royal Wedding to take place. Given the second Royal Wedding now scheduled for October, there are some further restrictions on when works could be implemented on the ground. This is being factored into the overall implementation timetable.

3. KEY IMPLICATIONS

3.1 Table 4 contains the key implications.

Table 4: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Phase 1a measures installed	After 31 December 2019	31 December 2019	30 November 2019	31 October 2019	31 December 2019

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The Royal Borough has already approved a net contribution of £942,000 towards the installation of permanent HVM measures in Windsor town centre. This contribution was agreed as part of an overall £1,850,000 project budget estimate, initially within the 2017-18 capital programme, which was then rolled forward into 2018-19; see Table 5.

Table 5: Extract from Capital Programme 2018-19

Commissioning - Communities		2017-18 Approved		
Project	Description of Scheme	Gross	Income	Estimate
CC60	HVM Measures for Windsor	£1,850,000	£908,000	£942,000

4.2 The approved budget of £1,850,000 was based upon the original review conducted by MFD and published in June 2017. That review identified potentially twelve sites. The additional sites added since (e.g. William Street and Windsor Bridge amongst others) and queue protection design requests have increased anticipated costs by around £1,400,000.

4.3 The £908,000 listed as an income within Table 5 was expected to be received from the Police. This followed on from a verbal indication from TVP to fund 50% of the project's cost when the scheme was introduced in 2017. Since that original proposal, TVP have indicated that they do not have the funding to support the scheme to the tune of 50% of the original scheme; the basis on which the feasibility work was planned. In July 2018, TVP have re-confirmed that they would instead be committing £250,000 towards the project costs, after an earlier indication to this effect. This contribution is in addition to the costs they have incurred from the temporary NBA measures and the additional temporary measures deployed for the Royal Wedding the costs for which have not fallen to the Royal Borough.

4.4 The £942,000 contribution from the Royal Borough combined with the £250,000 commitment from TVP produces a combined project budget of £1,192,000. This sum is sufficient to proceed with Phase 1. External contributions will still be sought from the Royal Collection Trust and the Home Office. These contributions, if forthcoming, will either reduce the total contribution required from the Royal Borough for phase 1a and/or fund Phases 2 and 3.

4.5 A contribution from the Royal Collection Trust (Windsor Castle visitor centre, rather than the Royal Household) is anticipated, but the amount is not yet confirmed. The original indication was a sum in the region of £250,000, however the costs of Castle Hill and St Albans Street (Phase 1b) were not known or considered at that point. In July 2018, the Director of the Royal Collection, Tim Knox, confirmed that the Trust would be contributing, but the amount was not confirmed. This is being followed up by the Royal Borough to confirm the contribution.

- 4.6 The Home Office have previously contributed to other permanent HVM installation projects (see Westminster case study in paragraph 11.1). Following a letter from the Royal Borough in June 2018, their Office for Security and Counter Terrorism responded explaining that this funding had been provided on an 'exceptional basis'. They confirmed that there is no central funding for individual HVM schemes and that the responsibility is instead owned by each individual site owner, operator, local authority and their other partners. Given the recent Westminster car crash of August 2018, the Royal Borough has again been in contact with the Home Office to ask whether an 'exceptional' funding contribution would now be appropriate. A response is awaited.
- 4.7 Although the £942,000 budget was created in 2017-18 and approved by Full Council, no delegation was given to expend this resource over and above the standing orders of the constitution. This report is therefore seeking this approval through a delegation.
- 4.8 There is an option to 'do nothing' for the integrated solution. The temporary NBA measures at the six current sites would need to remain in situ, however there is a risk these measures may be withdrawn if a higher risk locations /venues are identified and the NBA was needed to be deployed at these alternative venues. This is explained further in paragraph 6.1. The measures were only ever intended to provide a temporary solution and not a long term one. The look and feel of the integrated measures will improve significantly the appearance and reduce the adverse impact on the street scene the temporary measures create.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising directly from this report seeking the delegation to expend the approved budget. The installation would be implemented under the powers that the authority has by virtue of being the Highways Authority.

6. RISK MANAGEMENT

- 6.1 There is a potential risk the temporary NBA could be withdrawn if it was considered that these measures were required elsewhere, if a greater risk location were identified by the Police. In this scenario, it is not known how much notice would be provided to the council in advance of the changes be made. However, given the town's significance and the risks that have been identified, it is more likely the temporary measures would be left in place until a permanent, integrated solution can be installed.
- 6.2 The trial digs beneath the proposed HVM measure locations may reveal a need to relocate and/or avoid underground utilities, e.g. cabling or piping. This may cause delays, redesigns and additional expenditure. To manage this risk, ground penetrating radar (GPR) surveys have been conducted alongside and in advance of the trial digs. These surveys will identify subterranean issues in advance of designs being finalised and highlight if further services costs may be incurred compared to the working estimates.

7. POTENTIAL IMPACTS

- 7.1 Traffic flow in and around Windsor town centre will be disrupted during installation. Phase 1a measure installations are currently due to take place between June and December 2019.

8. CONSULTATION

- 8.1 Local residents who are most directly impacted by the temporary measures, and some of whom have attended earlier briefings, are expecting to have further sight of the more detailed proposals, prior to the final sign off. It is proposed to hold a further local public update briefing to communicate with residents once the final plans are available.
- 8.2 The alternative solution for Castle Hill and St Albans Street, if a viable option can be devised, will require consultation with a number of bus operators and the businesses who as located in St Albans Street. This will be arranged as part of the alternative design solution begin finalised.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The latest draft timeline for Phase 1a is shown in Table 6. Phase 2 and 3 could be varied.

Table 6: Draft timeline

Task	Timescale
Phase 1a - Finalise detailed design	July-November 2018
Phase 1a - Resident update	December-January 2019
Phase 1a - Procurement	February-May 2019
Phase 1a - Installation	June-December 2019
Phase 1b – Development and review	To be confirmed.
Phase 2	January-June 2020
Phase 3	June-December 2020

- 9.2 It is anticipated that the detailed design stages within each Phase would take three months. This includes trial digs, topographical surveys and plan drawing. Procuring the agreed measures is estimated to also take up to 3 months reflecting the manufacture of the specialist security rated street measures, which are high specialised limited availability items.
- 9.3 Installations would occur upon delivery, and on a site-by-site basis, and when considered they would minimise disruption to the town centre.

10. APPENDICES

- 10.1 None.

11. BACKGROUND DOCUMENTS

- 11.1 In January 2018, Government agreed to provide **Westminster City Council** with £5,250,000 to assist with the installation of permanent HVM measures. The measures were installed to protect prominent venues of the 2018 Commonwealth Heads of State Summit, including Buckingham Palace. This formed part of the council's Ceremonial Streetscape Project. The funding came from the Home Office's Special Grant; a budget held to meet additional costs of unexpected events. It was agreed that the Home Office would provide £4,200,000 in the first instance, with the remaining £1,050,000 paid at the point of need. The Special Grant funding was transferred to the London Mayor's Office for

Police and Crime (MOPAC), who in turn passed on the monies to Westminster City Council.

11.2 During 2017, HVM measures were installed on both public highways and private land in the South Bank area after it was identified the **Lambeth Council** district was vulnerable. Protected areas included Belvedere Road and both Westminster and Waterloo bridges. The multi-agency project was led by the Metropolitan Police and their Counter-Terrorism Security Advisor (CTSA). Agencies involved included South Bank Business Watch and Lambeth Council. The South Bank Employers' Group (SBEG) assisted with fundraising.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr P Bicknell	Lead Member for Windsor, Highways and Transport	30/08/2018	06/09/2018
Alison Alexander	Managing Director	30/08/2018	30/08/2018
Russell O'Keefe	Executive Director	30/08/2018	06/09/2018
Rob Stubbs	Section 151 Officer	30/08/2018	06/09/2018
Nikki Craig	Head of HR and Corporate Projects	30/08/2018	
Louisa Dean	Communications	30/08/2018	06/09/2018

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: David Scott, Head of Communities, Enforcement and Partnerships		

