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NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 29TH AUGUST, 2019

At 7.30 pm

in the

GREY ROOM - YORK HOUSE, WINDSOR

TO: MEMBERS OF CABINET

DUDLEY, LEADER OF THE COUNCIL, MAIDENHEAD REGENERATION AND
MAIDENHEAD (INCLUDES COMMUNICATIONS)

COPPINGER, DEPUTY LEADER OF THE COUNCIL, PLANNING

RAYNER, DEPUTY CHAIRMAN OF CABINET, CULTURE, COMMUNITIES AND
WINDSOR (INCL. CUSTOMER AND BUSINESS SERVICES)

CARROLL, ADULTS, CHILDREN AND HEALTH

HILTON, FINANCE AND ASCOT

CLARK, SUSTAINABILITY, WASTE SERVICES AND ECONOMIC DEVELOPMENT

CANNON, PUBLIC PROTECTION

SHELM, HR, LEGAL & IT (INCLUDES PERFORMANCE MANAGEMENT)

JOHNSON, INFRASTRUCTURE, TRANSPORT POLICY, HOUSING AND PROPERTY

Karen Shepherd – Service Lead Governance - Issued: Tuesday, 20 August 2019

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

Fire Alarm - In the event of the fire alarm sounding or other emergency, please leave the building quickly and calmly by the nearest exit. Do not stop to collect personal belongings and do not use the lifts. Do not re-enter the building until told to do so by a member of staff.

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Royal Borough
of Windsor &
Maidenhead

AGENDA

PART I

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1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 25 July 2019.	9 - 14
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u> To consider the Forward Plan for the period September 2019 to December 2019.	15 - 22
6.	<u>CABINET MEMBERS' REPORTS</u> Public Protection i. Parking Enforcement - Contract Review Deputy Leader of the Council, Planning ii. Designation of the Cox Green Neighbourhood Area Finance and Ascot iii. Financial Update Leader of the Council, Maidenhead Regeneration and Maidenhead (incl. Communications) iv. Communications Strategy 2019-2023 Infrastructure, Transport Policy, Housing and Property v. RBWM Property Company Ltd – Business Plan 2019-2024	- 23 - 34 35 - 42 43 - 54 55 - 60 61 - 68

7. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"

PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p>Infrastructure, Transport Policy, Housing and Property</p> <p>i. RBWM Property Company Ltd – Business Plan 2019-2024 - Part II Appendix</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p>Infrastructure, Transport Policy, Housing and Property</p> <p>ii. Maidenhead Station Project - Car Park Lease Agreement</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p> <p>Details of representations received on reports listed above for discussion in the Private Meeting: None received</p>	<p>-</p> <p>69 - 146</p> <p>147 - 160</p>

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a DPI or Prejudicial Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in the discussion or vote at a meeting.** The speaking time allocated for Members to make representations is at the discretion of the Chairman of the meeting. In order to avoid any accusations of taking part in the discussion or vote, after speaking, Members should move away from the panel table to a public area or, if they wish, leave the room. If the interest declared has not been entered on to a Members' Register of Interests, they must notify the Monitoring Officer in writing within the next 28 days following the meeting.

Disclosable Pecuniary Interests (DPIs) (relating to the Member or their partner) include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any licence to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where:
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CABINET

THURSDAY, 25 JULY 2019

PRESENT: Councillors David Cannon, Andrew Johnson, Simon Dudley (Chairman), David Coppinger (Vice-Chairman), Samantha Rayner, Stuart Carroll, David Hilton, Gerry Clark and Shamsul Shelim

Also in attendance: Cllr Jones, Cllr Bateson, Cllr Sharpe, Cllr Davey and Cllr Targowski

Officers: Duncan Sharkey, Russell O'Keefe, Kevin McDaniel, Louisa Dean, Rob Stubbs, Andy Jeffs, Hilary Hall, Nikki Craig, Jenifer Jackson and David Cook.

APOLOGIES FOR ABSENCE

There were no apologies received.

DECLARATIONS OF INTEREST

Councillor Rayner declared a Disclosable Pecuniary Interest in item 6iii Financial Update regarding Heathrow expansion. She left the room for the duration of the discussion and voting on the item.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 27 June 2019 were approved.

APPOINTMENTS

Property was added to Cllr Johnson's portfolio making him the Lead Member for Infrastructure, Transport Policy, Housing and Property.

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes since the last meeting including the reports Maidenhead Station Car Park Lease and the Communications Strategy being added to August Cabinet. That the Drug and Alcohol Services Contract Extension and Sierra House move from August to September Cabinet. That a report Windsor Town Centre Master Plan be added to the September Cabinet.

CABINET MEMBERS' REPORTS

A) HIGHWAYS AND TRANSPORT INVESTMENT PROGRAMME 2019-20

The Lead Member for Infrastructure, Transport Policy, Housing and Property introduced the report regarding the implementation of the highways capital works programme.

Cabinet were informed that the budget for 2019/20 approved by Council included investment of £11.8 million to further maintain and improve highways infrastructure including roads, bridges, street lighting and road safety. Within the £11.8 million was an allocation of over £3 million for annual works programmes, such as road resurfacing. This report seeks approval to the detailed schemes which make up the generic works programmes.

This investment was part of the administration's commitment to invest £50 million over the next four years including the 24 hour pot hole pledge. The Lead Member also informed that he intended to bring forward the following schemes from the reserve list and accommodate them in this year's programme, they were:

- Boyn Hill, Stamford Road, Lexington Avenue, Longleat Gardens, Welbeck and Penhurst.
- Wraysbury, Railway Bridges and associated works.

The Chairman mentioned that the report represented significant investment and asked if the brought forward schemes could be accommodated within budget. The Lead Member confirmed that the schemes added to the list could be accommodated with the allocated budget and that this was significant investment with works underway.

The Lead Member for Finance and Ascot reported that he was pleased to see the flood relief schemes in Ascot with additional land drainage supplementing the £90k spent the previous year.

The Lead Member for Planning thanked the Lead Member for including Oakley Green Road speed reduction scheme as this fulfilled a promise to residents.

The Leader of the Local Independents asked what priorities appendix A would be changed to accommodate the additions from the reserve list. The Lead Member reported that the costings from the reserve list schemes was still underway but as soon as any amendments were known he would let the appropriate ward members know.

The Lead Member for Adults, Children and Health reported that he was pleased to see the schemes in Boyn Hill being added to the list especially Stamford Road, Lexington Avenue.

Resolved unanimously: that Cabinet notes the report and:

- I. **Endorses the implementation of the programme of work set out in Appendix A.**
- II. **Delegates authority to the Interim Director of Adult Services and Deputy Director Strategy & Commissioning, in consultation with the Lead Member for Infrastructure, Transport Policy, Housing and Property, to agree minor amendments to the approved schemes (within approved budgets) and implement reserve or substitute schemes should this become necessary**

B) ENERGY CONTRACT PROCUREMENT

The Lead Member for Sustainability, Waste Services and Economic Development introduced the report regarding how the Council planned to procure its electricity and gas and if the Council wished to purchase electricity generated from renewable sources.

Cabinet were informed that the Council purchased approximately £2 million a year of electricity and gas through the Crown Commercial Services framework. The framework ensured OJEU compliance and provided good value for money due to its £2 billion purchasing power.

Approval to continue with this arrangement was requirement to ensure compliance with the Council's own procurement rules and the addition spend to ensure only renewable energy sourced tariffs were used. The Lead Member informed Cabinet that no nuclear power would be purchased. The Corporate Leadership Team, in consultation with the Lead Member, would look at specific purchasing strategies.

Resolved unanimously: that Cabinet notes the report and:

- I. Agrees to continue using Crown Commercial Services frameworks to purchase electricity and gas.**
- II. Delegates authority to the Corporate Leadership Team in consultation with the Lead Member on specific purchasing strategies**
- III. Commits to only purchasing electricity generated from renewable technologies**

C) FINANCIAL UPDATE

(Cllr Rayner left the room for the duration of this item and did not take part in the discussion or vote.)

The Lead Member for Finance and Ascot introduced the latest financial update report.

Cabinet were informed that revenues and benefits had reduced its overspend by £150,000 to £200,000 as a result of housing benefit overpayment and debtor reduction. That there was an addition of £30,750 to member budgets, it was noted that the allocation of these budgets would be at a reduced administrative burden. There was also £75,000 to be allocated to the revenue budget for the continued legal challenge to Heathrow airport.

The Managing Director had confirmed that there were no variances in his directorate, there continued to be pressures within domiciliary care but this was being managed. There were also potential pressures in relation to parking income and within communications. The tourism function within communications was due to be delivered under a different model, as our partners had not initially been willing to contribute to this function there is an emerging pressure, further discussions with partners are ongoing that may see them contribute to retaining the tourism centre.

The Chairman reported that there was an error in section 4.1 and instead of the reported overspend of £509,000 it should read a projected position of £359,000.

Cllr Targowski attended Cabinet in his role as Chairman of the Corporate Overview and Scrutiny Panel and asked that given the reported pressures and long term borrowing forecast was the Lead Member confident in the financial management and budget controls of the council.

The Lead Member replied that the Managing Director was adamant that all identifiable risks be exposed within the financial update report and at the last Cabinet meeting the Lead Member had reported that unless there were exceptional circumstances there would be no additional capital or revenue spend. Cabinet were also informed that Corporate O&S Panel would also be considering the auditor's report and looking at the audited accounts.

The Lead Member informed that the Managing Director and Head of Finance promoted a whole system approach where accountants interacted with service managers with quality reports being produced that identified risks and challenged service areas. This was a proactive approach and he was content with the financial controls.

Cabinet were also informed that with regards to borrowing he had introduced a new histogram to the report. There was an extensive capital and regeneration programme backed up with cash flow, the Lead Member was confident with the council's ability to pay down any borrowing. Work was ongoing reviewing the management of the capital programme. The Lead Member said that there was considerable strength in managing high risk, high cost services, there was a better analytical approach and borrowing was under control.

The Leader of Local Independents asked for clarification on sections 4.5, parking pressures and 4.10 Communities, Enforcement and Partnerships. She also asked if long term and short

term borrowing was under control. The Lead Member replied that they were being reported as potential risks but at the moment they were being managed. With regards to borrowing the cash flow forecast showed that this was under control and regeneration receipts covering the borrowing.

The Chairman informed that using the York Road regeneration site as an example the council had agreed a minimum residue land value with the joint venture partners this resulted in the council receiving a guaranteed minimum land value with the risk being held by the JV partner. The council can decide how to approach each development site to get best value and this would cover all current and legacy borrowing.

With regards to members budgets the Chairman said that each member would have the opportunity to use £750 on local projects, but it would be use once or lose it, it would not be split on multiple projects or carried forward.

Resolved unanimously: that Cabinet notes the report and:

- i) Notes the council's projected outturn position for 2019-20.**
- ii) Approves a capital programme budget addition of £30,750 for member budgets.**
- iii) Approves a revenue budget addition of £75,000 for the continued legal process of Heathrow airport.**

(Cllr Rayner re-joined the meeting)

D) OLD WINDSOR NEIGHBOURHOOD PLAN DECISION TO PROCEED TO REFERENDUM

The Deputy Leader of the Council, Planning introduced the report regarding the Old Windsor neighbourhood plan, which has been scrutinised by an independent examine, and was ready to go to referendum.

The Lead Member thanked Cllr Bateson, who had been the lead on neighbourhood plans over the past few years, for all her work that had resulted in the Royal Borough having two planned areas, three more seeking area designation and a further two under examination. Old Windsor was the fourth plan to reach this stage in the process of adoption.

The cost of the referendum was covered by the Government and it required 50% of those voting in the referendum for it to proceed. The Lead Member thanked the parish council and local residents for all their work on the plan.

The Leader of the Local Independents, who was a ward member for Old Windsor, reported that this was great news for Old Windsor lead by the parish council chairman. She however did question why recommendation three gave permission to the Head of Planning to make amendments. The Lead Member informed that the amendments were non material and usually just typing errors. It was agreed that any amendments would also be in consultation with the Old Windsor Planning Group.

Cllr Bateson reported that she was pleased to see the Old Windsor plan get to this stage and thanked all the local residents that lead on this.

Resolved unanimously: that Cabinet notes the report and:

- i) Confirms that the plan meets the Basic Conditions tests and an SEA has been carried out.**
- ii) Accepts the proposed changes to the Neighbourhood Plan set out in Appendix B.**

- a. Gives delegated authority to the Head of Planning to issue a decision statement; and
 - b. agrees to put the modified Neighbourhood Plan to referendum. The date of the referendum to be set in accordance with the legal requirements; and
- iii) Delegates authority to the Head of Planning, in consultation with the Lead Member for Planning and the Old Windsor Neighbourhood Planning Group, to make minor, non material, amendments to the Neighbourhood Plan prior to the referendum being announced.
- iv) Provides advance funding up to £20,000, if required, for the referendum; this will then be claimed back from Government.

The meeting, which began at 8.15 pm, finished at 8.50 pm

CHAIRMAN.....

DATE.....

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CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	ORIGINAL CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Biodiversity implementation programme	n/a	31/10/19	New item
Appointment of Leisure Operator for Braywick Leisure Centre	n/a	31/10/19	New item

FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillor Dudley Leader of the Council, Maidenhead Regeneration and Maidenhead (includes Communications), Councillor Coppinger Deputy Leader of the Council, Planning , Councillor Rayner Deputy Chairman of Cabinet, Culture, Communities and Windsor (incl. Customer and Business Services), Councillor Carroll Adults, Children and Health, Councillor Hilton Finance and Ascot, Councillor Clarke Sustainability, Waste Services and Economic Development, Councillor Cannon Public Protection, Councillor Shelim HR, Legal & IT (includes Performance Management), Councillor Johnson Infrastructure, Transport Policy, Housing and Property.

The Council is comprised of all the elected Members

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

FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
16								
Request to use the allowable Contract Extension Period of 2 years for Drug and Alcohol Services	Open -	The two Drug and Alcohol Service Contracts with Cranstoun and Claremont and Holyport, reach the end of their initial 3 year period on 31/3/20. There is an extension period within the contract that can be used to extend the contract by a further one or two years, which is the preferred option	Yes	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Hilary Hall	Internal process	Cabinet 26 Sep 2019	

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

ITEM	Private Meeting - contains exempt/confidential information? See categories below	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.	Date and name of meeting	Date of Council decision (if required)
Sierra House, Maidenhead	Fully exempt - 3	Sale of Freehold Interest to the long leaseholder	Yes	Chairman of Cabinet including Maidenhead Regeneration and Maidenhead (incl. Communications) (Councillor Simon Dudley)	Barbara Richardson	Internal process	Cabinet 26 Sep 2019	
17 Windsor Town Centre Master Plan	Open -	Review of town centre assets, public realm, parking and transport considerations.	Yes	Lead Member for Infrastructure, Transport Policy, Housing and Property (Councillor Andrew Johnson)	Russell O'Keefe	internal process	Cabinet 26 Sep 2019	
Dry Mixed Recycling Processing Contract – Procurement	Open -	To obtain delegated authority for the Director and Lead Member to award a new DMR Processing contract, to commence April 2020.	No	Lead Member for Sustainability, Waste Services and Economic Development (Councillor Gerry Clark)	Hilary Hall	Internal process	Cabinet 26 Sep 2019	
Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal Process	Cabinet 26 Sep 2019	

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Award of contract for temporary agency workers	Open -	Decision to award a contract for the supply of agency workers to the council following a procurement process.	No	Lead Member for HR, Legal & IT (incl. Performance Management) (Councillor Shamsul Shelim)	Nikki Craig	internal process	Cabinet 31 Oct 2019	
School places in the Royal Borough	Open -	The report sets out a forecast of likely demand for school places and the impact on choice and availability.	Yes	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Kevin McDaniel	internal process	Cabinet 31 Oct 2019	
New provision for children and young people with Special Educational Needs	Open -	Permission to consult on options for new facilities in the borough for children and young people with special educational needs	Yes	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Kevin McDaniel	internal process	Cabinet 31 Oct 2019	
Appointment of Leisure Operator for Braywick Leisure Centre	Fully exempt - 3	The recommendation for appointment of the operator for Braywick Leisure Centre	Yes	Deputy Chairman of Cabinet, Culture, Communities and Windsor (incl. Customer and Business Services) (Councillor Samantha Rayner)	Andy Jeffs	Internal process	Cabinet 31 Oct 2019	

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Biodiversity implementation programme	Open -	To agree the three year programme of works to address the motion on encouraging biodiversity across the borough	No	Deputy Chairman of Cabinet, Culture, Communities and Windsor (incl. Customer and Business Services) (Councillor Samantha Rayner)	Ben Smith	internal process	Cabinet 31 Oct 2019	
19 Annual Report on Commissioned services	Open -	To provide an update on the delivery and management of services provided through the council's delivery partners, including services delivered, outcomes achieved, proposals for review and internal contract management capability.	No	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Hilary Hall	Internal process	Cabinet 31 Oct 2019	
Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	internal process	Cabinet 31 Oct 2019	
Annual Consultation on School Admission Arrangements	Open -	The start of the annual statutory consultation on admission arrangements	Yes	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Kevin McDaniel	Consultation with schools	Cabinet 28 Nov 2019	

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

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Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal process	Cabinet 28 Nov 2019	
Half Yearly Performance Report 2019/20	Open -	Report detailing performance of the Council against the corporate scorecard for quarters 1 and 2.	No	Lead Member for HR, Legal & IT (incl. Performance Management) (Councillor Shamsul Shelim)	Hilary Hall	Internal process	Cabinet 28 Nov 2019	
Council Tax Base Report	Open -	To approve the Council Tax Base to be used for 2019-20 budget	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	Internal consultation	Cabinet 19 Dec 2019	
Children's Services Capital Programme 2020-21	Open -	Report requests approval of the 2020-21 capital programme in Children's Services	Yes	Lead Member for Adults, Children and Health (Councillor Stuart Carroll)	Rob Stubbs	internal process	Cabinet 19 Dec 2019	
Financial Update	Open -	Latest Financial Update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Rob Stubbs	internal process	Cabinet 19 Dec 2019	

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DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

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

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Report Title:	Parking Enforcement – Contract Review
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Cannon, Lead Member Public Protection
Meeting and Date:	Cabinet – 29 August 2019
Responsible Officer(s):	Hilary Hall, Interim Director of Adult Services and Deputy Director Strategy & Commissioning
Wards affected:	All

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REPORT SUMMARY

1. In July 2017, Cabinet awarded a contract to NSL for the delivery of parking enforcement services. The contract commenced on 1 December 2017 for an initial two-year period with options to extend for a further two-years (plus one-year).
2. Contract performance levels have been consistently high with the majority of performance indicators regularly achieved. In addition, NSL has been a valuable external partner supporting events such as The Royal Wedding and Royal Ascot and has established excellent working relationships with the Community Wardens and other partners, for example, Thames Valley Police.
3. The current delivery model is a successful example of a commissioned service which has improved performance levels directly benefitting residents. Therefore, it is recommended that the contract be extended for two-years commencing on 1 December 2019.
4. However, there is an emerging need for visibility of enforcement services in rural and out of town areas and the report recommends a one-year pilot to address these issues by uplifting the contracted weekly deployed hours by 25%. The issues will be identified through resident reporting on the report it function and through direct liaison with Ward Councillors and parish councils.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the award of a two-year contract extension for parking enforcement to NSL commencing on 1 December 2019**
- ii) **Approves one-off additional funding of £69,336 to run a one year pilot scheme to address enforcement issues in rural and out of town areas by uplifting the contracted weekly deployed hours of NSL by 25%.**

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

- 2.1 In July 2017 Cabinet considered a contract to NSL to deliver parking enforcement services for an initial two-year period with options to extend for a further two-years (plus one-year).
- 2.2 The contract award was a first time outsource for this service area responding to increasing demands on the parking management and enforcement service. A competitive procurement exercise to understand opportunities for service provision through a commercial provider was approved and a contract subsequently awarded to NSL.
- 2.3 Service elements within the contract are:
- On and off street civil parking enforcement.
 - First and second line machine maintenance for both on and off street machines.
 - Vehicle removal, relocations and abandoned vehicle enforcement.
 - Software provision.
 - Parking suspension management.
 - Event management - Royal Ascot / Windsor Guard Change.
 - Partnership working with Royal Borough Community Wardens and Thames Valley Police, including joint patrols and intelligence sharing.
- 2.4 The original objectives in awarding the contract have been achieved and operational contract performance is measured through a series of key performance measures, see Appendix A.
- 2.5 Performance levels have been consistently high with the following key successes:
- Penalty Charge Notice (PCN) productivity increased from an average of 1,500 PCNs per month in 2017 to an average of 1,894 per month with a sustained improvement in productivity.
 - 18,500 additional locations visited annually with reduced resource levels.
 - Error rate for PCNs reduced to 0.67% from 0.94%.
 - Excellent partnership working for events, including Royal Ascot and Windsor Guard Change, with Thames Valley Police and Royal Borough Community Wardens.
 - Smooth transition of staff from the Royal Borough to an external provider.
 - Greater intelligence across the business sector.
- 2.6 Whilst performance levels are high, there have been challenges, primarily with respect to recruitment and retention of Civil Enforcement Officers in order to deliver, or exceed contract standards. NSL has drawn upon resilience within their broader business to minimise the impact. However, there have been periods when performance has been adversely affected. There have also been challenges and delays in delivering the virtual permit system, which is now being trialled. Contract standards are achieved currently through the deployment of 21 civil enforcement officers.
- Rural and out of town areas**
- 2.7 Customer feedback has highlighted concerns around visibility and presence in rural and out of town areas. The contract requires that a minimum number of deployed hours are provided but is consciously not prescriptive in terms of

patrol routes and patterns. The majority of restrictions which require enforcement are in urban areas and car parks where a charge is imposed - this impacts upon the pattern of patrols.

- 2.8 Although there is flexibility to instruct and deploy resources to respond to customer complaints or known problems, for example, outside schools or village centres, there is limited scope within the existing contract to focus on rural and out of town areas.
- 2.9 It is, therefore, recommended that, as a one year pilot, the contracted deployed hours within the contract are uplifted by 25% at a total cost of £69,336. This additional resource would focus on enforcement in rural and out of town areas and would be directed by resident reports through the updated report it function on the website and direct liaison with Ward Councillors and parish councils. At the end of the 12 month pilot, there would be a robust evaluation to determine next steps.

Options

Table 1: Options arising from this report

Option	Comments
Award a contract extension for two-years commencing on 1 December 2019 and uplift the contracted deployed hours by 25% for one year in order to focus on enforcement in rural and out of town areas.	Performance levels are consistently high; added value is delivered through resilience and broader business sector intelligence and strong partnerships have been created benefitting residents
This is the recommended option	
Allow the contract to end on 30 November 2019 and commence a reprocurement with immediate effect on a similar basis This is not recommended	High levels of performance are consistently achieved and the service scope is well defined. A further procurement may deliver financial efficiencies but this is unknown and creates risk. Timescales to procure and award for 1 December 2019 are challenging
Allow the contract to end on 30 November 2019 and return to a self-delivered service This is not recommended	High levels of performance are consistently achieved under the current delivery model. Self-delivery transfers risk back into the Royal Borough; reduces resilience and may increase total service costs

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Deployed hours achieved	Below 97%	Above 97%	Above 100%	N/A	30 November 2021
Penalty Charge Notices cancelled as a result of CEO error	Greater than 1%	Less than 1%	N/A	N/A	30 November 2021
Increase in deployed hours to carry out enforcement in rural and out of town areas	Less than 25%	25%	N/A	N/A	30 November 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The annual contract value is £893,000 which is subject to an annual inflationary CPI increase which was 2.3% in 2019.
- 4.2 The approval of the one year pilot of rural and out of town enforcement will incur a one-off revenue cost of £69,336 which will be met from reserves, see table 3.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2019/20	2020/21	2021/22
Additional total	£23,112	£46,224	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2019/20	2020/21	2021/22
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 Parking enforcement and associated functions are carried out by enforcement authorities under the Traffic Management Act 2004 (TMA 2004) and the Road Traffic Regulation Act 1984 (as amended) (RTRA 1984).
- 5.2 Case law has clarified that the purpose of civil parking enforcement is not to raise revenue and local authorities would be acting outside of their legal

powers if they are seeking to use civil parking enforcement as a vehicle to raise income. The purpose of penalty charges is to dissuade motorists from breaking parking restrictions, the objective of civil parking enforcement should be for 100% compliance, with no penalty charges.

- 5.3 The income from any penalty charge payments received must only be used in accordance with section 55 of RTRA which allows the income to be spent on highways and transport schemes.
- 5.4 The council is enabled, by section 111 of the Local Government Act 1972, to do anything which is calculated to facilitate, or is conducive or incidental to, the discharge of any of its functions. The council, therefore, has a general power to enter into contracts for the discharge of any of its functions; including the proposed contract set out in this report.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The balance of enforcement between rural; out of town and urban areas does not meet customer expectations	MEDIUM	The contract is flexible and patrols can be flexed to respond to customer need. The additional one off pilot will focus on rural and out of town enforcement.	LOW
Lack of ability to manage contract performance	HIGH	Contract management via a specialist commissioning team will continue to manage a suite of key performance	LOW
Unfair/inappropriate enforcement	MEDIUM	Contractual compliance with council's parking enforcement strategy. Ability for the council to direct resources specified in contract.	LOW

7. POTENTIAL IMPACTS

- 7.1 The impacts pertaining to staffing; sustainability; equalities and community cohesion and property assets were fully evaluated and appraised as part of the original contract award decision. The recommendation of this report is to award a contract extension based on the same terms and conditions, therefore there are no additional impacts.

8. CONSULTATION

- 8.1 Consultation and engagement has been undertaken with the supplier and the Lead Member for Public Protection whose portfolio includes parking enforcement.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: 1 December 2019

Table 5: Implementation timetable

Date	Details
29 August 2019	Cabinet Decision
September - October	Recruitment of additional resource by NSL to meet the requirements of the one year pilot.
1 st December 2019	Commencement of contract extension and one year pilot
30 November 2020	End of one year pilot
December 2020 – January 2021	Evaluation of pilot outcomes and decision on next steps.

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix A: Contract performance dashboard

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by the following background document:
- Cabinet Report (27th July 2017) – Civil Enforcement: Contract Award

12. CONSULTATION (MANDATORY)

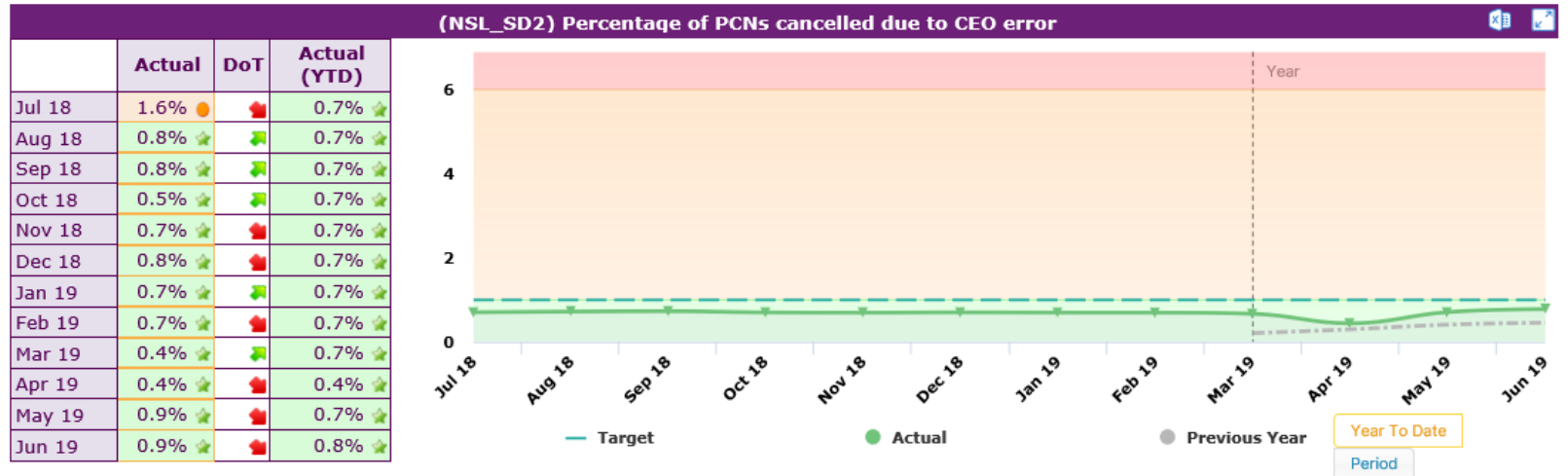
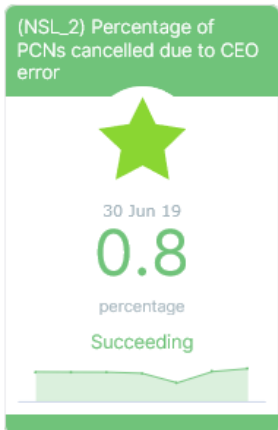
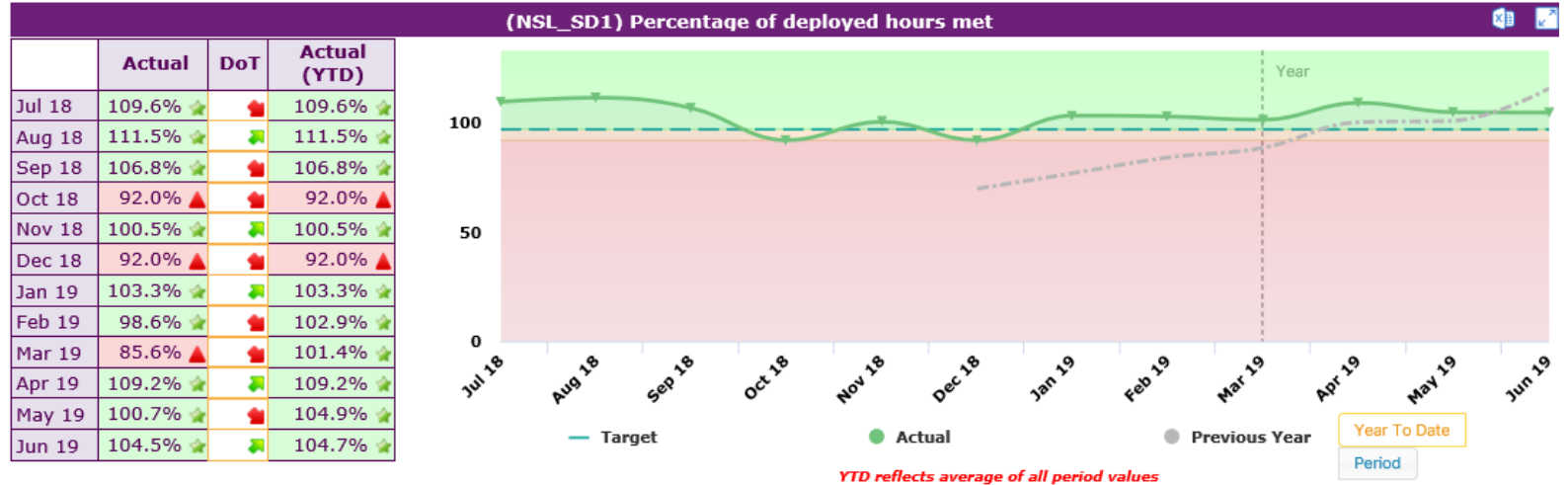
Name of consultee	Post held	Date sent	Date returned
Cllr Cannon	Lead Member for Public Protection	25/07/19 09/08/19	25/07/19 19/08/19
Duncan Sharkey	Managing Director	25/06/19 24/07/19	23/07/19
Russell O'Keefe	Executive Director	25/06/19	
Andy Jeffs	Executive Director	25/06/19	25/06/19
Rob Stubbs	Section 151 Officer	25/06/19	15/08/19
Elaine Browne	Interim Head of Law and Governance	25/06/19	27/06/19
Nikki Craig	Head of HR and Corporate Projects	25/06/19	25/06/19
Louisa Dean	Communications	25/06/19	25/06/19
Kevin McDaniel	Director of Children's Services	25/06/19	25/06/19
Hilary Hall	Interim Director of Adult Services and Deputy Director	25/06/19 24/07/19	25/06/19 24/07/19

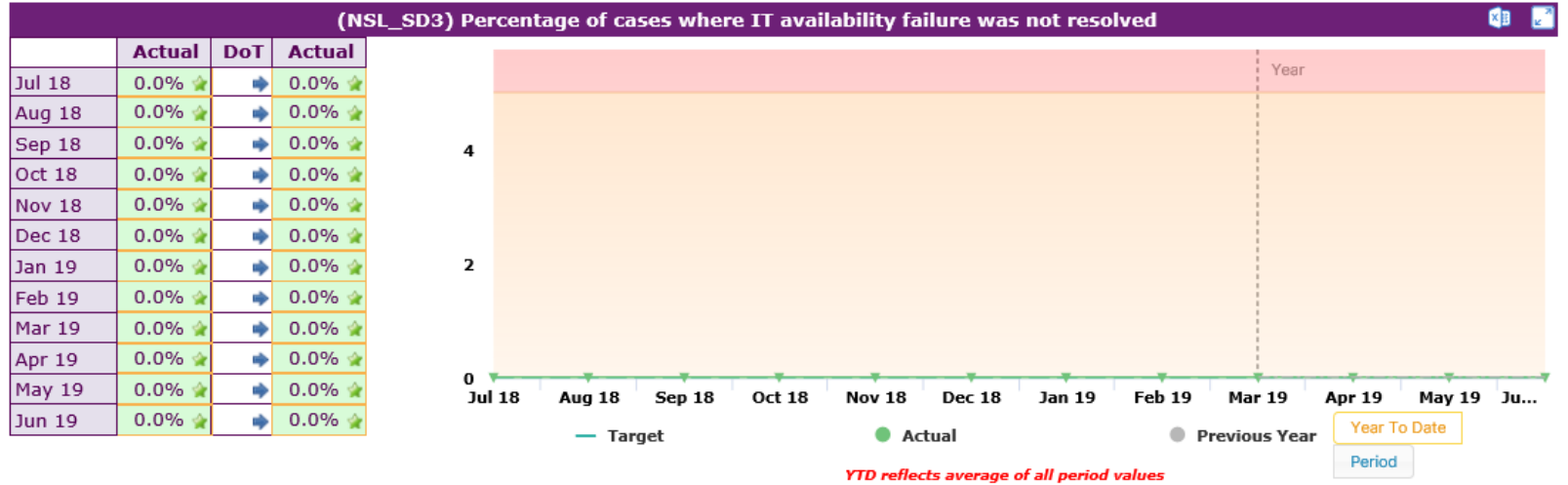
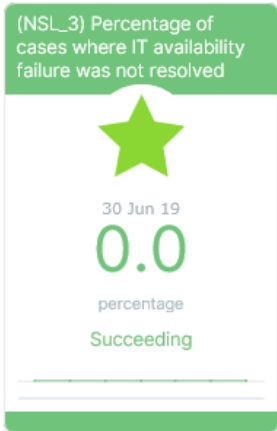
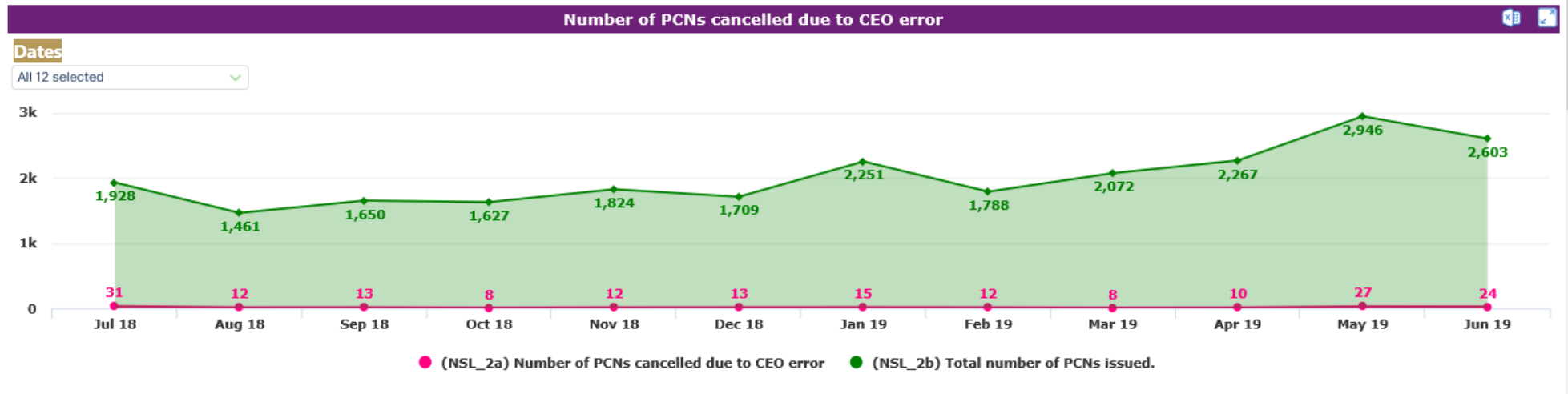
Name of consultee	Post held	Date sent	Date returned
	of Commissioning and Strategy	09/08/19	09/08/19

REPORT HISTORY

Decision type: Key decision: Added to Forward Plan 30 th May 2019	Urgency item? No	To Follow item? N/A
Report Author: Ben Smith: Head of Commissioning Communities (07802) 338170		

NSL Detailed Trends Report 2018/19





(NSL_4) Percentage of failures in online case management / payment

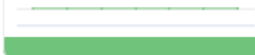


30 Jun 19

0.0

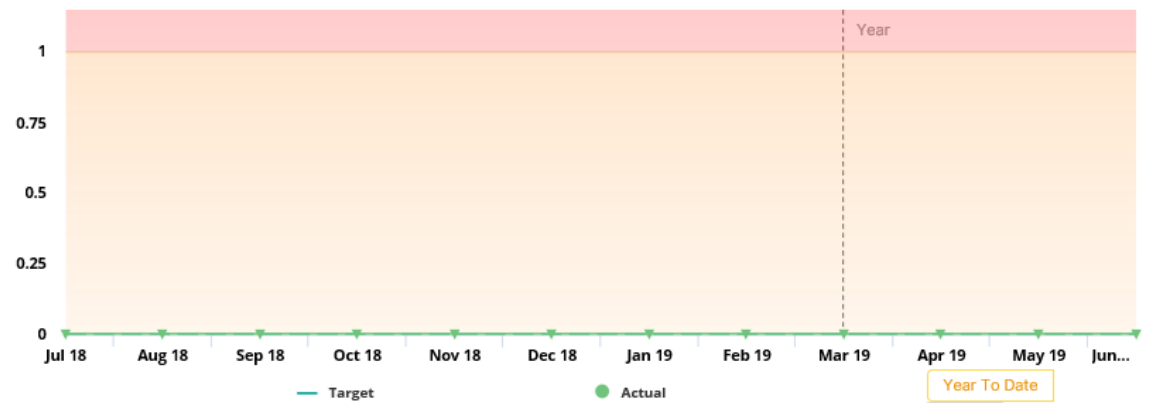
percentage

Succeeding



(NSL_SD4) Percentage availability of online case management system

	Actual	DoT	Actual (YTD)
Jul 18	0.0%		0.0%
Aug 18	0.0%		0.0%
Sep 18	0.0%		0.0%
Oct 18	0.0%		0.0%
Nov 18	0.0%		0.0%
Dec 18	0.0%		0.0%
Jan 19	0.0%		0.0%
Feb 19	0.0%		0.0%
Mar 19	0.0%		0.0%
Apr 19	0.0%		0.0%
May 19	0.0%		0.0%
Jun 19	0.0%		0.0%



(NSL_5) Percentage of Contractor IT support requests responded to

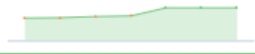


30 Jun 19

100

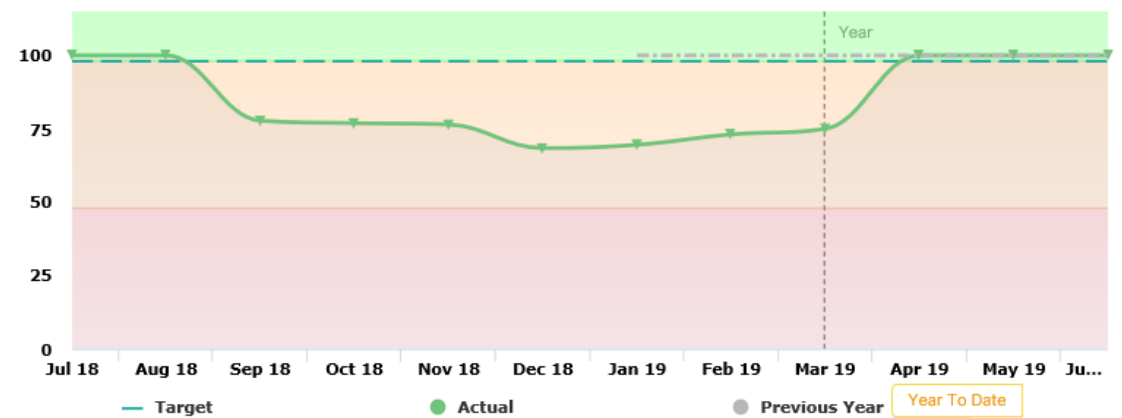
percentage

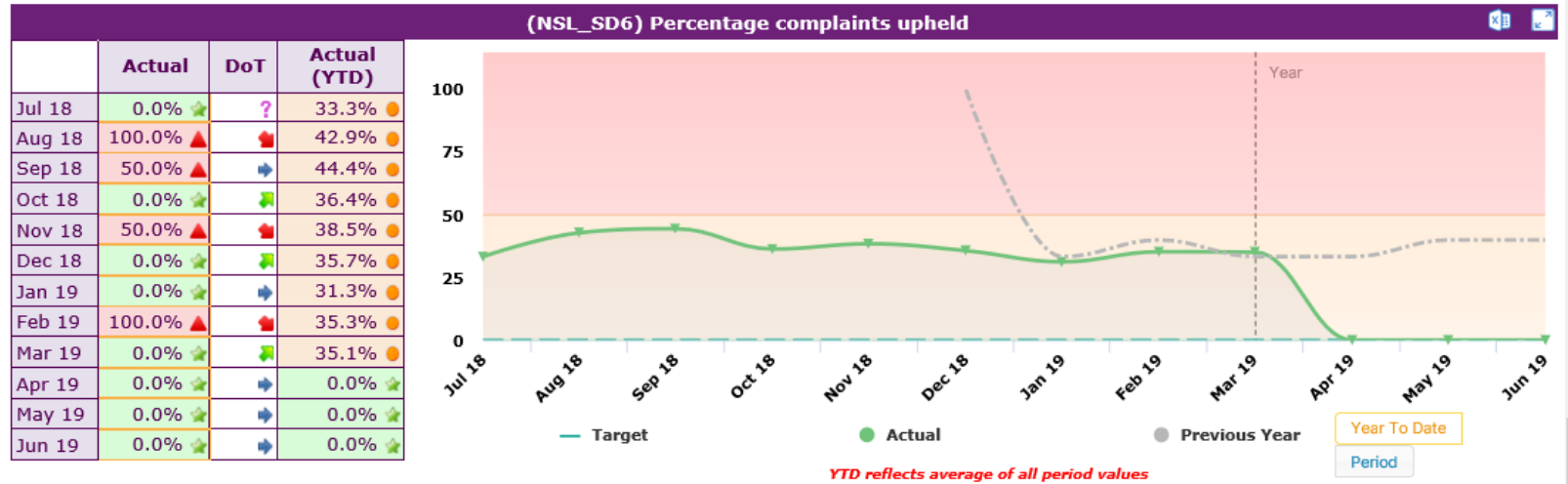
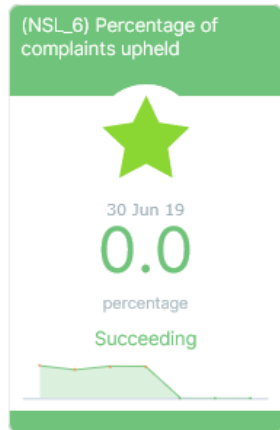
Succeeding



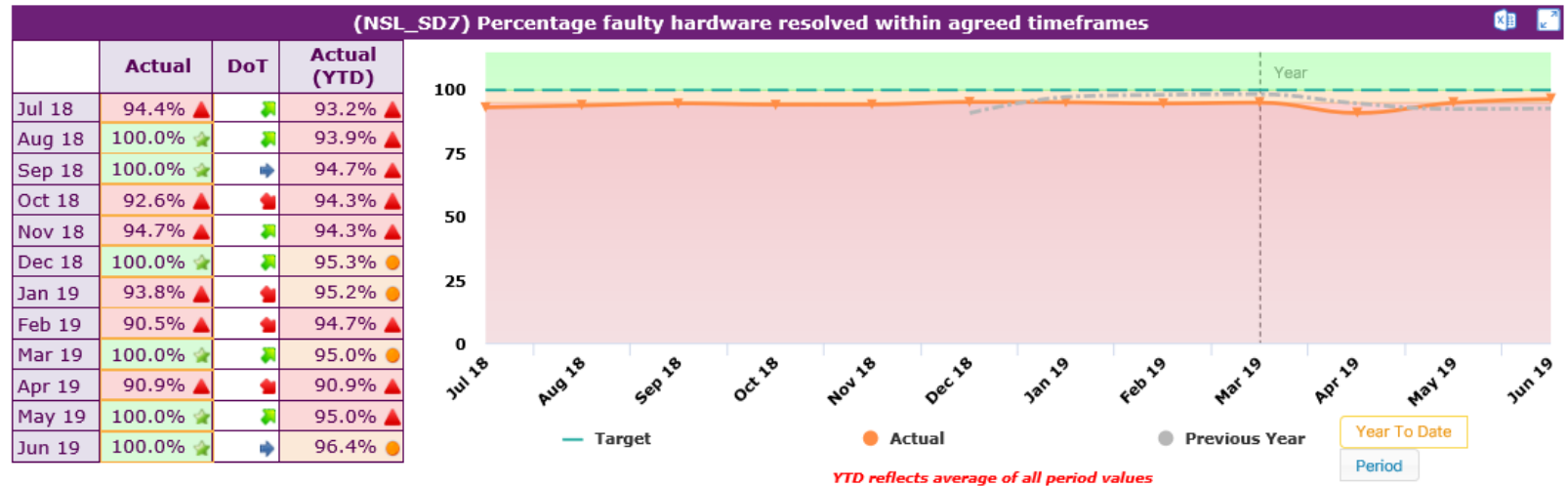
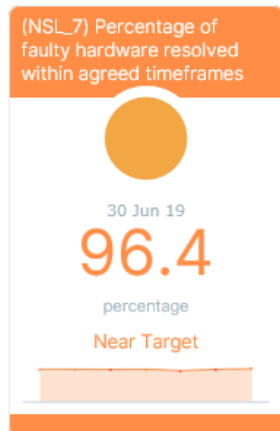
(NSL_SD5) Percentage IT support requests responded to within 1 working day

	Actual	DoT	Actual (YTD)
Jul 18	100.0%		100.0%
Aug 18	100.0%		100.0%
Sep 18	0.0%		77.8%
Oct 18	75.0%		76.9%
Nov 18	75.0%		76.5%
Dec 18	0.0%		68.4%
Jan 19	75.0%		69.6%
Feb 19	100.0%		73.1%
Mar 19	100.0%		75.0%
Apr 19	100.0%		100.0%
May 19	100.0%		100.0%
Jun 19	100.0%		100.0%





Commentary: There were 17 complaints received across the year, six of them were upheld (35.3%).



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Report Title:	Designation of the Cox Green Neighbourhood Area
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Coppinger, Lead Member for Planning
Meeting and Date:	Cabinet - 29 August 2019
Responsible Officer(s):	Executive Director Place Russell O'Keefe & Head of Planning Jenifer Jackson
Wards affected:	Cox Green

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REPORT SUMMARY

1. This report recommends the designation of the Cox Green Neighbourhood Area to cover the whole parish of Cox Green. Residents in the parish will be able to prepare a Neighbourhood Plan for their area which will have statutory weight and form part of the Development Plan, upon which development management decisions will be based.
2. The former joint neighbourhood planning group with Maidenhead has lapsed and the residue of the grant money (approximately £9,000) is held by Cox Green Parish Council. They can apply for additional funding from central government grants directly.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the neighbourhood area designation for the parish of Cox Green, with the boundaries shown in Appendix B**
- ii) **Gives delegated authority to the Head of Planning in consultation with the Lead Member for Planning to agree, if suggested by Cox Green Parish council, a proposal to delegate preparation of a neighbourhood plan to a steering group which is constituted with a formal delegation agreement.**

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

- 2.1 Maidenhead and Cox Green did have a joint designation, applied for by Cox Green Parish Council. Cox Green parish are now able to apply for a separate designation from Maidenhead as this designation has lapsed and the boundary for Maidenhead has changed.
- 2.2 Neighbourhood Plans are community-led frameworks which enable local people to draft policies for future development, specific to the area that they live and work in. Together with the strategic policies of the emerging Borough Local Plan, these policies will be used to determine future planning applications in the Royal Borough. A neighbourhood plan is subject to formal procedure including examination and referendum.

- 2.3 The neighbourhood planning process is guided by the provisions of the Localism Act 2011, amended Town and Country Planning Act 1990 and Neighbourhood Planning (General) Regulations 2012. This gives local authorities the power to formally designate neighbourhood areas within their administrative area, in which neighbourhood plans can be prepared.
- 2.4 Following receipt of an application for a neighbourhood area, and a consultation period, the Council is required to determine whether or not to designate the neighbourhood area. There are now very few grounds upon which an application for designation of a whole parish can be refused and a formal consultation may not be necessary. However given the history of the joint neighbourhood plan (covering Maidenhead as well) a period of consultation has been undertaken and the comments received are summarised in Appendix A.
- 2.5 Options

Table 1: Options arising from this report

Option	Comments
To designate the neighbourhood area This is the recommended option	The recommended option will enable local people to continue with preparation of a neighbourhood plan
To refuse designation of the neighbourhood area.	This option would prevent local people from preparing a neighbourhood plan for their area.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Designation of the Cox Green Neighbourhood Area	Not designated	Designated August 2019			Designated August 2019
New Neighbourhood Plan produced	The plan makes no progress.	Draft Plan submitted to the council by spring 2022	Draft plan submitted to the council in 2021	Draft plan submitted to the council in 2020	Examination of the Neighbourhood Plan summer 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

The designation of the neighbourhood area does not have an immediate financial impact on RBWM directly, no grants are available for this now. Grants were given on the original designation of the joint Neighbourhood Plan Area for Maidenhead and Cox Green, the residual amount of £8,927.37 was transferred to Cox Green Parish Council in November 2017. Officer time will be required to support the steering group, whilst they develop the plan.

- 4.1 Under the current government grant funding regime the council would be expected to forward fund the examination of the Neighbourhood Plan but upon setting a date for the referendum, if the parish council agreed to taking the modified plan to referendum, RBWM would be able to apply for a grant of £20,000. This grant would be expected to cover the cost of the examination and the referendum. Once the neighbourhood plan is made part of the development plan, the parish will be entitled to 25% of CIL receipts within the parish, currently they can receive 15%.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2019/20	2020/21	2021/22
Additional total	£0	£0	£20,000
Reduction	£0	£0	£20,000
Net Impact	£0	£0	£0

CAPITAL COSTS	2019/20	2020/21	2021/22
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 Neighbourhood area applications are required to be made in accordance with Regulation 5 of the Neighbourhood Planning (General) Regulations 2012 and applications are required to be publicised in compliance with Regulation 6 of those regulations. Section 61G of the Town and Country Planning Act 1990 sets out the requirements for determining applications for an area to be designated a neighbourhood area.
- 5.2 Neighbourhood Development Plans and Neighbourhood Development Orders are prepared in accordance with the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act 2011) and the Neighbourhood Planning (General) Regulations 2012.
- 5.3 Amendments to the Town and Country Planning Act 1990 and the Planning and Compulsory Purchase Act 2004 introduced by the Localism Act, allow for a third party to make a claim for a judicial review in certain circumstances. This claim can be made in regards to a neighbourhood development plan or neighbourhood development order, or in regards to the consideration of recommendations made by an examiner. There is also the entitlement for a claim to be made in regards to anything relating to the referendum.
- 5.4 To determine whether an environmental assessment of the effects of a neighbourhood plan is necessary, a screening will be carried out of the draft plan during its preparation. This will be in accordance with the Conservation of Habitats and Species Regulations 2010, and the Environmental Assessment of Plans and Programmes Regulations 2004.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Neighbourhood plans cannot be delivered without designating neighbourhood areas	High	Designate the neighbourhood area.	Low
Residents and businesses may later object that the Neighbourhood Area does not reflect the most appropriate area for drafting of planning policies.	Low	Undergo consultation on Neighbourhood area.	Low

7. POTENTIAL IMPACTS

- 7.1 The final Neighbourhood Plans will be subject to independent examination which, amongst other issues, will make a recommendation based upon the contribution of the neighbourhood plan to delivering sustainable development. The Council will then have the decision whether to proceed to a referendum using the recommendations from the examiner.

8. CONSULTATION

- 8.1 The application for designation of the whole parish of Cox Green as Neighbourhood Area has involved placing the information on the council's web site. On the home page is a link to the current consultations, this has included the Cox Green Neighbourhood Plan Area Designation. Paper copies of the documents have been made available in 3 libraries and a mobile container library.
- 8.2 The planning department has a database of people and businesses interested in the planning process as well as statutory bodies and other parish councils, this has been used to consult people mainly by email, but for those who do not have this by paper letter. The consultation has taken place between: Monday 24 June until midnight on Sunday 4 August 2019. There have been several responses which are summarised in Appendix A.
- 8.3 The consultation responses have raised no issues which suggest that the designation should not take place, with the overwhelming proportion supporting the designation.

9. TIMETABLE FOR IMPLEMENTATION

Implementation date if not called in: Immediately

10. APPENDICES

10.1 This report is supported by 2 appendices:

- Appendix A Summary of Consultation Responses
- Appendix B Proposed Neighbourhood Area Designation Plan

11. BACKGROUND DOCUMENTS

11.1 This report is supported by 3 background documents:

- National Planning Policy Framework (NPPF) - <https://www.gov.uk/government/publications/national-planning-policyframework--2>
- Localism Act (2011) <http://www.legislation.gov.uk/ukpga/2011/20/contents/enacted>
- Neighbourhood Planning (General) Regulations (2012) <http://www.legislation.gov.uk/uksi/2012/637/schedule/1/made>

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Clr Coppinger	Lead Member for Planning	31/07/19	31/07/19
Duncan Sharkey	Managing Director	31/07/19	08/08/19
Russell O'Keefe	Executive Director	31/07/19	31/07/19
Andy Jeffs	Executive Director	31/07/19	08/08/19
Rob Stubbs	Section 151 Officer	31/07/19	08/08/19
Elaine Browne	Interim Head of Law and Governance	31/07/19	08/08/19
Nikki Craig	Head of HR and Corporate Projects	31/07/19	08/08/19
Louisa Dean	Communications	31/07/19	
Kevin McDaniel	Director of Children's Services	31/07/19	08/08/19
Hilary Hall	Deputy Director of Commissioning and Strategy	31/07/19	08/08/19

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
Report Author: Robert Paddison, Principal Policy Planner Neighbourhood Plans, Ext 6508		

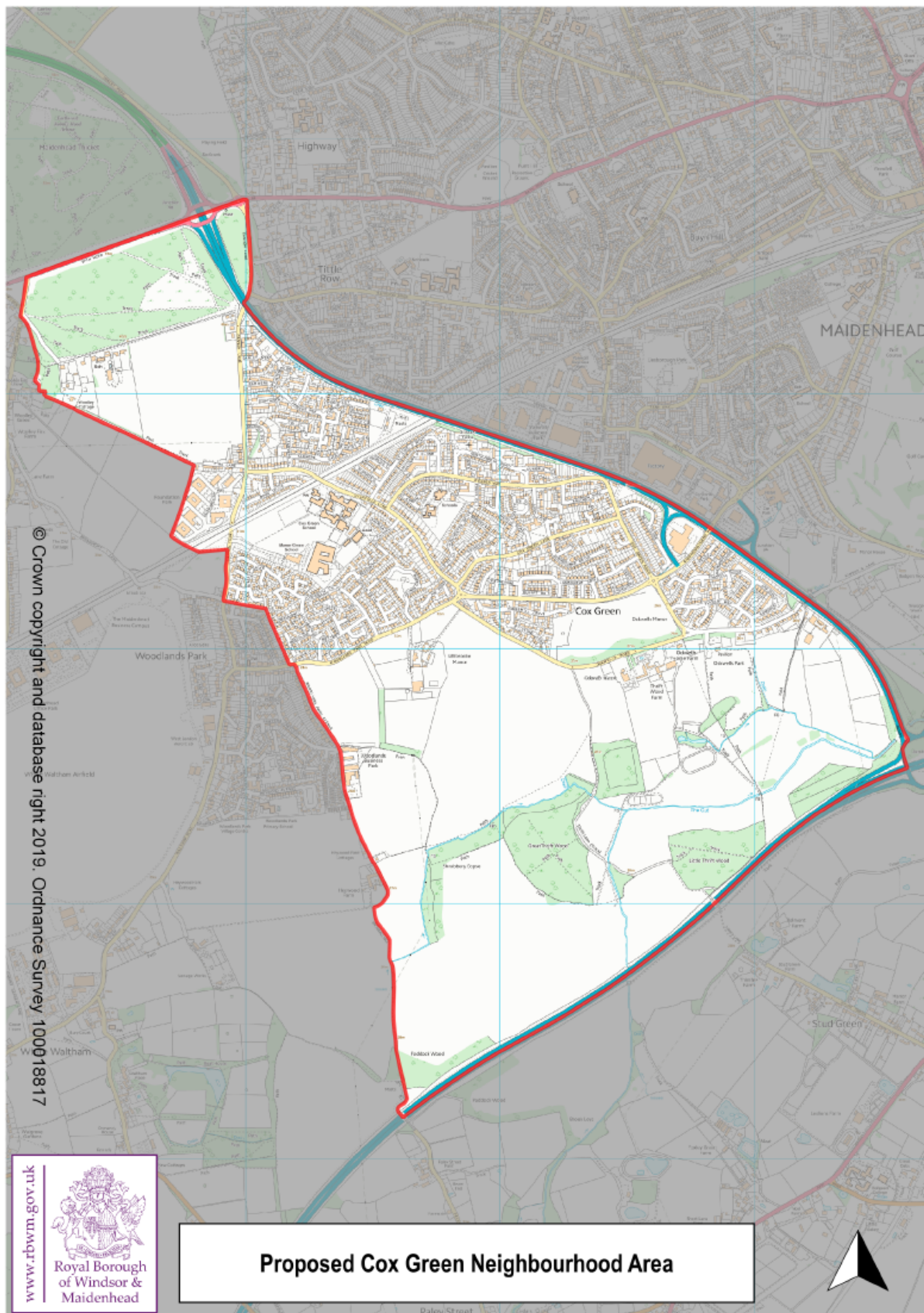
Appendix A

Summary of responses to the consultation

Responses to Consultation	Officer comments
Councillor Haseler supports the designation.	Noted
Councillor McWilliams, supports the designation, saying it is important that local people have a say how development will take place in their local area.	Noted
FPM Sarl Investments (managed by JP Morgan Asset Management (UK) Limited) support the proposed designation and would like to be kept informed of progress, as well to meet those preparing the plan, to discuss properties they own in the parish.	Noted
Maidenhead Civic Society say the designation is adequate and that it is important to consider the setting of important listed buildings within and near the parish.	Noted
One individual commented on the proposal and another supported it.	Noted
National Grid responded by saying they had no major infrastructure in the proposed area.	Noted
The National Trust has commented on the proposal and would like to be involved in the neighbourhood plan production, they are particularly interested in safeguarding Maidenhead Common.	Noted
Berkeley Strategic support the designation and look to work constructively with the Parish Council to bring forward a site they are promoting in the parish.	Noted
Historic England do not object to the designation and set out their role in plan production, as well as giving information on Heritage Assets in the Parish.	Noted
Highways England are responsible for the strategic road network and would be concerned about potential adverse impacts on the safe operation of the A404 (M) and the M4. They have 'No comments' to make on the designation.	Noted
Natural England have no comment to make on the designation of the area, but set out useful information the steering group might like to refer to.	Noted
Runnymede BC have no comment to make.	Noted
Sport England made no specific comment on the proposed designation, but set out how important sport is for health and the need for sports related open space.	Noted
Rt Hon Theresa May MP supports the proposed designation, saying it is important that local needs can be met through the Neighbourhood Plan, as Cox Green is a distinct community.	Noted.
Transport for London have no comments on the proposed designation.	Noted

Appendix B

Proposed Neighbourhood Area Designation Plan



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Report Title:	Financial Update
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 29 th August 2019
Responsible Officer(s):	Robert Stubbs, Deputy Director and Head of Finance.
Wards affected:	All

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REPORT SUMMARY

- 1 This report sets out the Council's financial position at period three in the financial year 2019-20 and forecasts an overspend for the year of £512,000.
- 2 The council's base budget is £92,773,000. Reserves stand at £9,770,000 (10.53% of budget) which remains in excess of the £5,810,000 (6.26% of budget) recommended minimum level set at council in February 2019, see Appendix A.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Notes the council's projected outturn position for 2019-20 – This is the recommended option.

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

- 2.1 Cabinet are required to note the council's financial position.

3. KEY IMPLICATIONS

Table 1: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
General Fund Reserves Achieved	<£5,900,000	£5,900,000 to £6,000,000	£6,000,001 to £6,900,000	> £6,900,000	31 May 2020

4. FINANCIAL DETAILS / VALUE FOR MONEY

Council outturn position

- 4.1 The projected position council-wide is an overspend of £512,000 on service budgets at the end of the financial year. This mainly relates to a reduction in expectations in housing benefit debtors which was last reported to Cabinet in April 2019. The projected outturn for the council is shown in table 2.

Table 2: Outturn position

Directorate	Net budget	Projected Variance
Managing Director	£74,898,000	£153,000

Executive Director – Communities	£7,126,000	£359,000
Executive Director – Place	£131,000	0
Non service expenditure	£12,206,000	0
Council reported Outturn variances	£94,361,000	£512,000

Managing Director's Directorate

- 4.2 The Managing Director has a variance of £153,000 to report for this period against a net controllable budget of £74,898,000. This change in forecast relates to Children's Services and Tourism. There are currently a number of pressures being managed within the Directorate for the following areas.
- 4.3 Adult Social Care – pressures relating to placements, particularly learning disability and continuing healthcare, and domiciliary care which is being managed within the service.
- 4.4 Children's Services – there are a number of pressures on the service including legal costs arising from complex court cases which is expected to reduce after quarter one and the incremental cost of interim staff employed for operational management, increased caseloads and OFSTED readiness for the inspection anticipated this autumn. These risks are currently being managed within the service.
- 4.5 Quarter one has seen an increase in the number of Children in Care. Should this trend continue it is projected there will be the need to drawdown the budget within Commissioning & Support set aside for Children in Care demographic growth.
- 4.6 In addition to these mitigated costs there have been increased costs for placements, in particular relating to the requirement to place one young person in secure accommodation at a weekly cost of £7,400. Based on the latest indicative timescales the projected incremental cost for 2019/20 being £92,000.
- 4.7 Commissioning Communities - report early indications of potential pressure in relation to parking income which is being managed within the service.
- 4.8 Communications - following discussions with local stakeholders, the tourism function will be delivered through a different model in the next financial year subject to stakeholders providing the required funding to deliver the service. The original saving was a part year saving; however, to maximise the time to secure funding from stakeholders for the new model, the current service will remain operational for the remainder of the financial year resulting in a pressure of £61,000 in this financial year.

Communities Directorate

- 4.9 The Executive Director has no variances to report for this period, resulting in an unchanged overspend of £359,000 against a net controllable budget of £7,126,000. A breakdown of the projected overspend is detailed below.
- 4.10 Revenues and Benefits – an estimated overspend of £200,000 is being reported as a result of a reduction in outstanding Housing Benefit Overpayments, and therefore Housing Benefit Overpayment debtors. This was previously reported as a risk to Cabinet in the April 2019 finance update report.
- 4.11 Communities, Enforcement and Partnerships – continues to report an overspend of £40,000 relating to the annual cost of BT network connections.

- 4.12 Communities, Enforcement and Partnerships – continues to report an overspend of £119,000 as a result of an historic delivering differently savings target which cannot be met in year and was not written out of the 2019-20 budget build. This is partly offset by a number of small underspends totalling £7,000. Further opportunities areas are being explored to reduce the projected overspend.

Place Directorate

- 4.13 There are no variances to report for the Executive Director in this period. The Place Directorate has a net controllable budget of £131,000.
- 4.14 Planning – an appeal has been upgraded from a hearing to an inquiry and dates imposed on us by the Inspectorate for October 2019. The pressure will be confirmed when the total costs are known.

Revenue budget movements

- 4.15 The revenue budget has been amended this month to take account of a budget change detailed in Table 3 and explained below.

Table 3: Revenue budget movement

Approved Service expenditure budget reported to July 2019 cabinet	£81,587,000
Severance	£203,000
24 hour pot holes	£365,000
Service expenditure budget this month	£82,155,000

Cash balances projection

- 4.16 Throughout the year the council's cash balances have been revised, Appendix C shows the twelve monthly capital cash flow which is based on the assumptions contained in the 2019-20 budget report. The appendix includes total borrowing projections, both long and short term debt.

Capital Programme

- 4.17 The approved 2019-20 capital estimate is £75,339,000, see table 4. The projected outturn for the financial year is £75,339,000, see table 5 for capital programme status, with further information in Appendices D - F.

Table 4: Capital outturn

	Exp.	Inc.	Net
Approved estimate	£75,339,000	(£17,306,000)	£58,033,000
Variances identified	£0	£0	£0
Slippage to 2019-20	£0	£0	£0
Projected Outturn 2018-19	£75,339,000	(£17,306,000)	£58,033,000

Table 5: Capital programme status

	July 2019
Number of schemes in programme	291
Yet to start	16%
In progress	47%
Completed	15%

Ongoing programmes e.g. Disabled Facilities Grant	22%
Devolved formula capital grant schemes budgets devolved to schools	0%

Business rates

- 4.18 Business rate income at the end of June 19 was 31.84% against a target of 31%. The overall target for 2019/20 is 98.3%.

5 LEGAL IMPLICATIONS

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

6 RISK MANAGEMENT

- 6.1 No changes reported during this period.

7 POTENTIAL IMPACTS

- 7.1 None.

8 CONSULTATION

- 8.1 None.

9 TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: immediately.

10 APPENDICES

- 10.1 This report is supported by six appendices:
- Appendix A Revenue Monitoring Statement
 - Appendix B Revenue movement statement
 - Appendix C Borrowing forecast
 - Appendix D Capital budget summary
 - Appendix E Capital monitoring report
 - Appendix F Major capital scheme progress

11 BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background document:
- Budget Report to Council February 2019.

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Hilton	Lead Member for Finance and Ascot	29/7/2019	5/8/2019
Duncan Sharkey	Managing Director	23/7/2019	23/7/2019
Russell O'Keefe	Executive Director	23/7/2019	
Andy Jeffs	Executive Director	23/7/2019	25/7/2019
Rob Stubbs	Section 151 Officer	19/07/2019	22/07/2019
Kevin McDaniel	Director of Children's services	23/7/2019	
Nikki Craig	Head of HR and Corporate Projects	23/7/2019	25/7/2019
Louisa Dean	Communications	23/7/2019	
Hilary Hall	Deputy Director of Commissioning and Strategy(DASS)	23/7/2019	29/7/2019

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
Report Author: Ruth Watkins, Senior Finance and Accountancy Lead, 01628 793504.		

Revenue Monitoring Statement 2019/20 for August 2019 Cabinet

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
398	Management	544	0
466	Communications & Marketing	475	61
1,293	Human Resources	1,241	0
1,898	Law & Governance	1,907	0
2,101	Commissioning & Support	1,975	0
9,826	Commissioning - Communities	10,332	0
24,526	AfC Contract - Children's Services	24,526	92
11,140	AfC Contract - Dedicated Schools Grant	11,140	0
(2,546)	Children's Services - Retained	(2,546)	0
53,293	Dedicated Schools Grant - Retained	52,640	0
29,199	Adult Social Care - Optalis Contract	29,357	0
16,335	Adult Social Care - Spend	16,404	0
(11,725)	Adult Social Care - Income	(11,725)	0
12,728	Better Care Fund	12,878	0
4,659	Public Health	4,659	0
(80,585)	Grant Income	(80,084)	0
1,143	Finance	1,175	0
74,149	Total Managing Director's Directorate	74,898	153
141	Executive Director of Communities	187	0
830	Revenues & Benefits	900	200
1,327	Communities, Enforcement & Partnerships	1,480	159
3,150	Library & Resident Services	3,239	0
1,351	ICT	1,320	0
6,799	Total Communities Directorate	7,126	359
365	Executive Director of Place	275	0
1,086	Housing	1,087	0
1,302	Planning Service	1,332	0
(2,546)	Property Service	(2,563)	0
207	Total Place Directorate	131	0
81,155	TOTAL EXPENDITURE	82,155	512

Revenue Monitoring Statement 2019/20 for August 2019 Cabinet

Original Budget	SUMMARY	Revised Budget	Projected Variance
£000		£000	£000
81,155	Total Service Expenditure	82,155	512
3,458	Contribution to / (from) Reserves	3,458	0
4,017	Pensions deficit recovery	4,017	0
300	Pay reward	0	0
	Transfer from Provision for Redundancy	(206)	0
159	Environment Agency levy	159	0
	Variance on Business Rates income	0	0
4,778	Capital Financing inc Interest Receipts	4,778	0
93,867	NET REQUIREMENTS	94,361	512
(1,094)	Less - Special Expenses	(1,094)	0
0	Transfer to / (from) balances	(494)	(512)
92,773	GROSS COUNCIL TAX REQUIREMENT	92,773	0
	General Fund		
	Opening Balance	7,778	10,742
	Contribution to / (from) Reserves	3,458	
	Transfers to / (from) balances	(494)	(512)
		<u>10,742</u>	<u>10,230</u>
	Estimated year end redundancy provision		(460)
	Projected General Fund outturn		<u>9,770</u>

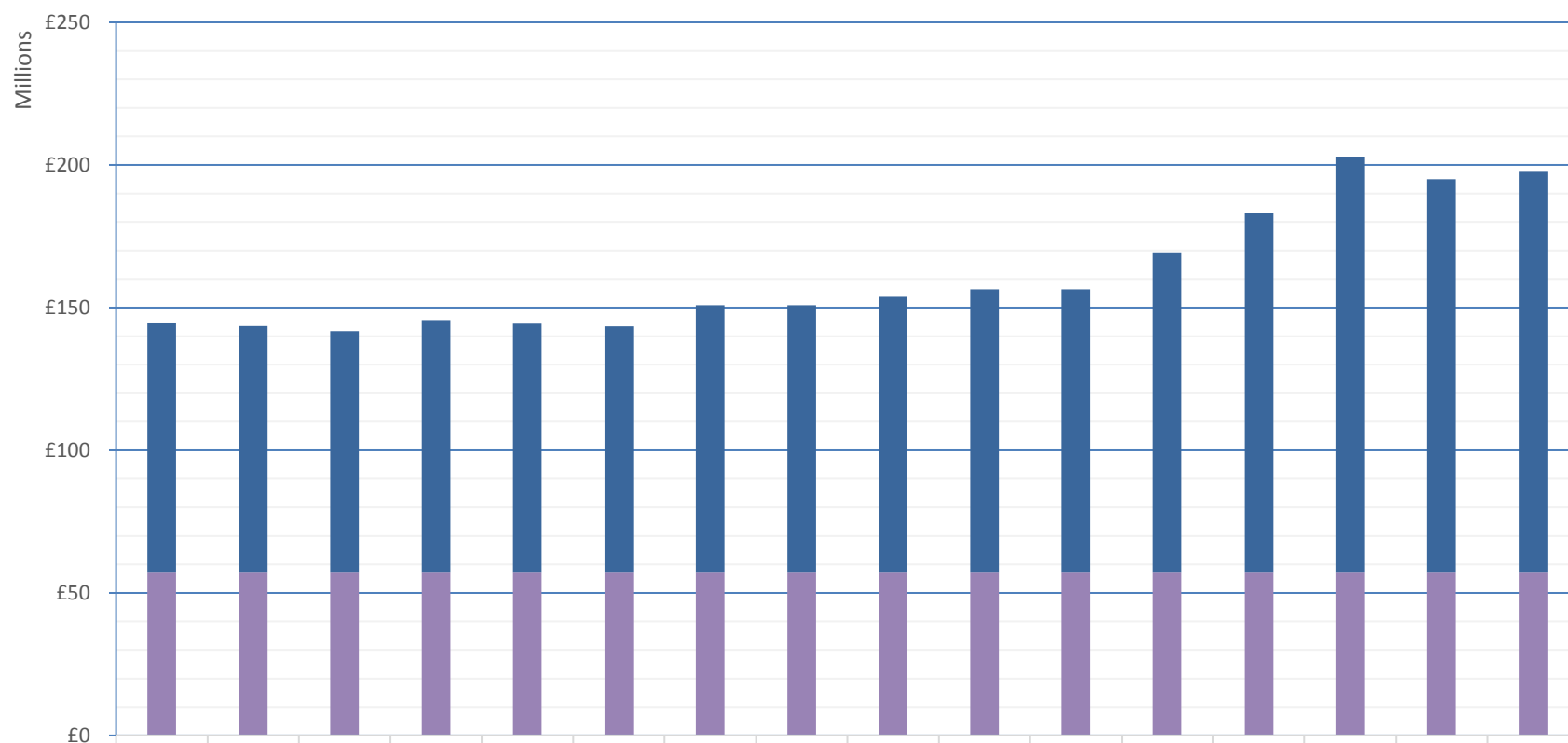
Appendix B

Revenue Monitoring Statement 2019/20						
		Funded by the General Fund (1)	Funded by Provision (2)	Included in the original budget (3)	Total	Approval
		£'000	£'000	£'000	£'000	
	Original Budget				81,155	
1	Advantage card updates	17			17	CLT 6th March 2019
2	Reading development officer	17			17	CLT 6th March 2019
3	Waste mobilisation	100			100	Feb 2019 Cabinet
4	Pay Reward			298	298	Feb 2019 Cabinet
5	Severance		203		203	March 2019 Cabinet
6	24 hour pot holes	365			365	May 2019 Cabinet
	Changes Approved	499	203	298	1,000	
	Approved Estimate Aug 2019 Cabinet				82,155	

NOTES

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

Borrowing Forecast @ 18-07-19



	Mar-19 Actual	Apr-19 Actual	May-19 Actual	Jun-19 Actual	Jul-19 Estimate	Aug-19 Estimate	Sep-19 Estimate	Oct-19 Estimate	Nov-19 Estimate	Dec-19 Estimate	Jan-20 Estimate	Feb-20 Estimate	Mar-20 Estimate	Apr-20 Estimate	May-20 Estimate	June-20 Estimate
Short term borrowing £'000	87,741	86,493	84,660	88,565	87,308	86,308	93,735	93,735	96,735	99,276	99,276	112,276	126,017	145,892	137,892	140,892
Long term borrowing £'000	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049	57,049
Total Borrowing	144,790	143,542	141,710	145,615	144,358	143,358	150,785	150,785	153,785	156,325	156,325	169,325	183,067	202,941	194,941	197,941

The above figures are as at the 18th of July 2019, March to June 2019 are actual figures and July 2019 to June 2020 are projections based on current information held.

Portfolio Summary**Communities Directorate**

Revenues & Benefits	170	0	170
Communities, Enforcement & Partnerships	3,641	(1,255)	2,386
ICT	506	0	506
Library & Resident Services	443	0	443

Total Communities Directorate**Place Directorate**

Property	1,425	0	1,425
Housing	0	0	0
Planning	947	0	947

Total Place Directorate**Managing Director**

Human Resources	0	0	0
Adult Social Care	220	(200)	20
Commissioning – Communities	17,224	(8,109)	9,115
Law and Governance	46	0	46
Green Spaces & Parks	425	(85)	340
Non Schools	787	0	787
Schools – Non Devolved	4,334	(973)	3,361
Schools – Devolved Capital	195	(195)	0

Total Managing Director**Total Committed Schemes**

2019/20 Original Budget			New Schemes – 2019/20 Approved Estimate			Schemes Approved In Prior Years			Projections – Gross Expenditure				
Gross	Income	Net	Gross	Income	Net	Gross	Income	Net	2019/20 Projected	2019/20 SLIPPAGE Projected	TOTAL Projected	VARIANCE Projected	VARIANCE Projected
£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	£000's	(£'000)	(£'000)	(£'000)	(£'000)	(%)
170	0	170	170	0	170	69	0	69	239	0	239	0	0%
3,641	(1,255)	2,386	13,573	(1,365)	12,208	3,825	(1,211)	2,614	17,398	0	17,398	0	0%
506	0	506	506	0	506	139	0	139	645	0	645	0	0%
443	0	443	443	0	443	834	(104)	730	1,277	0	1,277	0	0%
4,760	(1,255)	3,505	14,692	(1,365)	13,327	4,867	(1,315)	3,552	19,559	0	19,559	0	0
1,425	0	1,425	1,490	0	1,490	13,938	(159)	13,779	15,428	0	15,428	0	0%
0	0	0	35	(35)	0	381	(356)	25	416	0	416	0	
947	0	947	947	0	947	1,673	(729)	944	2,620	0	2,620	0	0%
2,372	0	2,372	2,472	(35)	2,437	15,992	(1,244)	14,748	18,464	0	18,464	0	0
0	0	0	0	0	0	15	0	15	15	0	15	0	
220	(200)	20	220	(200)	20	0	0	0	220	0	220	0	0%
17,224	(8,109)	9,115	18,310	(8,230)	10,080	2,391	(1,086)	1,305	20,701	0	20,701	0	0%
46	0	46	46	0	46	10	0	10	56	0	56	0	0%
425	(85)	340	499	(159)	340	213	(114)	99	712	0	712	0	0%
787	0	787	787	0	787	271	(162)	109	1,058	0	1,058	0	0%
4,334	(973)	3,361	4,334	(973)	3,361	9,284	(1,487)	7,797	13,618	0	13,618	0	0%
195	(195)	0	196	(196)	0	740	(740)	0	936	0	936	0	0%
23,231	(9,562)	13,669	24,392	(9,758)	14,634	12,924	(3,589)	9,335	37,316	0	37,316	0	0
30,363	(10,817)	19,546	41,556	(11,158)	30,398	33,783	(6,148)	27,635	75,339	0	75,339	0	0

	(£'000)	(£'000)	(£'000)
Portfolio Total	30,363	75,339	75,339
External Funding			
Government Grants	(9,686)	(13,019)	(13,019)
Developers' Contributions	(846)	(1,887)	(1,887)
Other Contributions	(285)	(2,400)	(2,400)
Total External Funding Sources	(10,817)	(17,306)	(17,306)
Total Corporate Funding	19,546	58,033	58,033

Capital Monitoring Report - Projected Outturn 2019/20

At 31 July 2019, the approved estimate stood at £75.339m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Estimate	75,339	(17,306)	58,033
Variances identified	0	0	0
Slippage to 2020/21	0	0	0
Projected Outturn 2019/20	75,339	(17,306)	58,033

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £75.339m

There are no variances or slippage to report this month.

Overall Programme Status

The project statistics show the following position:

Scheme progress	No.	%
Yet to Start	46	16%
In Progress	137	47%
Completed	43	15%
Ongoing Programmes e.g.. Disabled Facilities Grant	64	22%
Devolved Formula Capital Grant schemes budgets devolved to schools	1	0%
Total Schemes	291	100%

Major Capital Scheme Progress																		
	CAPITAL SCHEME	TOTAL SCHEME VALUE	2019/20			APPROVED SLIPPAGE			TOTAL BUDGET			PROJECTIONS		PROJECT STATUS				
Project			APPROVED ESTIMATE			FROM PRIOR YEARS			2019/20			2019/20 Projected Variance Underspend as negative	2020/21 SLIPPAGE Projected	Yet To Start	Preliminary / Feasibility Work	Work On- site	Ongoing Annual Programme	Expected Completion
			Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate							
		£'000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000					
Communities Directorate																		
	Communities, Enforcement & Partnerships																	
CT52	Disabled Facilities Grant	600	600	(600)	0	0	0	0	600	(600)	0	0	0					
CZ18	Braywick Leisure Centre	36,386	10,000	0	10,000	(334)	0	(334)	9,666	0	9,666	0	0					
Place Directorate																		
	Property																	
CI29	Broadway Car Park & Central House Scheme	35,313	0	0	0	408	0	408	408	0	408	0	0					
	Non Schools																	
CT61	AfC Case Management System	460	460	0	460	0	0	0	460	0	460	0	0					
	Schools – Non Devolved																	
CSJX	St Peters Middle	2,700	2,700	(39)	2,661	0	0	0	2,700	(39)	2,661	0	0					
CSJR	Works to explore expansions for all Schools	500	500	0	500	475	0	475	975	0	975	0	0					
	Commissioning – Communities																	
CF05	Waste Vehicles	4,500	4,500	0	4,500	0	0	0	4,500	0	4,500	0	0					
CD42	Maidenhead Station Interchange & Car Park	4,500	3,050	(2,442)	608	280	0	280	3,330	(2,442)	888	0	0					
CF09	Maidenhead Local Plan Site Works	2,165	2,165	(1,765)	400	(60)	0	(60)	2,105	(1,765)	340	0	0					
CD12	Roads Resurfacing–Transport Asset & Safety	1,900	1,900	(1,750)	150	0	0	0	1,900	(1,750)	150	0	0					
CC62	Maidenhead Missing Links (LEP Match Funded)	2,151	1,418	(891)	527	610	(510)	100	2,028	(1,401)	627	0	0					
CC89	Elizabeth Bridge	850	850	(50)	800	0	0	0	850	(50)	800	0	0					

Report Title:	Communications Strategy 2019-2023
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Dudley, Leader of the Council, Lead Member Maidenhead Regeneration and Maidenhead (includes Communications)
Meeting and Date:	Cabinet - 29 August 2019
Responsible Officer(s):	Hilary Hall, Interim Director of Adult Services and Deputy Director Strategy and Commissioning
Wards affected:	All

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REPORT SUMMARY

1. The Royal Borough of Windsor & Maidenhead's communication and marketing function's role is to promote the work of the council. Over the last 18 months, this has moved from the reactive approach dealing with immediate and breaking issues to a more planned strategic campaign delivery approach.
2. The campaigns follow the Council Plan (2017-2021) and communication takes place with a variety of audiences using the six priorities within the plan.
3. The communications plan delivery ensures that the audience-focussed campaigns bring together all communications activities including media (online, printed, broadcast) social media, marketing, digital, engagement and internal (staff and councillor engagement).
4. This report sets out the strategic direction of the council's communications for the period of the administration.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the strategic direction of communications 2019-2023 which ensures monthly comms campaigns are delivered against the six priorities within the Council Plan.
- ii) Approve the plan on the page, the council's commitments to residents and our key messages.

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

- 2.1 The Royal Borough of Windsor & Maidenhead's communication and marketing function promotes the work of the council. This has moved from the reactive approach dealing with immediate and breaking issues to a more planned strategic campaign delivery approach.

- 2.2 Modern public service communications - as defined by the best practice Modern Communications Operating Model (MCOM) – use a range of communication approaches to enable an organisation to deliver its priorities effectively. The MCOM emphasises strategic and planned communications to deliver agreed goals rather than ad-hoc and tactical communications that react to demands from the media. There has also been recognition that the traditional media is now just one of a range of tools to help the council engage with its residents, businesses and stakeholders.
- 2.3 Local Government Association communications peer reviews over the last three years have shown that strategic communications is best delivered through an agreed annual plan of communications campaigns and projects that are monitored and measured against a set of objectives and outcomes linked explicitly to the council's aims.
- 2.4 The council successfully adopted this approach last year and saw an increased following on social media, more focused articles receiving coverage in local press as well as on local TV. There was also more engagement from residents in social media posts as well as targeted communications to officers, councillors and residents which focused on the council's priorities.
- 2.5 For the next four years, the plan on the page, see appendix 1, will support the overall strategic direction of the council's communications, providing key messages for residents, staff, councillors and stakeholders. This will be updated each year. Planned monthly campaigns will follow the six key priorities of the Council Plan. The calendar of campaigns is reviewed every three months.
- 2.6 The communications plan will also include key priorities including the recent climate emergency that the council has declared as well as focusing on sustainability, bio-diversity and raising awareness of climate issues and how residents can get involved to help.

Options

Table 1: Options arising from this report

Option	Comments
Approve the strategic direction of council communications for the next four years. This is the recommended option	This will ensure alignment with, and promotion of, the priorities of the Council Plan.
Not approve the strategic direction and focus on reactive communications.	This will not ensure effective communication of the council's priorities.

3. KEY IMPLICATIONS

- 3.1 The key implications are set out in table 2.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Increased resident satisfaction with how the council communicates	Less than 58% (LGA survey 2018 results)	58% - 75%	More than 75%	N/A	31 March 2023

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report. The communications and marketing team produce all the communication collateral in-house.

5. LEGAL IMPLICATIONS

- 5.1 The council has the powers to promote its activities. Best practice guidance from the Local Government Association has been used to shape the strategic approach to be adopted in the Royal Borough.

6. RISK MANAGEMENT

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

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Planned campaigns do not take account of emerging priorities and issues.	MEDIUM	Regular review of campaigns calendar. Alignment of calendar with Cabinet and Council decisions	LOW

7. POTENTIAL IMPACTS

- 7.1 There are no potential impacts arising from this report.

8. CONSULTATION

- 8.1 Consultation on the strategic approach to communications for the council has taken place with the Leader of the Council and the Corporate Leadership Team.

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
Monthly from September 2019	Deliver agreed monthly communications campaigns and carry out evaluations.
December 2019 and quarterly thereafter	Review calendar of campaigns and outcome of evaluations.

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Communications plan on a page.

11. BACKGROUND DOCUMENTS

- 11.1 There are no background documents.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Dudley	Leader of the Council, Maidenhead Regeneration and Maidenhead (includes Communications)	31/07/19	31/07/19
Duncan Sharkey	Managing Director	30/07/19	31/07/19
Russell O'Keefe	Executive Director	30/07/19	
Andy Jeffs	Executive Director	30/07/19	
Rob Stubbs	Section 151 Officer	30/07/19	
Elaine Browne	Interim Head of Law and Governance	30/07/19	
Nikki Craig	Head of HR and Corporate Projects	30/07/19	1/08/19
Louisa Dean	Communications	30/07/19	30/07/19
Kevin McDaniel	Director of Children's Services	30/07/19	
Hilary Hall	Interim Director of Adult Services and Deputy Director Strategy and Commissioning	30/07/19	30/07/19

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? No
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Confidential: COMMUNICATIONS 2019/20 – THE ONE-PAGE PLAN TO DELIVER THE SIX STRATEGIC PRIORITIES

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

COUNCIL COMMUNICATIONS OUTCOME: Informed, involved and satisfied residents who enjoy living and working in the borough.

MEASUREMENT:

- Increase % satisfaction of residents with the information they receive from the council.
- Increase % of residents satisfied with the value of money delivered by the council.
- Increase % of residents who say they trust the council to make the right decisions for local people.

Council strategic priority	Commitment to local people We will...	Key message	Comms Team time =100%
Well-managed resources delivering vfm	Keep council tax low and invest in services that matter the most (e.g. weekly bins).	Lowest council tax outside London. *based on Band D	20%
Attractive & well-connected borough	Invest in roads, pavements and highways infrastructure to keep the borough moving.	Continued investment in highways.	20%
Growing economy & affordable housing	Lead the borough's regeneration and rejuvenation, building affordable homes for local people.	Regenerating and protecting our towns and villages.	20%
Healthy, skilled & independent residents	Offer the best choice of schools (good and outstanding), parks, open spaces and leisure centres.	Over 90% of our schools are good or outstanding.	20%
Safe and vibrant communities	Making your community a safe place to live and one that thrives with activities and events for all while protecting and enhancing your environment.	Working to tackle climate change.	10%
Excellent customer experience	Make it as easy as possible to find the council services you need.	Getting your answer right first time.	10%

PRIORITY AUDIENCES: Residents, officers, businesses, partners, government, MPs, stakeholders, councillors and parish councillors.

DELIVERY: Managed through an annual plan of audience-led campaigns focussed on priority messages and bringing together all communications activities: media, social media, marketing, digital, engagement, internal.

EVALUATION: Surveys, media monitoring (sentiment and reach), audience takeaways, output targets and social media engagement.

Report Title:	RBWM Property Company Ltd – Business Plan 2019-2024
Contains Confidential or Exempt Information?	Yes - Part II Appendix A & B 'Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.'
Member reporting:	Councillor Johnson, Lead Member for Infrastructure, Transport Policy, Housing and Property
Meeting and Date:	29 th August 2019
Responsible Officer(s):	Russell O'Keefe – Executive Director
Wards affected:	All

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REPORT SUMMARY

1. RBWM Prop Co is wholly owned by the Council. The company has two main functions from which it derives its income;
 - Act as a property consultancy company, for and on behalf of its shareholder for all matters associated with the regeneration of the borough.
 - Manage and develop a small property portfolio with a positive income stream with a focus on affordable housing for keyworkers.
2. A base business plan was approved in November 2016 for the Prop Co and then again in April 2018.
3. The business plan has now been updated following a detailed review and is set out in this report. The updated business plan assumes a growth of assets from 13 existing to 126 from 2019-2024.
4. The strategic objectives for the Prop Co have been recently updated and amended by the shareholder;
 - Enable the delivery of up to 4,000 homes, 30% of which will be affordable by 2034.
 - Explore creative solutions for housing that meets housing need in the borough, including housing for adults & children with special needs.
 - Communicate and engage with local stakeholders to bring collective views and understanding on all matters associated with the regeneration of the borough.
 - Act as principle advisor for and on behalf of the Council on all matters associated with property & regeneration.
 - Optimise the benefits of existing council assets and create a positive income stream and improve capital value for and on behalf of the shareholder

- | |
|---|
| <p>5. The base business plan 2019-2024 sets out a projected pre-tax profit of £295,390 in 2019/20 and this continues to increase to a pre-tax profit of £774,610 by 2024 based on its current growth plans.</p> |
|---|

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the updated Business Plan for 2019-2024.**
- ii) Approves the amendments to the shareholder operating protocol.**

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

- 2.1 RBWM Prop Co is wholly owned by the Council. The company has two main functions from which it derives its income;
- Act as a property consultancy company, for and on behalf the Council for all matters associated with the regeneration of the borough.
 - Manage and develop a small property portfolio with a positive income stream with a focus on affordable housing for keyworkers.
- 2.2 The Prop Co Business Plan has been updated following a detailed review including a strategic planning day by the Board. The mission statement, vision, values and objectives have all been updated and can be found on page 2 of the updated business plan.
- 2.3 Products brought to the market have also been updated to include specialist housing for adults and children, and a commercial portfolio. This will enable the Prop Co to deliver projects for specialist subsidised housing that meets the core strategic requirements of the shareholder (the Council), where the shareholder will offer a rental guarantee, and deliver specialist management services through their own providers, and the Prop Co will offer a standard landlord function or enable the delivery through a registered provider.
- 2.4 The updated business plan also accommodates the possibility of a portfolio of commercial assets where retail, office, community or light industrial may be relevant where an investment produces a yield of 4.5% or more. These would be considered based on their own merits and individual investment reports.
- 2.5 Income generation for the Prop Co, comes in two forms. Income from assets held, and fees from property consultancy services delivered.
- 2.6 There is an aspiration for the Prop Co to grow its asset base, but this is dependent on the shareholder releasing surplus assets for redevelopment, that may be identified as part of wider Asset Management Plan.
- 2.7 There are many demands on the shareholder, in addition to housing, and these include but are not limited to education, leisure, health, social care and infrastructure.

- 2.8 The shareholder has made a commitment that all Council owned land will provide 30% affordable housing. This is backed up by the requirements of the emerging Borough Local Plan.
- 2.9 The key considerations for Prop Co, is to enable the delivery of the key regeneration sites, and therefore the delivery of the affordable housing and all associated infrastructure through a project management fee from the shareholder and its development partners.
- 2.10 The business plan could be at risk should the number of homes to be delivered over the next 10-15 years reduce, either through the planning process, or via decisions made by the shareholder. Where decisions are made that affect the level of homes or assets to be delivered, this will be highlighted and reviewed on a monthly basis by the Board.
- 2.11 As most of the projects currently in the programme are centred on Maidenhead, the update on the housing market has been focused in this area. However, as Prop Co move forward with projects in other areas across the borough, we will update the Board on market conditions as part of individual investment reports, and quarterly at Board level.
- 2.12 Governance in the Prop Co remains strong. The Council carried out a review last year and this demonstrated that the Prop Co is fit for purpose and has both the capability and capacity to deliver its key objectives.
- 2.13 It may be necessary as the company progresses to look at the advantages and disadvantages of becoming a registered charity. It may also be necessary to set up a VAT registered division. These will be considered and advice taken on board as the Prop Co moves forward and get a better understanding of the likely scale of the business beyond 2024. It is unlikely to be necessary at present with the growth profile over the next 5 years.
- 2.14 A new staff structure can be found on page 5 of the Business Plan. The Prop Co has moved from four key permanent staff to seven key permanent staff, plus one fixed term contract, directly employed. The Prop Co also have the line management responsibilities of the Property Services Team, which incorporates five staff to date employed directly by the Council. This is likely to change if wider property maintenance services are brought back in house.

Table 1: Options

Option	Comments
<p>Approve the 2019-2024 Business Plan.</p> <p>This is the recommended option</p>	<p>To enable the delivery of the regeneration of the borough, including 30% affordable housing on all council owned regeneration sites.</p> <p>In addition to provide a small portfolio of residential & commercial assets that have a positive income stream, with a focus on key worker affordable housing.</p>
<p>Do not approve the 2019-2024 Business Plan.</p> <p>This is not recommended</p>	<p>The approval of the business plan, underwrites the establishment cost of the Prop Co team, without which the regeneration in the borough would not be delivered.</p>

3. KEY IMPLICATIONS

- 3.1 The delivery of key identified regeneration sites in the business plan is essential to meet the key corporate objectives of the Council and align with their vision. The development programme is updated and reported to the Prop Co Board at each meeting, and the team are focused on bringing forward the delivery of affordable housing to meet housing need in the borough.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Delivery of regeneration sites in council ownership	Sites not developed	Sites developed	Sites delivered 2 months ahead of planned programme	Sites delivered 4 months ahead of planned programme	As per programme (appendix 1 of business plan).
Delivery of Prop Co Development Programme	Sites not developed	Sites developed	Sites delivered 2 months ahead of planned programme	Sites delivered 4 months ahead of planned programme	As per programme (appendix 1 of business plan).
Delivery of 30% affordable housing across all council owned regeneration sites.	Less than 30% affordable housing delivered	30% affordable housing delivered	More than 30% affordable housing delivered	More than 30% affordable housing delivered ahead of programme.	As per programme (appendix 1 of business plan).

4. FINANCIAL DETAILS / VALUE FOR MONEY

Financial Analysis Forecast

Business Plan 2019-2024

- 4.1 The Base Business Plan 2019-2024 assumes that homes will grow from 13 properties in ownership to 126 over the next 5 years.
- 4.2 This results in an estimated net rental income for 2019-2020 of £143,484 rising to £792,588 by 2024. (See page 6 appendix A Business Plan).
- 4.3 The consultancy income for 2019-2020 of £1,045,000 remains constant for each year throughout the Business Plan. It does not include or assume any inflation and assumes that additional capital projects are delivered by the team.
- 4.4 The establishment costs of the Prop Co are likely to increase with inflation over the next 5 years, which will have a direct impact on the overall profit before tax. This has been factored into the profit & loss assumptions, along with the additional rental income.
- 4.5 The projected pre-tax profit for 2019-2020 is £295,390. This would result in a dividend to the Council of £210,000 after tax.
- 4.6 The business plan sets out pre-tax profit continuing to increase over the next 5 years to a pre-tax profit of £774,610 by 2024.
- 4.7 Returns to the Council for 2019-2020 is made up of a combination of profit after tax by way of a dividend and interest paid on loans. Future years will see a requirement for reserves to be held by the Prop Co, in order to set aside for planned & cyclical maintenance of its growing portfolio. This will be reflected in future dividends.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2019/20	2020/21	2021/22	2022/23	2023/24
Projected pre-tax profit of Prop Co	£295,390	£286,858	£328,095	£497,852	£774,610
Projected dividend to the Council	£210,000	Determined by future dividend approach.			

- 4.8 The growth of the company will focus on generating income from consultancy services for and on behalf of the shareholder in all matters property related. The company will have the flexibility if capacity allows to deliver similar services for and on behalf of other organisations.

5. RISK MANAGEMENT

Prop Co Strategic Risk Register

- 5.1 The Prop Co's risk matrix runs on the basis of probability and impact, with a rating from 1-5, with 1 being the lowest risk and 5 being the highest.
- 5.2 This gives the ability to monitor changes in risk, and the ability to move it up or down the risk register, to monitor risk and to update quarterly in order to adjust focus and/or resources in certain risk areas as the business moves forward.
- 5.3 The risk register is a live document and is monitored and updated on a monthly basis by the Prop Co, in order to assess, and mitigate existing and future risk. The risks are listed in five key areas:
- 5.4 There are currently 34 key risks identified, 5 of which are considered significant and are addressed with mitigations measures within the Prop Co Strategic Risk Register which is included at Appendix B.

6. POTENTIAL IMPACTS

- 6.1 The delivery of the regeneration of the borough is being managed and coordinated delivered by the key staff in the Prop Co. This is a specialist team with extensive property experience in both residential and commercial.
- 6.2 The cost of this team are met by project management fees as part of the programme. The team will be seeking to maximise returns to the Council and ensure that objectives for each project are clearly defined, delivered and met, with the Council's joint venture development partners.

7. SUSTAINABILITY

- 7.1 The Council as shareholder has made a commitment for climate change to be Carbon Zero by 2050. The Prop Co, will start to document what is being done to achieve this, as part of all new developments that come forward for approval. This will include an understanding on social, economic and environment sustainability across the regeneration programme in the borough.

8. CONSULTATION

- 8.1 Consultation has been undertaken with the Prop Co Board, Executive Team, and Lead Member for Property.
- 8.2 Where appropriate consultation has also been undertaken with officers of Royal Borough of Windsor & Maidenhead, to ensure that the Business Plan is in line with the corporate objectives of the Council.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date is not called in: immediately.

Table 4: Implementation timetable

Date	Details
29 th August 2019	Cabinet approval
1 st September 2019	Implementation of approved business plan
2019-2024	As per the business plan

10. APPENDICES

10.1 This report is supported by the following appendices:

- Appendix A – Business Plan
- Appendix B – Risk Register

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Lead Member for Infrastructure, Transport Policy, Housing and Property	26/07/19	26/07/19
Duncan Sharkey	Managing Director	26/07/19	29/07/19
Russell O'Keefe	Executive Director	26/07/19	29/07/19
Andy Jeffs	Executive Director	26/07/19	29/07/19
Rob Stubbs	Section 151 Officer	26/07/19	29/07/19
Elaine Browne	Interim Head of Law and Governance	26/07/19	No comment
Nikki Craig	Head of HR and Corporate Projects	n/a	n/a
Louisa Dean	Communications	n/a	n/a
Kevin McDaniel	Director of Children's Services	n/a	n/a
Angela Morris	Director of Adult Social Services	n/a	n/a
Hilary Hall	Deputy Director of Commissioning and Strategy	n/a	n/a
	Other e.g. external	n/a	n/a

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