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NOTICE OF MEETING

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INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

will meet on

MONDAY, 3RD FEBRUARY, 2020

At 7.30 pm

in the

COUNCIL CHAMBER - TOWN HALL, MAIDNEHEAD

TO: MEMBERS OF THE INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

COUNCILLORS GURPREET BHANGRA (CHAIRMAN), MANDY BRAR,
WISDOM DA COSTA, PHIL HASELER (VICE-CHAIRMAN) AND GURCH SINGH

COUNCILLORS

SUBSTITUTE MEMBERS

COUNCILLORS JOHN BALDWIN, CHRISTINE BATESON, JOHN BOWDEN,
NEIL KNOWLES AND SHAMSUL SHELIM

Karen Shepherd – Head of Governance - Issued: 24/01/2020

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AGENDA

PART I

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3.	<u>MINUTES</u> To confirm the Minutes of the previous meeting.	7 - 12
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6.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal year. To include consideration of items scheduled on the Cabinet Forward Plan . <u>A) Annual Report</u> Members to consider appropriate content for inclusion in the Panel's Annual Report	73 - 74 75 - 84

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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.

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- 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.'***

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Agenda Item 3

INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

WEDNESDAY, 9 OCTOBER 2019

PRESENT: Councillors Gurpreet Bhangra (Chairman), Mandy Brar, Phil Haseler (Vice-Chairman), Geoff Hill and Gurch Singh

Also in attendance: Councillors Johnson, Werner, Stimson, Clark, Del Campo, Taylor, Price, Baskerville and Cannon.

Officers: Wendy Binmore, Russell O'Keefe, David Scott, Tracy Hendren and Ben Smith

ELECTION OF CHAIRMAN

RESOLVED: That Councillor Gurpreet Bhangra be elected Chairman.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Da Costa.

DECLARATIONS OF INTEREST

None.

WORK PROGRAMME

It was agreed that Ben Smith, Head of Commissioning, Communities, would convene a meeting with Ward Members regarding the potential for installing crossings along Oldfield Road and Stafferton Link Road where it was deemed hazardous for pedestrians to cross during peak times. An update on progress would be brought back to Panel for Members to review.

- ❖ **Action** – Ben Smith, Head of Commissioning – Communities, to meet with Ward Members and devise a plan for safer crossings to be installed at Oldfield Road and Stafferton Link, and provide an update on progress at a future Infrastructure Overview & Scrutiny meeting.

CALL IN - MAIDENHEAD STATION - QUEEN STREET JUNCTION

Adam Bermange, a resident of Boyn Hill stated he had spoken to residents that had raised concerns about the junction as it was a big route up to Boyn Hill. The alternative route would be to drive past Stafferton Way roundabout and back past the station. He added he was worried about bus users as the number 5 went up to Boyn Hill and to Cox Green as concerns had been raised by the bus company, as stated in the last Maidenhead Town Forum minutes, about the route due to the changes to the junction. Adam Bermange confirmed he had sent substantive points regarding his objections to the Panel Members prior to the meeting.

Councillor Del Campo stated he had received and read Mr Bermange's email and a particular point raised was a procedural one. Maidenhead Town Forum mentioned that Courtney Buses had indicated changes would increase time and costs to their route. She had received a letter dated 28 June 2019 outlining Courtney Buses concerns. And she also read out the formal objection from Courtney Buses. Councillor Del Campo said Courtney had implemented an emergency route diversion so some routes did not service the train station. The new routes for those buses were contrary to the Local Transport Plan and the Town Centre Plan. Ben Smith,

Head of Commissioning – Communities, stated the Council had not yet made a Traffic Regulation Order. He was aware of the objection and if it could not be resolved, then a public enquiry would be raised. The Borough had been working with Courtney to try and resolve the objection and the intention was to integrate the buses with the train station far better than it currently was. The Head of Commissioning – Communities stated where the bus stop was currently situated was less convenient for passengers to use the train so it was a benefit to have buses stopping in the train station and a new bus stop would be installed at Broadway which would make up the three minutes they lost travelling around the Stafferton Way roundabout. He added that buses currently went down Frascati Way and around the roundabout in the same way they did with the new layout near the station at Queen Street.

Councillor Johnson stated it was a project in inception for a while and it was now at the end of the process. The change was to increase pedestrian safety and if Cabinet wanted to keep the layout to the road as it was, then no Traffic Regulation Order would be raised. He stated public enquiries were costly to hold and any enquiry would mean a continuation of works. The Council wanted to seek a resolution with Courtney Buses.

Councillor Johnson said many people had concerns regarding the removal of the right turn at Queen Street, but he had received positive feedback as safety for pedestrians and cyclists was being prioritised. He added there needed to be a more holistic approach to the traffic system and environmental agenda; this was to improve the public realm and make access to the station easier. Councillor Johnson stated he had seen some of the issues raised by the public on social media while the works were in progress but, the traffic issues and less available space for pedestrians were due to the temporary lights and once the works were completed, the issues would be resolved.

Councillor Clark stated he had had discussions regarding the bus routes and how Courtney managed their routes. The Council was in dialogue and the issues would be resolved or a public enquiry would be raised. He added the junction improvements had been discussed at Council as the Borough was building a Maidenhead and environment fit for the future, fit for passengers and traffic. The Council was hoping to improve bus services and availability of transport for passengers. The Borough were looking at proposals which were carbon neutral and also looking to the future, to offer services to passengers they so need and to promote cycling also.

Councillor Brar stated the call in was because it was to do with the permanent change to the right turn at Queen Street. There was a fundamental problem with the decision to change the layout of the station. Traffic that wanted to go to Redford Road now needed to go round the roundabout; the Borough needed to think about pollution. Members of the public took part in an online survey but their concerns were overlooked. Changes to the junction appear positive to cyclists and pedestrians but the modelling said it did not meet the requirements due to the increase in traffic. There were other options available for the junction but they were ignored. The Borough council have trialled an Oxford Street style crossing but that was not taken forward.

Councillor Brar stated the business case looked at two types of pollutants which showed particulate pollutants would reduce at first but would then rise over a decade and more households would be exposed to polluted air with 753 families worse off. She believed the decision required more scrutiny and she asked for the decision to be referred to Full Council for further consideration.

Councillor Del Campo stated she had a photo of a public traffic regulation order but she was not sure where that fit in; she had heard it had not quite started yet. Councillor Del Campo added that RBWM stated the works would commence the Monday after Cabinet so she was not sure why that was put out as a statement prior to consultations being completed, although she added that the statement was withdrawn shortly afterwards.

Councillor Johnson said he wanted to improve conditions for cyclists; sadly the station had a very high record of bicycle thefts so anything that can improve the environment for cyclists and pedestrians was welcome. 70 car spaces would be moved from the front of the station to Stafferton Way and in five to 10 years, that would have a beneficial impact on the environment and it would also improve the appearance of Maidenhead Town Centre and will improve the environment.

The Head of Commissioning – Communities stated the Traffic Regulation Order had been published in draft, it was a temporary draft measure discussed at the Maidenhead Town Forum. He added he was happy to discuss it with legal officers as the draft was presented at Maidenhead Town Forum twice where residents could comment and provide feedback. With regards to the options for the junction, the current scheme was three quarters funded by the LEP and there had been rigorous assessment by the LEP which included a 120 page business case, independently assessed so that all options were scrutinised in detail before the funding was approved. Option two scored most highly and was the preferred option by the LEP.

The Head of Commissioning – Communities stated that improving air quality was a piece of work within the business case. Work carried out by independent experts concluded the scheme as neutral on noise and air quality. With regards to congestion, it was complex to factor in congestion on that road. If drivers could not turn right, they were diverted 700m around the Stafferton Way roundabout but, the business case showed that the additional 700m were neutral once all the other factors were considered such as the right turn out of Broadway. Drivers could use the Stafferton Link along to the A4 and other alternative routes which would reduce congestion and increase capacity. Traffic signals would be linked to improve flow and vehicles would only need to stop for pedestrians to cross. The Head of Commissioning – Communities added that all factors were considered in the business case, although some drivers might be disadvantaged, the overall benefits outweighed that disadvantage.

The Head of Commissioning – Communities stated the consultation went to the Maidenhead Town Forum, and at the last meeting, the Forum agreed to a marketing company conducting face to face interviews and included online feedback. The online survey feedback was mostly made up of motorists. The consultation concluded that the scheme should continue. He stated the longer the temporary lights were set up, the worse the disruption would be so, other works were being carried out while Cabinet received the report. That meant the works could continue even if the closing of the right turn did not go ahead.

Councillor Clark stated in the original consultation it was skewed towards motorists so, Members decided to engage pedestrians with face to face interviews. Within 10 years eight million people would be using Crossrail so, if the consultation had been carried out then, there would be even more pedestrians and passengers providing feedback in favour of the changes. Councillor Hill stated he had heard lots of good explanations he was one of the Councillors that voted for the Council to become net carbon neutral by 2020. He expressed concern at the words used stating the works would begin on the Monday after Cabinet as there needed to be at least five days to allow for a call in. Councillor Hill added he did not like the removal of the right turn and believed it was an error. He felt an Oxford Street style crossing was the right thing to do, making it as pedestrian and cyclist friendly as it would be for motorists. The two ladies he had spoken to rode bikes into the Town for shopping but, they had nowhere to park their bikes so, if the Council was going to be pedestrian and cycle friendly, there needed to be places for them to park their cycles.

Councillor Hill commented with the lack of right turn at Queen Street, looking forward with Vicus Way car park and the gold course development, there would be 2,600 new homes and 500 parking spaces in the area and all of the additional traffic would clog the Stafferton Way roundabout. Closing the right turn moved the pollution up towards Bray and Oldfield, away from the Town Centre. A number of scenarios around the Town should have been investigated.

The online survey took second place and the on street face to face interviews had been prioritised; St Mary's Ward had not been included in the findings either. Councillor Hill's other concern was the LEP funding. He understood the Borough needed the funding as it was a small Borough but, his worry was that the LEP was driving the scheme. They were building the station for Crossrail but, it was driving the station build and Vicus Way more than the Council was and the Council was losing control. The Head of Commissioning – Communities responded to alleviate the congestion across Town, there were other projects to increase capacity which would mitigate developments in the Borough Local Plan (BLP). A traffic model had been run that looked at the background growth and increase in cars and also, known changes. The model highlighted junctions which were over capacitated. The Head of Communities – Commissioning stated that whilst the scheme was being worked on, it did make up part of the work going on across the area so, the modelling would factor in traffic caused by losing the right turn at Queen Street.

Councillor Singh queried if the marketing company that carried out the face to face interviews had used the old ward boundaries as a significant number of responses were from his ward. He welcomed the idea of introducing more cycle and pedestrian friendly access, the idea had been on the Maidenhead Town Forum agenda twice as it was so important. The Head of Commissioning – Communities confirmed he was very happy to engage with Ward Members. He added he was not sure if the old ward boundaries had been used in the survey.

Councillor Werner stated the works should not be carried out in a piecemeal way. All of the plans should be put forward so a debate and decision could be made on the whole picture. The bus company said that in the short term, there would be an increase in journeys, costs and pollution. There seemed to be conflict between motorists, cyclists and pedestrians whereas, the scheme should be carried out when all users were considered. It had been done in Oxford Street well. Councillor Werner did not see how the scheme would help to make the area carbon neutral as mass transit vehicles would help the Borough become carbon neutral. The Council had already got rid of the right turn at Queen Street without negotiating with the bus company. Councillor Werner said Crossrail was coming and more houses and cars would be using that roundabout so everything the Borough was doing was piling congestion on that area. Mass transit vehicles would be electric by 2030 and the government was moving away from petrol and diesel cars; the Council needed to be investing in technology for electric vehicles and cycling. Councillor Werner asked for the report to be referred back to Full Council for proper debate or, the scheme should be shelved and reinstate the right turn and stop with the piecemeal development.

Councillor Johnson said it would have been useful if Councillor Werner had asked his questions at Cabinet or at the Maidenhead Town Forum. He added the Borough was making a clear statement of intent, prioritising movement of cyclists and pedestrians over cars and motor vehicles. To be carbon neutral. The Council was making a shift towards sustainable transport methods. The Borough was trying to encourage people onto buses but, to do that there needed to be changes such as moving the bus stop to the station. Bus technology was evolving fast, especially in London, and Councillor Johnson did not see why the same could not be rolled out in Maidenhead; more e-charging points were being invested in and Vicus Way would have a whole host of charging points for electric vehicles. The scheme was shifting priority to pedestrians and cyclists, the most vulnerable users of the roads.

Councillor Hill requested the list of the other options considered by the LEP. The Head of Communities – Commissioning confirmed the following options were considered:

- An Oxford Street style crossing
- Remove the right turn at Queen Street to create improved facilities for pedestrians and cyclists (preferred option).
- To do nothing and leave the junction as it was
- Reconfigure and remove the island with a two stage crossing in a different location further down
- Replace the crossing with a footbridge.

Councillor Haseler stated three of the four reasons for the call in were related to congestion. He had spoken at the Maidenhead Town Forum and there was no evidence to suggest closing the right turn at Queen Street would increase congestion. He initially had some concerns regarding closing the right turn but, a right turn was created from Broadway and that helped with traffic flow. Councillor Haseler also confirmed there was cycle parking available at three locations in the Town Centre.

Councillor Brar proposed a motion for the report to go to Full Council for debate and Councillor Hill seconded that proposal stating there were other options available. Two Councillors voted for the motion (Councillors Brar and Hill), and three Councillors voted against the motion (Councillors Bhangra, Haseler and Singh voted against the motion), so the motion fell away.

Councillor Haseler stated Courtney Buses had a big issue with the new layout but, traffic congestion was not a justified reason to refer the report back to Full Council. The bus issue needed to be looking into by the Head of Commissioning – Communities team. Councillor Hill said 437 residents signed an online petition in objection to the changes to the junction and they had not been taken into account. Councillor Clark stated he understood what was being said but the online responses were biased towards drivers so the consultation was widened to face to face interviews and included pedestrians to add balance to the consultation. Councillor Hill responded that was not a good bases to make a decision. The public had the right to be biased and if it was still biased towards drivers, they needed to be listened to.

Councillor Stimson commented she had read from Friends of the Earth that looked at different Councils and they had looked at the demographics for Windsor and Maidenhead of how people travelled around; the highest proportion of residents drove, 3% cycled and 10% walked. Councillor Clark replied that 85% of online respondents were motorists but pedestrians needed to be represented too and 15% of online respondents was not enough to make an informed opinion. Councillor Hill said he was not opposed to pedestrians and cyclists but Members had to accept that 85% of people in the Royal Borough drove cars. There was a solution to keeping the right turn at Queen Street and if that is what people wanted, the Council should listen and respect that and find ways to encourage and increase cycling and walking. It was not democratic to ignore 85% of the respondents to the consultation.

Councillor Johnson stated the consultation reached out to vulnerable groups and other road users to get the most data. Valid concerns had been raised and all the Council had tried to do was get a balanced view from the people that live and work in the Town. Councillor Singh stated the reasons for running the additional consultation were raised at the Maidenhead Town Forum and there was a two week trial period for the changes prior to that.

Councillor Haseler proposed a motion to take no further action with more work to be done with Courtney Buses so a resolution could be found and a review of the junction improvements to be presented to the Infrastructure Overview & Scrutiny Panel in the future. Councillor Singh seconded the motion. Three Councillors voted for the motion (Councillors Bhangra, Haseler and Singh), and two Councillors voted against the Motion (Councillors Brar and Hill).

RESOLVED: That the Infrastructure Overview & Scrutiny Panel:

- i. Agreed to take no further action on the call in on the Maidenhead Station – Queen Street Junction report.**
- ii. That a review of the Junction improvements at Queen Street be brought to a future Infrastructure Overview & Scrutiny Panel.**

The meeting, which began at 6.00 pm, finished at 7.55 pm

CHAIRMAN.....

DATE.....

Report Title:	Budget 2020/21
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Infrastructure Overview & Scrutiny Panel - 3 February 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. As part of the budget process the views of Overview and Scrutiny Panels are sought on the savings, fees & charges and capital proposals that are relevant to their panels.
2. This report provides the context against which Members are asked to consider these proposals.
3. Like many councils the Royal Borough faces a challenging financial position. Pressures around Children, Adults and vulnerable people will add considerably to Council costs in 2020/21, together with the cost of a substantial pension deficit.
4. In addition the Council faces further challenges that are more specific to the Royal Borough including the cost of financing substantial investment in regenerating Maidenhead.
5. The relatively low level of reserves held by the Royal Borough means that it has less options to adjust to new financial challenges in the short term than some other councils.
6. The Council continues to work within similar funding constraints, with little changes to external funding in 2020/21 and council tax limits remaining at 2% albeit with an additional 2% adult social care precept.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION:

The Infrastructure Overview & Scrutiny Panel is asked to comment on:

- (i) proposed savings set out within appendix A
- (ii) proposed fees & charges set out within appendix B
- (iii) proposed capital schemes as set out in appendix C

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

2.1 This report sets out the context for Overview and Scrutiny Panels to consider:

- (i) Savings proposals
- (ii) Changes to Fees & Charges
- (iii) Proposed capital schemes

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

- 4.1.1 This budget is set during a period of considerable uncertainty in the medium term, particularly around future funding for councils with the prospect of a government spending review in 2020. This is also likely to include changes to the allocation and retention of business rates. This could impact significantly on the overall funding for the council in 2021/22 and beyond.
- 4.1.2 Pressures around spending on Children and Adult Social Care have a major impact on council spending plans and the scale of this impact in 2020/21 and beyond continues to be uncertain.

4.2 Current Position

- 4.2.1 The Royal Borough of Windsor and Maidenhead has focussed on managing costs and delivering value for money. This means that it is a low spending council in comparison to its nearest statistical neighbours. The table below, based on 2019/20 estimates, compares its expenditure on individual services per head of population.

Cost per head of population based in 2019/20 Estimates

		Nearest Statistical Neighbours *
Education Services	480.44	559.83
Highways and Transport Services	2.55	39.96
Children's Social Care	116.38	149.57
Adults Social Care	260.62	315.97
Public Health	30.85	44.27
Housing Services	31.82	20.76
Cultural and Related Services	25.92	26.49
Environmental and Regulatory Services	100.10	86.33
Planning and Development	16.08	9.72
Central Services	35.26	38.86
Total Other Services	0.00	1.82

Financial Context

- 4.2.1. Like many councils, the Royal Borough faces considerable financial challenges, particularly increasing numbers and costs of supporting adults, vulnerable people and children in care. However, the Council's level of reserves are low which means that it has less time and potentially fewer options than others to bring its budget into balance.
- 4.2.2. The Berkshire Pension Fund has one of the highest proportional deficits of all Council pension funds, the Royal Borough's pension funding level is estimated to be just 73%. This means that all Berkshire authorities including the Royal Borough must make significant employer's deficit recovery contributions each year to improve the funding level and reach a fully funded level by 2040. This is estimated at £4.2m in 2020/21 in addition to standard employer's pension contributions.
- 4.2.3. The Royal Borough has made a substantial commitment to the regeneration of Maidenhead and to the development of the local economy. To fund this important investment, borrowing has substantially increased.
- 4.2.4. In the current year council spending has come under considerable pressure. In part, this has been due to service pressures in adult and children's social care. The council has also found it harder to deliver savings than it had expected, which has also meant that some savings targets have not been achieved.

Policy Context

- 4.2.5. The Council will still be spending over hundred million pounds in 2020/21 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.
- 4.2.6. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.

4.2.7. This will undoubtedly require a level of prioritisation and these budget plans focus on the following key policy objectives: -

- (i) protecting the most vulnerable and ensuring that the Council can continue to meet its significant and growing commitment on Children's and Adults Social Care.
- (ii) creating opportunities across the borough and continuing to invest in its regeneration and development.
- (iii) enabling the Council to meet its existing capital commitments as well as starting to invest in new technology to help it become more efficient in the future.
- (iv) ensuring that the council adopts a more sustainable and carbon neutral approach to the environment.

4.2.8. These policy objectives are not achievable without sustainable council finances and the proposals within this report have been developed to help make the finances of the Council more sustainable in the short term as well as starting to plan for the medium to longer term.

4.2.9. As part of this the Council has had to consider the affordability of the services it provides by ensuring that the users of services meet a greater share of the cost of the service they receive as happens in many other councils

4.3 Budget Pressures

4.3.1 Next year cost pressures are expected to amount to some £11.693m. These are driven by a number of factors:

- a) **Previous spending decisions**– for example next year's borrowing costs will increase due to a substantial increase in capital investments made by the council in 2019/20.
- b) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent this will be matched by additional council tax and business rate income.
- c) **Spending pressures on Children's Services and Adult Social Care** are placing increased pressure on council budgets
- d) **External changes beyond the council's control**, such as increased pension costs from the revaluation of the pension fund.
- e) **Under-delivery of savings** – some of the savings identified for 2019/20 have not been delivered and therefore have an impact on the 2020/21 budget.
- f) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

4.4 Proposed Savings

4.4.1 In total the council proposes to deliver £5.976m of savings. The main areas of proposed savings over £100,000 are set out below.

Proposed Savings	£'000
Reduced costs of placements for children in the care of the local authority.	700
Remove Advantage Card discounts for parking.	650
Deliver adult social care transformation programme	495
Transform Youth and early years services to be targeted at the most vulnerable	450
Additional Management Fee from Countryside	330
Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	250
Charging for Resident's Parking Permits, £50 each for first permit, £70 for second permit	250
Post Deletions	231
Refocus Community Wardens on problem solving, achieving staff savings	180
Customer Services & Libraries	170
Deliver the supported employment service differently	166
Implement technology enabled care across adult services	120
Delete a vacant post in the Achieving for Children Management team	110
Review grant payments in line with developing voluntary sector funding strategy	100
Reduce the number of subsidised bus routes	100
Recruitment Drive for permanent Children's Social Workers	100
Vacancy Factor/Recruitment Freeze	100
Concessionary Fares	100
Sub-total	4,602
Other Savings under £100,000	824
Total Proposed Savings within the 2020/21 Budget	5,426
Other Potential Savings (paragraph 4.4.5)	400
Total Identified Savings	5,826

4.4.2 Further detail of all savings is provided at Appendix A

4.4.3 An assessment of all savings has been carried out to assess their deliverability during 2020/21 and accordingly a sum of £1.300m has been set aside as a provision against non-delivery or delay in implementation of these savings.

4.4.4 In addition to the above savings, further potential savings of £400,000 have been identified within the collection fund. This includes a review of the council tax reduction scheme, subject to consultation, (£330,000) and a reduction in empty properties relief (£70,000). Although both of these savings will take effect from April 2020 if agreed this will be after the setting of the Council Tax base in January 2020.

4.4.5 These additional savings cannot be taken into account when setting the budget for 2020/21 but the surplus on the collection fund of £400,000 generated by the savings will increase reserves in 2021/22.

4.5 **Income**

4.5.6 The proposed fees and charges for 2020/21 are set at Appendix B.

4.5.7 Overall the following principles have been used to review fees and charges:-

- a) **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the council are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
- b) **Charges should reflect cost increases incurred by the council**, accordingly the majority of charges have been increased by approximately 3% in line with estimated inflation.
- c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.

4.5.8 The table below summarises the main sources of income for the council over £100,000, estimated values in 2020/21.

	£'000
Parking	10,244
Planning & Development	1,473
Green Waste Subscribed Collection Service	840
New Roads and Street Works Inspections/Permits	720
Marriage and Civil Partnership Ceremonies	402
Cemeteries and Churchyards	321
Highway Licences	292
Local Land Charges	253
Temporary Traffic Regulation Orders	154
Hire of Public Halls	113

4.5.9 This above analysis excludes recovered social care fees.

5. **RISK MANAGEMENT**

- 5.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.
- 5.2. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 5.3. A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.

6. POTENTIAL IMPACTS

- 6.1. This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

7. CONSULTATION

- 7.1. Consultations will take place with the local chambers of commerce in February 2020.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1. Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

Table 3: Implementation timetable

Date	Details
By 31 March 2020	Residents notified of their council tax.
1 April 2020	Budgets will be in place and managed by service managers.

9. APPENDICES

- 9.1. The table below details the Annexes to this report

Appendix	
A	Savings
B	Fees and Charges
C	Capital

10. BACKGROUND DOCUMENTS

- 10.1. None

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	17/01/20	17/01/20
Cllr Johnson	Leader of the Council	17/01/20	
Duncan Sharkey	Managing Director	16/01/20	17/01/20
Russell O'Keefe	Director of Place	16/01/20	
Terry Neaves	Interim Section 151 Officer	16/01/20	20/01/20
Elaine Browne	Head of Law	16/01/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	16/01/20	17/01/20

Name of consultee	Post held	Date sent	Date returned
Louisa Dean	Communications	16/01/20	
Kevin McDaniel	Director of Children's Services	16/01/20	16/01/20
Hilary Hall	Director of Adults, Commissioning & Health	16/01/20	17/01/20
Karen Shepherd	Head of Governance	16/01/20	16/01/20
	Other		

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	Cllr Stimson	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	A potential reduction in subscriptions may occur and there is an increased risk of contamination of waste streams. Clear messaging and alternatives will be required to minimise the external impact	577	250	250	250	250
Infrastructure	Cllr Stimson	Remove free Saturday garden waste collection	The alternative to the free Saturday green waste collection service is to subscribe to the green waste scheme and receive a fortnightly service.	2,726	25	25	25	25
Infrastructure	Cllr Cannon	Remove Advantage Card discounts for parking.	A comprehensive review of the tariffs and a post-installation review of parking machines has identified a complicated tariff structure across the parking estate. Removing discounted tariffs will offer equality of provision across the borough whilst retaining the technology to offer targeted / seasonal discounts.	7,813	650	650	650	650
Infrastructure	Cllr Cannon	Advertising on car park tickets/car parks	Research with other authorities have shown that income potential through advertising on the parking estate is possible. Initial proposals have been developed and are being pursued.	-	30	30	30	30
Infrastructure	Cllr Cannon	Parking season ticket income	Inflationary increase on season tickets. There is a risk that some businesses and/or individuals may choose not to renew as a result of the increased charge.	1,248	50	50	50	50
Infrastructure	Cllr Clark	Review and optimise the number of subsidised bus routes	The council currently subsidises a network of bus routes, to supplement the commercial network (for example: weekend, evening and areas of low patronage) at a cost of approximately £850k per annum. A comprehensive review will be undertaken to evaluate usage patterns; reasons for travel and identify alternative options to deliver a more efficient network. Alternative models which are 'greener'; support the climate change agenda and minimise the impact on users will be sought.	800	100	200	200	200
Infrastructure	Cllr Clark	Traffic signal costs - capital spend	Service standards will remain unchanged.	65	65	65	65	65
Infrastructure	Cllr Clark	Efficiency saving from traffic counter machines	New contract with neighbouring councils will generate efficiency savings in the cost of traffic counter machines.	41	15	15	15	15

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	Cllr Clark	Concessionary Fares	The concessionary fares scheme will be altered to align with the statutory requirements. Free travel will be available from 09.30 rather than unlimited as at present. This aligns with other areas, reduces congestion and increases capacity for commuters on peak time bus services	1,169	100	100	100	100
Corporate	Cllr Rayner	Deliver system efficiencies through the new customer relationship management system	Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes.	113	25	50	50	50
Corporate	Cllr Rayner	Review grant payments in line with developing voluntary sector funding strategy	Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels.	100	100	100	100	100
Corporate	Cllr Rayner	Citizens Advice Bureau grant	CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's.	124	16	31	31	31
Corporate	Cllr Rayner	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500	80	9	17	17	17
Corporate	Cllr Rayner	Reduce the current grant provision for Norden Farm from September 2020	Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500	158	17	33	33	33
Corporate	Cllr Rayner	Cease the provision of the GROW service with residents being be signposted to alternative forms of assistance.	Residents will be signposted by customer services or the call centre to alternative forms of assistance.	63	64	64	64	64
Corporate	Cllr Johnson	Cease support for the One Stop Shop in Datchet	Viability of the OSS may be affected if they are unable to find alternative funding. The organisation has submitted an application to the Grant Panel for consideration.	1	1	1	1	1
Corporate	Cllr Rayner	Rationalise the council's current mobile phone usage to reduce operating costs	Optimising the deployment and usage of mobile phones to reduce operating costs	106	10	10	10	10
Corporate	Cllr Johnson	Remove budget for individual members to attend conferences/training	Could lead to pressure on service areas to fund member attendance at service area specific conferences/training.	3	3	3	3	3

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Rayner	Removal of all refreshments from council meetings, member briefings and member training sessions	Saving can only be achieved if all refreshments are ceased for all council meetings/briefings/training sessions.	10	10	10	10	10
Corporate	Cllr Johnson	No longer print and distribute Council Tax leaflet with bills	Provide access to the Council Tax leaflet on the council's website, providing efficiency savings and reduced carbon footprint	89	5	5	5	5
Corporate	Cllr McWilliams	Optimise use of digital distributing Around the Royal Borough	Through increasing our digital distribution of Around the Royal Borough and orientating away from print, we will contribute to decarbonising the council and ensuring we are more accessible to residents.	59	23	23	23	23
Corporate	Cllr Johnson	Empty Properties Relief - reduction	Increase the council tax premium on empty homes to encourage them back into use.	Collection Fund	70	70	70	70
Corporate	Cllr Johnson	Review of Council Tax Reduction Scheme Discount levels	Reduce the maximum discount for working age claimants, subject to consultation, from 91.5% to 80% in line with other councils.	Collection Fund	330	330	330	330
Corporate	Cllr Johnson	Vacancy Factor/Recruitment Freeze	Hold vacancies to reduce the prospect of making compulsory redundancy for permanent staff in at risk posts.	5,383	100	100	100	100
Corporate	Cllr Rayner	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers. 2 hour vouchers - £1 per voucher. 4 hour vouchers - £2 per voucher 24 hour voucher - £4 per voucher. Discounts apply to electric vehicles and residents of pensionable age and in receipt of Council Tax reduction.	-	250	250	250	250
Corporate	Cllr Johnson	Additional Management Fee to Countryside	This would result in additional income through a management fee from Countryside for the St Clouds Way development in addition to the capital receipt. It is subject to approval of the site proposal and signing of the development agreement.	3,995	300	200	200	200
Corporate	Cllr Johnson	Post Deletions	Efficiencies across the organisation made up from deleting vacant posts.	5,383	231	231	231	231
Communities	Cllr Cannon	Refocus Community Wardens on problem solving, achieving staff savings	Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities	639	180	200	200	200

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	Cllr Rayner	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing provision was increased in order to provide the customer facing RBWM services from York House. Moving back into the Library will provide economies of scale, allowing for a reduction in staffing. Encourage more 24/7 digital interaction with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible.	2,004	220	265	265	265
Communities	Cllr Cannon	Removal of PCSO funding	New national funding has been awarded to Police Services to increase staffing resources. Discussion with local Police Area Commander commenced November 2019 to remove this LA funding for Policing roles.	74	74	74	74	74
Communities	Cllr Rayner	WAM Get Involved support	This will cease the current SLA with local voluntary coordinators to reduce their role, there will still be scope for those interested in volunteering to be signposted to volunteering opportunities through a single central route via the Borough's revised website Know Your neighbourhood facility, going live later in 2020.	45	33	45	45	45
Communities	Cllr Rayner	STRIVE	Support for new support initiatives, to be provided by local Housing Association and to return focus for support to Department of Work and Pension, and Job Centre Plus, who have the statutory role to support in this area.	8	8	8	8	8

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Review of posts in Optalis	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	512	31	31	31	31
Adults Childrens and Health	Cllr Carroll	Review of posts in commissioning function	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	300	20	20	20	20
Adults Childrens and Health	Cllr Carroll	Transform youth and early years services to be targeted at the most vulnerable	The delivery of services will be through two Family Hubs, focusing on statutory services and targeted support for vulnerable groups. Subject to the priorities established through consultation, it is expected that there will be no universal services provided on a "drop in" basis.	1,482	450	600	600	600
Adults Childrens and Health	Cllr Carroll	Optimise the provision of carers services	This is an opportunity to improve the effectiveness of services for carers by joining up provision, providing quality advice and guidance to carers in one place.	826	75	75	75	75
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the supported employment service by integration with council-owned services	More effective, efficient and responsive delivery of the supported employment service through joining up with existing Optalis teams. This will include recruiting a full time headcount within Optalis to provide a full service to residents providing greater opportunities to integrate the service in collaboration with local employers. Communication with local employers is already in place, for example, promotion of workplace health by the Lead Member and Director of Public Health.	241	166	166	166	166
Adults Childrens and Health	Cllr Carroll	Deliver befriending service in a new and different way	We will seek to continue to deliver the service through the voluntary sector.	35	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Deliver adult social care transformation programme	This is a key opportunity to deliver improved services for residents of the borough by embedding prevention and promoting community enablement to maximise independence. The programme has been presented to the Health and Wellbeing Board which includes NHS partners and Healthwatch and was unanimously approved and endorsed.	51,192	495	1,700	1,700	1,700

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the Recovery College	A needs based review has been undertaken which has endorsed the Royal Borough's commitment to deliver the core principles of the Recovery College in partnership with the NHS. Investment and spend on mental health servicedes in the NHS is increasing year on year in line with the NHS settlement and the Long Term Plan. The Royal Borough plays an active role in the Integrated Care System, working with NHS partners.	115	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Implement technology enabled care across adult services	Improved provision for residents, maximising the use of recent developments in technology to maximise independence to ensure that people remain in their own homes for as long as possible.	6,600	120	300	300	300
Adults Childrens and Health	Cllr Carroll	Optimise costs of placements for children in the care of the local authority	RBWM has increased capacity and capability within AfC to monitor and track the financial packages of care alongside the social work team through a fortnightly "resource panel". Case level tracking of progress will be shared openly between AfC and RBWM through the commissioning meeting arrangements.	7,945	700	700	700	700
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of health checks	A review of health checks has been undertaken with the outcome of targeting the service to those in most need, and leveraging the impact of NHS campaigns.	60	10	10	10	10
Adults Childrens and Health	Cllr Carroll	Allocation of Public Health reserve to meet current needs	This maintains Public Health services and optimises use of resources. Public Health England does not encourage Local Authorities to maintain reserves.	88	46	0	0	0
Adults Childrens and Health	Cllr Carroll	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Analysis and best practice in other authorities has shown that moving to online financial assessment improves the process for the benefit of residents, making it more efficient and is in line with the council's digital aspirations.	197	0	70	70	70

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Remove additional local authority support for school improvement in Academy schools	Academy schools are directly funded by the DFE for school improvement. At the end of December 2019, 94% of all schools are Good or Outstanding with two Academy schools judged Requires Improvement. No schools are currently judged Inadequate.	75	20	20	20	20
Adults Childrens and Health	Cllr Carroll	Recruitment drive to improve Social Worker workforce stability and outcomes	A service-wide Social Worker recruitment drive to run through the final quarter of 2019/20 which seeks to secure at least 5 permanent social workers to deliver savings, reduce reliance upon interim social workers and improve outcomes	420	100	100	100	100
Adults Childrens and Health	Cllr Carroll	Legal savings in Achieving for Children	The legal services contract across Achieving for Children is due to end 31-03-20 and has been recommissioned. The use of a single supplier provides cashable efficiencies and improves delivery of the service.	635	25	25	25	25
Adults Childrens and Health	Cllr Carroll	Operational efficiency within the Achieving for Children finance team	Reduced back office resource as a result of managers becoming more effective in their use of the finance system and self-reporting tools. RBWM finance officers will take over monitoring of capital projects.	25	25	25	25	25
Adults Childrens and Health	Cllr Carroll	Delete a vacant post in the Achieving for Children Management team	Efficiency in Achieving for Children Operational Management Team with continued shared leadership of the Inclusion priority for the Directorate.	110	110	110	110	110
				£000	£000	£000	£000	£000
			TOTAL		5,826	6,142	6,142	6,142
			Collection fund savings		400	400	400	400
			TOTAL SAVINGS EXCLUDING COLLECTION FUND		5,426	5,742	5,742	5,742

		2020/21 £	2019/20 £	% Increase
PARKING SERVICE				
CAR PARKS				
NO DISCOUNTED TARIFFS				
Alexandra, Windsor (see separate tariff for Windsor Dials)	198			
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.20	3.20	0.0%
2 To 3 Hours		5	5	0.0%
3 To 4 Hours		7	7	0.0%
4 To 5 Hours		10.50	10.50	0.0%
Over 5 Hours		13	13	0.0%
Evening Charge (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		370	360	2.8%
Season Tickets (6 Months)		735	710	3.5%
Season Tickets (Per Annum)		1,450	1,400	3.6%
Alma Road, Windsor (See separate tariff For Windsor Dials)	130			
Charges apply Monday - Sunday between 9am-Midnight (including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.20	3.20	0.0%
2 To 3 Hours		5	5	0.0%
3 To 4 Hours		7	7	0.0%
4 To 5 Hours		10.50	10.50	0.0%
Over 5 Hours		13	13	0.0%
Evening Charge (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		370	360	2.8%
Season Tickets (6 Months)		735	710	3.5%
Season Tickets (Per Annum)		1,450	1,400	3.6%

			2020/21 £	2019/20 £	% Increase
Ascot High Street		98	0.00	0.00	
The Avenue, Datchet	113				
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)					
Up To 1 Hour			1	1	0.0%
1 To 2 Hours			1.50	1.50	0.0%
2 To 3 Hours			3.10	3.10	0.0%
3 To 4 Hours			4	4	0.0%
Over 4 Hours			7	7	0.0%
Season Tickets (3 Months)			225	220	2.3%
Season Tickets (6 Months)			425	410	3.7%
Season Tickets (Per Annum)			830	800	3.8%
Boulters Lock, Maidenhead	87				
Charges apply Mon - Sun between 9am-midnight (Incl Bank holidays)					
Up To 3 Hours			1	1	0.0%
Over 3 Hours			1.50	1.50	0.0%
Evenings (6pm - Midnight)			1	1	0.0%
Bowden Rd, Sunninghill		15	0.00	0.00	
Braywick Nature Park, Maidenhead (8am - 9pm)		12	0.00	0.00	
Braywick Park, Maidenhead (Mon - Fri 9am - 5pm) >	48				
Less than 3 Hours			1	1	
Over 3 Hours			5.50	5.50	0.0%
Season Tickets (3 Months)			150	145	3.4%
Season Tickets (6 Months)			290	280	3.6%
Season Tickets (Per Annum)			570	550	3.6%
Brockenhurst Road, S. Ascot					
Centrica, Windsor *		134	0.00	0.00	
(Saturdays, Sundays & Bank Holidays In Peak Periods Only- Locked at 7pm)					

			2020/21 £	2019/20 £	% Increase
Clewer Memorial, Windsor (Dawn To Dusk)	50		0.00	0.00	
Coronation Road, Littlewick Green	24		0.00	0.00	
Desborough Park, Maidenhead	18		0.00	0.00	
East Berks College, Windsor	112				
Charges apply Mon-Sun (Including Bank Holidays) between 9am-Midnight					
<i>Please note: change on the Sunday/ Bank Holiday tariff is subject to approval from East Berkshire College</i>					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.00	2	0.0%
2 To 3 Hours			2.80	2.80	0.0%
3 To 4 Hours			4.40	4.40	0.0%
Over 4 Hours			8.80	8.80	0.0%
Evenings (6pm - Midnight)			2	2.0	0.0%
Eton Court, Eton	57				
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.10	3.10	0.0%
2 To 3 Hours			4.50	4.50	0.0%
3 To 4 Hours			8	8	0.0%
4 To 5 Hours			9	9	0.0%
Over 5 Hours			11	11	0.0%
Season Tickets (3 Months)	1,200	25.5%	310	300	3.3%
Season Tickets (6 Months)	1,180	50.2%	610	590	3.4%
Season Tickets (Per Annum)			1,215	1,175	3.4%
Eton Wick (Haywards Mead)	25		0.00	0.00	
Grenfell Park, Maidenhead (Dawn - Dusk)	18		0.00	0.00	
Grove Road, Maidenhead (2 Hours max. stay except after 6pm)*	82				
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.80	2.80	0.0%
Evenings (6pm - Midnight)			1.80	1.80	0.0%

31

		2020/21 £	2019/20 £	% Increase
Guards Club, Maidenhead (Dawn - Dusk)	20	0.00	0.00	
Hines Meadow Multi Storey Maidenhead	1,280			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 1 Hour		1.10	1.10	0.0%
1 To 2 Hours		2.20	2.20	0.0%
2 To 3 Hours		3.40	3.40	0.0%
3 To 4 Hours		5.20	5.20	0.0%
4 To 5 Hours		5.90	5.90	0.0%
Over 5 Hours		9.50	9.50	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		270	260	3.8%
Season Tickets (6 Months)		530	510	3.9%
Season Tickets (Per Annum)		1,035	1,000	3.5%
Home Park, Windsor >	181			
Charges apply Mon - Fri between 9am-4pm (Weekends and Bank Holidays free)				
Signs will indicate when the car park is not in use due to events or functions				
Up To 1 Hour		1	1	0.0%
Up To 1 Hour Discounted		0.90	0.90	0.0%
1 To 2 Hours		2	2	0.0%
1 To 2 Hours Discounted		1.80	1.80	0.0%
2 To 4 Hours		4	4	0.0%
2 To 4 Hours Discounted		3.60	3.60	0.0%
Over 4 Hours		7	7	0.0%
Over 4 Hours Discounted		6	6	0.0%
Season Tickets (3 Months)		225	220	2.3%
Season Tickets (6 Months)		445	430	3.5%
Season Tickets (Per Annum)		880	850	3.5%
Horton Road, Datchet	60			
Charges apply Mon - Sat between 9am-6pm (Sundays and bank holidays free)				
Up To 1 Hour		0.20	0.20	0.0%
1 To 2 Hours		0.50	0.50	0.0%
2 To 3 Hours		1	1	0.0%
3 To 4 Hours		1.50	1.50	0.0%
Over 4 Hours		5	5	0.0%

		2020/21 £	2019/20 £	% Increase
High Street, Hurley	60	0.00	0.00	
King Edward VII Ave, Windsor	192			
Charges apply Mon-Sun between 9am-Midnight (Including Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		2.90	2.90	0.0%
2 To 3 Hours		4.70	4.70	0.0%
3 To 4 Hours		6.50	6.50	0.0%
4 To 5 Hours		8	8	0.0%
Over 5 Hours		9.30	9.30	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		325	315	3.2%
Season Tickets (6 Months)		640	620	3.2%
Season Tickets (Per Annum)		1,265	1,225	3.3%
King Edward VII Hospital, Windsor	150			
Charges apply Saturdays, Sundays and Bank Holidays between 9am-6pm				
Up to 2 Hours		1	1	0.0%
2 to 4 Hours		2	2	0.0%
Over 4 Hours		5	5	0.0%
Meadow Lane, Eton	102			
Charges apply Mon-Sun between 9am-7pm (Incl Bank Holidays)				
Up to 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		3.10	3.10	0.0%
2 To 3 Hours		4.50	4.50	0.0%
3 To 4 Hours		8	8	0.0%
4 To 5 Hours		9	9	0.0%
Over 5 Hours		11	11	0.0%
Season Tickets (3 Months)		310	300	3.3%
Season Tickets (6 Months)		610	590	3.4%
Season Tickets (Per Annum)		1,215	1,175	3.4%

		2020/21 £	2019/20 £	% Increase
Nicholsons MultiStorey, Maidenhead	734			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.70	0.70	0.0%
30 Mins To 1 Hour		1.30	1.30	0.0%
1 To 2 Hours		2.30	2.30	0.0%
2 To 3 Hours		3.60	3.60	0.0%
3 To 4 Hours		4.70	4.70	0.0%
4 To 5 Hours		9.50	9.50	0.0%
Over 5 Hours		13.50	13.50	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (1 Month)		155	150	3.3%
Season Tickets (3 Months)		450	435	3.4%
Season Tickets (6 Months)		895	865	3.5%
Season Tickets (Per Annum)		1,760	1,700	3.5%
Oakengrove, Maidenhead (Dawn - Dusk)	50	0.00	0.00	
Ω Oak Lane (Annual Contract Spaces For Residents Only)		60	60	0.0%
Queens Road, Sunninghill	52	0.00	0.00	
River St, Windsor	145			
Charges apply Mon-Sun between 9am-9pm (Incl Bank Holidays)				
Up To 1 Hour		5	5	0.0%
1 To 2 Hours		7.70	7.70	0.0%
2 To 3 Hours		9.90	9.90	0.0%
3 To 4 Hours		13.20	13.20	0.0%
4 To 5 Hours		15.40	15.40	0.0%
Over 5 Hours		18.70	18.70	0.0%

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		2020/21 £	2019/20 £	% Increase
Romney Lock, Windsor	94			
Charges apply Mon-Sun between 9am-Midnight (Incl Bank Holidays)				
Up To 1 Hour		1.60	1.60	0.0%
1 To 2 Hours		2.90	2.90	0.0%
2 To 3 Hours		4.70	4.70	0.0%
3 To 4 Hours		6.50	6.50	0.0%
4 To 5 Hours		8	8	0.0%
Over 5 Hours		9.30	9.30	0.0%
Evenings (6pm - Midnight)		2	2	0.0%
Season Tickets (3 Months)		325	315	3.2%
Season Tickets (6 Months)		640	620	3.2%
Season Tickets (Per Annum)		1,265	1,225	3.3%
Stafferton Way Multi Storey, Maidenhead	576			
Charges apply Mon - Sat between 9am-7pm				
Daily charge - Saturday		3	n/a	
Daily charge - Sunday to Friday		7.50	7.50	0.0%
Evenings (6pm - Midnight)		1.80	1.80	0.0%
Season Tickets (3 Months)		270	260	3.8%
Season Tickets (6 Months)		530	510	3.9%
Season Tickets (Per Annum)		1,035	1,000	3.5%
Sunningdale (London Road) (Closed between 6.45pm - 8.45am)	210	0.00	0.00	
Sutton Road, Cookham	18	0.00	0.00	
Town Moor, Maidenhead (Blackamoor Lane)	28	0.00	0.00	
Charges apply Mon - Sun between 9am-Mdnight (Incl Bank holidays)				
Up To 3 Hours		1	1	
Over 3 Hours		1.50	1.50	
Evenings (6pm - Midnight)		1	1	

			2020/21 £	2019/20 £	% Increase
Upper Village Road, Sunninghill		28	0.00	0.00	
Victoria Street Multi Storey, Windsor	206				
Charges apply Mon - Sun between 9am-Midnight (Incl Bank Holidays)					
Up To 1 Hour			2.20	2.20	0.0%
1 To 2 Hours			3.60	3.60	0.0%
2 To 3 Hours			5.60	5.60	0.0%
3 To 4 Hours			10	10	0.0%
4 To 5 Hours			11	11	0.0%
Over 5 Hours			15.50	15.50	0.0%
Evenings (6pm - Midnight)			2.20	2.20	0.0%
West Street, Maidenhead	59				
Charges apply Mon - Sat between 9am-Midnight					
Up To 1 Hour			1.40	1.40	0.0%
1 To 2 Hours			2.80	2.80	0.0%
2 To 3 Hours			4	4	0.0%
Evenings (6pm - Midnight)			1.80	1.80	0.0%
Windsor Dials (via Alma Road), Windsor	250				
Car Park only available on Saturdays, Sundays, Bank Holidays					
Up To 1 Hour			1.60	1.60	0.0%
1 To 2 Hours			3.20	3.20	0.0%
2 To 3 Hours			5	5	0.0%
3 To 4 Hours			7	7	0.0%
4 To 5 Hours			10.50	10.50	0.0%
Over 5 Hours			13	13	0.0%
Evenings (6pm - Midnight)			2	2	0.0%

		2020/21 £	2019/20 £	% Increase
Windsor Library	15			
Charges apply Mon - Sat between 9am-Midnight (Sunday and bank holidays free)				
Up To 30 Mins		0.30	0.30	0.0%
Up To 1 Hour		2.50	2.50	0.0%
1 To 2 Hours		5	5	0.0%
Evenings (6pm - Midnight)		1.80	1.80	0.0%
York House, Windsor	92			
Charges apply Mon-Sun between 9am-midnight (Incl Bank Holidays)				
Weekends & Bank Holidays (Up To 4 Hours Charge)		3.50	3.50	0.0%
Weekends & Bank Holidays (Over 4 Hours Charge)		7	7	0.0%
Evenings (Any Day) (6pm - Midnight)		1.80	1.80	0.0%
Coach Park (Alma Road), Windsor	74			
Charges apply Mon-Sun between 9am-6pm (Incl Bank Holidays)				
Up To 1 Hour - Entry		11	11	0.0%
Prepaid Tickets (1 Hour)		11	11	
Up To 4 Hours		22	22	0.0%
Prepaid Tickets (4 Hours)		18.50	18.50	0.0%
Up To 10 Hours (equivalent to all day as evenings free)		33	33	0.0%
Prepaid Tickets (10 Hours) (equivalent to all day as evenings free)		26	26	0.0%
Christmas Period (cars only)		2.50	2.50	0.0%
Magnet Leisure Centre - Maidenhead >	248			
Charges apply Mon - Sun (Incl Bank Holidays) between 9.30am-Midnight				
Up to 60 mins		1.10	1.10	0.0%
Up to 90 mins		1.50	1.50	0.0%
Up to 2 Hours		2.20	2.20	0.0%
Up to 3 Hours		3	3	0.0%
Up to 4 Hours		7.20	7.20	0.0%
Over 4 Hours		9.50	9.50	0.0%

		2020/21 £	2019/20 £	% Increase
Windsor Leisure Centre >	249			
Charges apply Mon - Sun between 9am-9pm (Incl Bank Holidays)				
Up to 60 mins		1.20	1.20	0.0%
Up to 2 Hours		1.80	1.80	0.0%
Up to 3 Hours		3.70	3.70	0.0%
Up to 4 Hours		11	11	0.0%
Up to 5 Hours		13	13	0.0%
Over 5 Hours		17.50	17.50	0.0%

	2020/21 £	2019/20 £	% Increase
On-Street Parking			
Barry Avenue			
Up To 1 Hour	2.10	2.10	0.0%
1 To 2 Hours	4.20	4.20	0.0%
St. Leonards Road (Shops)			
Up To 1 Hour	0.60	0.60	0.0%
1 To 2 Hours	1.80	1.80	0.0%
Central (Includes Datchet Road, Park Street, Sheet Street, Victoria Street, Farm Yard & Thameside (1 Hour Maximum Stay) *			
Up To 1 Hour	1.20	1.20	0.0%
Albert St, Alma Rd, Beaumont Rd, Bexley St, Clarence Rd, Duke St, Fawcett Rd, Frances Rd, Oxford Rd, Queens Rd, Vansittart Rd, Stovell Rd. * (Where Charges Apply Mon-Fri 8.30am - 5.30pm)			
Up To 1 Hour	0.50	0.50	0.0%
1 To 2 Hours	1.20	1.20	0.0%
Alma Rd, Clarence Rd, St Leonards Rd. * (Where Charges Apply Mon-Sun 8am - 8pm)			
Up To 1 Hour	0.50	0.50	0.0%
1 To 2 Hours	1.20	1.20	0.0%
Alexandra Rd, Claremont Rd, Devereux Rd, Dorset Rd, Grove Rd, St Leonards Ave, St Marks Rd, Helena Rd *			
Up To 1 Hour	0.80	0.80	0.0%
The Avenue & Windsor Road (Datchet) *			
Up To 1 Hour	0.80	0.80	0.0%
1 To 2 Hours	1.50	1.50	0.0%
2 To 3 Hours	3	3	0.0%
3 To 4 Hours	3.60	3.60	0.0%
Over 4 Hours	6	6	0.0%
Eton (2 Hour Maximum Stay) *			
Up To 30 Mins	0.40	0.40	0.0%
Up To 1 Hour	2	2	0.0%

	2020/21 £	2019/20 £	% Increase
<u>Other Parking Fees And Charges</u>			
Penalty Charge Notices			
Higher Level Contraventions	70	70	0.0%
-Discounted If Paid Within 14 Days	35	35	0.0%
Lower Level Contraventions	50	50	0.0%
-Discounted If Paid Within 14 Days	25	25	0.0%
Business Permits			
Business Parking Permits			
Windsor: Outer Areas			
First Permit	650	650	0.0%
Second Permit	750	750	0.0%
Third Permit	850	850	0.0%
Windsor: Inner Areas	325	325	0.0%
Eton and Datchet:			
First Permit	175	175	0.0%
Second Permit	375	375	0.0%
Third Permit	525	525	0.0%
Fourth Permit	725	725	0.0%
Parking Suspensions and Dispensations			
Suspension Of Parking Bay (Per Bay)	20	20	0.0%
Parking Dispensations - Late Charge	50	50	0.0%
Parking Dispensations - 1st Day	20	20	0.0%
Parking Dispensations - Additional Days	5	5	0.0%
Parking Dispensations - 1 Week	40	40	0.0%
Parking Dispensations - 2 Weeks	70	70	0.0%
Parking Dispensations - 3 Weeks	100	100	0.0%
Parking Dispensations - 4 Weeks	125	125	0.0%
Special Parking/ Access Permit	50	50	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAYS & TRANSPORT				
Consultation with Highways	Price on application			
Other Highway Services				
Provision Of Accident Information (For 3 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	147	143	2.8%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Accident Information (For 5 Years Records For Road Up To 1-5Km/ Over 1km Pro-Rata)	Flat Fee:	244	237	3.0%
Provision Of Accident Information (For 3 Years Records For Road Over 5km Pro-Rata)	Price on application			
Provision Of Existing Traffic Signal Data	Flat Fee:	183	178	2.8%
Provision Of Personal Injury Accident Database & Traffic Flow Management System Statistics	Flat Fee:	244	237	3.0%
Traffic Count Information (For Up To 2 Count Stations)	First Station Charge, Flat Fee:	244	237	3.0%
Traffic Count Information (For Up To 2 Count Stations)	Each Additional Station, Flat Fee:	124	120	3.3%
Provision Of Junction Traffic Model Data	Price on application - dependant on complexity of model:			
Access To/Use Of Borough Traffic Computer Model		5,837	5,667	3.0%
Research Into Archives (Where Not Part Of Statutory Function)	Min' Charge Applies:	233	226	3.1%
- charge after 3 hrs	Per Hour:	59	57	
Provision Of Hard Copy Of Statutory Records (Viewing Only Free Of Charge and available via our website)		63	57	10.5%
Provision Of Supplementary Information		124	113	9.7%
Provision Of Hard Copy Of Statutory Records - EXPEDITED SERVICE		95	N/A	
Provision Of Supplementary Information - EXPEDITED SERVICE		186	N/A	
Site Inspection:				
- up to 3 hours	Per Inspection:	152	148	2.7%
- over 3 hours	Per Inspection:	244	237	3.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY LICENCES				
S115 Provision Of Amenities On The Highway				
- Street Café _ application fee (3 year licence), (£150 refund if refused)		525	510	2.9%
Fee for 'straight forward' renewals -		122	118	3.4%
-street cafes- area fee	Per m2:	122	118	3.4%
- display of goods - Application fee if licence is issued, £150 refund if refused (town centre areas)	Per m2:	525	510	2.9%
- display of goods - Application fee if licence is issued, £50 refund if refused (non-town centre areas)	Per m2:	122	118	3.4%
Display of goods Area fee (For 3 years)	Per m2:	122	118	3.4%
Unauthorised Use Of The Highway				
- removal and storage of tables and chairs and display of goods- flat fee (plus daily charge)	Flat Fee:	122	118	3.4%
- removal and storage of tables and chairs and display of goods- (daily charge)	Per Day:	25	24	4.2%
S116 Extinguishment Of Adopted Highways And Rights Of Way	Act' cost + advertising cost, min of:	5,837	5,667	3.0%
(NB- Advertising costs above will include Vat.)				
S139 Control Of Builders Skips				
- admin fee per application (plus weekly charge below)	Per Application	64	62	3.2%
- weekly charge (Week1)	Plus:	20	19	5.3%
- weekly charge (Weeks 2 - 4)	Plus:	23	22	4.5%
- weekly charge (Thereafter)	Plus:	36	35	2.9%
- removal of builders skips	Act' Costs, At A Min' Of:	237	230	3.0%
S169 Scaffolding Licences				
- residential		160	153	4.6%
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	495		New
Minor Road (less than 50m2)	3 to 4 Months	825		New
Minor Road (less than 50m2)*	5 to 6 Months	1,195		New
Minor Road (More than 50m2)	0 to 2 Months	2,430		New
Minor Road (More than 50m2)	3 to 4 Months	2,655		New
Minor Road (More than 50m2)*	5 to 6 Months	3,020		New
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	990		New
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,655		New
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,390		New
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,865		New
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,310		New
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,040		New

PLACE DIRECTORATE FEES AND CHARGES 2020/21

Appendix A

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Unit Cost		2020/21	2019/20	% Increase
		£	£	
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
S172 Hoarding Licences				
-commercial				
Minor Road (less than 50m2)	0 to 2 Months	495		New
Minor Road (less than 50m2)	3 to 4 Months	825		New
Minor Road (less than 50m2)*	5 to 6 Months	1,195		New
Minor Road (More than 50m2)	0 to 2 Months	2,430		New
Minor Road (More than 50m2)	3 to 4 Months	2,655		New
Minor Road (More than 50m2)*	5 to 6 Months	3,020		New
Major Road or High Amenity Road (less than 50m2)	0 to 2 Months	990		New
Major Road or High Amenity Road (less than 50m2)	3 to 4 Months	1,655		New
Major Road or High Amenity Road (less than 50m2)*	5 to 6 Months	2,390		New
Major Road or High Amenity Road (more than 50m2)	0 to 2 Months	4,865		New
Major Road or High Amenity Road (more than 50m2)	3 to 4 Months	5,310		New
Major Road or High Amenity Road (more than 50m2)*	5 to 6 Months	6,040		New
* For periods greater than 6 months, a combination of above durations will be used to calculate fees.				
Other Structures - inc cranes	Flat fee plus area fee	542	526	3.0%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%
Mobile Access Platforms. Flat fee Plus area fee below Per Week Or Part:		271	263	3.0%
- additional charge (per m2)	Plus Charge Per m2:	5	5	0.0%
Filming - inc internal consultation	Cost Plus 20% Admin Fee			
S184 Construction Of Vehicle Crossings				
- admin fee domestic		160	153	4.6%
- admin fee commercial (Heavy Duty)		680	660	3.0%
S142 Licence To Plant And Maintain Shrubs, Trees, Etc.				
- Min' charge (discretion to reduce fees) for non-commercial	Min':	586	569	3.0%
- Min' charge (discretion to reduce fees) for commercial	Min':	1,171	1,137	3.0%
S154 Cutting Or Felling Trees Etc Overhanging The Highway	Act' Costs, To A Min' Of:	365	354	3.1%
S178 Apparatus Over Highway - (banners/signs) (discretion to reduce charge)		232	225	3.1%
S171 Deposition Of Building Materials, Rubbish, Etc And Temporary Excavation Of The Highway				
-charge per act (plus licence fee below):		180	175	2.9%
-licence fee	Plus:	124	120	3.3%
S179 Control Of Construction Of Cellars Under Streets	Cost Plus 20% Admin Fee			
S180 Control Of Openings Into Cellars, Under Streets, Pavement Lights, Etc	Cost Plus 20% Admin Fee			
S176/177 Construction Over Highway/Canopies	Flat Fee Plus Area Fee	698	678	2.9%
- additional charge (per m2)	Plus Charge Per m2:	11	11	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
TEMPORARY TRAFFIC REGULATION ORDERS				
S14. Road Traffic Regulations (if advertising covered by applicant discount of £800 applies)	Flat Fee including Advertising Costs:	1,868	1,814	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 1 road or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	2,709	2,630	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 2 - 5 roads/PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	5,150	5,000	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 6 - 9 roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	6,180	6,000	3.0%
S16A Road Traffic Act 1984/ Major Event if closure of 10 and over roads or PROW (if advertising covered by applicant discount of £1000 applies)	Flat Fee including Advertising Costs:	7,725	7,500	3.0%
Unauthorised Road Closure	Flat Fee	2,730	2,650	3.0%
Access Protection Markings		118	115	2.6%
Suspension of Parking Controls	Flat fee for 4 weeks period	936	909	3.0%
Introduction of temporary parking controls	Flat Fee including Advertising Costs:	1,868	1,814	3.0%
Assistance With Development Of Temporary Traffic Plans	Per Hour:	96	93	3.2%
N.B. Charges for Charitable and Community Interest events will be reduced at the discretion of the Director of Communities , with the agreement of the Lead Member for Highways. The organisers will however remain responsible for all costs associated with advertising.				
		138	134	3.0%
Lane closure request on dual carriageway (Not NRSWA)	Flat fee	258	250	3.2%
Road space booking for works (Not NRSWA)	Flat fee max 2 weeks	206	200	3.0%
Road space booking for events	Flat fee	515	500	3.0%
Road space bookings for Charitable and Local Community Interest events	Flat fee	139	135	3.0%
Unauthorised placement of Traffic Management measures on the Highway (Not NRSWA)	Flat fee	1,030	1,000	3.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
OTHER TRAFFIC MANAGEMENT CHARGES				
Application For Temporary Traffic Signals (Not NRSWA) (Includes Vat)		185	180	2.8%
Switching On/Off Permanent Traffic Signals				
- working hours:	Min. Charge:	359	349	2.9%
- evenings, and saturdays:	Min. Charge:	542	526	3.0%
- sundays and bank holidays:	Min. Charge:	719	698	3.0%
Hourly Charge For Temporary Traffic Signals (Not NRSWA)				
- traffic sensitive streets	Per Hour	187	182	2.7%
- other streets	Per Hour	62	60	3.3%
- surcharge for peak hour operation	Per Hour	155	150	3.3%
Special Signing				
-application of tourist/ visitor information signs		127	123	3.3%
-installation of tourist/ visitor information signs	Act' Cost Plus 20% Admin Fee	-	-	
-application of shopping/ business signs		248	241	2.9%
-installation of shopping/ business signs	Act' Cost Plus 20% Admin Fee	288	280	2.9%
Removal of illegal signage relating to Local Event	Fee per sign	103	100	3.0%
Removal of illegal signage relating to Developer	Fee per sign	361	350	3.1%
Repeat offender removal of illegal signage relating to Developer	Fee per sign	515	500	3.0%
S50 Placing Temporary Traffic Counter/ CCTV Camera On The Highway		127	123	3.3%
Unauthorised Survey Equipment On The Highway		248	241	2.9%
Bike-ability Training	Per Pupil	5	5	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY DEVELOPMENT CONTROL CHARGES FOR ADOPTED AND UNADOPTED ROADS				Incl
S38/278 Fees (based on costs of infrastructure construction - index linked)				
-up to £1.0m construction costs (Min' Charge £2,500)	13% but Min' charge of	3,499	3,397	3.0%
-over £1.0m construction costs	13% but Min' charge of	3,499	3,397	3.0%
-For structures/roads not being adopted- Technical Approval		Act' Cost Plus 20% Admin Fee	Act' Cost Plus 20% Admin Fee	
-renegotiation of S278/38 Contract Period		1,166	1,132	3.0%
-4.8m wide block paved road + two 2m verges		1,216	1,181	3.0%
-5.0m wide road, two 2m footways and two 1m verges		1,514	1,470	3.0%
-5.5m wide road, two 2m footways and two 1m verges		1,835	1,782	3.0%
-6.7m wide road, two 2.5m footways and two 1m verges		2,432	2,361	3.0%
-individual 2.0m footpath including lighting		547	531	3.0%
Travel Plans (to cover approval and 5 years monitoring)				
-Checking and approving interim and final travel plans small developments (one off fee)		967	939	3.0%
-Checking and approving interim and final travel plans standard developments (one off fee)		1,934	1,878	3.0%
-Checking and approving interim and final travel plans large/complex developments (one off		3,870	3,757	3.0%
Auditing Of Road Safety Audits		525	510	2.9%
Design Of Street Lighting Schemes		409	397	3.0%
Relocation Of Street Light Equipment				
-Residential with Advantage Card	Single Item:	Actual Cost	Actual Cost	
-Commercial		Act' Cost Plus 20% Admin Fee	Act' Cost Plus 20% Admin Fee	
Technical Approval Of Traffic Signals				
-Standard (Four Way) Installation		696	676	3.0%
-Complex Installation		1,166	1,132	3.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
HIGHWAY COMMUTED SUMS:				
-soakaways over 20 years		19,623	19,051	3.0%
-high friction surfacing over 5 years	Per m2:	10	10	0.0%
-pumping stations over 10 years	Min':	18,043	17,517	3.0%
-standard street lighting over 20 years		1,216	1,181	3.0%
-ornamental lighting over 20 years	Per Item:	2,006	1,948	3.0%
-traffic signals over 20 years per single pole	Per Item:	13,957	13,550	3.0%
-extra height pole	Per Item:	15,145	14,704	3.0%
-cantilever pole	Per Item:	16,516	16,035	3.0%
-illuminated traffic signs and bollards over 10 years)/m2 & £1,100 over 1m2			
-illuminated traffic signs and bollards over 10 years				
-road markings 50% of initial cost	Min':	912	885	3.1%
-CCTV cameras over 10 years	Per Item:	15,830	15,369	3.0%
-structures (Cost to be agreed between local authority and contractor)	50% of initial cost			
Pedestrian Safety Barriers (Cost to be agreed between local authority and contractor)	50% of initial cost			
Trees on adopted highway (standard tree up to 12cm girth) each		608	590	3.1%
Trees on adopted highway (heavy standard tree between 12cm to 14cm girth) each		735	714	2.9%
Trees on adopted highway (extra heavy standard tree between 14cm to 20cm girth) each		1,117	1,084	3.0%
Trees on adopted highway (semi-mature tree 20cm girth or larger) each	£1,245 min to £5,400 max			
Grass cutting on adopted highway	Per m2	10	10	0.0%
Shrubs and planting areas maintenance	Per m2	105	102	2.9%
Other Commuted Sums	ull cost or by agreement			
Developer site Signage				
-Application Fee (Up to 1 m2, thereafter, pro-rata)		122	118	3.4%
-Inspection Fee		72	70	2.9%
-Removal Of Illegal Directional Signs	Per sign	232	225	3.1%
Removal of illegal signs for repeat offenders	Flat fee	515	500	3.0%

Unit Cost	2020/21 £	2019/20 £	% Increase
RIGHTS OF WAY			
S118 Stopping Up of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S119 Diversion of Footpaths, Bridleways and Restricted Byways. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S257 Town & Country Planning Act 1980 Diversion Orders. Act' Costs Plus Advertising Min' Of:	1,398	1,357	3.0%
S1 & 14 Road Traffic Regulation Act 1984 Traffic Regulation Orders. Act' Costs Plus Advertising costs (NB- Advertising costs above include Vat.)			
Provision Of Hard Copy Of Definitive Map Extract (Viewing Only Free Of Charge)	59	57	3.5%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006)	292	284	2.8%
Land Owner Declaration (Highways Act 1980/ Commons Act 2006) - Subsequent Declaration	59	57	3.5%
New Roads & Street Works Act Inspections/ Permits			
S74 NRSWA Charges For Late Completions. Fees range depending on circumstances and are set by statute	-	-	-
S76 NRSWA Inspection Fees. Fees range depending on circumstances and are set by statue	-	-	-
S50 NRSWA private apperatus in the highway licences. First application flat fee	515	500	3.0%
S50 NRSWA private apperatus in the highway licences. Second and subsequent application flat fee.	257	250	2.8%

Proposed Capital Programme 2020/21 - 2022/23	Scheme Cost Gross	S106	Grant	Other Income	2020/21 Net Cost	2021/22 Net Cost	2022/23 Net Cost	Net Cost over three years
	£000	£000	£000	£000	£000	£000	£000	£000
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
Pre-approved /Fully Funded Total	48,598	(386)	(8,311)	(12,836)	27,065	27,024	10,567	64,656
New Bids 2020/21								
Transformational 2020/21	1,000				1,000			1,000
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
New Bids 2020/21 Total	7,587	(278)	-	(163)	7,146	3,366	1,816	12,328
Total Capital Programme	56,185	(664)	(8,311)	(12,999)	34,211	30,390	12,383	76,984

Fully funded Capital schemes to be assessed 2020/21

Scheme number	Scheme Description	Scheme Cost £m	5100 £000	5200 £000	Net
1	Resurfacing of roads to improve service and improve safety - road programme	The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan strategic objectives. The resurfacing of roads is essential to improve road safety, through surface and resistance treatment and prevent further deterioration therefore preserving the structural and accessibility of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduce insurance risks. The increased budget also includes a provision for first and fix.	1,900	1,900	-
2	Traffic Management	This funding is an essential part of improving traffic management throughout the borough. The current requirement for funding is 100% and have a leading of schemes to progress. The Local Transport plan is a key 800M strategic plan that sets out our objectives for the medium term. We report our performance against targets to government each year. Annual capital programme of approx. £1m need to be delivered to support these targets and objectives. Currently no funding is available to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable 800M to prepare schemes and further target programmes for the next year in parallel to the delivery of the current year's programme. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficient and delivery of targeted projects that maintain or allow, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local Plan will need to be developed from an outline concept stage through to consent outline designs. This is a contractual commitment.	220	220	-
3	Traffic Management Control System & Traffic Signal Improvements	This capital bid is essential for feeding and improving the background system which controls the borough car park M65, traffic counting, traffic signals and links to other LTA equivalent equipment. This system controls car parks spaces and controls the number of spaces shown on the car park signs. This system also controls the boroughs traffic counting system and allows access to the on line data. This system will also be used for introducing the various systems to allow them to control one another to provide automatic displays such as space warnings, allow and prevent red lights. If the system will not function and the existing car park M65 will go blank or continue to show the incorrect number of free spaces we currently have.	220	220	-
4	LTP Feasibility Studies, Scheme Development	Currently no funding is available in revenue for the development of traffic and road safety projects. This budget is necessary in order to carry out feasibility studies, investigations, consultations and develop programmes for future years. This funding would enable 800M to prepare schemes and further target programmes for the next year in parallel to the delivery of the current year's programme. In addition, suitable schemes would be developed that may attract grant funding. Benefits - efficient and delivery of targeted projects that maintain or allow, improve safety, address congestion, improve access. In addition, capacity improvements developed as part of the Borough Local Plan will need to be developed from an outline concept stage through to consent outline designs.	85	85	-
5	Local Safety Schemes	Programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to identify a prioritised schedule of sites. Casualty numbers have fallen to a historic all-time low but innovation is required to contribute to on-going capacity reduction.	150	150	-
6	Cycling	The modern makes commitments to "identify and maintain cycle routes and provide more cycle routes at all points and other places to encourage cycling". The Local Transport Plan contains policies on: Develop high quality and continuous cycle networks with appropriate levels of segregation or priority over the motor traffic on busy roads. Create traffic conditions that are appropriate for cyclists. Create safe zones for cyclists to provide cycle on-part of the way destinations. The Cycling Strategy (Action Plan) has been approved by cabinet in January 2019 in conjunction with the cycle forum, identifies cycling schemes across the borough. These have been provided on the basis of Modified Impact of the scheme in terms of increased cycling number by 20% - adopted by cabinet. Increased satisfaction to 85% - adopted by cabinet. Improved connectivity for cyclists. Improved cycle security and predicted reductions in the number of cycle thefts.	170	170	-
7	Disabled Facilities Grants	Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptations fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing accessible access to their bedrooms, bathroom and parking/bike racks such as parking within the home. Ramps, widening doorways, and stair lifts. Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs on the number of cases and the frequency of cases affecting the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently. DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and protect and sustain employment.	60	60	-
8	Resurfacing of roads to improve service and improve safety - Foot & B programme	The highway network is assessed annually through condition surveys to establish a priority list of roads that require a more significant treatment beyond basic maintenance. These surveys are a key Government requirement that link directly to Performance Indicators and contribute to the delivery of Local Transport Plan strategic objectives. The resurfacing of roads is essential to improve road safety, through surface and resistance treatment and prevent further deterioration therefore preserving the structural and accessibility of the highway asset. Investment reduces deterioration delaying higher renewal costs and reduce insurance risks. The increased budget also includes a provision for first and fix.	650	650	-
9	Bus Stop Waiting Areas	To provide new/renovated bus shelters and bus stop infrastructure (including signage, lighting, seating, information displays etc.). This will support the modern commitment to "continue to improve bus stop" - a key aim to improve the passenger experience and satisfaction with public transport as measured by the annual residents survey. There is a list of potential locations of required works including Street Devel outside York House.	100	100	-
10	Electric Vehicle Charging Points, CLEV grant funding may be available	To continue the roll out of electric vehicle charging points across the borough on street and in car parks.	20	20	-
11	Reducing Congestion & Improving Air Quality	This programme incorporates a number of different initiatives to help reduce congestion and improve air quality for residents. This includes a review of traffic measures in areas with identified air quality issues and initiatives to improve traffic flow, where this does not impact road safety. Measures can include introducing SCATS control systems to existing traffic signals to increase traffic flow at existing signalised junctions, also fitting smart equipment such as LED to signal heads to high bandwidth energy and carbon reduction. This programme can also include removing existing traffic signals where measurements in traffic flow can be demonstrated without impacting upon road safety.	85	85	-
12	M65 Support & Traffic Counter Maintenance	On-going software support is required to support the flow of traffic throughout the borough and to provide other information messages. This will be through routine and preventative maintenance on all 23 of the boroughs M65, 14 car park variable messaging systems, 47 traffic monitoring counters and 14 car parking counting systems to name a few. This capital bid will also include the maintenance of our road traffic counter also through out the borough.	60	60	-

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Income generating schemes to be approved 2020/21

No.	Scheme Name	Scheme Description	Scheme Cost £'000k
1	Regeneration Improvement Projects (York Rd, St Cloud Way, West St & Reform Rd)	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees. Fees in relation to regeneration schemes, including RBWM PropCo, to enable sites for development. Costs will be recouped through future capital receipts from 2023/24. To be applied to individual projects during the year.	720
2	York Rd Ph2 (JV Countryside) - Purchase of 'Access Rights' from Shanly Homes	Purchase of Access Rights over road for Ph2 redevelopment for York Rd Town Centre Regen. Required secure land receipt from Countryside.	100

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Pre-approved Major Schemes 2020/21 onwards

Scheme Name	2020/21				2021/22 Net Cost £000k	2022/23 Net Cost £000k	Total Net Cost	Expenditure to Q3 2019/20 £'000	Total scheme cost including previous years £'000
	Scheme Cost £'000k	S106 £'000	Other Income £'000	Net 2020/21 £'000					
RBWM Affordable Housing	-			-	4,490	7,017	11,507	-	13,599
Broadway Car Park, Maidenhead	6,100			6,100	16,384	3,000	25,484	5,482	34,843
Vicus Way Car Park, Maidenhead	5,600			5,600	5,600		11,200	-	13,207
Sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	270			270	100	100	470	116	470
Braywick Road Pedestrian Crossing	150			150	-	-	150	20	150
Maidenhead Local Plan Housing Site Enabling Works - LEP - Cabinet Decision Already Made	5,281		5,281	-			-	-	5,758
Windsor Town Centre Package - LEP	1,563		1,563	-			-	-	1,563
Maidenhead Station - LEP	3,750		3,750	-			-	1,603	4,265
Maidenhead Missing Links - LEP	2,242		2,242	-			-	257	4,630
River Thames EA - Council Decision	450	-	-	450	450	450	1,350	1,204	10,000

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Report Title:	Q2 Performance Report
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	
Meeting and Date:	Infrastructure Overview and Scrutiny Panel, 3 February 2020
Responsible Officer(s):	Russell O'Keefe, Executive Director, Place Directorate
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. The Infrastructure Overview and Scrutiny Panel has quarterly oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
 - Growing economy, affordable housing
 - Attractive and well-connected borough
2. Appendix A sets out the Q2 Performance Report for all measures relating to the Panel's remit, and includes performance commentary, related business intelligence and an overview of achievements and key milestones reached in the period July – September 2019.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Infrastructure Overview and Scrutiny Panel notes the report and:

- i) **Notes the 2019/20 Q2 Infrastructure Overview and Scrutiny Panel Performance Report in Appendix A.**
- ii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

- 2.1 The Infrastructure Overview and Scrutiny Panel has oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
 - Growing economy, affordable housing
 - Attractive and well-connected borough
- 2.2 Appendix A sets out the Q2 Performance for all measures relating to the Panel's remit, and related business intelligence. It shows that:
 - 4 of the 8 measures met or exceeded target,
 - 2 measures fell just short of target, although still within the tolerance for the measure,

- 1 measure was out of tolerance and requires improvement,
- 1 measure is subject to revised definition and data will be available from Q3.

Options

Table 1: 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. This is the recommended option	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence ensures it reflects the council's ongoing priorities.
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to members and residents.	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 this report are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all six strategic priorities.	< 100% priorities on target	100% of priorities on target			31 March 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from the recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

- 6.1 The risks and their control are set out in table 3.

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Poor performance management practices in place resulting in lack of progress towards the council's agreed strategic priorities 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 Ongoing performance of the measures within the Performance Management Framework 2019/20, alongside other measures and business intelligence information, will be regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Infrastructure Overview and Scrutiny Panel will be reported to Lead Members and Heads of Service as part of an ongoing performance dialogue.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service
7 April 2020	Q3 Performance Report

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix A: Infrastructure Overview and Scrutiny Panel Performance Report Q2 2019/20.

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
Russell O'Keefe	Director of Place	17/01/2020	
David Scott	Head of Communities	07/01/2020	07/01/2020
Ben Smith	Head of Commissioning - Communities	07/01/2020	07/01/2020
Hilary Hall	Director of Adults, Health and Commissioning	17/01/2020	20/01/2020

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: Rachel Kinniburgh, Strategy Officer, 01628 796370		

Infrastructure Overview and Scrutiny Panel

Q2 2019-20 Performance Report (July – September 2019)

Date prepared: 1 October 2019

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3. Performance Summary Report	4
4. Growing economy, affordable housing	
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6. Business Intelligence: Local employment	13

**Infrastructure Overview and Scrutiny Panel:
Q2 2019-20 Performance Report**

1. Executive Summary

1.1 The Infrastructure Overview and Scrutiny Panel has oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:

- Growing economy, affordable housing
- Attractive and well-connected borough

1.2 The Panel retains an interest in the following business intelligence related to these strategic priorities:

- Local employment.

1.3 As at 1 October 2019 performance of all measures related to the Panel's remit can be broadly summarised as:

Q2 RAG Status	No.	Measure
Red (Needs improvement)	1	<ul style="list-style-type: none"> • Monthly footfall in Windsor Town Centre
Amber (Near target)	2	<ul style="list-style-type: none"> • Monthly footfall in Maidenhead Town Centre • No. households where prevention duty has been ended successfully
Green (Succeeding or achieved)	4	<ul style="list-style-type: none"> • No. homeless households in temporary accommodation • Percentage of Major planning applications processed in time • Percentage of Minor planning applications processed in time • Percentage of "Other" planning applications processed in time
Unknown Performance	1	<ul style="list-style-type: none"> • Percentage of dangerous potholes on the public highway fixed within 24hrs. Note: this measure is subject to revised definition and data is available from Q3.
Total	8	

1.4 Commentary is provided for all measures in deviation from target (either Red or Amber) year-to-date, and where key information supports understanding of the measure.

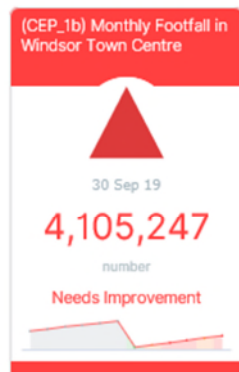
2. Key activities and milestones achieved

Strategic Priority	Item	Q2 Achievements and key milestones
Growing economy, affordable housing	Borough Local Plan	Proposed changes to the submitted Borough Local Plan were approved by Members at Full Council in October for consultation.
	Maidenhead Regeneration and Infrastructure	<p>York Road development, known as The Watermark, continues site at pace. The site will deliver 88 of the 229 new homes built as affordable homes in partnership with Countryside and Housing Solutions. The range of property types and ownership options are being targeted at people that live, work or were born in the Royal Borough.</p> <p>St Clouds Way: the second Council regeneration project, will see additional public consultation in late autumn, with a view to submitting a planning application early in 2020. This site will deliver 30% affordable housing.</p> <p>Maidenhead Vision: JTP Architects have been appointed to assist with the ongoing branding and vision for Maidenhead Town Centre. The initial branding work for “Make Maidenhead” will continue, to demonstrate the vision for the town and will involve substantial public engagement and consultation.</p>
Attractive and well-connected borough	Highways	Following Cabinet agreement in May, the new policy to fix reported potholes over 40mm deep on roads and over 25mm deep on footways within 24 hours (regardless of which category of adopted Highway they are located on) commenced in September. Previously 24-hour repairs only applied to high speed/strategic routes and town centre locations. Weekly data collected since the scheme began reflects a positive start.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

3. Performance Summary Report (YTD)

Needs Improvement



Near Target



(H:2) No. households where prevention duty has been ended successfully



Succeeding



(P_1) Percentage of Major planning applications processed in time



(P_2) Percentage of Minor planning applications processed in time



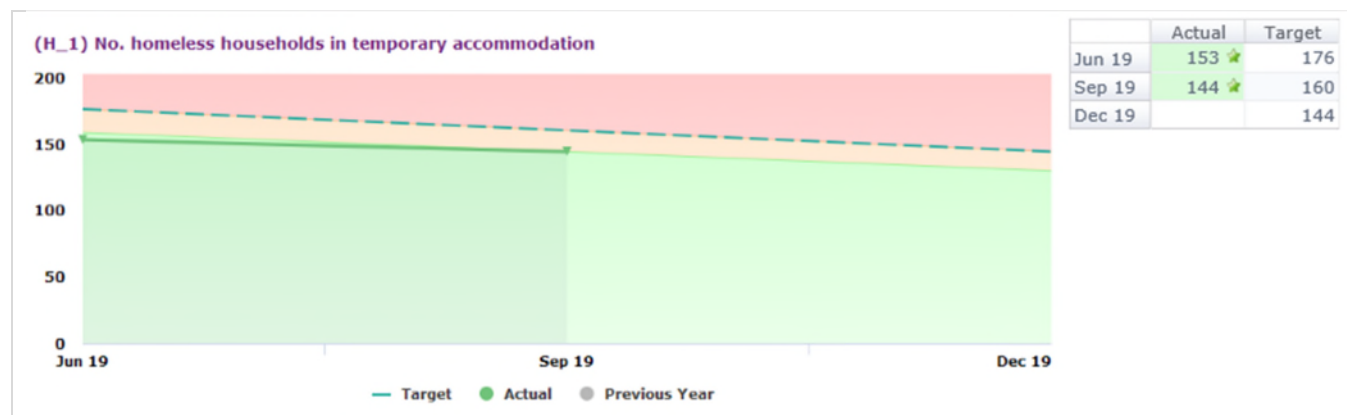
(P_3) Percentage "Other" planning applications processed in time



4. Growing economy, affordable housing: Detailed Trends and Commentary

4.1 Housing

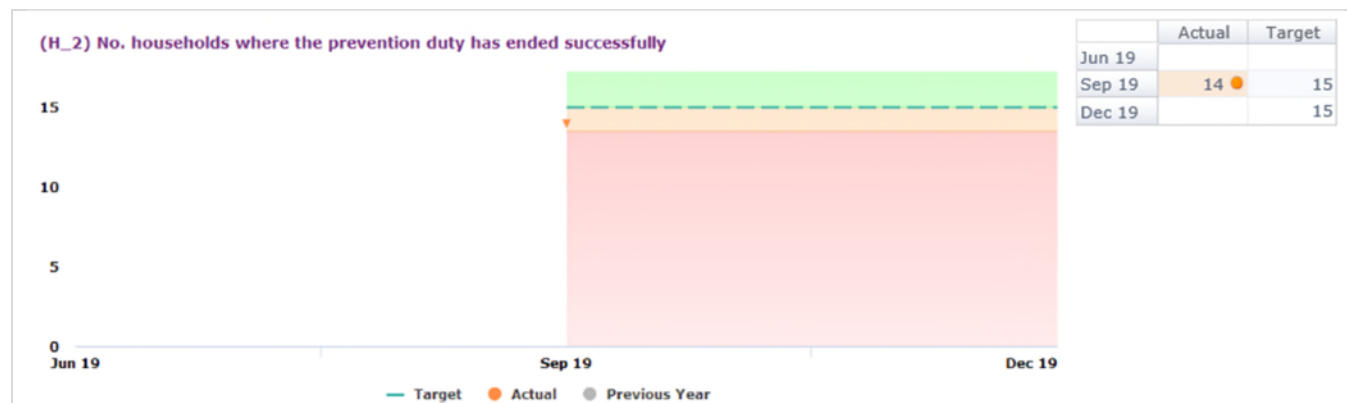
Temporary accommodation



Q2 Commentary

This measure reports the total number of households in temporary accommodation as at the close of each quarter. Whereas previously this measure was configured for bi-annual reporting, the targets for this measure have been reviewed and adjusted to set a challenging aim of achieving a 10% reduction each quarter, resulting in a year-end target to have fewer than 130 homeless households in temporary accommodation. This measure is on target for Q2 (144 against a target of 160).

Homelessness prevention



Q2 Commentary

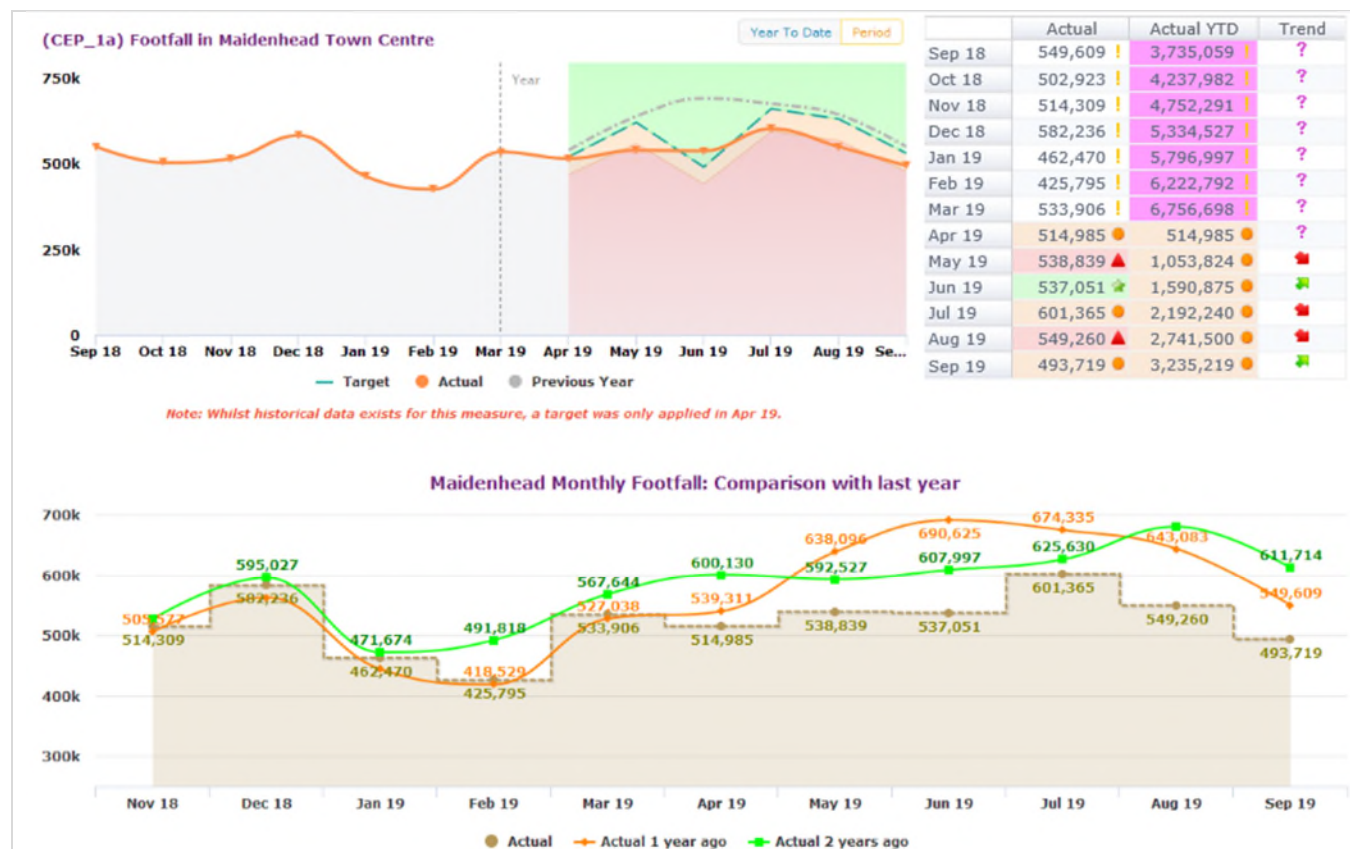
This measure has been reviewed and a new methodology and target agreed to bring council strategic reporting in line with government statutory returns. Up to Q1 2019/20 the council reported the number of homelessness preventions through council advice and activity, and this counted the number of first approaches within each quarter. For Q1 2019/20 performance was on target (33 against a target of 25, over target by 8).

From Q2 2019/20 onwards the measure reports the number of households where a prevention duty has ended successfully. In view of this change of methodology, all data prior to Q2 2019/20 has been removed from the above chart. Q2 performance is off-target by 1 however within tolerance for the period.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

4.2 Town centre management

Maidenhead town centre

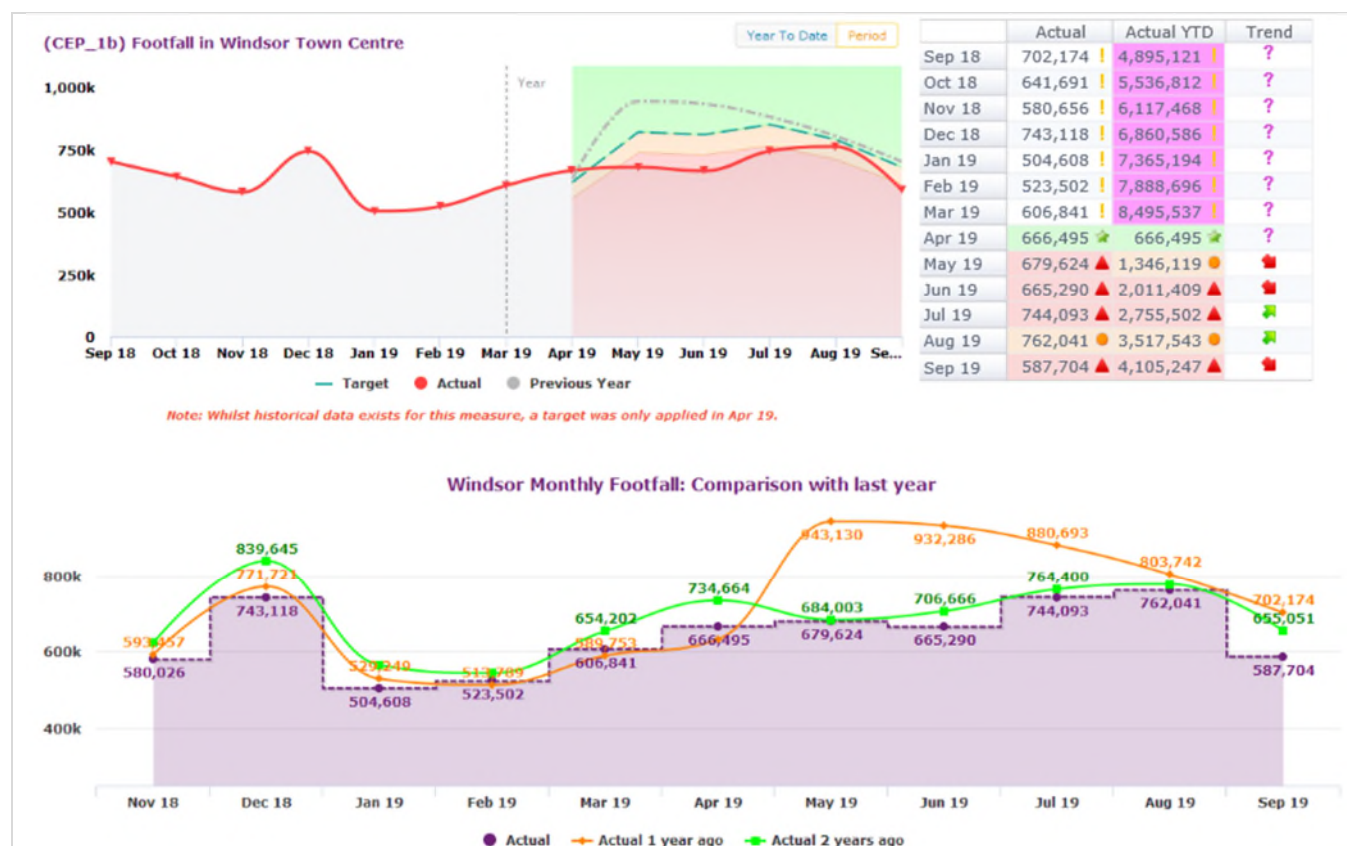


Q2 Commentary

The total footfall up to the end of Q2 (Apr-Sep) in Maidenhead is 3,235,219, short of target for 2019/20 (3,450,000) by 214,781 (-6.2%). A comparison of the total footfall in April – September with the same period in 2018/19 (3,735,059) shows a reduction of 499,840 (-13.4%). A number of factors may have had an impact, including the opening of the new Lexicon in Bracknell and other more competitive retail centres in the area, and actual and perceived disruption from redevelopment in the town centre which has seen a net reduction in the overall number of commercial units open in the town. Other factors such as changes to parking machines and other key projects (e.g. Station access scheme) may also have had an impact. The overall footfall in Maidenhead is supported by the office sector, which remains relatively buoyant.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

Windsor town centre

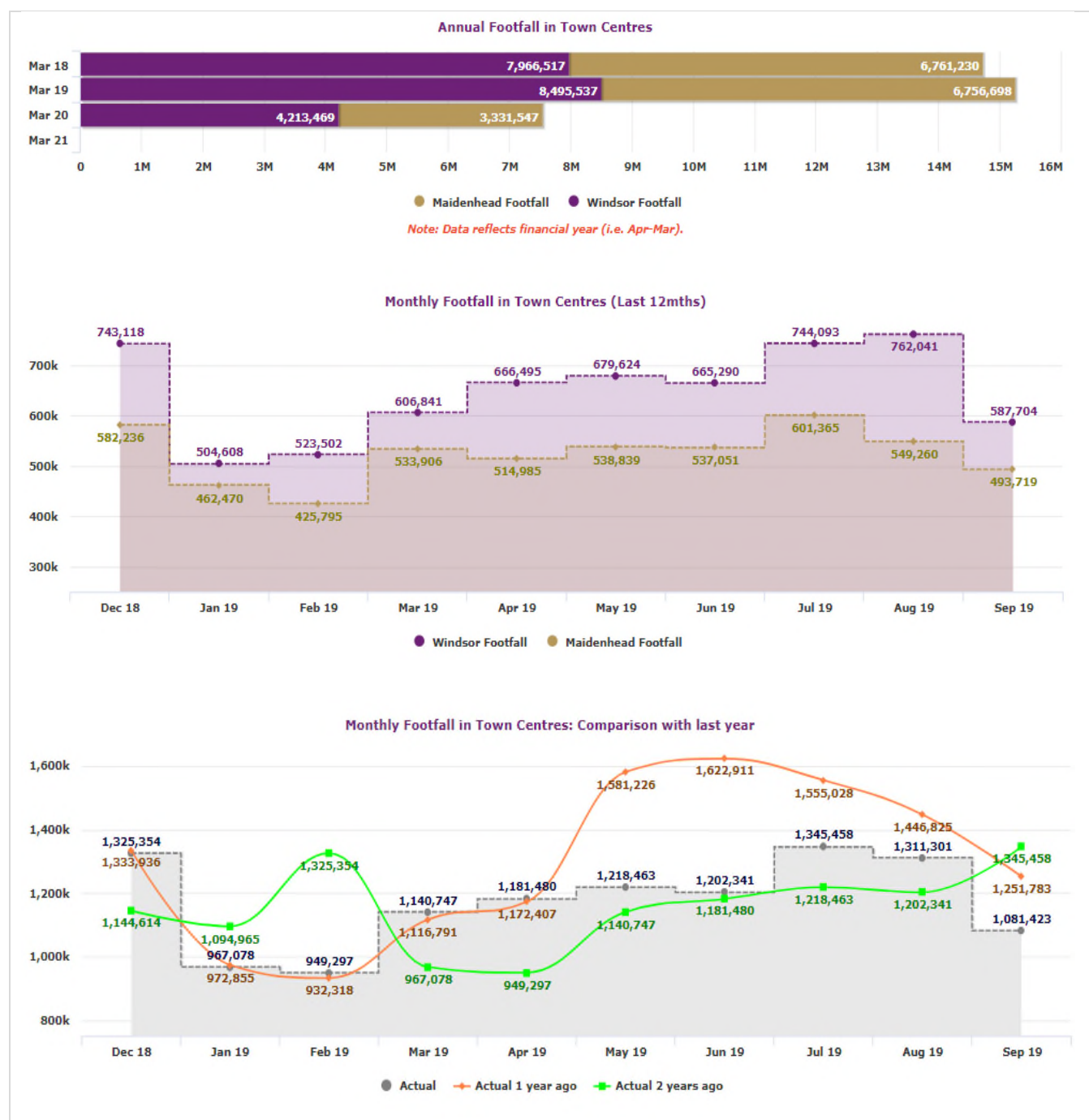


Q2 Commentary

The total footfall up to the end of Q2 (Apr-Sep) in Windsor is 4,105,247, below target (4,570,000) by 464,753 (-11.2%). A comparison of the total footfall in April – September with the same period in 2018/19 (4,895,121) shows a reduction of 789,874 (-16.2%).

Whilst the target setting process for this indicator took into consideration the uplift caused by the two Royal Weddings in 2018, it appears that this effect was in fact even greater than anticipated. It appears that the footfall across a greater proportion of the year has been lower than projected so far in 2019.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report



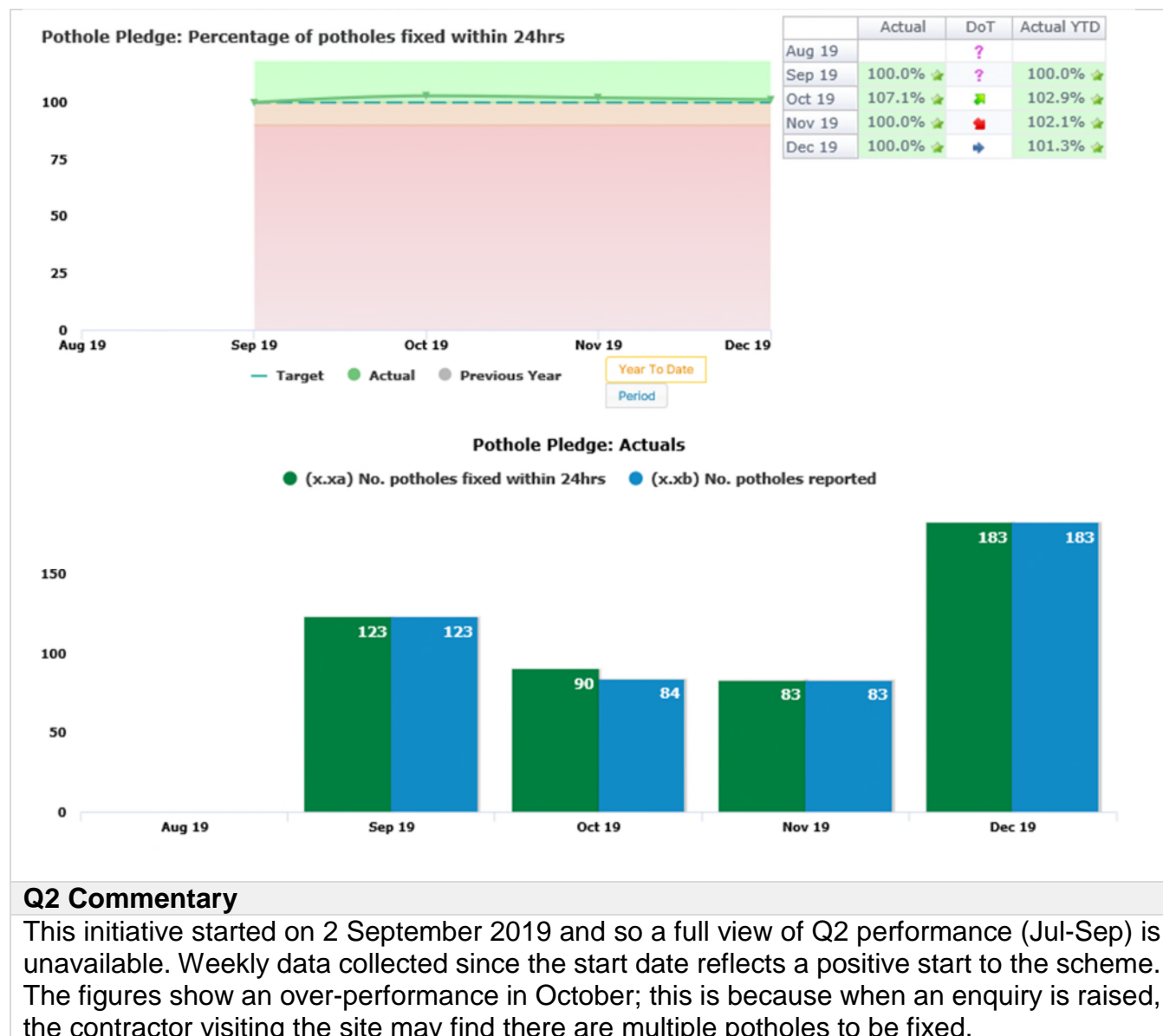
Q2 Commentary

In both town centres the reduced annual footfall in 2019/20 reflects a wider national change in High Street retail activity, and is a net effect of several other factors such as online shopping, the economic uncertainty linked to Brexit and General Election 2019 effects, as well as a number of key retail chains rationalising their national presence which has seen high profile units becoming vacant (e.g. Next).

5. Attractive and well-connected borough: Detailed Trends and Commentary

5.1 Highways

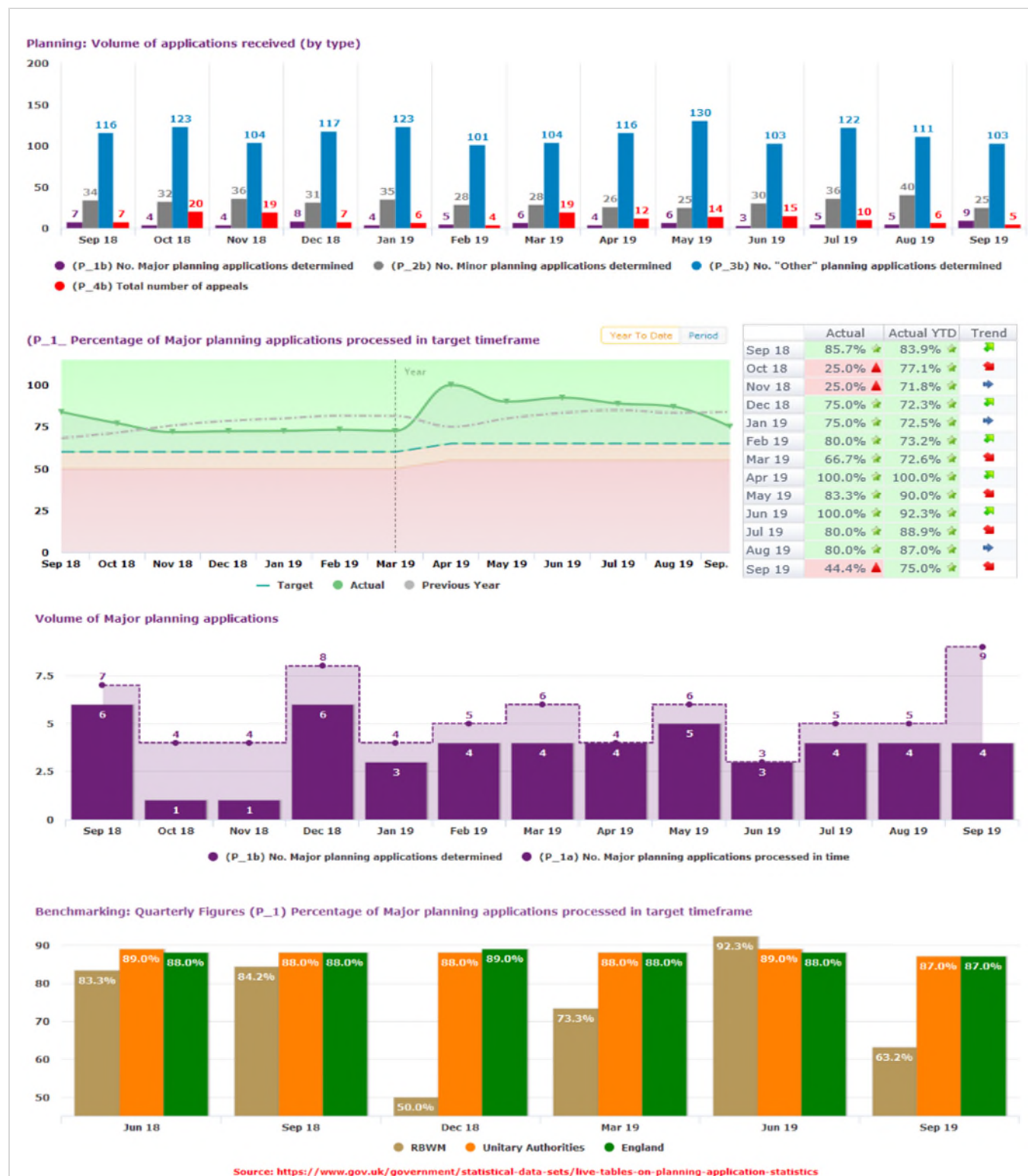
Potholes and highways satisfaction



Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

5.2 Planning

Major planning applications

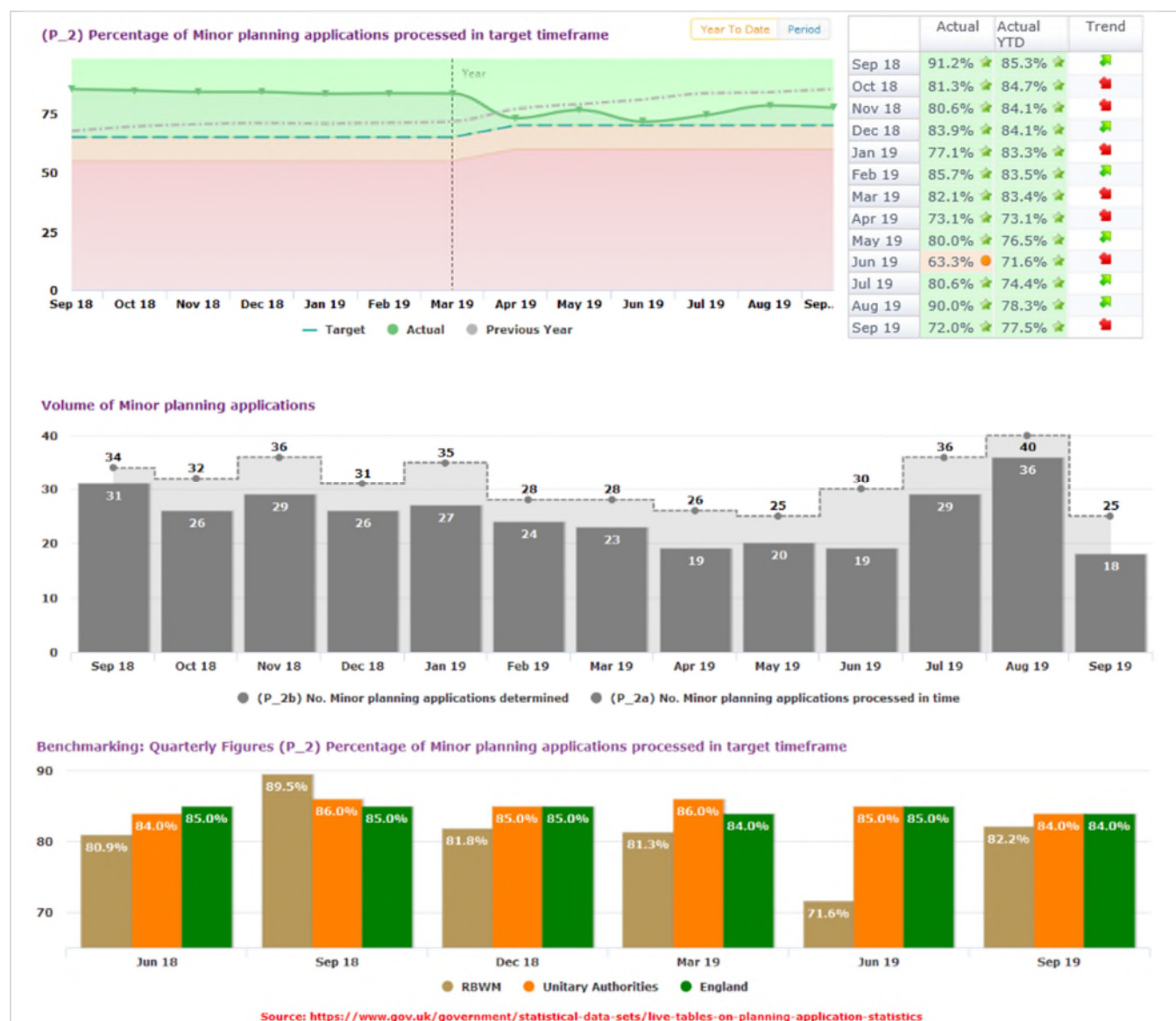


Q2 Commentary

Performance for the year up to the end of Q2 (Apr-Sep) is well above target at 75% (a total of 24 / 32 applications processed in time) and a comparison with the same period in 2018/19 (83.9%) shows a decrease of 8.9%. Performance for Q2 (Jul-Sep) currently stands at 63.2% (12 / 19 applications processed in time), just short of target for the quarter.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

Minor planning applications

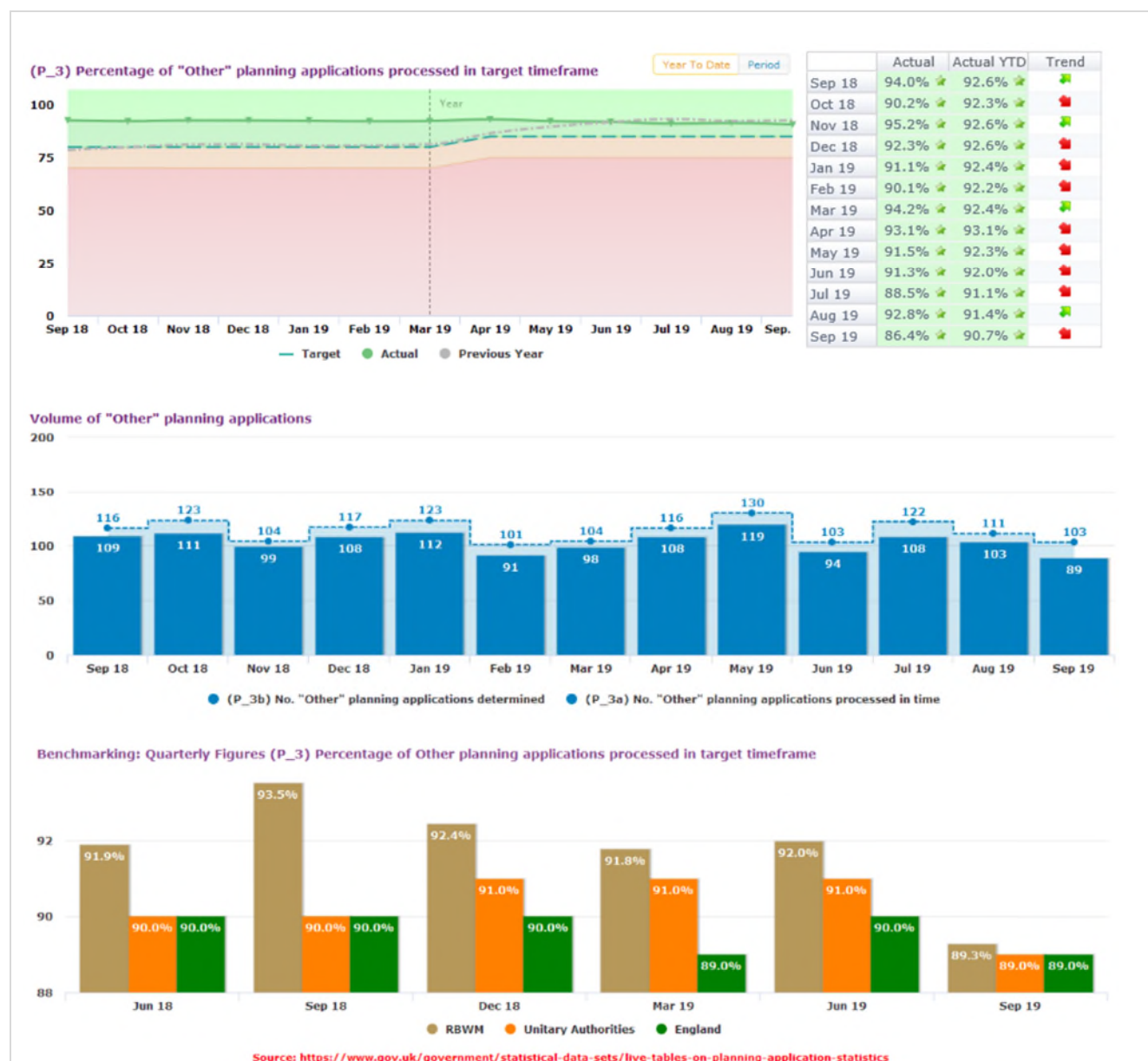


Q2 Commentary

Performance for the year up to the end of Q2 (Apr-Sep) is above target at 77.5% (a total of 141 / 182 applications processed in time) however a comparison with the same period in 2018/19 (85.3%) shows a decrease of 7.8%. Performance for Q2 (Jul-Sep) currently stands at 82.2% (83 / 101 applications processed in time), above target for the quarter.

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

Other planning applications



Q2 Commentary

Performance for the year up to the end of Q2 (Apr-Sep) is well above target at 90.7% (a total of 621 / 685 applications processed in time) however a comparison with the same period in 2018/19 (92.6%) shows a decrease of 1.9%. Performance for Q2 (Jul-Sep) currently stands at 89.3% (300 / 336 applications processed in time), above target for the quarter.

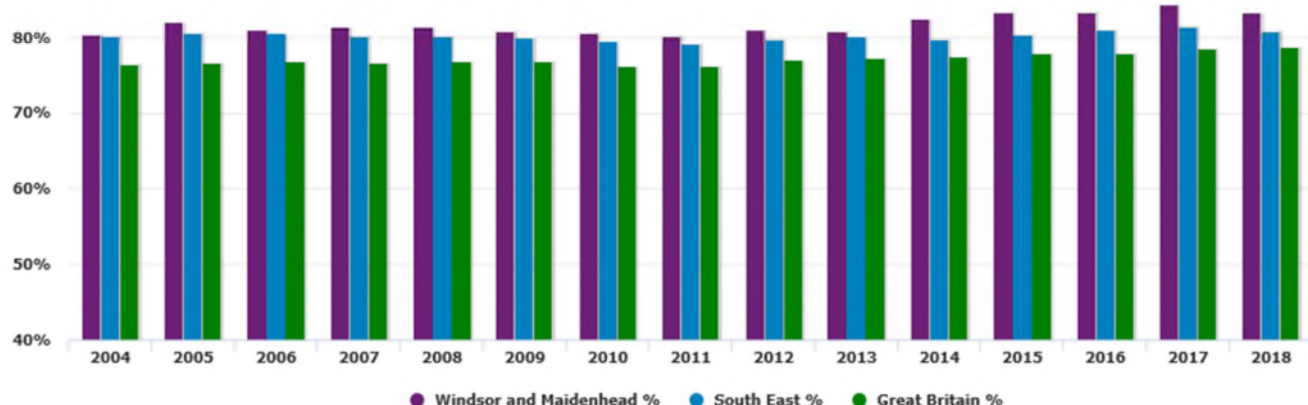
Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

6. Business Intelligence: Local employment

6.1 This section includes the most recent Local Employment data available from the Nomis Official Labour Market Statistics.

Economically active

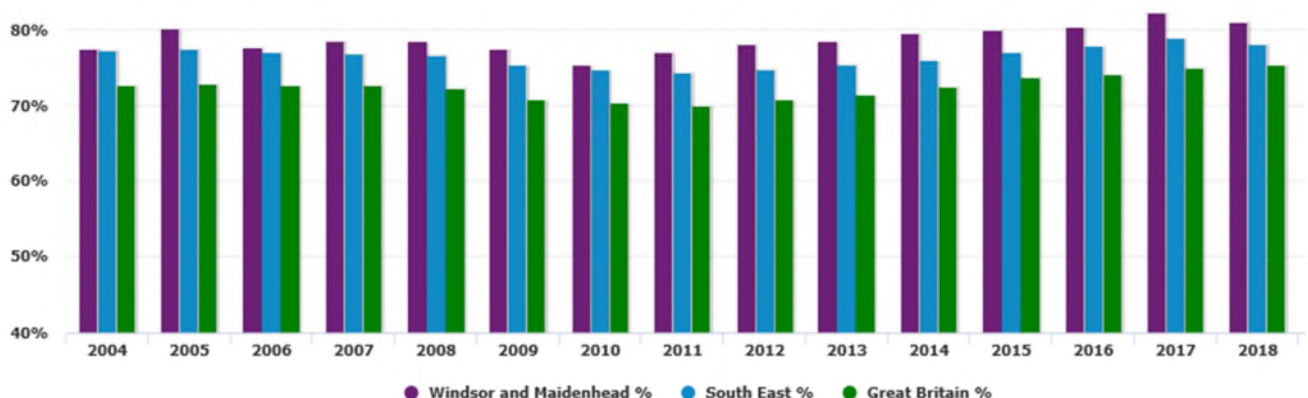
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Windsor and Maidenhead %	80.3%	81.8%	80.9%	81.3%	81.2%	80.8%	80.5%	80.1%	81.0%	80.8%	82.4%	83.2%	83.2%	84.2%	83.1%
South East %	80.2%	80.4%	80.4%	80.1%	80.2%	79.9%	79.4%	79.1%	79.6%	80.0%	79.7%	80.3%	81.0%	81.4%	80.8%
Great Britain %	76.3%	76.5%	76.7%	76.6%	76.7%	76.7%	76.1%	76.1%	76.8%	77.2%	77.3%	77.8%	77.8%	78.4%	78.5%



Source: Nomis official labour market statistics

In employment

Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Windsor and Maidenhead %	77.4%	80.0%	77.5%	78.5%	78.2%	77.3%	75.2%	76.8%	77.9%	78.3%	79.4%	79.8%	80.2%	82.2%	80.9%
South East %	77.2%	77.4%	76.8%	76.7%	76.6%	75.1%	74.6%	74.2%	74.7%	75.4%	75.8%	76.8%	77.6%	78.8%	78.0%
Great Britain %	72.6%	72.7%	72.6%	72.5%	72.2%	70.7%	70.2%	69.9%	70.6%	71.3%	72.4%	73.6%	74.0%	74.9%	75.1%

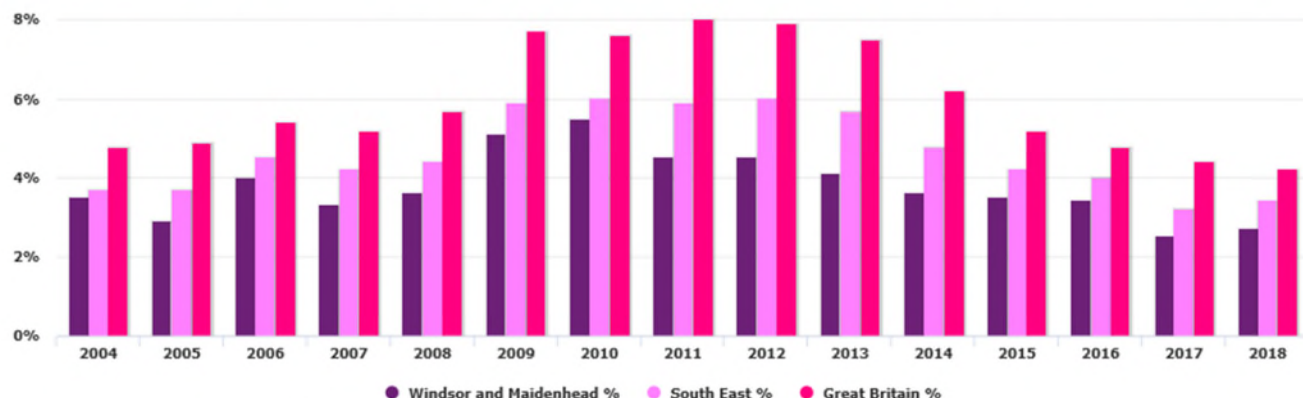


Source: Nomis official labour market statistics

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

Unemployed

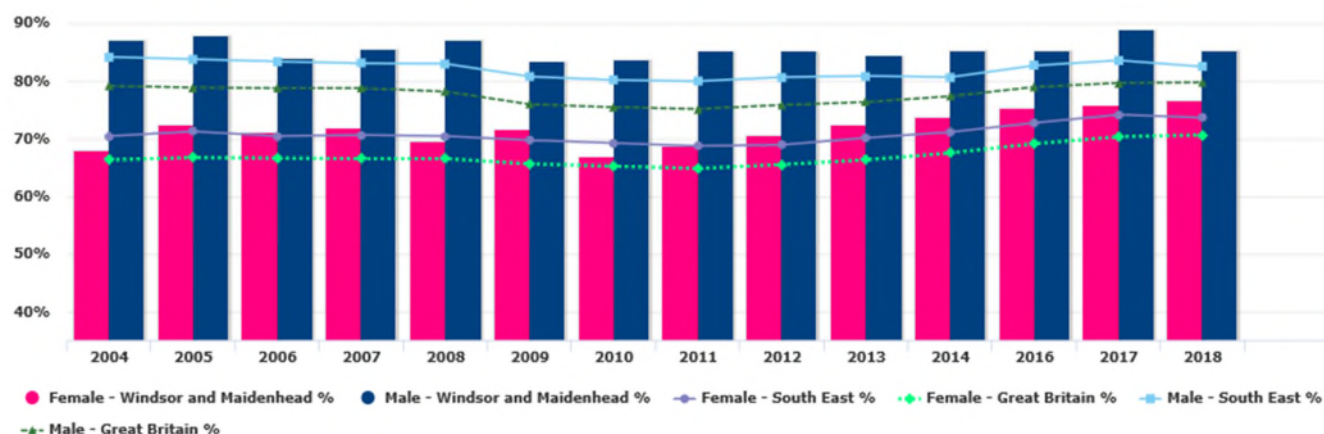
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Windsor and Maidenhead %	3.5%	2.9%	4.0%	3.3%	3.6%	5.1%	5.5%	4.5%	4.5%	4.1%	3.6%	3.5%	3.4%	2.5%	2.7%
South East %	3.7%	3.7%	4.5%	4.2%	4.4%	5.9%	6.0%	5.9%	6.0%	5.7%	4.8%	4.2%	4.0%	3.2%	3.4%
Great Britain %	4.8%	4.9%	5.4%	5.2%	5.7%	7.7%	7.6%	8.0%	7.9%	7.5%	6.2%	5.2%	4.8%	4.4%	4.2%



Source: Nomis official labour market statistics

Males and females

Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2016	2017	2018
Female - Windsor and Maidenhead %	67.9%	72.3%	71.1%	71.7%	69.6%	71.4%	66.8%	68.6%	70.6%	72.3%	73.7%	75.2%	75.7%	76.5%
Female - South East %	70.4%	71.2%	70.4%	70.6%	70.4%	69.7%	69.2%	68.7%	68.9%	70.1%	71.1%	72.7%	74.1%	73.6%
Female - Great Britain %	66.3%	66.7%	66.6%	66.5%	66.5%	65.6%	65.2%	64.8%	65.5%	66.3%	67.5%	69.1%	70.3%	70.6%
Male - Windsor and Maidenhead %	87.0%	87.8%	83.9%	85.4%	87.0%	83.3%	83.7%	85.0%	85.0%	84.3%	85.2%	85.2%	88.8%	85.3%
Male - South East %	84.1%	83.7%	83.3%	83.0%	82.9%	80.7%	80.1%	79.9%	80.6%	80.8%	80.6%	82.6%	83.5%	82.4%
Male - Great Britain %	79.1%	78.8%	78.7%	78.7%	78.1%	75.9%	75.4%	75.1%	75.8%	76.3%	77.3%	78.9%	79.6%	79.7%

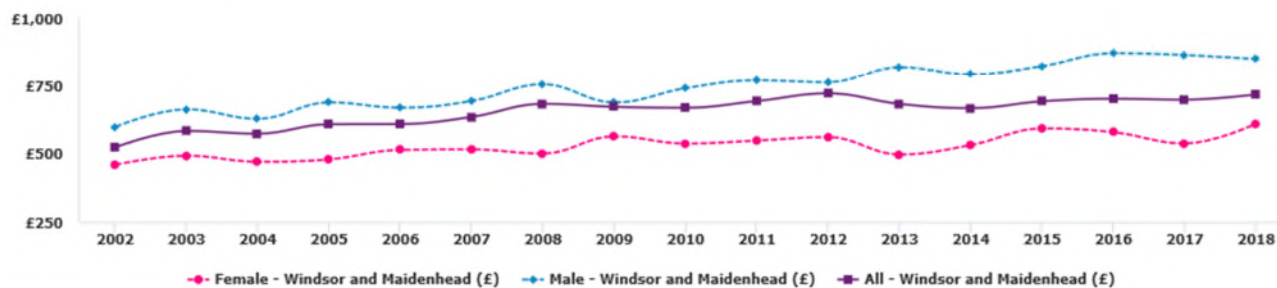


Source: Nomis official labour statistics

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Gross weekly pay

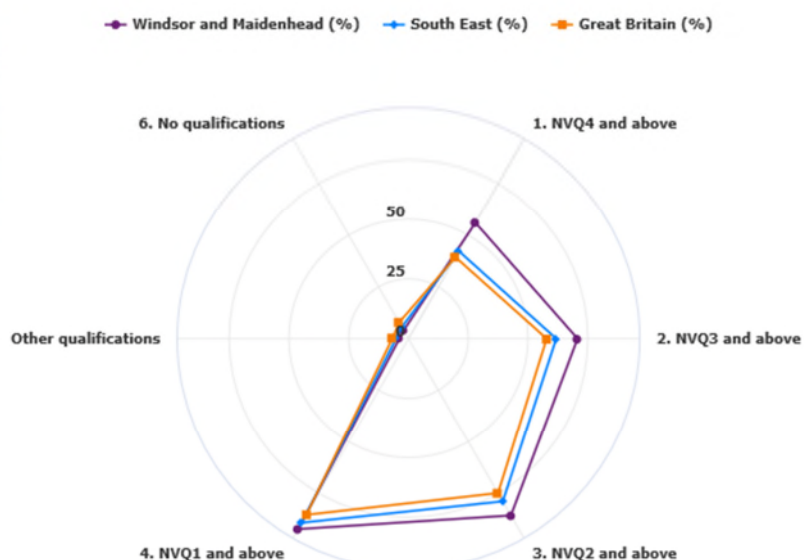
Measures	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018
Female - Windsor and Maidenhead (£)	£460.6	£494.4	£472.1	£480.8	£515.6	£517.5	£501.9	£565.6	£538.7	£549.9	£562.8	£498.9	£533.4	£594.3	£580.6	£539.0	£612.2
Male - Windsor and Maidenhead (£)	£600.0	£664.9	£629.7	£690.4	£670.8	£695.5	£757.3	£689.9	£742.9	£771.7	£764.8	£822.2	£795.8	£826.5	£874.0	£867.2	£852.1
All - Windsor and Maidenhead (£)	£524.4	£585.0	£575.0	£609.7	£610.4	£636.6	£684.7	£673.8	£670.3	£695.0	£723.4	£684.6	£668.9	£694.0	£703.3	£700.0	£719.5



Source: Nomis official labour statistics

Qualifications

	Windsor and Maidenhead (%)	South East (%)	Great Britain (%)
1. NVQ4 and above	56%	42%	39%
2. NVQ3 and above	71%	62%	58%
3. NVQ2 and above	86%	79%	75%
4. NVQ1 and above	92%	89%	85%
5. Other qualifications	4%	5%	7%
6. No qualifications	4%	6%	8%

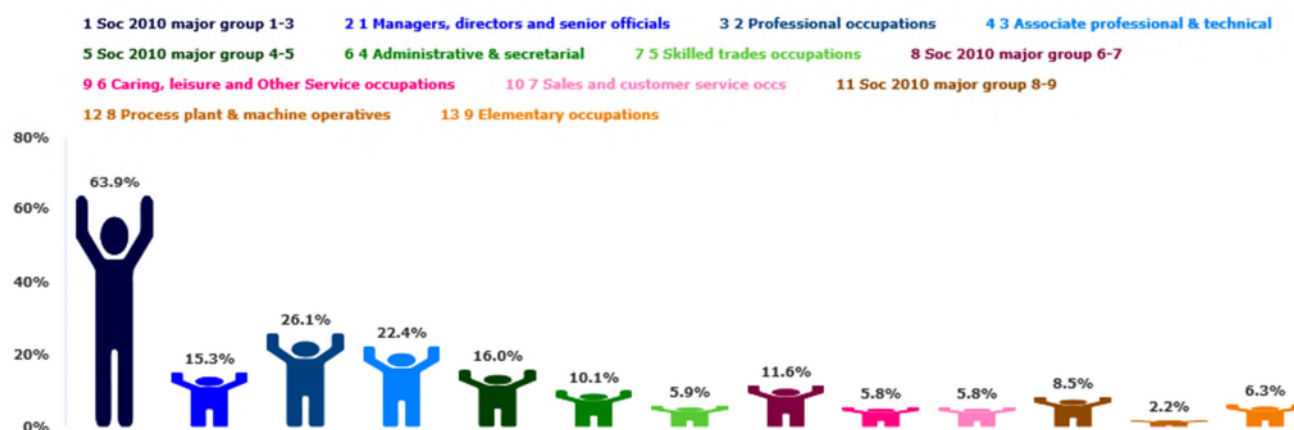


Source: Nomis official labour statistics
Data: Jan 2018 - Dec 2018

Infrastructure Overview and Scrutiny Panel: Q2 2019-20 Performance Report

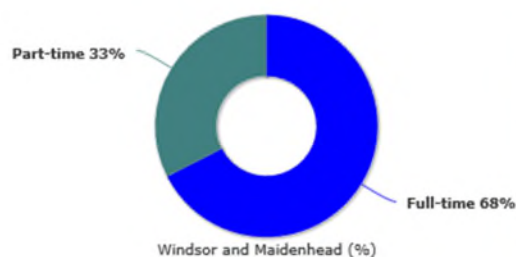
Employment by occupation and industry

Standard Occupational Classification	Windsor and Maidenhead (%)
Soc 2010 major group 1-3	63.9%
1 Managers, directors and senior officials	15.3%
2 Professional occupations	26.1%
3 Associate professional & technical	22.4%
Soc 2010 major group 4-5	16.0%
4 Administrative & secretarial	10.1%
5 Skilled trades occupations	5.9%
Soc 2010 major group 6-7	11.6%
6 Caring, leisure and Other Service occupations	5.8%
7 Sales and customer service occs	5.8%
Soc 2010 major group 8-9	8.5%
8 Process plant & machine operatives	2.2%
9 Elementary occupations	6.3%



Source: Nomis official labour market statistics

Windsor and Maidenhead: Employee jobs (2017)
with percentage breakdown of full/part time



Source: Nomis official labour market statistics

Local Employment - employee jobs by Industry			
Measure	Windsor and Maidenhead (%)	South East (%)	Great Britain (%)
B : Mining and quarrying	0.1%	0.0%	0.2%
C : Manufacturing	3.1%	6.2%	8.2%
D : Electricity, gas, steam and air conditioning supply	0.5%	0.5%	0.5%
E : Water supply; sewerage, waste management and remediation activities	0.6%	0.8%	0.7%
F : Construction	7.5%	5.5%	4.8%
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	16.2%	16.3%	15.2%
H : Transportation and storage	1.9%	4.6%	4.7%
I : Accommodation and food service activities	8.8%	7.3%	7.5%
J : Information and communication	10.0%	5.9%	4.4%
K : Financial and insurance activities	2.2%	2.8%	3.5%
L : Real estate activities	2.2%	1.6%	1.7%
M : Professional, scientific and technical activities	12.5%	8.0%	8.4%
N : Administrative and support service activities	6.2%	8.7%	9.1%
O : Public administration and defence; compulsory social security	1.2%	3.2%	4.3%
P : Education	10.0%	10.4%	8.9%
Q : Human health and social work activities	7.5%	12.7%	13.3%
R : Arts, entertainment and recreation	5.6%	2.7%	2.6%
S : Other service activities	3.1%	2.5%	2.0%

WORK PROGRAMME- INFRASTRUCTURE OVERVIEW AND SCRUTINY PANEL

To include consideration of items scheduled on the [Cabinet Forward Plan](#).

DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey (Managing Director) • Russell O'Keefe (Executive Director)
LINK OFFICERS & HEADS OF SERVICES	<ul style="list-style-type: none"> • James Carpenter (Interim Head of Planning) • Tracey Hendren (Head of Housing Services) • Ben Smith (Head of Commissioning & Communities)

MEETING: FEBRUARY / March 2020 Date TBC

ITEM	RESPONSIBLE OFFICER
Review of Borough Wide Junction	<i>Hilary Hall / Ben Smith</i>
Dedworth Road/Hatch Lane Roundabouts trial	<i>Hilary Hall / Ben Smith</i>
[Subject to TFG]- Final recommendations from TFG (for Approval and onward submission to full council if any changes made.)	<i>The Chair, Cllr McWilliams</i>
Rough Sleeper Pathway	<i>Tracey Hendren</i>
Annual Scrutiny Report- Draft	Chairman & Lead Officers
Work Programme and any Public Topics	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 7TH APRIL 2020

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman & Lead Officers
Q3 Performance Update Report	<i>Strategy and Performance Manager</i>
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

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Report Title:	xxx Overview and Scrutiny Panel - Annual Report
Contains Confidential or Exempt Information?	No - Part I or Yes - Part II delete as appropriate. If yes, state which paragraph(s) of the Access to Information Rules the exemption relates to e.g. 'Not for publication by virtue of paragraph X of Part 1 of Schedule 12A of the Local Government Act 1972.'
Member reporting:	Councillor xxx , Chairman of the Panel
Lead Officers:	Xxx , Executive Director, xxx , Head of xxx
Meeting and Date:	Full Council June 2020

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REPORT SUMMARY

Part 9A B4 of the [council constitution](#) requires an Overview and Scrutiny Panel to report annually to full Council on *'its workings and make recommendations for future work programmes and amended working methods if appropriate'*.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That full Council notes the annual report of the **xxx** Overview and Scrutiny Panel

2. CHAIRMAN'S INTRODUCTION

2.1

3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2019/20

3.1 *Include details of issues called-in and any findings/outcomes including recommendations to Cabinet.*

3.2

4. CALL-INS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20

4.1 *Include details of issues considered and any findings/outcomes.*

4.2

5. RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20

5.1 *Include details of issues considered and any findings/outcomes*

5.2

6. TASK AND FINISH GROUPS ESTABLISHED DURING THE MUNICIPAL YEAR 2019/20

6.1 *Include details of issues considered and any findings/outcomes*

6.2

7. PROPOSALS FOR IMPROVED WORKING METHODS

7.1 *Panels can consider the outcome of the 2019 Member survey on Overview and Scrutiny (attached as an appendix)*

7.2

8. THANKS

8.1 The Panel would like to thank the following individuals and organisations for their involvement in the scrutiny process this year:

-

9. PROPOSED WORK PROGRAMME FOR THE MUNICIPAL YEAR 2020/21

9.1 The Panel proposes to consider the following topic areas for scrutiny in the coming municipal year:

Topics already in progress/carried over from 2019/20:

-

New topics:

-

10. APPENDICES

10.1 This report is supported by [xxx](#) appendices:

- Appendix A - 2019 Member Survey on Overview and Scrutiny - analysis

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
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Overview and Scrutiny – Analysis of responses to Member Survey

Respondents

The survey was open to Councillors from 18 November 2019 – 9 December 2019. All Members were notified by an initial email and a subsequent reminder, alongside articles in the weekly Members' Update message.

Responses were received from 15 councillors from across the political spectrum, each of whom have attended at least one panel meeting since the start of the 2019-20 municipal year. The majority of respondents have attended between 1-3 panel meetings.

Respondents have attended Panel meetings in the following capacities: Chairman, Vice Chairman, Panel Member, Lead Member, call-in signatory and non-Panel member therefore providing a wide variety of viewpoints.

Member training

The training held in August 2019 was attended by 12 of the respondents.

The training, based on best practice in other councils, was seen as a good introduction, particularly for newly-elected councillors. Key learning points were the importance of cross-party scrutiny and collaborative working, including the option to appoint Opposition Members to Chairman/Vice Chairman positions, and the legal parameters of the Panel's remit.

Respondents made suggestions for additional training throughout the survey; these have been referred to in suggestions for improvement.

Panel meetings

Members identified numerous positives relating to Panel meetings under the new structure, brought in from the start of the 2019/20 municipal year.

The opportunity to present issues of concern and scrutinise evidence in public was greatly valued, along with the opportunity to identify issues and develop solutions, in partnership with Lead Members where appropriate. The ability for the panels to set their own work programme was a key benefit. Meetings were effective when the Chairman had a firm grasp of what they and the panel wanted to achieve.

Meetings, including special meetings, had provided time to enable in-depth scrutiny of specific issues. Reports had been made available in a timely manner with minutes acting as an audit trail. Lead Members had attended when appropriate. Meetings had provided the opportunity to engage with external agencies and partners, to get to know other councillors, to meet more officers, and to learn more about the work of the council.

The ability for panels to call officers to attend meetings was seen as very useful, to ensure Members made informed decisions. Officers were described as 'open', and were complimented on their professionalism and the depth of briefings provided.

Suggested improvements to make Panel meetings more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Additional meetings to allow for more debate Ability of Panels to consider wide remits (particularly Adults, Children and Health)	Panels are able to agree additional meetings when discussing the 'Work Programme' item that is included in every Panel agenda Panels to consider additional meetings to ensure all issues can be addressed	Panel Members Panel Members (Full Council can amend terms of reference if it so wishes)
2.	Detailed information and briefings for Members before meetings Chairman to review the items prior to the meeting and highlight key questions to be asked/ key issues for scrutiny	Covering reports are provided for all items. Members to consider items as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
3.	Task and Finish Groups to focus on policy creation rather than simply receiving briefings	Training on effective Task and Finish Groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
4.	Create a facility for residents to be able to ask for matters to be scrutinised by the relevant panels	Residents are already able to do this via the website	-
5.	Removal of political balance	Not possible under current legislation	-
6.	Opposition Member to be appointed as Chairman Chairman to be elected based on skill set	Under the O&S Panel terms of reference in the constitution, the Panel is able to select its Chairman and Vice Chairman	Panel Members
7.	Improved Chairing Skills	Training on O&S chairing skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman

8.	Increased panel sizes	Panel sizes were agreed following the 2018 constitution review in light of the reduced number of Councillors from May 2019	Full Council can amend panel memberships if it so wishes
9.	Scrutiny handbook for new Members	Best practice examples to be identified	Scrutiny Officer
10.	Training on local government / council finances	Training on local government / council finances to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman
11.	<p>Clarity on the purpose, objectives, responsibilities and function of panels including resources available.</p> <p>Effective scrutiny rather than just information gathering</p> <p>Focus on the purpose of discussions</p> <p>Setting of clearer objectives</p> <p>More challenging questions to be asked</p> <p>Panels to reconsider their terms of reference to identify wider issues for scrutiny</p>	<p>Training on effective scrutiny skills to be arranged</p> <p>All Panel meeting agenda contain a link to the latest Cabinet Forward Plan. Panels to regularly review this and identify issues for consideration well in advance.</p>	<p>Head of Governance to arrange training / Group Leaders to ensure Member attendance</p> <p>Panel Members; Lead Officers</p>
12.	Clerks to be more proactive in advising on procedure and supporting the Chairman	Further training to be provided for all Panel clerks	Scrutiny Officer, Panel clerks

Call-ins

Respondents had attended Panel meetings considering call-ins in the following capacities: Chairman, Vice Chairman, Panel Member, Call-in signatory and non-Panel member.

The opportunity to present issues of concern and scrutinise evidence in public was highlighted again as being good for transparency. Officers could be questioned to enable Panel Members to fully understand the reasoning behind decisions. Call-in debates allowed for a 'deep dive' into a particular policy area that could then draw out other elements, for example relating to financing of projects or the overall strategic approach.

Suggested improvements to make Call-in procedures at Panel meetings more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Removal of the potential for Panel Members to be whipped to enable debates (and votes) not constrained by party politics	Legal advice is awaited on whether this is possible.	Full Council can amend terms of reference if it so wishes
2.	Councillors who have been whipped to ensure this is declared at the start of the meeting.	This is already a requirement under Part 4A 17 of the constitution.	Panel Members
3.	Increase the number of Members required to initiate a call-in	The current requirements are: 3 Members (1 from relevant O&S Panel) OR 5 Members	Full Council can amend the terms of reference if it so wishes
4.	Members to ensure they are fully informed on the topic before the debate including asking questions/seeking information before the meeting. Chairman should be proactive in monitoring this.	Covering reports detailing options available under the call in process are published in the agenda, along with details of the relevant Cabinet decision. Members to consider details as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
5.	Members submitting call-ins to ensure their requests are supported by clear evidence	Training on effective scrutiny skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Member attendance Members in their capacity as signatories to call-ins
6.	Ensure rules relating to Lead Member speaking are adhered to	Detailed in Part 4A 18 of the constitution	Chairman / Panel Clerk

Task and Finish Groups

Respondents have attended Task and Finish Group meetings in the following capacities: Chairman, Lead Member, Task and Finish Group member, and non-Task and Finish Group member.

15 Councillors responded to the question 'Have the O&S Panels been effective in instigating Task and Finish Reviews?': 13.3% answered 'yes' and 33.3% answered 'no'. The remaining 53.3% did not know, reflecting the small number of Task and Finish Groups that have been established so far.

Members identified positive aspects of Task and Finish Group meetings, including when a clear agenda had been set, and the welcome attendance of experts and external partners where appropriate. Allocating time in already busy meeting schedules was identified as a concern.

However, overall responses demonstrated a lack of Member understanding of the role of Task and Finish Groups, in particular that they should be driven by the Chairman and Panel Members themselves. There was also a lack of clarity on the resources available to Panels. This has resulted in wide-ranging Task and Finish Group scopes that are lacking in focus, and a subsequent lack of momentum.

Suggested improvements to make Task and Finish Groups more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Improved understanding of the role of Chairman and Member of a Task and Finish Group Improved O&S Chairing skills	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
2.	Clear objectives / work plan	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance Chairman/ Panel Members

3.	Ensuring minutes include action points for individual members of the group	TFG notes should capture context of the debate plus action points with identified responsible parties	Panel clerk / Chairman
4.	Make Task and Finish Group findings enforceable	Task and Finish Group reports are submitted to the full Panel for approval, then to Cabinet for consideration	Task and Finish Group and Panel Members / Cabinet for consideration