

Public Document Pack

NOTICE OF MEETING

CABINET

will meet on

THURSDAY, 17TH DECEMBER, 2020

At 6.15 pm

in the

ONLINE ACCESS, RBWM YOUTUBE

TO: MEMBERS OF CABINET

Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property

Councillor Rayner, Deputy Leader of the Council, Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health

Councillor Cannon, Public Protection and Parking

Councillor Clark, Transport and Infrastructure

Councillor Coppinger, Planning, Environmental Services and Maidenhead

Councillor Hilton, Finance and Ascot

Councillor McWilliams, Housing, Communications and Youth Engagement

Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 9 December 2020

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

The Part I (public) section of this virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

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AGENDA

PART I

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To
Follow

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 items 8-9 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"

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, 26 NOVEMBER 2020

PRESENT: Councillors David Cannon, Andrew Johnson (Chairman), David Coppinger, Samantha Rayner, Stuart Carroll (Vice-Chairman), David Hilton, Gerry Clark, Donna Stimson and Ross McWilliams

Also in attendance: Councillors Baldwin, Davey, Davies, Baskerville, Tisi, Del Campo, Price, Knowles, Singh, Bond, Jones, Werner, Taylor and Barbara Richardson (RBWM Property Company).

Officers: Duncan Sharkey, Adele Taylor, Kevin McDaniel, Hilary Hall, Ben Smith, Russell O'Keefe, Andrew Vallance, Louisa Dean and David Cook.

APOLOGIES FOR ABSENCE

There were no apologies received. (Cllr Carroll later gave apologies for the Part II meeting)

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 29 October 2020 were approved.

APPOINTMENTS

None

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published, including:

- Siena Court moving from December to January 2021 Cabinet.
- St Clouds Way, Maidenhead, Site Proposals was proposed to go to December 2020 Cabinet.

CABINET MEMBERS' REPORTS

C) FINANCE UPDATE: NOVEMBER 2020

Cabinet considered the report that set out the latest financial position of the Council in respect of the 2020/21 financial year at the end of Month 6.

The Chairman informed Cabinet that Mr Andrew Hill had registered to speak on this item and asked him to address the meeting.

Mr Hill mentioned the projected increase in general reserves and asked the Lead Member for Finance what the projection was for the following financial year.

The Lead Member for Finance and Ascot informed Cabinet that the finance update provided a narrative of financial activity in the Council. He proposed to present the highlights of the report as further detail could be found within the report if required.

Cabinet were informed that paragraph 4.2 of the report informed that, excluding the impact of COVID-19, we would be reporting a favourable variance of £4.5 million, an increase of £1.66M from last month. This supported the statement made in the revised MTFS published in October which states, The Council approved a robust budget in February 2020, which would have stabilised the Council's financial position.

The Lead Member asked what had changed to get such a turnaround and informed that about a year ago this administration changed, the new leader had acted upon all the recommendations in the CIPFA Finance and Governance report He recruited a Director of Resources and Head of Finance to increase the capacity and capability of the finance team and re-established the administration's financial competence.

The report forecasts the Council's financial outturn based upon assumptions that are changed as we move through the year and circumstances change. He highlight two services; forecasts on parking income had proven to be optimistic and in the light of income to date and the current lockdown, additional losses of £2.348M were forecast. For homelessness, unfortunately the number of residents requiring support continued to rise and the projected outturn was nearly 3 times the approved budget. He mentioning that the emerging homelessness strategy offered some solutions to this social problem that was so harmful to the families affected.

Cabinet were also informed that the first Sales / Fees and Charges compensation return had been made to the MCHLG. This amounted to just over £2.4M for the period from April to July 2020 and a further £3.4M was included in the report for the period July to March 2021. Under the rules the council could claim just over 71% of losses but nothing for income from commercial properties. However, when these sums were included in the non -service expenditure, at the end of month 6 we report a positive variance of £3.125M. This would be transferred to general reserves which increased to £9.138 million, nearly £2.8M above the minimum.

The Lead Member went on to say that a revised MTFS was presented to Council in October 2020. Based on the assumptions made the paper indicates a that for 2021/22 there would be a £8.4m gap between income and expenditure, 10% of current service expenditure. This was driven by Covid-19 and our low level of reserves was an unhelpful but historic issue.

The administrations obligation was to present a balance budget for 2021/22, work was ongoing and however challenging, the gap would be closed. However, we cannot know with certainty what Government will include for Local Authorities in the CSR, when the impact of COVID-19 would finally abate, what a new normal might be and the effect of this on the 2021/22 budget.

In paragraph 4.13 of the report the S151 officer is considering establishing a COVID-19 mitigation reserve and seeks approval to transfer any underspends into this reserve. The proposal is to use funds in the COVID-19 mitigation reserve as one-off funding to manage any future volatility in budgets. I am very supportive of what is a financially sound recommendation.

In response the Mr Hill's earlier question the Lead Member informed that he was currently unable to say what the next financial years level of reserves would be as the budget build process was still in process.

The Chairman mentioned that they had approved a difficult budget and established a sound financial path that would have been better if not for C-19.

Cllr Jones mentioned that it was an excellent report to monitor the budget. She was concerned about the situation regarding parking income especial post C-19 and thus she supported the recommendations. She also raised concern about the decrease in demand effecting some capital projects and recommended business cases should be reviewed. With regards to the favourable variance some of this came from an underspend from services and she said that care needed to be taken that service delivery was not compromised.

The Chairman informed that business cases were reviewed looking at affordability and economic cases. He was pleased that Cllr Jones approved of the new report format as she had previously raised concerns. The financial position was being re built.

Cllr Werner mentioned that the current financial position was in part due to support provided by Government; he asked how confident was the administration that the budget was sound.

The Director of Resources informed that C-19 had effected the budget and there were loses. With regards to the robustness of estimates she said that she had confidence in the services budget management. There had been support from central Government to all authorities but we still needed to manage the rest of our finances. Corporately there was better governance of the finances.

The Chairman said that without C-19 the finances would be in a better place and the report was testament to the soundness of the budget that unfortunately not all members had supported.

Resolved unanimously: that Cabinet:

- i) Notes the Council's projected revenue & capital position for 2020/21;**
- ii) Notes the budget movements;**
- iii) Agrees the capital variances and notes the slippage which will be recommended to Council for formal approval;**
- iv) Approves the setting up of a Covid-19 Mitigation Reserve from any underspends during the 2020/21 financial year.**

A) PARKING STRATEGY (2020 - 2025)

Cabinet considered the report regarding the adoption of a new parking strategy which would replace the previous strategy and supporting policies.

The Chairman informed Cabinet that Mr Andrew Hill had registered to speak on this item and asked him to address the meeting.

Mr Hill mentioned that he had participated in the BLP meetings and in the meeting about parking he got the impression that RBWM had said that there was an imminent revision of the 2004 parking standards, however this report at paragraph 2.4 stated that there would only be a review at an appropriate point. When is this appropriate point. He also mentioned that the latest Nicolson's Broadway car park proposals included a viability report that stated that the land value did not include the car park, why was this asset not included. He also questioned the cost of the proposed increase of 98 parking spaces across the borough to alleviate the loss of spaces, referring to the proposed cost of the Vicus way car park.

Mr Hill was informed that as Nicholson's was a live planning application there would not be any comment on this. With regards to his other points the Director of Place said he would provide a written response.

The Lead Member for Public Protection and Parking informed Cabinet that before he introduces the report he wished to say that during this current climate it was important to assist businesses and residents so there would be free Christmas parking on certain days in most of our town centre council run car parks in the run-up to Christmas, to help support local businesses and rejuvenate the high street.

Free parking would be on Wednesdays from 3pm in both Windsor and Maidenhead Royal Borough town centre council car parks on 9, 16 and 23 December. It would also be free on Sundays in Windsor on 6, 13 and 20 December. Maidenhead was already free on Sundays.

The Lead Member informed that the report was about the adoption of a new parking strategy which replaces the previous strategy and supporting policies, for example: enforcement strategy, which have been refreshed. In addition, it brought together a number of existing policies and practices into one document.

The strategy recognised and sought to balance the impact and influence of parking in terms of 'Place' making; commerciality and supporting the Climate Change strategy. With regards to the Climate Strategy it was noted that there had been a typing error and the target year was 2050 and not 2040. It was also noted that in the recommendation it should say policy and not police.

The strategy was designed to provide a framework for decision making; policy making; guide financial decisions and help to prioritise and deliver activity in a co-ordinated manner which brings improvements to customers.

During 2021, the council would be developing a strategy focussed on opportunity and innovation. The parking strategy promotes the future use of innovative technology (for example: wireless charging and 'Green' projects) and seeks to support economic opportunity by creating infrastructure to promote and support regeneration and development.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor welcomed the report and thanked the Lead Member for the free parking in Windsor during the run up to Christmas.

The Lead Member for Planning, Environmental Services and Maidenhead thanked the Lead Member for continuing the free parking as it was essential at the moment and showed our continued support to residents and businesses. He also thanked the Lead Member for the continued support for the regeneration of Maidenhead as parking was a critical part of this. It was mentioned that Shopmobility had been given a site in Maidenhead so they could continue to operate whilst work was ongoing.

Cllr Tissi said she welcomed the document although it did not solve all problems overnight. She mentioned the standardising of parking tariffs across the borough and that Windsor provided 60% of income with 40% of spaces, she asked if Windsor would no longer have to pay more for parking. With regards to controlled parking zones (Residential Parking) she was concerned about the introduction of shared use parking between 8am to 6pm as this would put increased pressure on parking for residents returning from work.

Cllr Tissi also mentioned that it had been said there would be a review of residential parking zones introduced by previous councillors and asked if this would be undertaken. She also suggested the introduction of season tickets for residents.

The Lead Member responded by saying that there would be a review of standardising parking charges, they would be looking at short stay and long stay tariffs. With regards to shared use in controlled parking zones he mentioned that this was already in use in some areas of Windsor to use up daytime capacity. Due to C-19 this would not currently be extended. Shared use will be looked at in the future. He agreed parking zones were being reviewed and for all new one they would look at the impact on surrounding streets, there would be a

retrospective review. With regards to season tickets for residents this would be taken under consideration.

Cllr Davey mentioned autonomous vehicles and automated enforcement as this required 5G technology for fast transfer of data. Automated enforcement should also include enforcement of works on the highways. He was concerned about the number of electric points as only 10% of new car purchases were electric, he questioned the cost of introducing these points. He also said that there was no mention of pavement parking especially as Government consultation on this had just finished. If this says that no one can park on the pavement what will residents do. The Lead Member mentioned that the electric charging points was an aspirational figure that we will work towards when appropriate.

Cllr Baldwin mentioned that on page 59 of the report there was a table that showed the post 2023 public capacity of the proposed Nicholson's car park of 1035 spaces that's up from 734 which was a gain of 301. However other plans show that this figure is reduced to 885 of which only 700 will be public, that makes the document out by 335 spaces just in one car park. He was also concerned about previous mention of shopmobility as this did not mention Windsor that would be reviewed, would this exclude retention.

The Lead Member replied that the numbers had to be fluid due to planning applications being submitted and a written response could be provided. With regards to Shopmobility it had been worded that way as current provision was not appropriate and it was to be reviewed to provide a better solution not to remove.

Cllr Larcombe mentioned that the report said that a new residents discount scheme would not be implemented at this time due to the financial position does this mean the end of the advantage card. He was concerned about pricing and if price elasticity graph was used. He also raised concern about parking on verges that was not being dealt with. The Lead Member replied that the Advantage Card was still there and the discount was removed in the budget, however we remained committed to bring back a discount scheme when finances allowed.

Cllr Bowden said that he was pleased to see the discounts for Windsor but also mentioned that there was no more capacity for parking in Windsor and visitors should consider alternative methods of transport when visiting.

Cllr Taylor asked if the short stay parking in Maidenhead could be extended from 30 minutes to 1 hour and if the times the lifts in the car park could remain in operation longer than the 6pm cut off time. She also asked if park and ride could be considered again. The Lead Member said he would consider the suggestions.

Resolved unanimously: that Cabinet notes the report and:

- i) Adopts the Parking Strategy 2020-2025 shown in Appendix 1, including the revised enforcement policy.**
- ii) Delegates authority to the Director of Adults, Health and Commissioning in consultation with the Lead Member for Public Protection (including Parking) to make reasonable minor amendments to the Parking Strategy after consideration by the Infrastructure Overview & Scrutiny Panel; Maidenhead and Windsor Town Forums and the Disability and Inclusion Forum**

B) 0-19 INTEGRATED FAMILY HUB SERVICE PROPOSAL FOR NEW MODEL AND SECOND PUBLIC CONSULTATION FINDINGS

Cabinet considered the report regarding the approval for the implementation of the preferred early help model of the integrated Family Hub Service.

The Chairman informed Cabinet that Mr Andrew Hill had registered to speak on this item and asked him to address the meeting.

Mr Hill said that the paper mentioned the Maidenhead Community Centre and the Marlow Road Youth Centre whose futures were linked. The report said that legal advice had been sought on the Child Care Act but he was concerned if this advice had been taken before or after the decision was made to move the youth centre. Lots of people valued the youth centre as shown in the report. He said in the consultation question 25 was to retain the centre as a family hub, you consulted to retain but are now proposing to remove it. He felt that would require a separate consultation. He also questioned what were the limitations of both being on the same site.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that the Family Hub Service would bring together a range of services that would focus provision on targeted support to our most vulnerable children, young people and families. The aim of the remodelling was to strengthen support for those families that most need it and in doing so reduce the demand for statutory intervention. It was designed to give better outcomes to those that need support.

As part of the approval we were seeking a decision about the retention or closure of specific children's centres and youth centres and the resulting lease arrangements for those spaces. The decision will result in a significant restructure of the roles required to deliver the new service. The final proposals were based on an initial 12 week public consultation that took place January to March 2020 and a further eight week public consultation from July to September 2020. The feedback received is summarised in this report and has shaped the final proposed model. He thanked everyone who took part in the consultation.

The preferred model is to bring together services being run by children's centres, youth centres, the parenting service, health visitors, school nurses and the family resilience service so that residents can get all the help they need from one Family Hub. The preferred model was to establish two main Family Hubs, one in Windsor and one in Maidenhead. In addition, there would be a number of sub-venues across both Windsor and Maidenhead. Children's centre services and youth services will be delivered from these venues, other community venues, in people's homes and via other outreach in the community. The model was based on best practice from the Government. It was important to have flexibility to meet demands and requirements of young people.

The Director for Children's Services informed that the rationale for the proposals had been through Cabinet previously. With regards to the planned sites when looking at them it became clear that each site had some benefits to some users, so we had chosen a set that offered the best value for access and support. During the consultation the opportunity to work with the Maidenhead Community Centre became clear and there was also the opportunity to move the office element of the youth service from Marlow Road to Reform Road and free up space for the community service. It was proposed to remove Marlow Road as the designation of the service and legal advice was appropriate after the report was delayed for one month before coming to Cabinet. It was proposed to move resources from the maintenance of buildings to providing targeted support to residents. Coming out of this process was the opportunity to repurpose the Pinckney's Green centre to create a smaller more comfortable space to meet with vulnerable children.

The Lead Member for Housing, Communications and Youth Engagement focused on Pinckneys Green as it was a good news story and had key benefits, the enhancements of services, releasing property for social housing by moving services to this site and provide targeted support. He thanked Mr Gilmore for his positive engagement on the use of this site. It showed how constructed engagement benefited the community.

The Chairman said that this was an excellent strategy that had a lot of work put into it. It was about services and not buildings. He also thanked Mr Gilmore for his role.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor said that she thought that this was an excellent paper that yielded many dividends. She was delighted that Windsor was retaining a strong hub support and especially the poppies nursery that was important to our armed forces. In Eton Wick some residents have come forward with suggestions of running their own youth club.

Cllr Tisi said that the transformation was a huge undertaking and will have an impact on our residents so she stood by the decision to call the paper in earlier on in the year. Because of this there was the second consultation that gave residents a chance to say what they felt about potential closures. Despite reservation it was accepted that the hub system would be introduced and she hoped the transformation succeeds. There was a role for voluntary organisations and she asked how secure the council was that these groups had the capacity especially with C-19.

The Lead Member said the second wave of consultation had already been planned but he welcomed the scrutiny of the proposals. The Director also said it is hard work for volunteers to run groups but there would be capacity from the youth service to work with groups and also sign post services.

Cllr Werner welcomed the change in direction but remained concerned about the loss of universal services. He was glad that Pincknys Green centre was to be retained. He was concerned about the loss of the large hall and way it was used and asked for certainty if there would remain a hall after the changes to make it a youth centre.

The Lead Member replied that he was pleased the proposals had been well received. The design of the building was currently being undertaken. The Director also said that changes to the centre was required for service delivery for smaller groups. All opportunities to maximise the space for public use would be considered.

Cllr Price said that with regards to the Lawns Children's Centre were on page 196 it said that it was the only user of the site. Family Friends also used the site. She was informed that they would remain on the site the reference in the report was to space used for the children's centre.

Resolved unanimously: that Cabinet notes the report and:

- I. Agrees to the proposed model of an integrated Family Hub Service as set out in the consultation documents in appendix 2.**
- II. Agrees to the proposals de-designating a number of children's centres, along with a number of changes to leases and rental agreements at a number of sites as set out in section 3.3.**
- III. Confirms that Achieving for Children should commence implementation including staff consultation for the proposed new model.**

D) MID-YEAR PERFORMANCE REPORT

Cabinet considered the report regarding the mid-year performance report.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor informed Cabinet that the Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic had significantly altered the context in which the council was currently operating.

Table 2 of the report showed that 9 reported targets were showing as one target, 6 near target and 4 off target. There has also been other successes such as the completion of the Braywick LC, the Climate Change Strategy, keeping our residents safe, the library service and the modern workforce project.

There had been issues with the new waste contract that was now stabilising and due to the pandemic there had been on temporary accommodation and care leavers finding employment.

Resolved unanimously: that Cabinet notes the report and:

- I. Notes the Mid-Year Performance Report in Appendix A.**
- II. Requests relevant Lead Members, Directors and Heads of Service to maintain focus on performance.**

E) RBWM PROPERTY COMPANY LTD – ANNUAL REPORT & AUDITED ACCOUNTS 2019-2020

Cabinet considered the report regarding the Annual Report and Audited Accounts for 2019-2020 (for the year ended 31 March 2020) for RBWM Property Company

The Chairman informed Cabinet that Mr Andrew Hill had registered to speak on this item and asked him to address the meeting.

Mr Hill said that the company had evolved over time from when it had first been established. When set up it was given properties in York Road and had to return interest payments. He asked why the minutes of the company were not public as they used to be. Could the company be more transparent. Could we see minutes or hold public meetings due to how close it is to the council and represents the council on major development schemes. He asked what the process of transferring properties to the company. As it grows the public need to Know what it is doing.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property informed Cabinet that the company had had an excellent year in its growth and the quality of services provided to the council. The company has support the transformation programme.

Barbara Richardson, Executive Director RBWM Property Company, informed Cabinet that the only assets that transfer into the company are residential assets. The council's commercial portfolio remained within the council. The York Road flats were transferred for private rented units with a loan on them as a profit making process, the loan is still on the accounts. Since then assets have been transferred for repurposing and used for affordable housing. There was currently only 13 assets. With regards to minutes and Board meeting the company was independent and a private registered company so we do not have the same rules that the council has. However nearly all items discussed come to Cabinet.

The Chairman mentioned that the Council was not in a position that Croydon found itself in. Every investment made was based on sound financial planning.

Cllr Baldwin raised a question of one of the Non-Executive Directors by name asking about his connections with the Shanley property company and if this had been declared. He asked if the Leader was aware of this as many of the residents would see this as a conflict of interest. The Managing Director informed that if Cabinet were going to discuss an individual this needed to be in Part II.

Cllr Baldwin mentioned that this information was in the public domain but the Chairman said that he was questioning an individual who was not at the meeting and thus had no right of reply about a perceived conflict of interest.

Resolved unanimously: that Cabinet notes the report and the Annual Report and Financial Statements for RBWM Property Company for 2019-2020 (the year ended 31 March 2020).

F) SCHOOL ADMISSION ARRANGEMENTS AND COORDINATED ADMISSIONS SCHEME 2022/23

Cabinet considered the report regarding school admission arrangements and co-ordinated admissions scheme for 2022/23.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that the Royal Borough of Windsor and Maidenhead was the admissions authority for community and voluntary controlled schools in the borough and set out the admissions arrangements for these schools.

The Local Authority also had a statutory duty to formulate a scheme to coordinate admission arrangements for all publicly funded schools within their area for phase transfer, e.g. primary to secondary school, and publish it on the website by 1 January 2021. This report recommended a revision to the co-ordinated admissions scheme to introduce a deadline by which a late application must be received for consideration in the second round of allocations.

The report sought approval to consult with other admission authorities and local authorities on the Royal Borough of Windsor and Maidenhead Co-ordinated Admissions Scheme including the proposed change. Following the consultation, it seeks delegation to the Director of Children's Services, in consultation with the Lead Member, to approve the revised arrangements, having taken into account any views arising from the consultation.

Resolved unanimously: that Cabinet notes the report and:

- i) **Approves, and thereby determines, the RBWM Admission Arrangements for 2022/23 as set out at Appendix A.**
- ii) **Approves consultation on the RBWM Co-ordinated Admissions scheme for 2022/23 as set out at Appendix B.**
- iii) **Delegates authority to the Director of Children's Services in consultation with the Lead Member for Adult Social Care, Children Services, Health and Mental Health to approve, and thereby determine, the RBWM Co-ordinated Admissions scheme for 2022/23 set out at Appendix B.**

G) MUFC - REQUEST FOR RELOCATION

Cabinet considered the report regarding the request for relocation of Maidenhead United Football Club

The Chairman informed Cabinet that Mr Andrew Hill had registered to speak on this item and asked him to address the meeting.

Mr Hill mentioned that the BLP meetings did discuss Braywick Park and the issue of Forest Bridge School and the football club was raised. He felt that the location was still not known to the public and asked why we had not been told.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property informed Cabinet that any move was still subject to the planning process. The report had been discussed at the Corporate O&S Panel and he thanked Member of the Panel for their input. The paper was an approval in principal subject to subject to an s.123 report,

planning consent and a detail consultation exercise. This is driven by the football club and when they are ready to proceed all the relevant details will be made available.

The Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor said she supported the paper and the club moving would complement the Braywick LC and create a wonderful sport hub.

Cllr Singh said that this had been in his ward for 150 years but they had been looking for a new home. This will help the club, however he was concerned about the number of facilities being put into the park and on busy days the impact on transport.

Cllr Price mentioned that on page 542 under sustainability that consideration should be made about the existing nature reserve and any noise from the club and any associated activities. The Chairman mentioned that this would be considered in the planning process that the club would have to address. This paper was to progress to the next stage they still had a lot of hard work to do.

Resolved unanimously: that Cabinet notes the report and:

- I. Approves the release of land identified at appendix B, subject to planning for £460,000 as recommended in the s.123 report.**
- II. Delegates authority to Executive Director of Place, to undertake the statutory procedure required under Section 123(2A) of the Local Government Act 1972 as required and negotiate draft agreement for lease, for 999 years at a peppercorn rent.**

H) ASSET DISPOSAL & REDEVELOPMENT

Cabinet considered the report regarding the properties known as 18-20 Ray Mill Road East, Maidenhead.

The Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property informed that this was a good example how the RBWM Property Company and operational services have worked closely together to identify an underutilised asset which could either been disposed of for a capital receipt or be used differently for in this instance helping with affordable housing.

Resolved unanimously: that Cabinet notes the report and:

- I. Approves the investment report at appendix A.**
- II. Recommends the relocation of Family Centre to Pinkneys Green Community Centre, in line with the family hub consultation process.**
- III. Recommends that Council approves a capital budget of £272,500 for the project.**
- IV. Approves the transfer of 20 Ray Mill Road East, once completed to RBWM Property Co Ltd, for use as affordable housing.**
- V. Approves the disposal of 18 Ray Mill Road East, by way of an open market bidding process.**
- VI. Delegate's authority to the Executive Director of Place in consultation with the Lead Member for Business, Economic Development and Property to progress the project.**

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public were excluded from the remainder of the meeting whilst discussion

took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of part I of Schedule 12A of the Act.

The meeting, which began at 6.15 pm, finished at 8.50 pm

CHAIRMAN.....

DATE.....

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Agenda Item 5

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
Housing Strategy	28/01/20	28/01/20	New Item
Development of a Youth Council	29/10/20	28/01/20	Further work required
Broadway Car Park	N/A	28/01/20	New Item
School Transport Policy	N/A	25/02/20	New Item
Library Opening Hours Consultation	N/A	25/02/20	New Item
Library Transformation Strategy	N/A	25/02/20	New Item
Highways Contract	N/A	29/04/20	New Item

FORWARD PLAN OF CABINET DECISIONS

NB: The Cabinet is comprised of the following Members: Councillor Johnson, Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property, Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor, Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, Councillor Cannon, Public Protection and Parking, Councillor Clark, Transport and Infrastructure , Councillor Coppinger, Planning, Environmental Services and Maidenhead, Councillor Hilton, Finance and Ascot, Councillor McWilliams, Housing, Communications and Youth Engagement , Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

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.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)
22 Compulsory Purchase Order – Nicholsons Walk Shopping Centre, Maidenhead	Fully exempt - 3	Land assembly for site known as Nicholsons Walk Shopping Centre, Maidenhead.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 28 Jan 2021	
Housing Strategy	Open -	To approve the new strategy following consultation.	Yes	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams)	Russell O'Keefe	Internal process	Cabinet 28 Jan 2021	

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)
Development of a Youth Council within the Royal Borough of Windsor and Maidenhead	Open -	To seek agreement to establish a Youth Council to complement the existing governance committee structures of the Royal Borough of Windsor and Maidenhead (RBWM) Council.	No	Lead Member for Housing, Communications and Youth Engagement (Councillor Ross McWilliams), Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 28 Jan 2021	
23 Financial Update	Open -	Latest financial update	No	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 28 Jan 2021	
Broadway Car Park	TBC	TBC	TBC	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Russell O'Keefe	Internal process	Cabinet 28 Jan 2021	

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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)
24 Budget 2021/22	Open -	Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy.	Yes	Lead Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 4 Feb 2021	
Datchet Design Guide	Open -	Public consultation finished in March and it is requested that the Design Guide subject to certain amendments is adopted by the Council for Development Management purposes.	No	Councillor David Coppinger	Adriane Waite	Internal process	Cabinet 25 Feb 2021	

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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)
School Transport Policy	Open -	To approve the updated policy.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	25 Feb 2021	
Library Opening Hours – Public Consultation Results 25	Open	The Public Consultation on the proposals was due to take place in March 2020 but this was halted due to the uncertainty relating to the emerging Pandemic, the subsequent closure of libraries and the digital offer being the sole library offer available to residents. When Borough Libraries resumed a limited physical library offer in July 2020, plans to consult proceeded. The consultation went live on Thursday 3 Sept and closed on	Yes	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	Adele Taylor	Internal process	25 Feb 2021	

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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)
26		<p>Monday 30 November.</p> <p>The report outlines the results of the consultation and proposes an amended opening hours schedule based on feedback from respondents. The new schedule will need to be in place by 1 April 2021 to ensure the required savings are achieved.</p> <p>The full implications and mitigations of these changes can be understood in greater detail if this report is read alongside the proposed Library Transformation Strategy which aims to ensure the service contributes to the aims of the Corporate Transformation Strategy by focusing on</p>						

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)
		building a community-centric Borough of opportunity and innovation.						
Library Transformation Strategy 27	Open -	The report recommends the adoption of a Library Transformation Strategy that will contribute to the Corporate Transformation Strategy by helping to build a community centric Borough of opportunity and innovation while achieving savings of £300Kpa against the Library and Resident Contact budget from April 2022. The strategy will prioritise activity in a co-ordinated manner to empower residents and reduce dependency on more costly	Yes	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	Adele Taylor	Internal process	25 Feb 2021	

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)
28		<p>services.</p> <p>The strategy aims to give communities more power to develop their own resilience and independence, and to mitigate against the digitally disengaged becoming more isolated, more disadvantaged and more excluded, so that communities can create and implement their own solutions. Councils remain statutorily responsible for overseeing and ensuring the delivery of a 'comprehensive and efficient' library service and are also responsible for supporting the overall health and well-being of their communities.</p> <p>As funding pressures on Adult</p>						

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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)
		Social Care and Children's Services increase, the role libraries play in preventing dependency has become more important.						
Standards and Quality of Education – A Review of the Academic Year 2018-19	Open -	Annual report on progress against the outcomes set by cabinet that highlights overall performance of all pupils in academic year 2018-19 including the attainment of disadvantage pupils. The report we reflect the current position of Ofsted judgements of schools in the Royal Borough and our progress in tracking the participation of 16 and 17 year old students.	No	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 25 Mar 2021	

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)
Highways Maintenance and Management Contract – Options and future recommendations.	Open -	The highways maintenance management contract, which is currently awarded to Volker Highways is in the 4th year of a 5 year + 2-year contract. The report outlines options and recommendations for the future of this contract.	Yes	Councillor Clark, Transport and Infrastructure	Hillary Hall	Internal process	29 April 2020	

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)
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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.

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

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Report Title:	Environment and Climate Strategy
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Stimson, Lead Member for Climate Change, Sustainability, Parks and Countryside
Meeting and Date:	Cabinet 17 th December 2020
Responsible Officer(s):	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. The council declared an Environment and Climate Emergency in June 2019. A cross-party working group has overseen the development of a draft strategy which was approved by Full Council in June 2020. A public consultation and engagement programme was undertaken between 29 July 2020 and 29 September 2020. The consultation shows there is strong support for the strategy, its key themes and objectives.
2. The council has taken on board suggested improvements to the strategy to reflect an updated trajectory for reducing carbon emissions. The revised approach uses the Tyndall Centre methodology to ensure the strategy is consistent with the Paris Climate Agreement.
3. Local priorities such as improving air quality have been incorporated into the strategy as well as inclusion of more specific targets related to key objectives. Based on the feedback, suggested new actions have been reviewed by internal experts and the action plan has been updated to reflect the good ideas. A greater focus on engagement and education activities has also been included to recognise the feedback received and the need for the strategy to be delivered in partnership with communities, businesses and residents.
4. This report recommends that Cabinet approves the updated Environment and Climate Strategy so the strategy can move into the delivery phase and the key actions identified.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the Environment and Climate Strategy for adoption**
- ii) **Endorse the Single Plastics Strategy and approves that the actions set out in the document be incorporated into the action planning process for the Environment and Climate Strategy.**

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

Options

Table 1: Options arising from this report

Option	Comments
Approve the strategy This is the recommended option	The strategy sets out a framework for tackling the climate emergency to support the UK’s commitment to reaching net zero by 2050 and a series of actions to begin that journey in partnership with businesses, community groups and residents.
Do not approve strategy	The evidence shows that immediate action is needed to tackle the climate emergency. Delay in adopting the strategy is likely to impact the ability of the UK to be net zero by 2050.

Background

- 2.1 Climate change is a global and immediate challenge. The consequences of not taking action are increasingly well understood and the climate movement is gaining momentum in communities, national and local levels of Government across the world. The UN ‘Paris Agreement’ seeks to limit global average temperature rises to 1.5°C above the pre-industrial period. We could see 1.5°C of unnatural heating as early as 2035 unless there is a rapid fall in emissions.
- 2.2 In June 2019, the Royal Borough of Windsor and Maidenhead declared a climate emergency. As part of that commitment it was agreed the Council would establish a Cross-Party Working Group to review of the council’s current carbon footprint and to formulate, consult and agree on a strategy to achieve net zero carbon by 2050 in consultation with local stakeholders and partners with a draft strategy to be brought before Full Council within 12 months.
- 2.3 The draft strategy was approved by Full Council on 23rd June 2020 for public consultation. The public consultation ran from 29th July to 29th September 2020 and sought feedback on the key elements of the strategy. It also sought views on how we could better engage all stakeholders in the strategy, what people are already doing to tackle the climate emergency and how they could support the council’s vision moving forward. A copy of the online questionnaire is appended to this report.
- 2.4 To support the consultation, a series of engagement activities to raise awareness of the strategy and the consultation were undertaken. The consultation was promoted through our social media channels as well as through partners such as the Local Enterprise Partnership, adjacent local authorities and Chambers of Commerce. Two public online meetings were held where members of the public were able to ask questions to the sustainability team. This also included presenting to the following meetings:

- 3rd August, Visit Windsor Board
 - 7th August, Windsor Town Partnership
 - 11th August, Maidenhead Civic Society.
 - 11th August, Flood Liaison Group
 - 11th August, Youth Policy Forum
 - 12th August, Youth Ambassador Forum
 - 13th August, Maidenhead Developers' Forum.
 - 8th September, Maidenhead Town Forum
 - 14th September, Disability and Inclusion Forum
 - 23rd September, Windsor Town Forum
- 2.5 There was a total of 347 responses to the consultation, which was a mixture of individuals and organisations. There were 1,775 comments from 174 different respondents to the online questionnaire, there were 39 free form responses and another 134 responses from young people which was co-ordinated through a local group known as LEAFY (Local Environment Action for Youth).
- 2.6 The responses show strong support for the key themes of the strategy with 80%-90% of responses showing support. There were also high levels of support for the objectives, with 75%-90% of responses. The majority support the key action for each theme, with Circular Economy (53%), Energy (70%), Natural Environment (53%) and Transport (71%). The qualitative feedback has also been reviewed to help refine and improve the key actions and objectives.
- 2.7 The strategy has been adapted accordingly and now includes a revised carbon trajectory based on the Tyndall Centre methodology, to ensure that the strategy is consistent with the Paris Climate Agreement. Delivery of this trajectory requires action from central Government, as well as the council working in partnership with businesses, community groups and individual residents to deliver change.
- 2.8 We have enhanced the section on engagement and included more actions in the plan to reflect this across the key themes. We have updated the vision and objectives to reflect the greater urgency and more specific targets. Additional actions based on suggestions made by respondents to the consultation have been added across the four key themes having been reviewed and assessed by the council's officers.
- 2.9 The other key changes to the strategy include:
- Recognise the key role local young people can play in developing and delivering the strategy
 - We have included more specific targets within the strategy across all four themes and provided more ambition to the targets already within the strategy.
 - Under the natural environment theme we have set out our strategic approach to nature recovery via the production of a Local Nature Strategy with and council-led Biodiversity Action Plan. We have also included 'carbon capture' actions in the strategy;

- In the energy theme, we are demonstrating leadership with a carbon reduction target for the councils own built estate and committed to producing a new SPD in 2021 to set out climate policy for new build properties;
 - Amending the focus of the circular economy theme towards reducing waste, applying the waste hierarchy and driving up recycling rates;
 - Our aims and objectives for transport have sought to clarify the principles of the new transport plan as well as including local air quality objectives;
- 2.10 One of the actions set out in the Environment and Climate Strategy is to adopt a plastic free strategy based on the draft strategy developed by the local 'Plastic-Free' groups. The draft community-led strategy is welcomed and will support the wider objectives of our own strategy. A copy of the draft document is appended to the report. This report recommends that the council endorse the strategy and support its delivery by incorporating the actions into its wider action prioritisation and delivery process for the Environment and Climate Strategy.

3. KEY IMPLICATIONS

- 3.1 Implementation of the strategy will require delivery from across the different Cabinet portfolios and council departments. It will need to be delivered with our communities and partners and therefore will require buy-in from across the organisation. Delivery of net zero carbon will require action at all levels, including significant action from central Government, local authorities, community groups and individuals.
- 3.2 It is also likely to influence the future approach to policy development in a number of service areas. The intention is that the council's sustainability team will be able to support other services in policy development that support our commitments in relation to climate change. It is also likely to impact future prioritisation of capital funding.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The financial and economic impact of not tackling climate change is likely to be far greater than the costs of implementing measures. We have recognised there will be a role for the UK Government in funding larger projects. We will continue to lobby for funding pots to be made available to deliver those projects.
- 4.2 In many areas, such as energy efficiency and reducing energy demand there will be positive financial impacts. The strategy has been designed to make use of existing budgets and to support community led initiatives to deliver change. Where funding for a project is required, it will follow the normal capital funding process to ensure the proposals represent good value for money, provide consideration of affordability and are based on sound evidence.

5. LEGAL IMPLICATIONS

5.1 No significant legal implications have been identified.

6. RISK MANAGEMENT

Table 2: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Stakeholders have a key role in supporting and delivering the strategy, without this support the delivery is at risk.	MEDIUM	The strategy has been developed in consultation with stakeholders and the team will continue to engage through delivery	LOW
Elements of the strategy will require external funding from central Government to meet the target of net zero by 2050	HIGH	We have made clear in the strategy and action plan that key elements will require funding from government. We will continue to lobby and apply for relevant funding when available.	MEDIUM

7. POTENTIAL IMPACTS

7.1 **Equalities.** the adverse impact of climate change on society is likely to fall unequally and reinforce existing inequalities. The strategy can be used to tackle issues such as fuel poverty and improving accessibility for those without access to a car. A full EQIA is not required at this stage.

7.2 **Climate change/sustainability.** The purpose of the strategy is to set out an approach to support the UK Government’s net zero target by 2050.

7.3 **Data Protection/GDPR.** Adopting the strategy will not have any associated data protection issues.

8. CONSULTATION

8.1 A full public consultation was undertaken between 29 July 2020 and 29 September 2020. This included a series of presentations at key forums and public meetings to promote the strategy.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. If approved, the strategy will move to the implementation phase immediately. The sustainability team will

be engaging with colleagues across the council as well as key stakeholders to turn the action plan into a full delivery plan.

10. APPENDICES

10.1 This report is supported by four appendices:

- Public consultation survey.
- Consultation summary document.
- Updated Strategy Document.
- Single Use Plastics Strategy

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Stimson	Lead Member for Sustainability, Climate Change, Parks and Countryside and Climate Steering Group Chair	19/11/20	23/11/20
Cllr W Da Costa	Climate Steering Group Vice Chair	19/11/20	
Cllr Davies	Climate Steering Group Vice Chair	19/11/20	
Cllr Clark	Lead Member for Infrastructure and Transport and Climate Steering Group Member	19/11/20	
Cllr Sharpe	Climate Steering Group Member	19/11/20	
Duncan Sharkey	Managing Director	19/11/20	
Russell O'Keefe	Director of Place	19/11/20	02/12/20
Adele Taylor	Director of Resources/S151 Officer	19/11/20	20/11/20
Kevin McDaniel	Director of Children's Services	19/11/20	
Hilary Hall	Director of Adults, Health and Commissioning	19/11/20	20/11/20
Andrew Vallance	Head of Finance	19/11/20	
Elaine Browne	Head of Law	19/11/20	24/11/20
Mary Severin	Monitoring Officer	19/11/20	24/11/20
Nikki Craig	Head of HR, Corporate Projects and IT	19/11/20	20/11/20
Louisa Dean	Communications	19/11/20	
Karen Shepherd	Head of Governance	19/11/20	20/11/20

REPORT HISTORY

Decision type: Key decision and entered into the Cabinet Forward Plan on 28/10/20	Urgency item? No	To Follow item? No
Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth		

Draft Environment and Climate Strategy consultation Representation Form

Your representation

Your representations should cover all of the supporting information and evidence necessary to justify your response.

Our Vision

“Our vision is to be a borough where the community collectively works together to achieve a sustainable future, protecting and enhancing our natural environment and achieving net zero carbon emissions 2050.”

Question 1: Do you have any suggestions for improving our vision for the borough?

Themes

The strategic framework has been based on focussing our action around four key themes.

- Circular Economy - ‘Reduce waste and consumption, increase material re-use and increase recycling rates in the borough’
- Energy - ‘Reduce energy consumption and decarbonise supply’
- Natural Environment - ‘Cleaner air, higher water quality and increased biodiversity’
- Transport - ‘Enable sustainable transport choices’

Question 2a: Do you agree with the Circular Economy Theme?

Yes

No

Question 2b: Do you agree with the Energy Theme?

Yes

No

Question 2c: Do you agree with the Natural Environment Theme?

Yes

No

Question 2d: Do you agree with the Transport Theme?

Yes

No

Question 2e: If not, do you have any suggestions for improving the themes?

Theme Objectives

Each theme has 3 objectives.

Do you agree with the objectives for each theme?

Question 3a: Circular Economy - Reduce residual waste

Yes

No

Question 3b: Circular Economy - Improve recycling rates

(Definition: Residual waste refers to the waste that is not recycled or composted. It will typical end up in your black bin)

Yes

No

Question 3c: Circular Economy - Promote more sustainable food choices

Yes

No

Question 3d: If you do not agree with the Circular Economy theme objectives, what would you replace?

Question 3e: Energy - Reduce energy demand

Yes

No

Question 3f: Energy - Decarbonise supply

Yes

No

Question 3g: Energy - Increase renewables generation

Yes

No

Question 3h: If you do not agree with the Energy theme objectives, what would you replace?

Question 3i: Natural Environment - Protect and enhance our natural environment

Yes

No

Question 3j: Natural Environment - Green our towns and urban areas

Yes

No

Question 3k: Natural Environment - Increase awareness of biodiversity

Yes

No

Question 3l: If you do not agree with the Natural Environment theme objectives, what would you replace?

Question 3m: Transport - Improve health and wellbeing and reduce environmental impact through active transport (cycling and walking)

Yes

No

Question 3n: Transport - Enable the transition to more sustainable transport use

Yes

No

Question 3o: Transport - Support integration of transport options and support innovative smart mobility solutions

Yes

No

Question 3p: If you do not agree with the Transport theme objectives, what would you replace?

Question 4: Are there other areas you would consider a priority to tackling climate change in the borough that fall outside of these?

Trajectory to net zero

The Council has committed to reviewing the trajectory set out in the Strategy to ensure it is as ambitious as possible whilst remaining achievable.

Question 5: Is there a specific approach or issue to consider when devising a revised Paris-agreement aligned trajectory?

Question 6: Please provide links to further evidence you believe the council should consider when reviewing the trajectory.

Initial Action Plan 2020-25

Actions have been assigned to each of our four themes. Each of the four themes contains a key action.

Circular Economy - To review household waste collection regime to deliver increases in recycling

Energy - To work with residents/businesses to enable them to reduce carbon emissions in their buildings and review planning policy to improve the energy efficiency of new builds

Natural Environment -To implement a new Natural Capital programme to deliver 10% biodiversity net gain

(Definition: Natural Capital refers to the physical, natural resources such as forests, land and the benefits that these resources provide)

Transport - To prepare a new Local Transport Plan to support carbon reduction targets

Question 7a: Do you agree with the key action of the Circular Economy theme? (To review household waste collection regime to deliver increases in recycling)

Yes

No

Question 7b: If you do not agree with the key action for the Circular Economy theme, then what should it be?

Question 7c: Do you agree with the key action of the Energy theme? (To work with residents/businesses to enable them to reduce carbon emissions in their buildings and review planning policy to improve the energy efficiency of new builds)

Yes

No

Question 7d: If you do not agree with the key action for the Energy theme, then what should it be?

Question 7e: Do you agree with the key action of the Natural Environment theme?

(To implement a new Natural Capital programme to deliver 10% biodiversity net gain

(Definition: Capital refers to the physical, natural resources such as forests, rivers, land and the benefits that these resources provide))

Yes

No

Question 7f: If you do not agree with the key action for the Natural Environment theme, then what should it be?

Question 7g: Do you agree with the key action of the Transport theme? (To prepare a new Local Transport Plan to support carbon reduction targets)

Yes

No

Question 7h: If you do not agree with the key action for the Transport theme, then what should it be?

Question 8: Are there actions that the Royal Borough could undertake in the next five years you believe are vital to the success of the strategy that have not been included?

Prioritising Actions

Actions will be evaluated against 5 criteria to determine their degree of priority and the order in which they will be carried out.

Criteria 1: Those with the highest potential to meet the aims set out in the strategy (e.g. contribute most to carbon reduction, contribute to biodiversity net gain) will be prioritised.

Criteria 2: The feasibility of the action (e.g. availability of internal funds)

Criteria 3: The opportunity for accessing external funds to carry out the action

Criteria 4: The risks/costs of inaction

Criteria 5: The compatibility with council function

Question 9: Are there any additional criteria you would like to see included to improve our approach?

Action on Climate Change

Question 10: What are you already doing to tackle climate change?

Question 11: Please tell us what you/your organisation would be willing to do to help deliver the objectives set out in the strategy?

Question 12: Do you have any suggestions as to how we can involve more local people in tackling climate change?

Question 13: What do you think will be the biggest benefit to residents of the Royal Borough in acting on climate change?

Tackling climate change is recognised to have many co-benefits, which, if any, do you find most compelling?

Question 14a: Tick each Economic co-benefit you find most compelling

Clean and inclusive growth in the local economy

Reduced energy costs

Increased energy security

High quality employment

Reduced congestion

Social co-benefits

Question 14b: Tick each Social co-benefit you find most compelling

Improved air quality

More active, outdoor lifestyles

Healthier diets

Warmer, healthier homes

Quieter, safer streets

Environmental co-benefits

Question 14c: Tick each Environmental co-benefit you find most compelling

Protection against biodiversity loss and environmental degradation caused by climate change

Healthier water

Reduced risk of flooding, heatwaves and extremes

Question 15: Do you have any other comments you would like us to take into consideration?

Please indicate if you would like to remain updated on progress or to get more involved in tackling climate change in the borough?

Yes

No

If yes, please provide contact details below:

Climate strategy consultation results

Contents

- Volume and type of responses
- Results – main consultation (online and emailed responses)
- Results – young people survey
- Strategy revision
- Appendix – consultation question list

Strong overall support for the strategy

High levels of support for strategy themes and objectives

Majority support the key actions for each theme

55

Some good ideas to improve the action plan and objectives

Lots of feedback on how people are playing their part and to increase engagement.

Volume & type of responses



We had a good response to the consultation

347 people responded to the consultation in total

- 57 • 1775 comments submitted online from 174 people
- An additional 39 people emailed comments separately
- 134 young people responded separately - LEAFY (Local Environmental Action For Youth) asked if they could do their own survey. We agreed and 134 people participated.



The data we received was a mix of quantitative and qualitative

We got quantitative data on whether or not people agreed with our themes, objectives and key actions. Also on people's view of whether the actions were appropriately ambitious. We also got quantitative data on which benefits people are most keen on realising e.g. air quality improvements.

We also asked people whether they had any comments on the other aspects of the strategy, namely the vision, the trajectory, what they considered a priority and any suggestions for improvement they had.

58

We also asked:

- What are you already doing to tackle climate change.
- How can you help us to achieve our objectives.
- How we can engage and involve more people.

We've applied fair process and made sure people receive an equal say. If they responded via both the online consultation and over email, their opinion was not double counted.

Many organisations responded to the consultation expressing support for the strategy

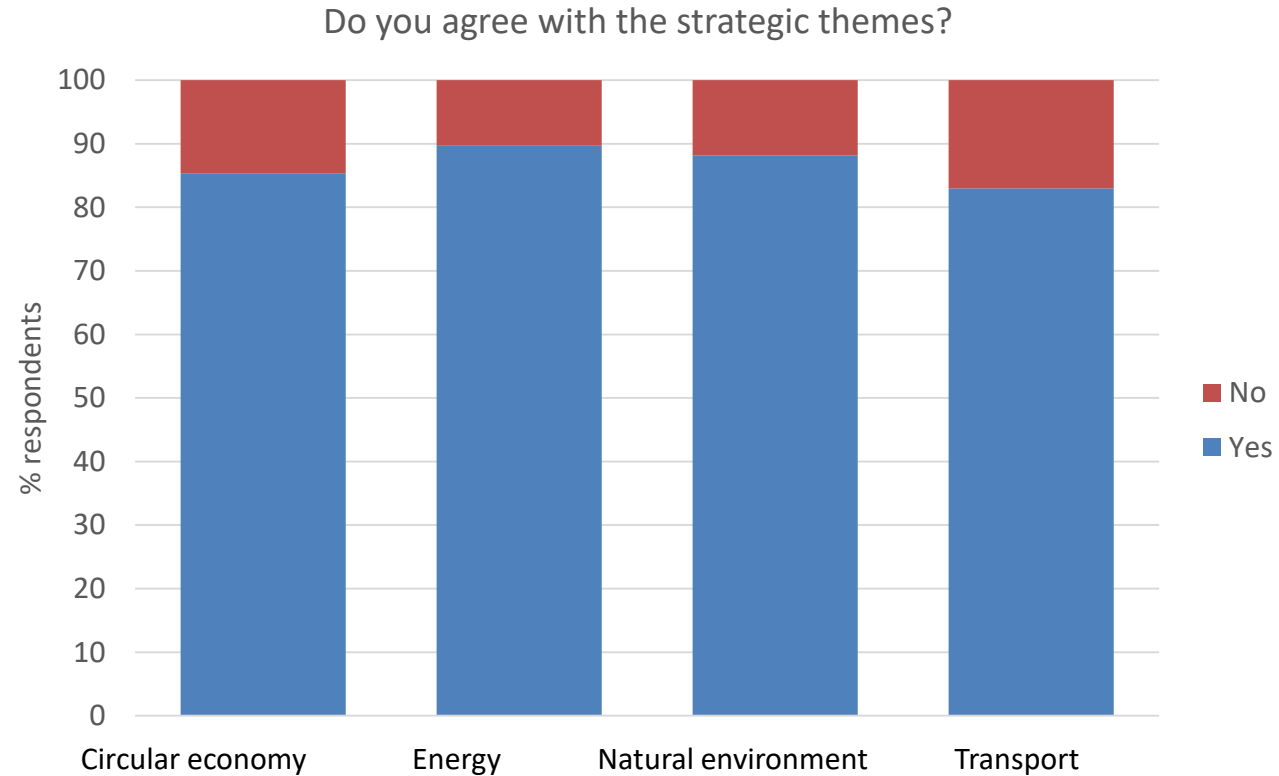
- Highways England
- Shanly Homes
- Sport England,
- Royal London
- Legoland
- Berks Bucks Oxon Wildlife Trust
- Thames water
- Forestry Commission

Results – online and free form

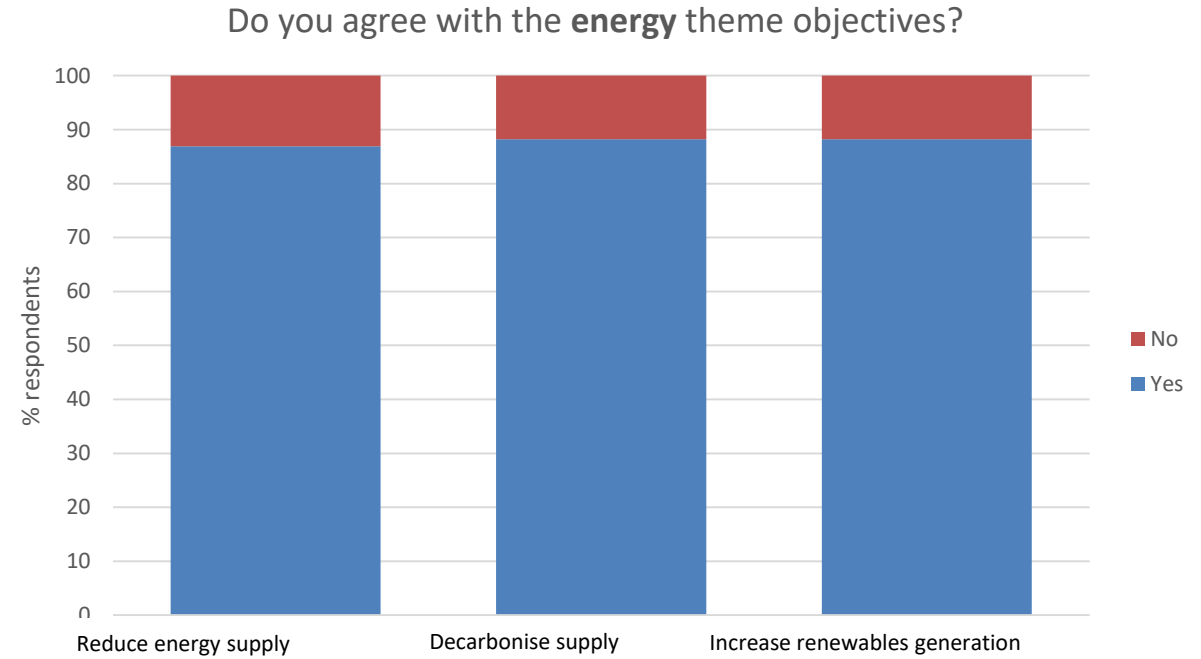
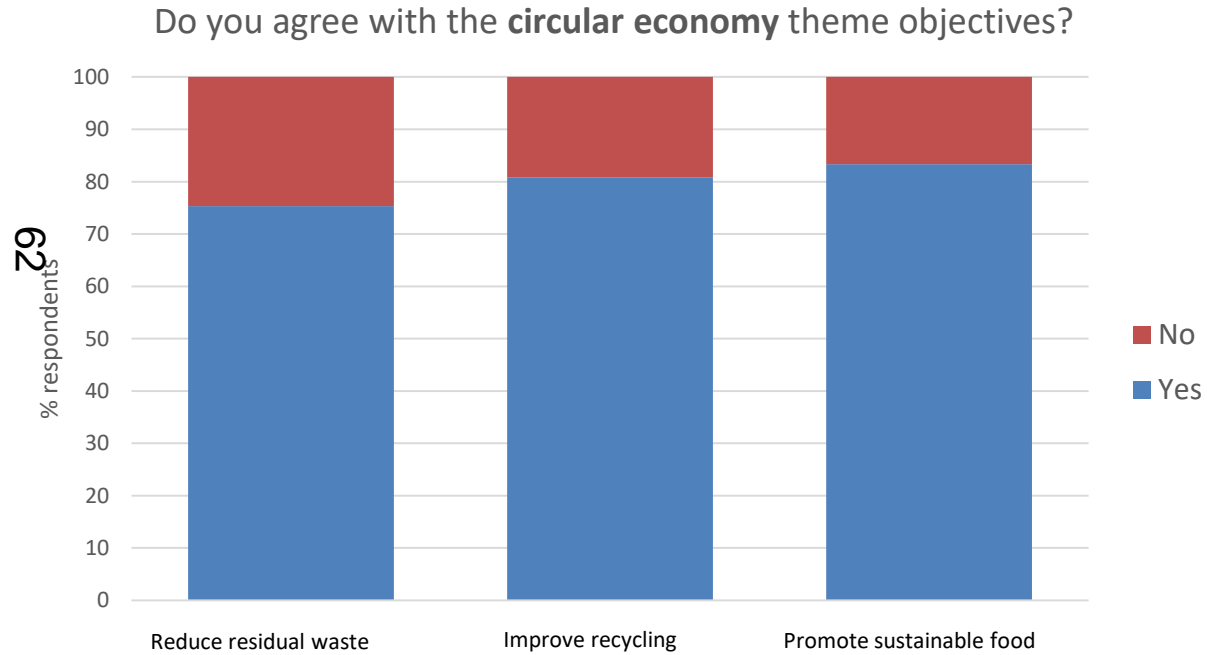


Strong support for our strategic themes

61

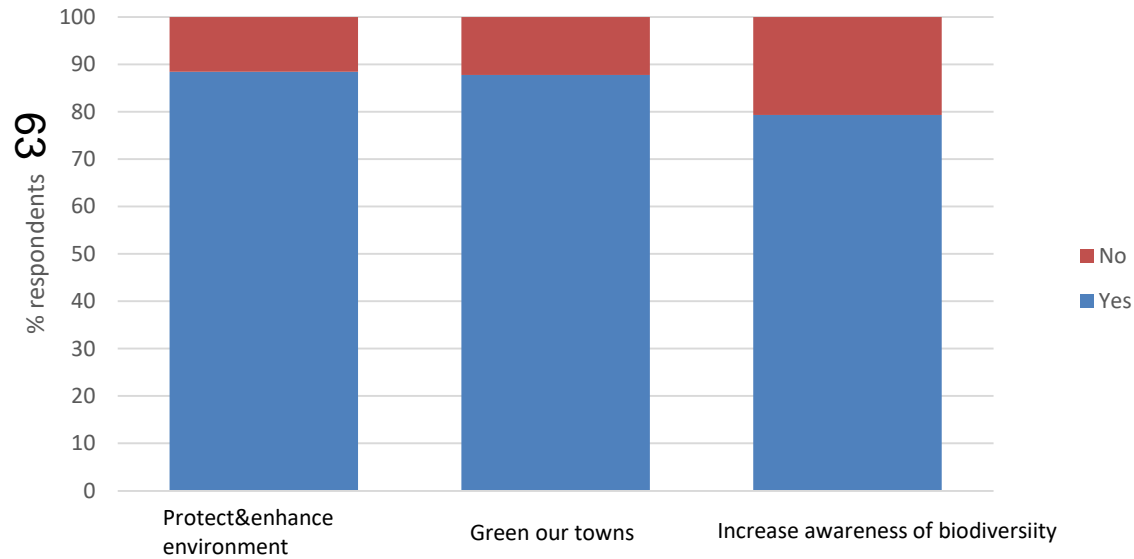


...and our objectives

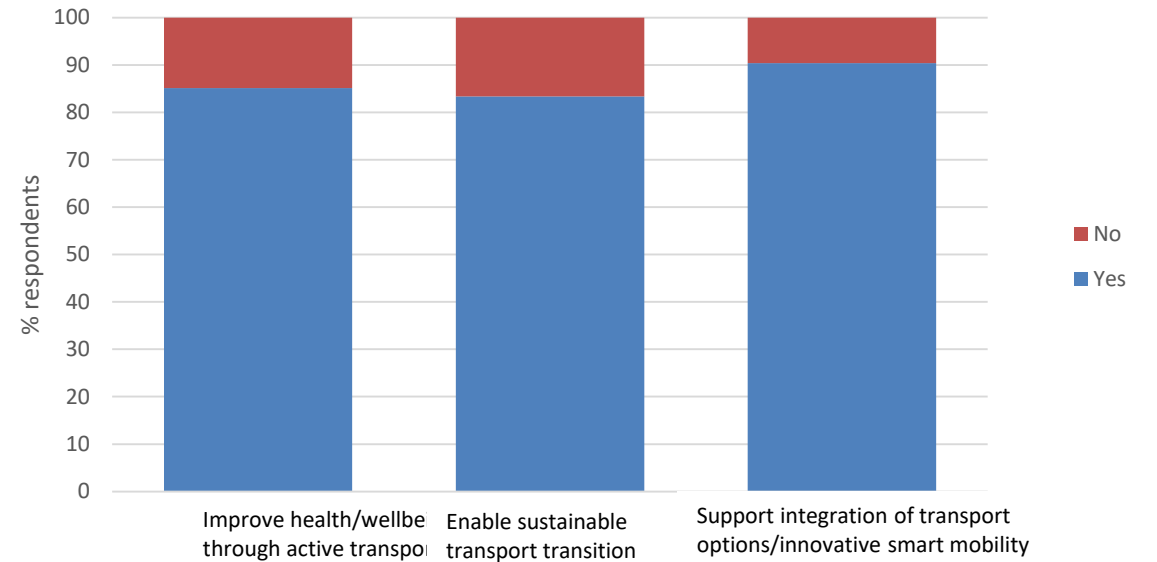


...and our objectives (continued)

Do you agree with the **natural environment** theme objectives?

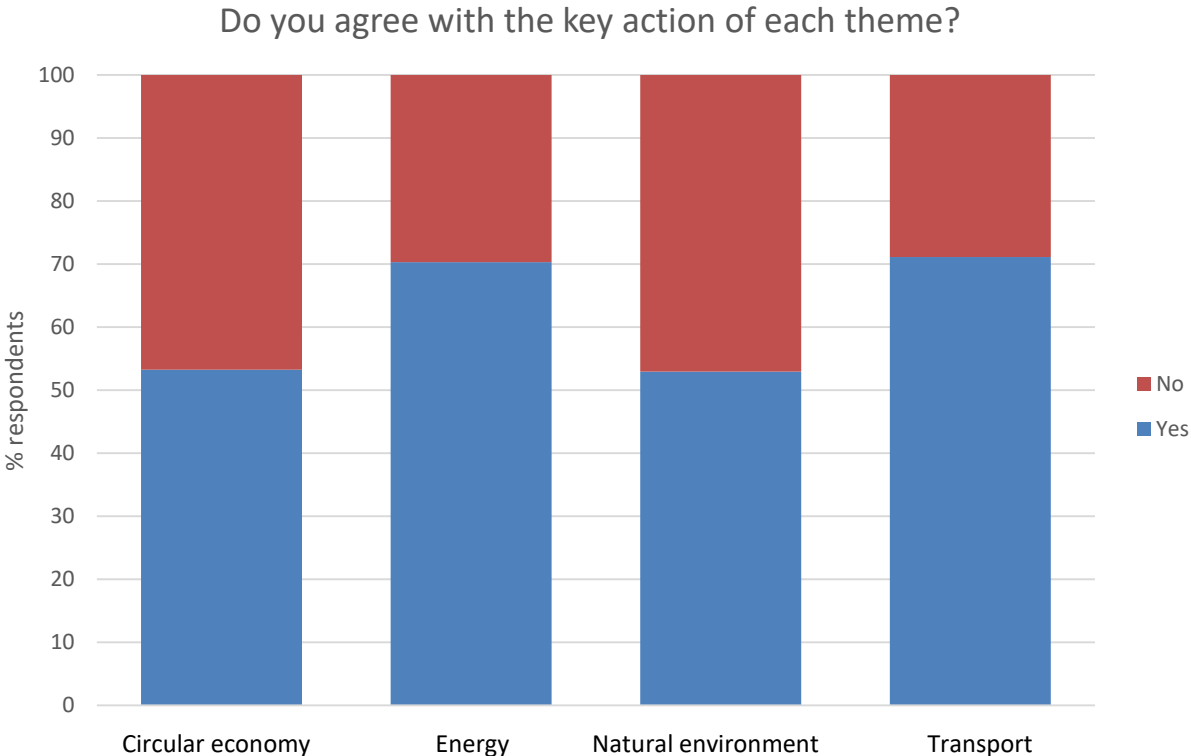


Do you agree with the **transport** theme objectives?



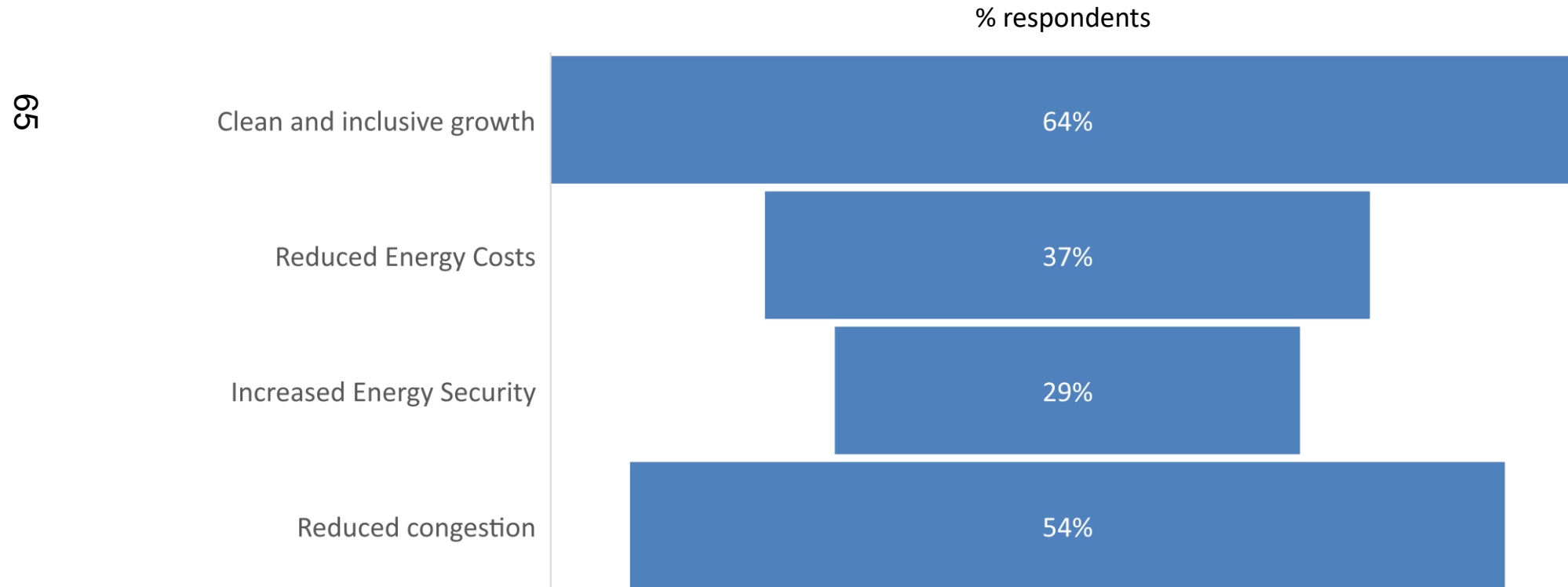
There is a majority in favour of our key action for each theme

64



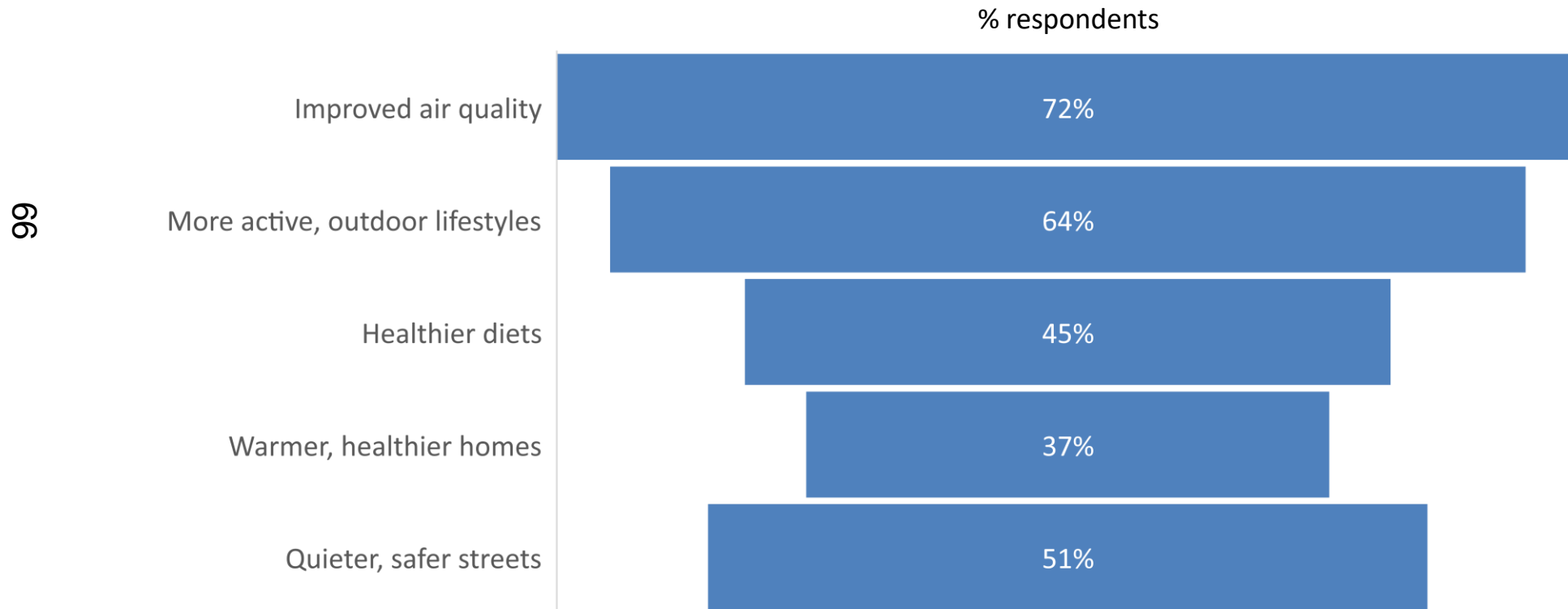
We asked what economic co-benefit to mitigating climate change was most compelling

Q14a Tick each **Economic** co-benefit you find most compelling



We also asked the same question on the social co-benefits

Q14b Tick each **Social** co-benefit you find most compelling



And finally, the same question on the environmental co-benefits

Q14c Tick each **Environmental** co-benefit you find most compelling



67
Protection against biodiversity loss/environmental...

Healthier water

Reduced risk of flooding, heatwaves and extremes

We had a fantastic response to our question on what personal action people are taking

Question 10: What are you already doing to tackle climate change?

136 people responded meaning we have a wealth of resource on what people are doing locally to tackle climate change. Some of the most popular actions people are taking already included; **reducing car usage** by increasing the amount of cycling/walking they are doing, making **sustainable food choices**, **reducing consumption** including single use plastics, **recycling** and **switching to a green energy tariff**.

A number of people said they had **reduced the number of flights** they now take, had bought an **electric car** and/or installed renewables on their home.

One of the themes throughout the responses was the number of people who are already undertaking work to improve the environment whether that's through **campaigning, volunteering or through their profession**.

We've had lots of offers from people to get involved

Question 11: What is your organisation willing to do to help deliver the objectives set out in the strategy?

99 people responded setting out what they would be willing to do. It is mainly residents commenting and there are **lots of offers of volunteering**. One of the main themes throughout was people's willingness to help communicate how to be sustainable with the wider public. People offered to **hold talks, meetings and events** on different topics, speak to friends and family and help **develop volunteer programmes** to engage residents with the challenges.

Other respondents stated they would **take part** in litter picking, ecological monitoring and improve the energy efficiency of their own homes.

One issue that was often mentioned was around ensuring residents had the right **support / guidance to enable them to act**.



We received many suggestions for how to involve more local people

Question 12: Do you have any suggestions as to how the council can involve more local people in tackling climate change?

117 people responded. Suggestions include **appoint resident champions** to help deliver the climate change plan. People feel we need to **use professional networks** (e.g. health sector) to influence behaviour change on climate issues and that we should **ask people with certain expertise** (e.g. climate change communication) to volunteer for the council. **Using schools as a hub for engagement** was a popular comment along with holding a climate fair or similar **public events to engage residents**.

Improving the way we utilise social media was a common comment along with **sharing success stories of residents** more widely so that others feel inspired and understand better what they can do.



Key themes from feedback



People are urging us to use a specific approach to setting our trajectory

Lots of people are urging us to use the Tyndall centre report and methodology for setting the trajectory. People are **calling for an emissions trajectory that follows a steep curve pattern** that gradually flattens out as opposed to a straight line and are asking for emissions to be cut by 50% as early as 2025.

Suggested amendments to our vision

We received **131 comments**. People are calling to **bring the deadline forward for achieving net zero** emissions and **reduce emissions faster**. Opinions vary quite considerably on the date by which this should be achieved.

73

People also believe the **vision needs to reflect more urgency**, be more engaging and be clearer with regard to targets.



Circular economy

By far the most popular was that the **key action should be focused on reducing waste**, not recycling. People also believe the key action needs to relate to the circular economy theme better – it needs to include something about **how we are designing out waste** given that is a key part of the circular economy.

The key action should **apply the waste hierarchy principle** - first of all reduce waste where you can e.g. avoid purchasing packaging, reuse second e.g. reuse shopping bags, and recycle waste third and only if the first two options are not available. Several people said the key action should be an **education programme for residents and businesses** on what can be recycled.



Energy

The bulk of the comments made relate to the **borough's built estate**. There is a call to **reduce the number of new builds** and exercise our powers around building control.

Respondees have asked developers be required to build new or refurbish existing buildings as zero-emission / passivhaus buildings and contribute through **CIL/Section 106 again in Maidenhead**. The other theme emerging from the comments was that the key action needs to result in **concrete outcomes not 'hold a review'** and that the scale of commitment needs to increase to be in line with meeting objectives.



Natural environment

The most popular call was to **increase the biodiversity net gain target**. Another popular comment was create a target of **20% increase in area of Priority Habitat by 2023** and increase in range and abundance of Priority Species that were declining in 2020.

Many want **carbon sequestration actions** to feature as part of the strategy. There were also many calls to set a baseline and make the metrics and targets apply to the whole Borough, not just the planning system. There were strong calls for the strategy to engage with the broader community e.g. use the Wilds community groups to deliver nature conservation and landowners to deliver biodiversity gains.

Transport

The bulk of the comments centred around the key action not being concrete enough. People are asking for the key action to **include the principles attached to a transport plan.**

People are calling for the key action to be amended and framed as ensuring a **radical shift from motor vehicles** to active travel in RBWM.

People are asking for actions to define the transformation needed as they think the current actions make insufficient contributions to the transformation needed. There was also mention of how we need to **work with neighbouring authorities to create an integrated, regional solution.**



Other areas people consider a priority

Many people mentioned the need for **education and engagement** to be a key part of the strategy . **Air quality and carbon capture** were also popular areas highlighted for inclusion. Ensuring a just transition in our approach to tackling climate change was mentioned too.

Ensuring the Berkshire Pension Fund considered environmental factors was also raised along with **suggestions for how to finance the change** required whether that's through a specific team to raise money or utilising different funding sources already available.

There was mention that **social justice/disability & inclusion** needed to be embedded into the strategy ensuring the **costs and benefits are distributed fairly**.



Recommended updates to the strategy

Update trajectory to be consistent with Paris Climate Agreement – proposal to use Tyndall Centre method.

Amend the vision to reflect the faster decarbonisation in early years.

Incorporate some local priorities such as improved Air Quality more explicitly into our aims/objectives and set more specific targets.

⁷⁹Expand the engagement section and include reference to young people being included in the Advisory Board and ensure actions reflect need for education and engagement.

Ensure existing actions and activity reflected in the Action Plans.

Good ideas for additional actions to be added following consultation with internal experts

Local priorities to be explicitly referenced in the 'Benefits of Taking Action' section

Highlight in the action plan examples where the council is demonstrating leadership



Next steps

Key dates:

- 8th December submit Paper and Updated Strategy to Cabinet
- 17th December Cabinet for approval

Appendix



Appendix – consultation questionnaire list

Question 1: Do you have any suggestions for improving our Vision? Question 2e - Question 2e: If not, do you have any suggestions for improving the themes? Question 3d - Question 3d: If you do not agree with the Circular Economy theme objectives, what would you replace? Question 3h - Question 3h: If you do not agree with the Energy theme objectives, what would you replace? Question 3l - Question 3l: If you do not agree with the Natural Environment theme objectives, what would you replace? Question 3p - Question 3p: If you do not agree with the Transport theme objectives, what would you replace? Question 4 - Question 4: Are there other areas you would consider a priority to tackling climate change in the Borough that fall outside of these? Question 5 - Question 5: Is there a specific approach or issue to consider when devising a revised Paris-agreement aligned trajectory? Question 6 - Question 6: Please provide links to further evidence you believe the Council should consider when reviewing the trajectory. Question 7b - Question 7b: If you do not agree with the key action for the Circular Economy theme, then what should it be? Question 7d - Question 7d: If you do not agree with the key action for the Energy theme, then what should it be? Question 7f - Question 7f: If you do not agree with the key action for the Natural Environment theme, then what should it be? Question 7h - Question 7h: If you do not agree with the key action for the Transport theme, then what should it be? Question 8 - Question 8: Are there actions that RBWM could undertake in the next five years you believe are vital to the success of the strategy that have not been included? Question 9 - Question 9: Are there any additional criteria you would like to see included to improve our approach? Question 10 - Question 10: What are you already doing to tackle climate change? Question 11 - Question 11: Please tell us what you/your organisation would be willing to do to help deliver the objectives set out in the strategy? Question 12 - Question 12: Do you have any suggestions as to how we can involve more local people in tackling climate change? Question 13 - Question 13: What do you think will be the biggest benefit to residents of RBWM in acting on climate change? Question 15 - Question 15: Do you have any other comments you would like us to take into consideration? Document Upload - If you have any supporting documentation you feel is relevant, please upload it here.

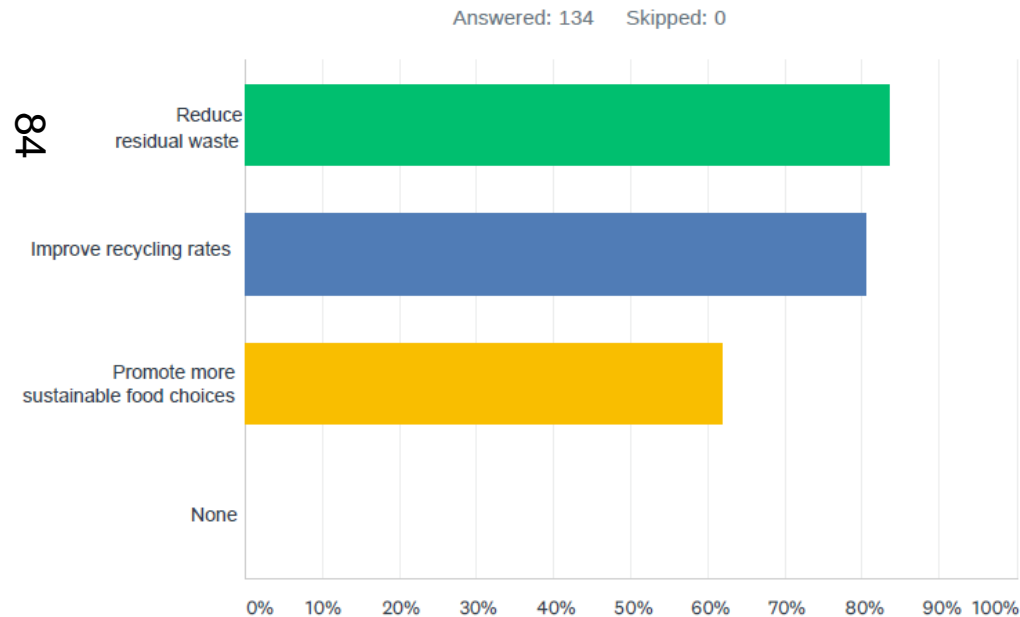
LEAFY survey shows young people are broadly supportive of the strategy

- LEAFY produced their own survey on the Climate and Environment Strategy and asked the council to include their results. They collected 134 responses from young people aged up to 30 years old.
- The survey comprised two sets of questions. Firstly they asked whether participants agreed with the strategy's objectives. Secondly they asked participants to rate the proposed actions in terms of their ambition – whether they agreed with how ambitious they were, whether they were too ambitious or whether they were not ambitious enough.
- It's really encouraging to see participants were broadly supportive of both the strategy's objectives and the ambition level of the actions.

LEAFY survey - each of the strategy's objectives was supported with a majority (+50%)

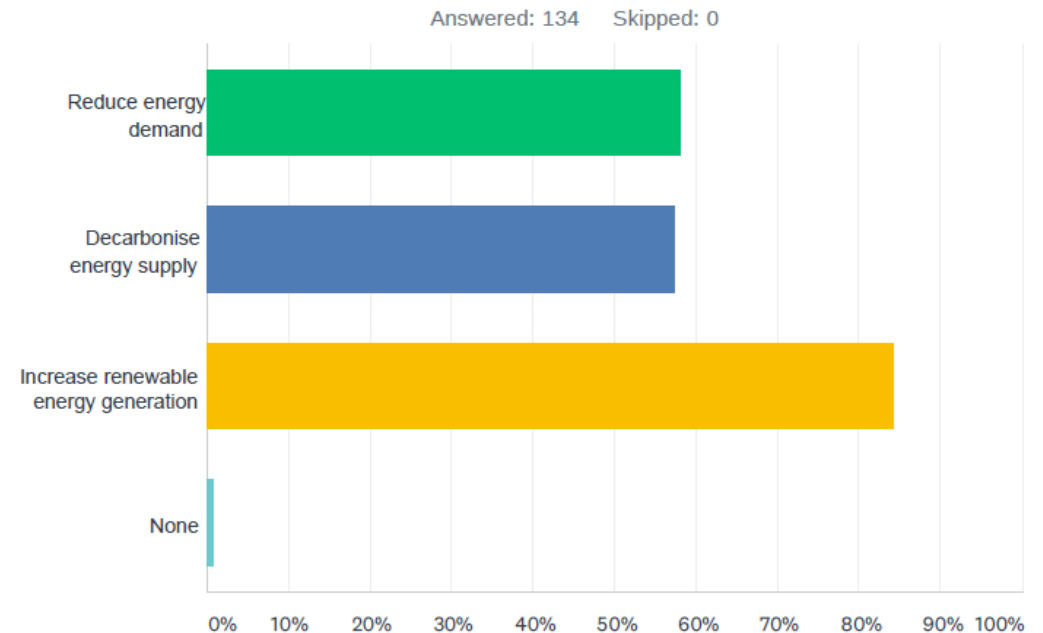
Circular economy

Which of the 'Circular Economy' objectives do you agree with? Select as many options as you like.



Energy

Which of the 'Energy' objectives do you agree with? Select as many options as you like.



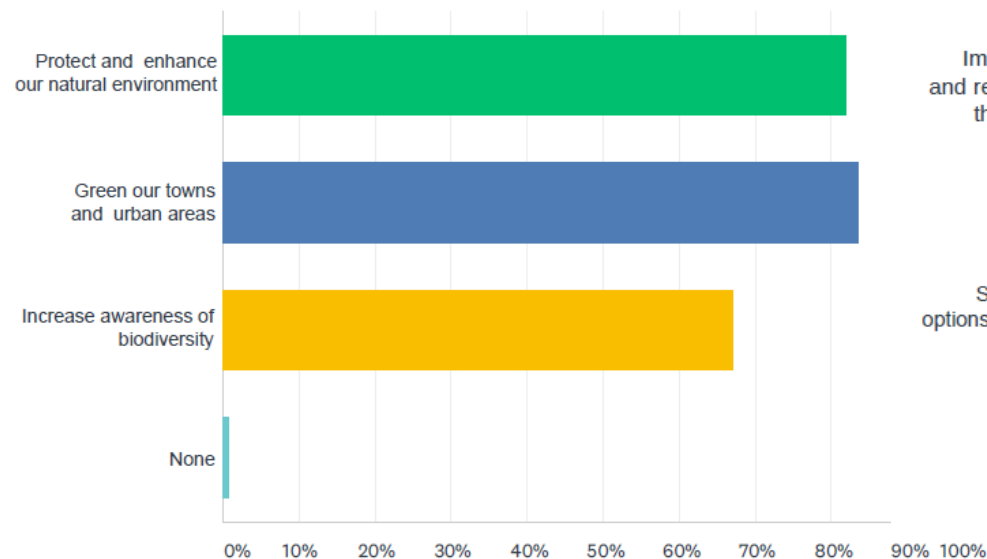
LEAFY survey - each of the strategy's objectives was supported with a majority (+50%)

Natural environment

Which of the 'Natural Environment' objectives do you agree with?
Select as many options as you like.

Answered: 134 Skipped: 0

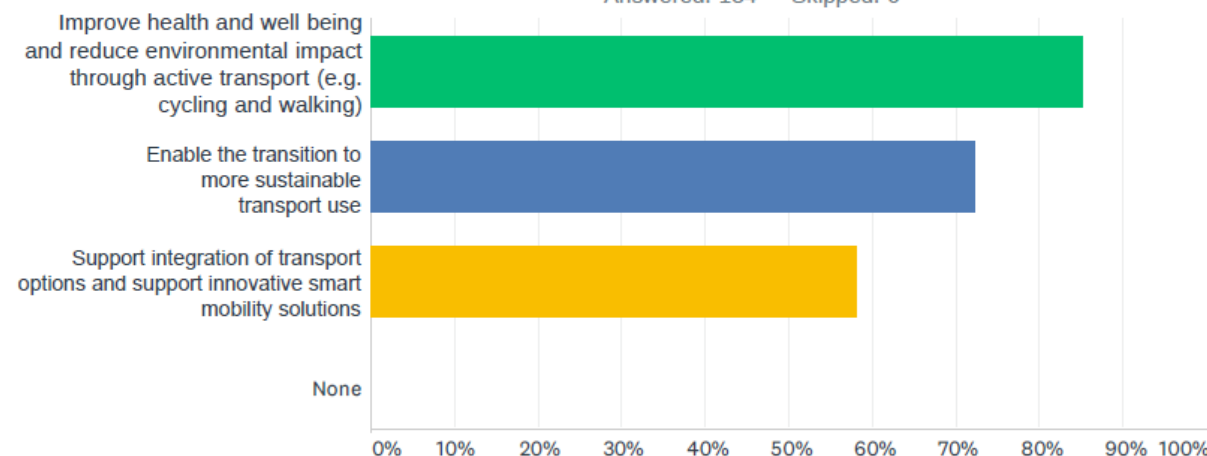
85



Transport

Which of the 'Transport' objectives do you agree with? Select as many options as you like.

Answered: 134 Skipped: 0



The majority of participants 'agree with how ambitious the actions are' across every theme

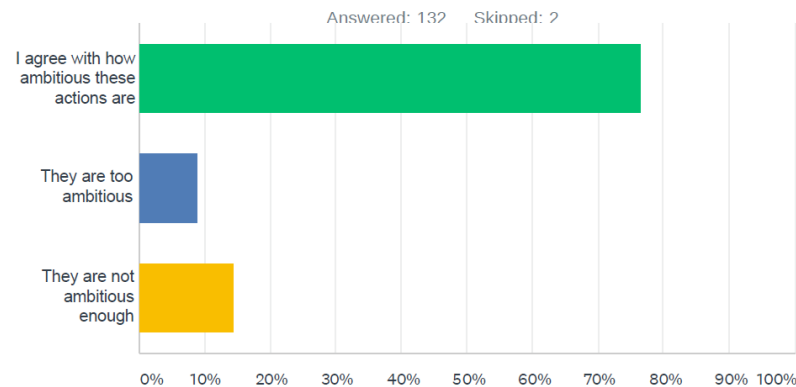
More than 70% of participants selected this option, across each theme

Circular economy

89

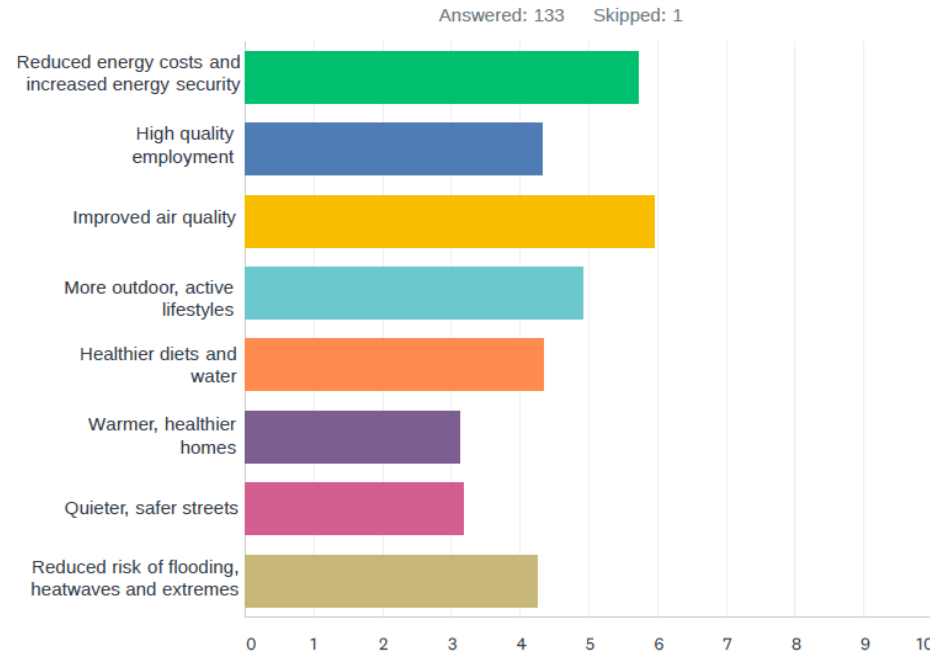
Q5 Theme 1: Circular Economy - support the opening of plastic-free refillable shops, repair cafes, and clothing swap shops; start campaign to encourage eating seasonal, local, and plant-based food; and improve education on compost/recycling

Think about the proposed actions, then select the option that applies below.



Young people have selected reduced energy costs and improved air quality as the two most important outcomes

Q9 The following is a list of outcomes that the council hopes their climate strategy will achieve. Thinking about your community, please rank these in order, with 1 being most important.



Royal Borough of Windsor & Maidenhead Environment and Climate Strategy 2020-2025



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FOREWORD

In June 2019, the Royal Borough of Windsor and Maidenhead Council declared an Environment and Climate Emergency. The issues driving this decision were, and remain, some of the most challenging ever faced by humanity. We recognise the possibility that, within a few decades at most, our planet could warm to an extent that would make life difficult for many and impossible for some, and this could drive the life of many species up to and beyond the point of extinction. We are all now aware of this, but we are also confident that if we take action and use our human ingenuity, we can turn back this tide.

The commitment we made as a council in June last year was to achieve a target of net zero carbon emissions in the Borough by 2050, in line with the Government policy. We are aware that this is our minimum commitment and that, to be sure of addressing the challenges facing us, we need to try to bring the net carbon date forward when it becomes possible.

The past 12 months have allowed us to develop the report that follows. It has involved the work of councillors and council officers, as well as people across our communities. We have an ambition for the Borough and we need everyone to do their bit to make that happen so this is by no means the finished article, we want to hear your views and whether we're focusing on the things that are important to you.

The COVID-19 pandemic in 2020 has inevitably impacted some of the work on this report, notably the planned public consultation on our strategy, however it has also taught us valuable lessons. It has shown how a society and individual communities can adapt, surprisingly rapidly, to new pressures, and how our energy, enterprise and community spirit can achieve what previously seemed impossible.

In adopting this report, the council in its entirety is demonstrating that this challenge is of paramount importance to us. We must communicate this commitment to our communities across the Borough and show, through our actions and the urgency with which we apply them, that we are taking this very seriously.

We are proud to present this document. It will drive the decisions, resources and actions we take. If we achieve what we set out to do, we can look forward to a Borough that is a healthier, happier, more community-focussed place to live, play and work, and is showing real leadership in tackling these major challenges. We look forward to delivering each of these promises alongside you.

Climate Steering Committee

ACKNOWLEDGEMENTS

The Royal Borough of Windsor and Maidenhead would like to thank all those who have contributed to the development of this strategy and those who have taken the time to provide feedback and input on its development. This includes all those who took part in the stakeholder workshops and those who provided specific commentary on the draft strategy.

CLIMATE STEERING COMMITTEE



Cllr Donna Stimson
Cabinet Member for Environmental Services,
Climate Change, Sustainability, Parks and
Countryside and Chair of the Steering Group



Cllr Gerry Clark
Cabinet Member for Transport
and Infrastructure and
Steering
Group Member



Cllr Julian Sharpe
Councillor for Ascot and
Sunninghill and Steering Group
Member



Cllr Karen Davies
Councillor for Clewer East and Vice
Chair of the Steering Group



Cllr Wisdom Da Costa
Councillor for Clewer and Dedworth
West and Vice Chair of the Steering
Group

EXECUTIVE SUMMARY

This is a true emergency with our climate changing on a scale and pace that threatens our way of life and that of future generations. As a Borough we need to take urgent and real action and our strategy sets out our approach to working in partnership with local communities to tackle this challenge.

Our vision is to be a Borough where the community collectively works together to achieve a sustainable future; by protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050 at the latest and rapid decarbonisation before then.

Our approach

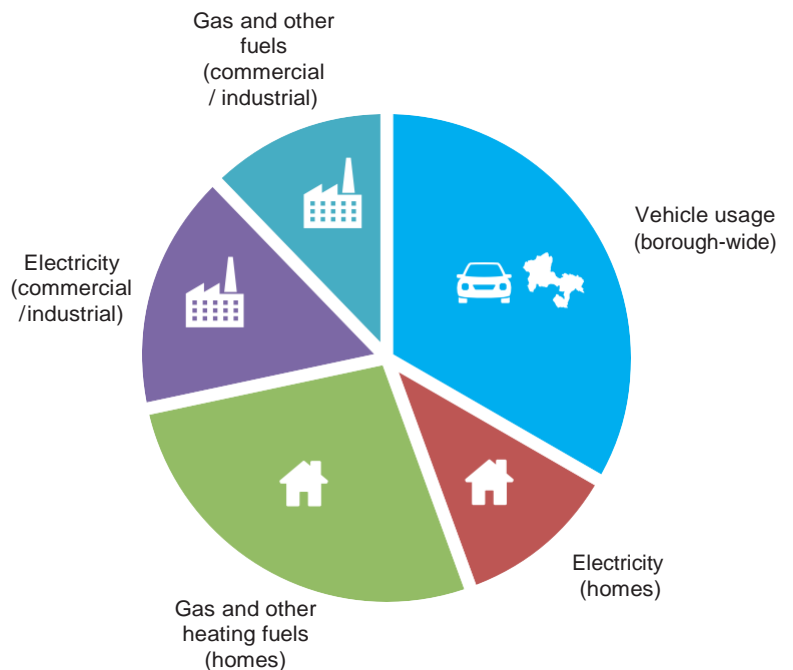
Climate change and the threats to our environment (e.g. loss of biodiversity, poor air and water quality) are global challenges in which everyone has a part to play. As a local authority we can take leadership at a local level. In June 2019, we made it our ambition to take the Royal Borough to net zero emissions by 2050 and take action to protect and enhance our local natural environment.

This strategy sets out our vision and five-year action plan for embarking on this challenge. Whilst this is the council's strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to deliver the action that is necessary to make this a reality.

The impacts of climate change have already begun to be felt and it will be necessary to continue to adapt to these. However, it is of utmost importance that we take action at a local level to mitigate the effects of climate change as far as possible. This strategy is focused on mitigation, our approach to adaptation will be developed separately in consultation with the relevant bodies.

We have structured our strategy around four key themes to focus action on areas we have control over at a local level:

Carbon emission sources in the Royal Borough

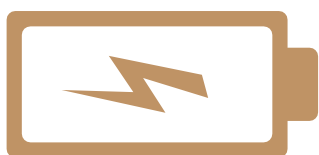


STRATEGIC THEMES



Circular economy

Circular Economy refers to more sustainable resource use. Attention will be focused on reducing waste, encouraging material re-use, increasing recycling and supporting less resource intensive lifestyles



Energy

67% of the borough's emissions are a result of energy consumption in buildings. Reducing our energy consumption, decarbonising our supply of energy and increasing local renewable generation is therefore key to realising the borough's net zero emission ambitions.



Natural environment

We will take action to protect and enhance our environment. In doing so this will help protect the ecosystem service benefits we receive (e.g. clean air and water), tackle climate change, create great places to live and support resident's health and wellbeing

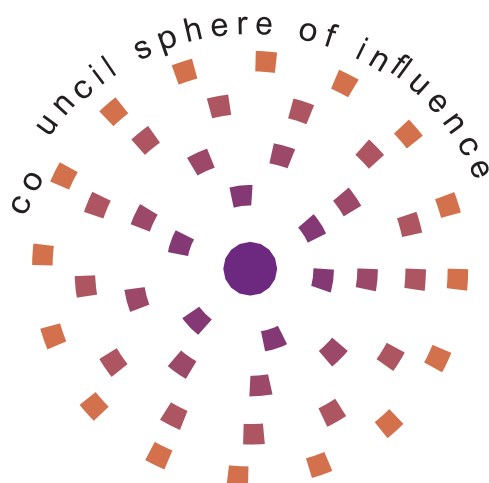


Transport

As a local authority, we will reduce the need for carbon intensive travel by encouraging walking and cycling as well as investing in digital infrastructure. We will create conditions for sustainable travel through the provision of infrastructure such as cycle routes and electric vehicle charging points and minimise air pollution impacts of road traffic by encouraging cleaner vehicles.

Our strategy can only be delivered in partnership with all stakeholders to make net zero a reality. It will take the combined efforts of business, industry, residents and community groups to drive forward real change at the pace and scale that is required.

Our strategy sets out how we as a local authority can influence and impact on emissions in the Royal Borough. However, we call upon residents and businesses who live and work here to harness control over their emissions and make the net zero carbon emission ambition a reality. The governance and engagement approach we take to enable and ensure partnership working will be developed over the coming months.



- **Its own operations and activities** - the council has direct control
- **Its procured goods and services** - the council has direct control
- **Policy making** - the council has direct control over policy making but is influenced by community needs and partners
- **Business activities** - the council can encourage business to share our vision and encourage action
- **Community and resident activities** - the council can encourage these groups to share our vision and encourage action

This strategy will be delivered through services across the council, co-ordinated through our sustainability team working with groups and organisations in different sectors. An annual monitoring report will be prepared. We will use this to track progress towards our net zero target as a Borough and to inform the actions we need to collectively take to make progress. We will publish progress on an annual basis and in doing so coordinate borough-wide efforts on carbon reduction. Publishing progress will also demonstrate transparency so that residents can ensure we are delivering against our commitments.

The council will utilise a range of internal funding sources to develop and deliver its programme of activity. A challenge of this urgency and scale will require funding from central Government. We will also continue to lobby Government to make available specific funding for local authorities to tackle the climate crisis.

1. Introduction

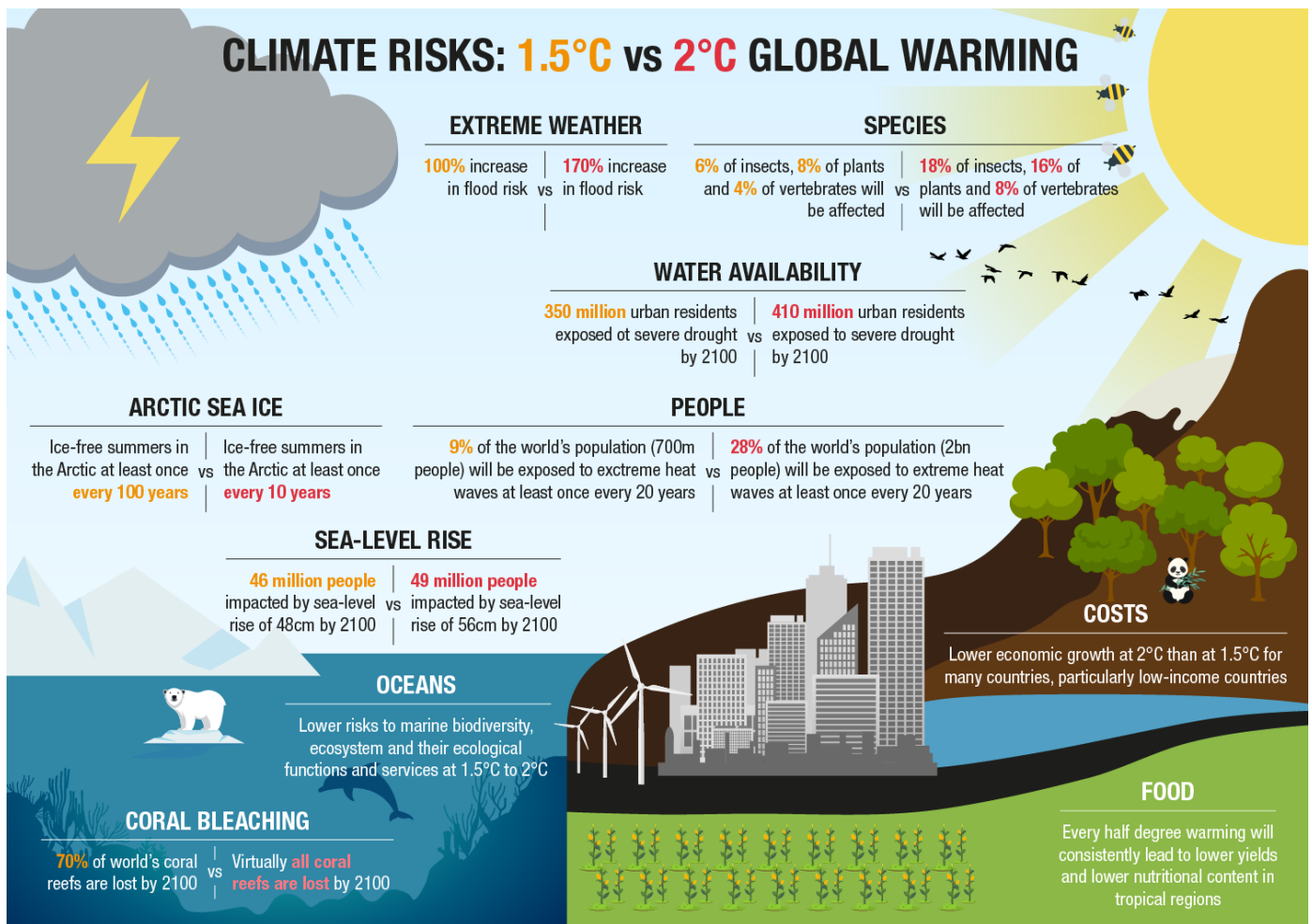
Why have we declared a climate change and environment emergency?

1.1 **Climate change is a global and immediate challenge.** The consequences of not acting are increasingly well understood and the climate movement is gaining momentum in communities, and at national and local levels of government across the world. The UN 'Paris Agreement' seeks to limit global average temperature rises to 1.5°C above the pre- industrial period as it has been warned that anything beyond 1.5°C would have catastrophic consequences, & in many cases irreversible effects on humans, animals and plants.

Our natural world too has suffered significant losses. The 2019 State of Nature report demonstrated that populations of the UK's most important wildlife have plummeted by an average of 60% since 1970. In England specifically 36 plant species have become extinct and 13% of species are threatened with extinction.

The role of the natural environment in creating great places is critical to the success of the borough economy and to our residents' health and wellbeing therefore it is important we take steps to protect it. In addition to their intrinsic value, wildlife and ecosystems provide essential services on which we all depend; clean air and water, crop production through soil formation and pollination services, pest control, essential human health services and climate regulation.

Global and national impacts of climate change and the environment emergency














What are the likely impacts of climate change in the UK?

The frequency and severity of extreme weather will increase across the UK¹, but the degree to which we experience this is dependent upon the level of warming we experience e.g. 1.5°C, 2°C, 3-4°C. Heatwaves like that seen in 2019 are expected to happen every other year by 2050 and the winter storms in 2015 were at least 40% more likely because of climate change².

These changes to the climate have a series of impacts associated with them, the severity of which is dependent upon the degree of warming we face. Without mitigating the impacts of climate change as far as possible and adapting to the inevitable impacts, risks include:



-  • Heat stress experienced in buildings ill-equipped to deal with changes to the climate, these impacts could be faced by buildings of all types including homes and hospitals, care homes, schools and offices
-  • Heat stress experienced in the built environment as a result of the increased urban heat island effect
-  • Damage to transport, energy, buildings and communications infrastructure from extreme weather events e.g. risk of rails buckling, cables sagging, and roads damaged in heat
-  • Increased water stress, Thames Valley region is classed as seriously stressed
-  • Increased flood risk to the built environment including people's homes and businesses
-  • Species and habitats affected which in turn affects the 'eco-system services' the natural world provides people e.g. clean air, water, crop pollination
-  • Reduced comfort in buildings with impacts on productivity
-  • Risks to supply chains
-  • Price increases for food and other imported commodities as conditions for growing food become less predictable and crop yields decrease
-  • Increase in heat-related illness and death
-  • Flooding impacts on wellbeing and livelihoods³

¹UK Climate Projections (UKCP), Met Office

² UK Climate Projections (UKCP), Met Office

³ Climate change impacts and adaptation, Environment Agency, November 2018

What are the benefits of taking action?

Research, most notably the Stern Report in 2006 has shown that the benefits of taking action to reduce emissions considerably outweighs the costs^{4,5}. The benefits are numerous and as part of our public consultation, we asked our residents what they believed the most compelling benefits for them were which are highlighted in bold below



Economic

- **Clean and inclusive growth in the local economy**
- Reduced energy costs
- Increased energy security
- High quality employment
- Reduced congestion



Social

- **Improved air quality**
- **More active, outdoor lifestyles**
- Healthier diets
- Warmer, healthier homes
- Quieter, safer streets
- Reduced health care costs



Environmental

- **Protection against biodiversity loss and environmental degradation caused by climate change**
- Healthier water
- **Reduced risk of flooding, heatwaves and extremes**

⁴ The Stern Report 2006

⁵ The Grantham Research Institute on Climate Change and the Environment **99**

Policy context

1.2 Climate emergency

In 2015, an historic international agreement on climate change was reached. Known as the 'Paris Agreement' countries committed to:

Keep a global temperature rise this century well below 2°C above pre-industrial levels

Pursue efforts to limit the temperature increase even further to 1.5°C.

All countries work together to bring greenhouse gas emissions to net zero within the second half of the 21st century

In May 2019, the Committee on Climate Change (the independent body tasked with advising the UK government on climate change) set out the actions needed to reach net zero carbon by 2050.

The recommendations included the need to legislate for the 2050 target, the need for strategies across all sectors of the economy (including international shipping and aviation) as well as the need to meet any targets through domestic effort rather than through carbon offsetting schemes. The accompanying technical report set out the key actions the UK needs to take to deliver on its target, which include actions local authorities can take to play their part and actions businesses and residents at a Borough level can take to deliver change locally.

The report specifies accelerated action in the 2020's. This includes: to largely decarbonise the electricity grid and phase out coal for renewables; action to ramp up the electric vehicle market; decision taking in relation to HGVs transition to zero carbon technology; development of decentralised energy networks; energy efficiency programmes for buildings; and the need to reduce waste and ban waste-to-landfill. This context has informed the development of this strategy and actions to tackle these areas are specified under the Action Plan section.

The Government's 2017 Industrial Strategy White Paper embeds the principle of a low carbon economy and says it is essential for maintaining our quality of life and ensuring our continued prosperity. Many of the actions required to support the five foundations of productivity (ideas, people, infrastructure, business environment and places), will also support action on climate change. Clean growth and the future of mobility it says are also critical to a low carbon future.

The locally approved 'Berkshire Local Industrial Strategy', developed by the Thames Valley Berkshire Local Enterprise Partnership sets out the region's commitment to responsible economic growth. It embeds the importance of the climate emergency as well as the value of place to the ongoing success of the local economy. This means that valuing our natural environment and quality of life of residents will be central to plans to continue to grow the economy. This has guided the development of this strategy and the actions it contains.

1.3 Environment emergency

The Environment Bill 2020 is also important; it brings into UK law the target of reaching net zero carbon by 2050. It also creates a wider framework for environmental governance, including a new direction for resource and waste management. It embeds the principle

of biodiversity net gain and air quality improvement by requiring the government to set new more ambitious targets. It sets into law the principles of the Government's 25-year environment strategy that was published in 2018. This has guided the development of this strategy and the actions it contains.

Introduction and approach to the strategy




- 1.4 **The Royal Borough of Windsor and Maidenhead in June 2019 declared an environmental and climate emergency.** As part of that commitment it was agreed the council would:
- Undertake an in-depth review of the council's carbon footprint;
 - Consult and agree on a net zero carbon by 2050 strategy for the Royal Borough;
 - Call upon the Government to provide the additional powers and resources required.
- 1.5 The council to date has passed other motions related to the environment and actions to enact those motions are detailed in this strategy. These include the December 2018 motion to support the principles campaign group 'Plastic Free Windsor and Plastic Free Maidenhead' put forward with regard to single use plastic reduction; and the July 2019 motion to support biodiversity in the borough by making amendments to its roadside verge maintenance and planting approach.
- 1.6 **We all have a role to play in making this climate and environment strategy a success.** This strategy sets out the actions we will take as the council. It also sets out how we will work with our partners and communities to deliver our commitment to be net zero by 2050, at the latest. Clearly, given the pressing need to address this global challenge we see this very much as backstop date and will work with our partners as fast as resources, opportunities and national policy and legislation allow us to reach net zero.
- 1.7 **This strategy will be a priority across every part of the council.** It will require officers and members to work together to review council policies to ensure they are compatible with our commitment to deliver carbon emissions to net zero. Our strategies will need to be reviewed considering our commitments on climate change to support our overall commitment to net zero by 2050. The actions set out in this strategy will support those changes and set policy direction for any new or emerging strategies.
- 1.8 **We have prepared the strategy through engagement and with the involvement of the Royal Borough community.** This has involved several public workshops and meetings to seek views and develop ideas and actions for our approach. It has also included a public consultation, the input from which has been used to shape the final version of the strategy. We have also sought best practice from other local authorities and other organisations to ensure we learn the lessons.
- 1.9 The strategy has been developed through a cross-party working group of members. The group has been supported by officers from across the council, from various services and with different specialisms.



1.10 Delivery of our strategy will be contingent on working in partnership with a wide range of stakeholders who have control over emission sources in the Borough.

It will require support and action from central Government to drive forward changes across the whole country. It will also require local action from individual residents, community groups and partners to enable change. The way we communicate the strategy and keep engaging throughout delivery with the local population to get their buy in, will therefore be a key part of our strategy.

Who has control over emission sources in the Borough?

Emission sources	Who has control?
<p>Energy used in homes</p> 	<p>Examples include:</p> <ul style="list-style-type: none"> House occupiers e.g. renters House owners Developers Local and national government Energy infrastructure operators e.g. government Organisations who promote/create incentives for investment in energy
<p>Energy used in businesses/industry</p> 	<p>Examples include:</p> <ul style="list-style-type: none"> Building occupiers Building owners Developers Local and national government Energy infrastructure operators e.g. government Organisations who promote/create incentives for investment in energy
<p>Transport</p> 	<p>Examples include:</p> <ul style="list-style-type: none"> Residents and visitors in their choice of transport Local and national government Transport operators e.g. bus and taxi operators

Scope of the strategy

- 1.11 **The strategy focuses on mitigation of (as opposed to adaptation to) climate change and how we as a Borough can significantly reduce our carbon emissions.** The actions presented in this document are for us as a local authority, and other actions are for local partners and residents to engage with.
- 1.12 We recognise that we will also need to adapt to the changing climate. As part of our action plan, we commit to conducting a climate risk assessment and will use the outcome of that work to develop an adaptation plan for the borough.

Building on the work we already do

- 1.13 **The council already has strategies and policies in place to support a reduction in carbon emissions.** The Local Transport Plan (2012 – 2026) and Cycling Action Plan (2018-2028) already set out proposals to help reduce emissions from transport and grow the number of cyclists by 50% by 2028. This is significant given the relatively low uptake of cycling in the borough.
- 1.14 The 'submitted version' of the borough Local Plan also sets out the Local Planning Authority's key objectives and policies on the environment and climate change to guide new development. A Green and Blue Infrastructure Study has documented the Royal Borough's natural infrastructure assets which will inform our approach to protecting biodiversity and our natural capital.

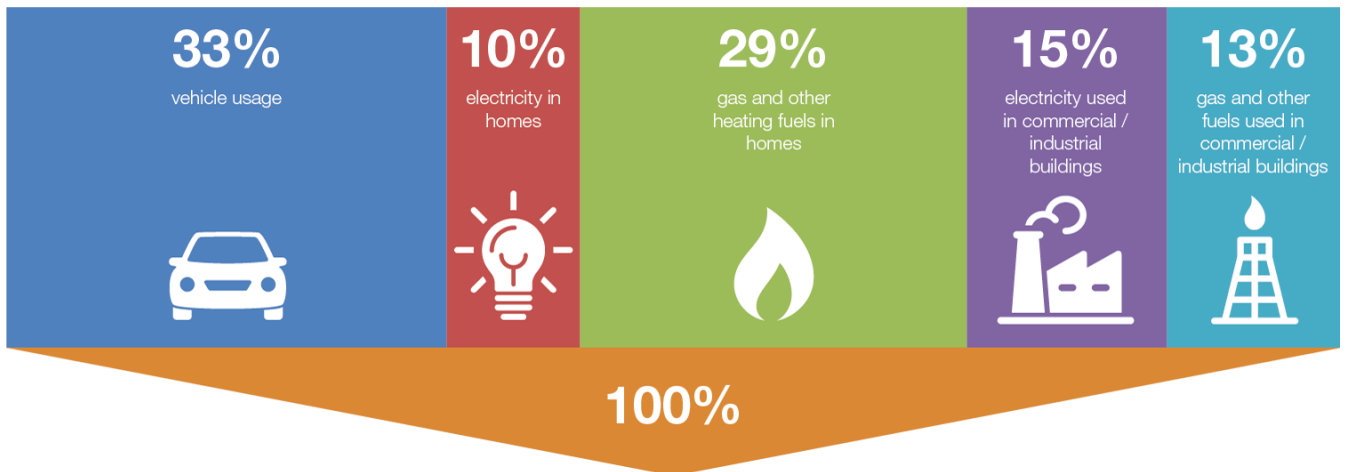
2. Baseline - where we are now

- 2.1 **The council has calculated the Royal Borough's carbon emissions using the most up to date data set** 'UK local authority and regional carbon dioxide emissions national statistics: 2005 to 2018' published by the Department for Business, Energy and Industrial Strategy in 2020. This is to understand where emissions come from and what activities they relate to.
- 2.2 This information is key to understanding what actions the Royal Borough of Windsor & Maidenhead can take to reduce emissions, and the part it can play to ensure the Royal Borough can achieve the target of net-zero emissions by 2050 at the latest and ideally faster. Emissions as they currently stand constitute the baseline against which future performance will be measured.
- 2.3 The strategy currently provides a baseline for carbon dioxide emissions. It does not provide baselines for other areas such as biodiversity. The council commits to explore how these could be included at a later date in line with specialist advice and existing studies, and actions for this are included in the Action Plan section of our strategy.
- 2.4 The council will monitor two sets of emissions; those arising from our own estate and operations, and those arising from activities carried out in the Royal Borough i.e. emissions generated from domestic dwellings and business premises, as well as from travelling within the borough. This methodology follows the guidance provided by BEIS for what should be included in the baseline. This strategy will focus on the wider borough as it represents a far greater source of carbon emissions than the council's operations alone.
- 2.5 The council will produce a separate strategy for its own operations but has already undertaken a review of its own carbon footprint which has been provided as an appendix to this document. This used the internationally recognised World Resources Institute GHG Protocol to ensure residents have confidence in our approach. This is to ensure that as an organisation committed to environmental excellence, we lead by example, encouraging others in the borough to follow.
- 2.6 We will use the local authority data published by BEIS each year to track progress towards our net zero target as a borough and to inform the actions we need to collectively take to make progress. We will also calculate the carbon saving impact of actions we take where appropriate. We will publish progress on an annual basis and in doing so coordinate Borough-wide efforts on carbon reduction. Publishing progress will also demonstrate transparency so that residents can ensure we are delivering against our commitments.

Where do emissions in the Royal Borough come from?

- Vehicle usage 219 kt CO2 33% of total emissions
- Electricity used to power homes 66 kt CO2 10% of total emissions
- Gas and other fuels used to heat homes 187 kt CO2 29% of total emissions
- Electricity used in commercial/industrial buildings 101 kt CO2 15% of total emissions
- Gas and other fuels e.g. oil used in commercial and industrial buildings 82 kt CO2 13% of total emissions

658 Kt CO2



2.7 Borough-wide carbon emissions comprise of those deemed under Local Authorities' scope of influence by The Department of Business, Energy & Industrial Strategy (BEIS). They have produced carbon dioxide (CO2) emission estimates for every local authority-controlled area in the UK. These comprise of:

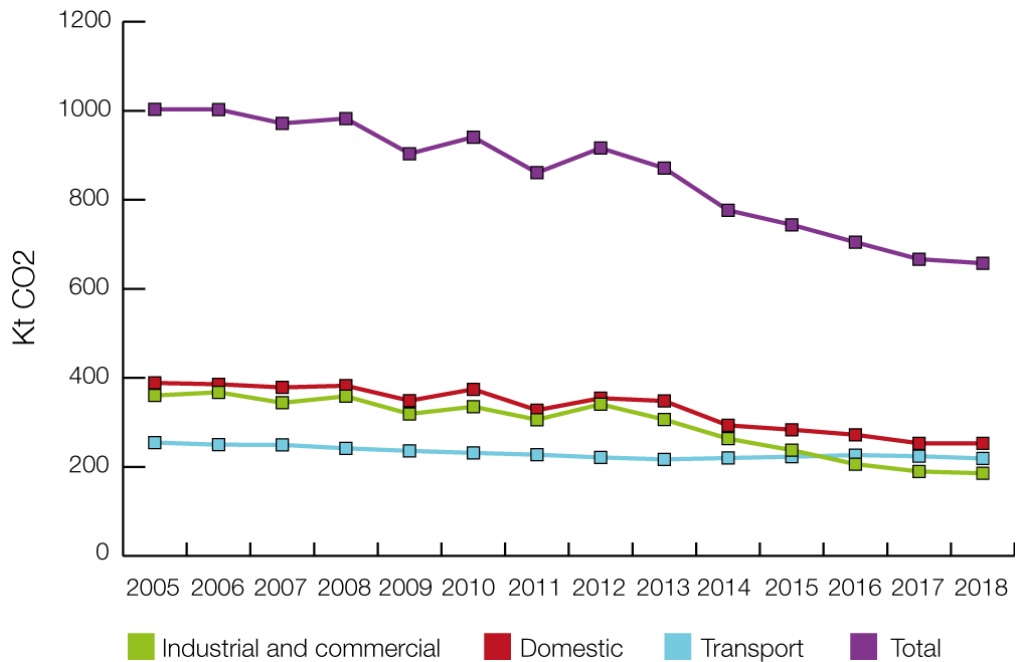
- CO2 emissions produced in the commercial, industrial and agricultural sectors from the usage of electricity, gas, and other fuels
- CO2 emissions produced in the domestic sector from the usage of electricity, gas and other fuels
- CO2 emissions produced from road transport

2.8 BEIS recommend Local Authorities exclude emission sources which are not controlled at a local level. Emissions from the following are therefore excluded;

- Motorways
- EU Emissions Trading Systems Sites
- Diesel Railways
- Land Use, Land Use Change and Forestry (which encompasses emissions relating to agriculture and de/reforestation)

2.9 The most recent figures provided by BEIS state emissions arising from the borough total 657.5kt CO2 (Figure 1). This is made up of 185.6kt CO2 from industry, commercial and agricultural sectors, 253kt CO2 from domestic premises and 218.8kt CO2 from transport.

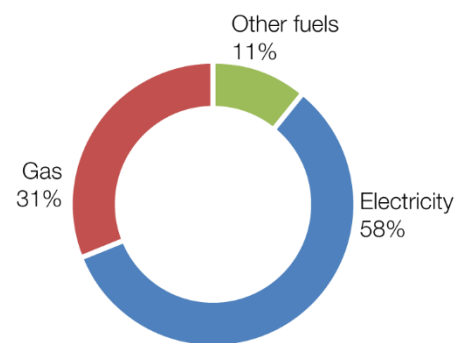
Domestic emissions make up the largest portion of emissions (38%) closely followed by transport emissions which make up 33%. Industrial, commercial and agricultural emissions make up the final 28%. These emissions will be used as a baseline against which the Royal Borough's future performance will be compared.



2.10 As the graph demonstrates, significant emission savings have been realised in both the domestic sector and industrial & commercial sector. This is broadly a reflection of UK wide trends driven mainly by reductions in emissions from power stations and the decarbonisation of the electricity grid. It is worth noting the transport sector has seen little change and tackling emissions in this area remains a robust challenge. The steps we are taking to address the transport emission challenge, as well as the challenge of reducing emissions in other areas are outlined in the following chapters.

Industrial and commercial sector emission sources

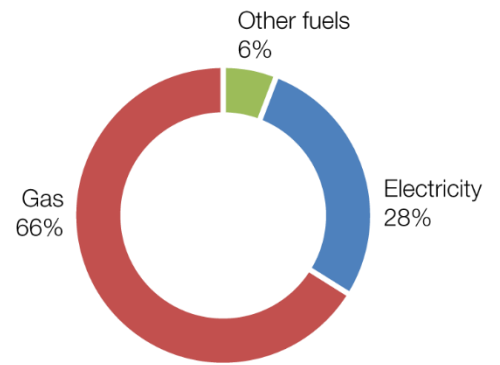
2.11 Industry and commercial sector emissions are made up of energy consumption on industrial sites and commercial sites. These comprise of electricity, gas and other fuels (e.g. oil). More than half of the emissions from this sector come from electricity use (58%).



Domestic sector emission sources

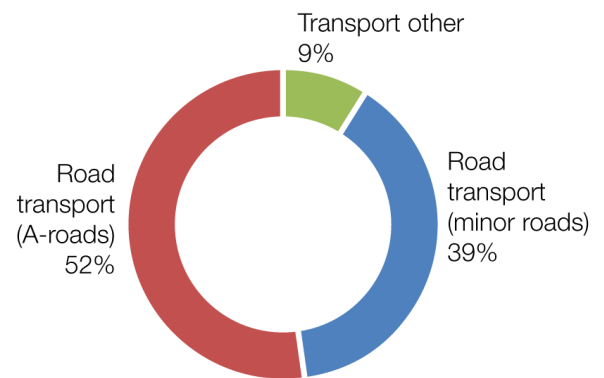
2.12 The domestic sector emissions come from energy consumption in and around the home; electricity, gas and other fuels such as oil. Approximately two thirds of emissions from this sector come from gas usage (66%).

2.13 In both the domestic and industrial + commercial sector, emissions produced are affected by the energy source used, the type and condition of the buildings (including their insulation), the average ambient temperature (urban areas can be much warmer and therefore easier to heat than rural areas), and the behaviour of occupants.



Transport sector emission sources

2.14 Transport emissions are made up of road transport. Emissions estimates are made based on the distribution of traffic, therefore some of the emissions within an authority represent through traffic, or part of trips into or out of the area, whether by residents or non-residents. Emissions come from both freight and passenger transport for both business and private purposes. Approximately half of these emissions are produced on A roads (52%) and 39% of remaining emissions come from minor roads. The last 9% represent emissions from combustion of lubricants and from vehicles which run on LPG.



3. Vision, aims and objectives

3.1 This is a true emergency with our climate changing on a scale and pace that threatens our way of life and that of future generations. As a Borough we need to take urgent action and our strategy sets out our approach to working in partnership with local communities to tackle this challenge over the next five years.

Our vision is to be a Borough where the community collectively works together to achieve a sustainable future; by protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050 at the latest, and rapid decarbonisation before then.

3.2 Our strategy has not been prepared to simply protect and enhance our natural environment and deliver carbon emission reductions as quickly as we can. It is important that it supports a better quality of life, better health and well-being outcomes as well as a thriving economy for residents across the borough.

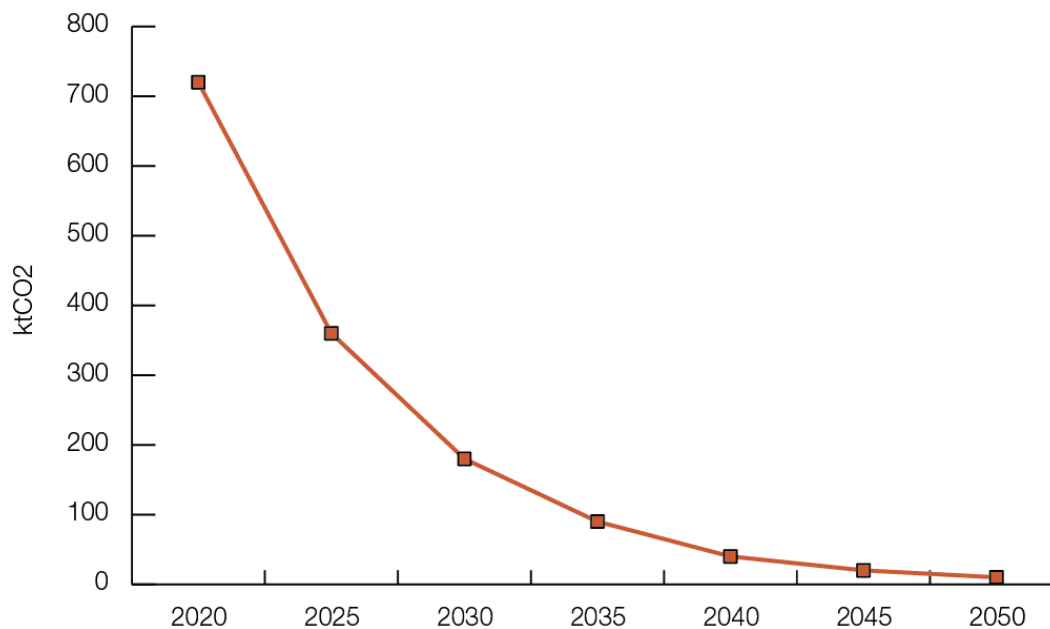
Emissions trajectory to net zero – Roadmap to 2050

3.3 As a Borough, we must begin to reduce carbon emissions across all sectors immediately. Residents, businesses and community groups will all need to act to achieve the emissions reductions required. The Council has set out a trajectory for the Borough but only if all areas of society act, will the targets be met. Furthermore, achieving these targets is heavily dependent on support from the UK Government in changing national policy to accelerate action on climate change.

3.4 As part of our public consultation, we asked residents whether there was a methodology they believed should be applied to the Borough. We have also undertaken an internal review of the different methodologies to understand which is most appropriate for the Borough. The methodology favoured by most responses in the public consultation as well our own internal review was the one developed by the Tyndall Centre.

3.5 The Tyndall Centre for Climate Change Research is a well-respected partnership of 4 British Universities and 1 Chinese University to research climate change mitigation. Their approach is derived from the commitments enshrined in the Paris Agreement, informed by the latest science on climate change and is defined in terms of science-based carbon setting.

3.6 Implementing a science-based trajectory goes beyond what many other local authorities have undertaken, demonstrating our leadership in this area. An initial assessment of other local authorities approaches suggests approximately half of Councils have not put in place a science-based target. The graph below displays the carbon reduction trajectory required for the Borough as set out by the Tyndall Centre:



3.7 The Council recognises the urgency needed and in line with the Tyndall Centre trajectory recommends the following targets for the Borough:

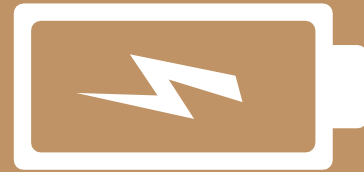
- 50% reduction by 2025
- 75% reduction by 2030
- 88% reduction by 2035
- 94% reduction by 2040
- 97% reduction by 2045
- 100% reduction by 2050.

Strategic themes

Circular economy



Energy



Natural environment



Transport



- 3.8 We have structured our strategy around four key themes. The strategic framework provides the basis for our ongoing activity and investment. The themes comprise of circular economy, energy, natural environment and transport and in doing so reflect the commitments that were made by the council in declaring both an environment and climate emergency.



3.9 **Aim:** Reduce waste and consumption, increase material re-use and increase recycling rates in the borough

Objectives:

- Encourage waste avoidance & material reuse through our services/operations
- Champion waste reduction in the wider community
- Improve recycling rates

3.10 Unlike the traditional linear economy where product materials are disposed of after one use (e.g. where a plastic water bottle is used once and then disposed of), a circular economy places central value in material preservation. Materials are kept in use for as long as possible then recovered to form new products and re-used (e.g. plastic from water bottle is re-used to make fabric).

3.11 As a local authority we recognise a circular economy forms an essential part of tackling climate change and addressing the environmental emergency by helping to reduce waste production. We have already taken steps to reduce the environmental impact of the waste we collect by having a 'zero to landfill' policy which means carbon emissions arising from landfill are avoided.

3.12 Our first objective is to avoid waste and encourage material re-use. We will reduce single use plastic usage in our own estate and draw on expertise in the local community to help us identify appropriate actions through a borough plastic free strategy developed by Plastic Free Maidenhead and Plastic Free Windsor.

3.13 We will also champion waste reduction in the wider community. We will take actions to encourage a culture of valuing resources by making it easier for people and businesses to find out how to reduce their waste, to use products for longer, repair broken items, and enable reuse of items by others. We will do this by working in partnership with businesses, residents and facilities that provide education expertise.

3.14 Finally, we will improve recycling rates. By 2025 the Royal Borough will improve its recycling rate to above 50% which will move us to the top 100 performing councils in the country. It is estimated that 65% of UK waste needs to be recycled by 2035 to meet net zero carbon targets. In the Royal Borough around 44% of household waste is recycled or composted, which is in line with the average household recycling rate for England⁶.

3.15 We will carry out education and engagement initiatives to encourage recycling amongst householders and expand our community involvement volunteering scheme to help deliver this outreach programme. As part of our objective to improving recycling, we want to increase use of our food waste collection service. A fifth of UK greenhouse gas (GHG) emissions are associated with food and drink⁷ therefore it is important that food waste is reduced as far as possible and unavoidable food waste is separated. We want to see at least a 10% increase in the food waste collection service by 2025 and again we will look to engage and involve the community to help deliver this outreach work.

Aim: Reduce energy consumption and decarbonise supply

Objectives:

- Reduce energy demand
- Decarbonise supply
- Increase local renewables generation

- 3.15 Both reducing energy demand and decarbonising the energy supply are required to meet a net zero carbon emissions target. The Committee on Climate Change believe that a shift to a renewable based energy supply specifically is an essential. Our objectives under this theme reflect these three focus areas. Taking action in these areas will create co-benefits too, for example supporting householders to improve insulation levels will help tackle fuel poverty, protect the vulnerable and ensure affordable housing.
- 3.16 Two-thirds of the borough's emissions arising from energy consumption take place in buildings. Taking action to reduce building emissions is key to realising the borough's net zero emission ambitions. Most buildings in the borough that will be here in 2050 have already been built. Our focus therefore will be to look at how best to support existing buildings to improve their energy efficiency and transition to low carbon heat and power solutions.
- 3.15 We want to take significant steps to improve the energy efficiency and renewable energy generation capacity in the buildings we own and manage. We will leverage our powers as a Local Planning Authority and put policies in place to incentivise the development of zero carbon buildings. We will use our position and influence to engage residents and businesses; 39% of energy related emissions come from the domestic sector and 28% from the industrial and commercial sector.
- 3.16 Currently the Royal Borough produces 13,067 MWh renewable energy per year⁸. It should be feasible to increase renewable capacity 10-fold based on other borough performance⁹ and we will aim for this by 2025. The decarbonisation of heat to shift away from oil and gas towards low carbon alternatives such as heat pumps will be an essential to meeting the target. As will increasing local solar capacity in the domestic sector. Current estimates suggest local solar capacity should be generating equivalent to 2500 kWh per household in 2030¹⁰ (from a current baseline of 222 kWh per household¹¹.)
- 3.17 The Council will support the increase in renewables generation by implementing a collective solar purchasing scheme to give residents confidence when installing solar arrays; support the transition to low carbon heat by helping residents access funding to install new technologies and protect the most vulnerable with fuel poverty initiatives that will both reduce carbon and keep people warmer and safer in their

⁸ Renewable electricity by local authority, Department for Business, Energy and Industrial Strategy, 2019

⁹ Renewable electricity by local authority, Department for Business, Energy and Industrial Strategy, 2019

¹⁰ SCATTER tool <https://scattercities.com/>

¹¹ <https://www.gov.uk/government/statistics/regional-renewable-statistics>



3.19 **Aim:** Cleaner air, higher water quality and increased biodiversity

Objectives:

- Protect and enhance our natural environment
- Green our towns and urban areas
- Increase awareness of biodiversity

3.20 Climate change and habitat fragmentation are two major drivers for the decline in biodiversity across the UK. The Environment Bill 2020 sets out the overarching national approach for tackling the decline. It includes a new system of spatial strategies for nature covering the whole of England. The aim of these Local Nature Recovery Strategies (LNRS) is to identify areas of importance for biodiversity and where the recovery of biodiversity could make a contribution to other environmental benefits.

3.21 We will work with partners to develop a Local Nature Recovery Strategy and collectively agree opportunities for improving biodiversity across the borough. Through this mechanism we will explore the opportunity for a gain in 'priority' habitat across the borough. We will also use this opportunity to engage with major landowners and encourage their participation as large parts of the Royal Borough are recognised for their biodiversity value. Part of this work will be to create a new biodiversity baseline and action plan across the borough, working in collaboration with local community conservation groups. This will allow us to define our priorities, monitor and manage our biodiversity assets more effectively with local buy-in to bring about long lasting change.

3.22 We will look for opportunities to 'green' our urban environment. Through the planning system, we will support the implementation of legislation requiring improved biodiversity of land designated for development by ten per cent as a minimum. In addition, we will take planning policies and decisions to enable the provision of green infrastructure in urban areas. We will look for opportunities to 'rewild' areas under our management and ownership, including changes to the mowing regime of public areas to better support biodiversity such as road-side verges, parks and cemeteries.

3.23 We are keen to realise our natural environment's ability to sequester carbon dioxide emissions, beyond tree planting alone. It is estimated restoring the UK's habitats could absorb a third of UK emissions. Globally, plants have removed 25% of human-made carbon emissions, whilst soils contain more carbon than is stored in those plants and the atmosphere combined. The action we take to sequester carbon therefore will balance a tree planting programme with other actions, such as soil preservation, to bring about carbon sequestration.

3.24 Engagement is key to realising our ambitions for biodiversity preservation and enhancement. We will be taking a leadership role by providing biodiversity training to our own staff. Our in-house experts will take biodiversity awareness out to the community and offer training to local schools, businesses and residents. Finally we will utilise the knowledge and passion in local community nature organisations such as 'The Wilds' to help raise awareness and tackle biodiversity loss.

3.23 **Aim:** Create accessible and affordable sustainable transport choices

Objectives:

- Transform transport & digital infrastructure to reduce the need for travel
- Create infrastructure to shift journeys to low/zero carbon modes
- Invest in zero emission vehicle infrastructure

- 3.24 To date, the transport sector nationally has proved to be a challenging area in which to make carbon emission reductions and locally the same is true. Since 2005, transport emissions locally have remained stubbornly static whilst substantial emission reduction gains have been made in other sectors. In our role as a transport authority we can lead the change to bring about the reduction in carbon required. There is still a key role for residents, businesses and visitors to play as the way they choose to travel will ultimately dictate the emissions from transport.
- 3.25 There are significant benefits associated with taking action to travel in a more sustainable way. Higher uptake of active travel (walking and cycling) will have the added benefit of improving our population's health and well-being. This will also reduce air pollution, which will further improve a range of health benefits and reduce inequality for those who are disproportionately impacted by pollution.
- 3.26 We are committed as an authority to creating accessible and affordable sustainable transport choices. Our approach will address the elements required to meet decarbonisation targets: reduce the need for travel; shift a share of mileage undertaken by carbon intensive forms of travel to active travel modes and public transport; and decarbonise unavoidable private vehicle journeys.
- 3.27 To reduce the need for travel, we commit to transforming infrastructure to improve digital and physical connectivity in the borough. We are working closely with the other local authorities in Berkshire and the Local Enterprise Partnership (LEP) to develop a digital strategy and local action plan. As new development comes forward across the borough we will ensure they are creating great places, spaces and services near each other which will further reduce the need to travel.
- 3.28 We will create infrastructure and trial initiatives to increase the uptake of walking, cycling and public transport. We will build on our existing cycling action plan and its ambition to increase cycling. A supporting delivery plan with a pipeline of projects will be developed to ensure we are in the best position to secure external funding for projects from the Local Enterprise Partnership (LEP) and Department for Transport.
- 3.29 The nature of the Borough means that there will continue to be essential car journeys. To support this, we will ensure delivery of zero emission vehicle infrastructure (e.g. electric vehicle charging infrastructure) to support transition away from traditional petrol and diesel cars.
- 3.30 Full details of the infrastructure and initiatives we will put in place to meet the decarbonisation targets will be set out in the forthcoming revision to the Local Transport Plan (LTP). Between now and 2025 there are several actions we will undertake which are detailed in the action plan contained in the next section of this document.

4. Initial action plan - 2020-25

- 4.1 In the following section, we set out actions identified to support the realisation of our vision, aims and objectives. The actions were identified by stakeholders during workshops and expert opinion. The community that collectively makes up the Royal Borough must work together to identify the most cost-effective course of action. The actions in the plan are not an exhaustive list. Throughout the public consultation and the delivery period, the council will work with stakeholders and partners to identify opportunities to do more where possible.
- 4.2 We as the council commit to taking the actions below to support the borough to decarbonise in the quickest and most effective way possible. Emissions will be monitored on an annual basis and actions will be evaluated against their capacity for decarbonisation versus the resources required to deliver them. Each action has a measure of success which will be subject to regular reporting. Further details are set out in the chapter on monitoring.
- 4.3 To ensure the actions taken best protect the Royal Borough residents, we will carry out a climate risk assessment to map out the likely impacts the borough will face. We will do this in collaboration with experts such as the Environment Agency, Water and Energy Utilities, Infrastructure Operators and Businesses to leverage work already carried out in this area. We will then prioritise actions that mitigate the risks identified.
- 4.4 Actions have been assigned to each of our four themes. Each of the four themes contains a key action. This is a project which is likely to require external funding or will form the first step in achieving a larger aim.

Circular Economy

4.5 The action plan below provides specific detail on how we will implement our aims and objectives on the circular economy theme. For each objective, we have identified target actions and measures of success. It should be noted these actions do not represent an exhaustive list, rather they represent actions that have been identified to date. Between now and 2025 we will continue to identify and undertake actions that contribute to meeting our objectives.

Objectives	Action	Measure of success
Improve recycling rates	KEY ACTION: Review the household waste collection regime to deliver increases in recycling	Increase household recycling to 50% by 2025 moving us to top 100 performing councils in the country
	Increase availability of recycling facilities	Host a mini specialist recycling service point as a trial by 2022
	Increase awareness of RBWM recycling facilities	Obtain statistically significant baseline data on awareness levels Broaden our outreach work through event attendance, mailout communications and social media promotion
	Avoid food waste incineration by promoting uptake of the food waste collection service	10% increase in the food waste collection service by 2025
Encourage waste avoidance and material reuse through our services and operations	Reduce single use plastic usage in our own estate	Adopt a single-use plastics strategy based on the draft being developed by Plastic Free Maidenhead Windsor
	Investigate the feasibility of a material reuse shop associated with the recycling and waste site	Prepare a feasibility study and business case
	Provide opportunities for people to grow their own food	Review existing land and allotments policy and identify opportunities to increase availability
Champion waste reduction in the wider community	Champion material re-use initiatives	Implement a trial repair café hosting at least 3 events in 2021 Support existing school swap shops and enable 3 new ones to be created
	Support plastic free refillable shops and other plastic free schemes	Promotion in resident communications. Pop up space provided in community buildings
	Work with businesses to encourage reuse throughout their operations	Identify high impact sectors and develop an innovative support package by 2023
	Encourage more plant-based food and promote buying local and seasonally	New campaign including a food section in resident communications. Partner with local suppliers to promote sustainable food production and education

Energy

The action plan below provides specific detail on how we will implement our aims and objectives on the energy theme. For each objective, we have identified target actions and measures of success. It should be noted these actions do not represent an exhaustive list, rather they represent actions that have been identified to date. Between now and 2025 we will continue to identify and undertake actions that contribute to meeting our objectives.

Objectives	Action	Measures of success
KEY ACTION: Engage with residents/businesses on reducing building carbon emissions and review planning policy to improve the energy efficiency of new builds		See below for engaging residents/businesses measures of success Prepare a new supplementary planning document (SPD) to incentivise the building of net zero buildings
Reduce energy demand	Facilitate energy efficiency improvements in domestic private premises	Year on year improvement in Heat the Home Counties funding uptake Minimum energy efficiency standards in the private rented sector enforced through the use of EPCs Increased take-up of Flexible Home Improvement Loans
	Reduce energy demand across buildings and assets we own and operate	Conduct a review of the strategic opportunities for reducing energy demand across the built estate Reduce energy emissions in buildings we own and manage by 50% by 2025, in line with the Tyndall centre decarbonisation trajectory
	Incentivise developers to build zero carbon buildings and reduce water demand in line with Thames Water recommendations	Prepare a new supplementary planning document (SPD) in 2021 based on best practice to support these targets
	Incentivise developers to refurbish existing buildings to zero carbon home standard and reduce water demand in line with Thames Water recommendations	Prepare a new supplementary planning document (SPD) in 2021 based on best practice to support these targets
Decarbonise supply	Encourage businesses and industry to decarbonise their energy supply and reduce emissions	Engage with the Chamber of Commerce and set up a forum for collaboration with the private sector in 2021
	Engage housing associations around a programme of retrofitting homes with low carbon heating/power solutions	Monitoring framework to be included in the council's annual monitoring report
	Encourage carbon intensive (e.g. oil) heated homes to adopt lower carbon alternatives	Host an outreach workshop to encourage the most carbon intensively heated homes to adopt lower carbon

		alternatives
Increase renewables generation	Scope decentralised energy (e.g. solar, heat networks, heat pumps) potential across the borough	Scope renewable generation potential in the borough in 2021
	Incentivise renewable energy uptake amongst Royal Borough residents and businesses	Work with residents, businesses and community organisations such as MaidEnergy to implement a collective solar purchasing scheme in 2021.
	Increase requirement for renewables generation in new build	Prepare new guidance on renewables requirements through a Supplementary Planning Document (SPD) in 2021

Natural Environment

The action plan below sets out how we intend to realise our vision, aims and objectives for the natural environment theme. For each objective, we have identified actions and measures of success. It should be noted these actions do not represent an exhaustive list, rather they represent actions that have been identified to date. Between now and 2025 we will continue to identify and undertake actions that contribute to meeting our objectives.

Objectives	Action	Measures of success
KEY ACTION: Create a biodiversity action plan (BAP) for the Borough as part of a wider Natural Capital Programme		To have a biodiversity action plan (BAP) by June 2021
Protect and enhance our natural environment	Work with partners to develop a Local Nature Recovery Strategy (LNRS) and establish a Nature Recovery Network	Carry out preliminary mapping work by 2021
	Identify opportunities for rewilding on sites we manage for nature conservation	Identify potential sites and objectives including biodiversity improvement targets by 2022
	Continue and extend the council's new mowing regime on roadside verges for the benefit of wildflowers	Extend scheme by 100% by 2024
	Develop a biodiversity baseline and metrics for the borough as part of the biodiversity action plan	Agree baseline measures and metrics by June 2021
	Increase tree cover in the Royal Borough to sequester carbon dioxide emissions. Create a new woodland and tree management strategy in 2021 to support our tree cover, carbon sequestration and wider biodiversity ambitions.	Maximise the potential for tree planting on council owned land (plant at least 15,000 trees by 2025) and the carbon sequestering potential of these newly planted trees. Look to run joint schemes with private landowners.
Green our towns and urban areas	Work with developers to provide green infrastructure in new town centre developments	Ensure all new town centre development provides some form of green infrastructure in any public realm
	Deliver the biodiversity net gain requirement for developers through the planning system	Create a new Supplementary Planning Document (SPD) to deliver a minimum 10% biodiversity net gain through the planning system
	Increase biodiversity in public owned open spaces such as parks and cemeteries	Integrate biodiversity improvement metrics into the borough BAP
Increase awareness of biodiversity	Provide biodiversity training to planning officers	Ensure planning officers have been provided with biodiversity training by 2021
	Set up biodiversity and climate education sessions at Braywick Nature reserve	Run training sessions for local businesses and education sessions for local schools

	Offer conservation volunteering and awareness training for council employees and partners	Increase volunteer programme participation by 20%
	Encourage wildlife friendly gardening	Better support existing schemes run by community organisations
	Engage with landowners, especially those who have a significant influence over biodiversity in the borough	Carry out engagement with 10 largest landowners in the borough and seek involvement in our natural capital programme

Transport

The action plan below sets out how we intend to realise our vision, aims and objectives for the transport theme. For each objective, we have identified actions and measures of success. It should be noted these actions do not represent an exhaustive list, rather they represent actions that have been identified to date. Between now and 2025 we will continue to identify and undertake actions that contribute to meeting our objectives.

Objectives	Action	Measure of success
KEY ACTION: To prepare a new Local Transport Plan that demonstrates our contribution to meeting borough-wide carbon reduction targets		To prepare a new Draft Local Transport Plan by 2021
Transform transport & digital infrastructure to reduce the need for travel	As part of development planning, identify opportunities to reduce the need to travel in new 'growth areas'	To ensure site promoters have developed plans for 'growth areas' including Ascot, South West Maidenhead and Maidenhead Town Centre
	Facilitate roll out of digital infrastructure in the borough to enable flexible working	Identify partners to provide 5G and superfast broadband
	Trial Smart City concepts in the Royal Borough	To have implemented a trial by December 2023
Create infrastructure to shift journeys to low/zero carbon modes	Remove barriers to walking and cycling through delivery of the 2018-2028 Cycle Action Plan	Delivery of the Cycling Action Plan 2018- 28 schemes and put in place a system for residents to make suggestions e.g. for 20mph zones
	Reduce transport emissions at sensitive locations to improve air pollution and encourage walking/cycling	No idling' zones outside schools investigated by April 2021 Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs)
	Investigate options for demand responsive transport in the borough and implement a trial through external funding	To have prepared a funding bid to Government in the next available bus funding opportunity
	Launch a car sharing scheme for the Royal Borough	Provide a recommendation for a borough-wide scheme by December 2022 in line with the redevelopment of Maidenhead
Invest in zero emission vehicle infrastructure	Increase electric vehicle charging capability and explore cycling charging in the Royal Borough	Identify a partner and funding model and roll out charging point infrastructure required to meet carbon reduction targets monitor progress through the council's annual monitoring report. Parking SPD to be adopted setting out standards for electric vehicle charging in new developments
	Set new emissions standards for taxis and buses	Incorporated as part of the new Local Transport Plan

5. Implementation

- 5.1 Our strategy has been developed in partnership with a range of stakeholders and we will continue to work with all stakeholders to make net zero emissions by 2050 a reality.
- 5.2 Whilst this is the council's strategy and we take responsibility for leading on its delivery, it will only be successful through collaboration. It will take the combined efforts of business, industry, residents and community groups to make decarbonisation a reality and drive forward real change at the pace and scale that is required. We will look to examples of best practice from across the country to ensure a structure that is effective. There is also a substantive role for central Government and regional organisations such as the Local Enterprise Partnership.
- 5.3 The strategy will be delivered through services across the council, co-ordinated through our sustainability team working with groups and organisations in different sectors. Responsibility for delivery will be split across council members portfolios. A detailed delivery plan will be prepared that sets out the programme for delivery of the action plan, with funding streams and key delivery partners identified.

Our approach to prioritising actions

- 5.4 Actions will be evaluated against 4 criteria to determine their degree of priority and the order in which they will be carried out.
- Criteria 1: Those with the highest potential to meet the aims set out in the strategy (e.g. contribute most to carbon reduction, contribute to biodiversity net gain) will be prioritised.
 - Criteria 2: The opportunity for accessing funds to carry out the action.
 - Criteria 3: The risks/costs of inaction.
 - Criteria 4: The compatibility with council function.

Monitoring

- 5.5 An annual monitoring report will be prepared setting out the council's annual carbon emissions and the most recent BEIS data for the Royal Borough's carbon emissions. The report will also set out progress against our objectives and actions. This tool can be used collectively by the community that makes up the Royal Borough to understand performance against target. As part of our commitment to assess the carbon saving potential of actions (where feasible), we will be able to monitor individual projects for delivery against those set out at project initiation.
- 5.6 Performance will also be assessed against an updated carbon reduction trajectory to 2050, which will be published 6 months after this strategy has been approved by full council. It is expected the trajectory will comprise of emission reduction targets from 2025 to 2050 in 5-year increments.
- 5.7 We will seek to review the strategy on a five-yearly basis with a new action plan and targets. We will also review the scope of emissions included in the target based on latest government guidance.

- 5.8 In addition to the 5-year reviews, we will also conduct interim reviews after year 1 and 3 to ensure the action plans remain relevant. We will also track progress against the trajectory so we can measure success. This is to ensure we make the urgent progress required to tackle the environment and climate emergency.

Governance

- 5.9 The intention is that the Cross-Party Climate Steering Group will continue to oversee the development and delivery of the strategy. Delivery of projects will be integrated into existing governance structures such as our capital funding processes.
- 5.10 The steering group will be supported by a new Stakeholder Advisory Board that will meet on a bi-monthly basis to support monitoring and delivery of the action plans. The board will be made up of a composition of key community stakeholders covering each of the four strategic themes. This will provide the opportunity for knowledgeable and talented individuals from across the borough to challenge and review the action plans and make recommendations on changes to the action plans.
- 5.11 To reflect the interest and enthusiasm of young people throughout the strategy development period and especially during the public consultation, we would like to make young people community representatives on the Stakeholder Advisory Board to provide a platform to champion issues important to young people, and bring innovative ideas on how we can deliver the strategy in an inclusive, engaging way.
- 5.12 In addition, we will conduct a review of best practice governance and engagement models (used by other local authorities) and develop our governance structure in response to that, to make it fit for purpose.

Funding

- 5.13 A challenge of this scale will require funding from central Government. The council will seek to make maximum use of any opportunities to bid for funding, including utilising its contract with Our Community Enterprise CIC. We will also continue to lobby Government to make available specific funding for local authorities to tackle the environmental and climate crisis.
- 5.14 The council will utilise a range of internal funding sources to develop and deliver its programme of activity where appropriate. This will include individual service revenue budgets, our capital programme and developer funding such as S106 funding and the community infrastructure levy.

Engagement and Communications

- 5.15 We will capitalise on the eagerness people expressed in the public consultation to be involved with education/engagement of the wider public and explore the ideas raised in the consultation with respondents. We will promote the actions people are taking to tackle climate change too. Through the Stakeholder Advisory Board, we will work in conjunction with the resident community to deliver the strategy. For example, we will work with the 'Wilds' community groups to increase awareness of biodiversity and work with the plastic free community to increase awareness of single use plastic issues.
- 5.16 Engagement and communication initiatives and activities will form an essential part of the strategy delivery. We will:
- Improve understanding of climate change impacts and strengthen our capabilities as a council to tackle it, as well as build support for the actions we take to tackle climate change.

We will undertake an internal training programme on the carbon dioxide costs and impacts of everyday activities (known as carbon literacy training) to help achieve this goal.

- Engage with key groups and organisations on the work that can be undertaken in partnership as we move forward.
- Engage with residents and organisations on how they can contribute to the delivery of the strategy through the actions they take on a day to day basis.
- Communicate progress on the delivery of the strategy on a regular basis

Appendix 1 – Council Carbon Emissions

Our carbon emissions inventory has been developed in accordance with the World Resources Institute GHG Protocol, the internationally recognised and established methodology for calculating organisational carbon footprints. The Royal Borough has taken an operational control approach to calculating its emissions.

Emissions represented include: direct emissions from sources controlled by the borough i.e. fuels consumed at council owned premises and from owned vehicles; emissions from purchased energy produced off site i.e. electricity; and other emissions produced indirectly i.e. mileage undertaken by staff travelling on business.

We commit to expanding the scope of our carbon footprint to include emissions produced indirectly because of our activities e.g. waste arising from council premises.

Electricity, gas and oil emissions arise from the following operations:

- Street lighting
- Corporate buildings
- Car parks
- Libraries
- Schools
- Parks, cemeteries and pumping station supplies
- Day care and community centres

Transport emissions arise from:

- The council fleet of pool cars;
- Mileage undertaken by staff travelling on business

Due to the fact they fall outside of our operational control, we will not be including the following:

- Leisure centres operated by a third party;
- Investment properties where we have no control over what activities that are undertaken in the buildings;
- Emissions from contractors as they will be responsible for monitoring and managing their own emissions.

Whilst these are considered out of scope for the council's own direct emissions, it should be noted that we recognise the need to do all we can and will work with Procurement to look at ways we can contractually require our contractors/operators to tackle the climate emergency and reduce carbon emissions

Carbon emissions calculated most recently represent the council's carbon baseline, against which future performance will be compared. They are set out here below:

Source	Emissions
Gas	1,415 tCO ₂ e
Oil	278 tCO ₂ e
Transport	74 tCO ₂ e
Electricity	2,818 tCO ₂ e
Total	4,585 tCO₂e

Data here has been calculated using 2018/19 consumption data provided by suppliers. Emissions factors are produced by the Department for Business, Energy and Industrial Strategy and are available here:

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/847121/Conversion-Factors-126

If you have any queries or would like to discuss anything further, please contact sustainability@rbwm.gov.uk



Royal Borough of Windsor & Maidenhead

Single Use Plastic Strategy

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1. Introduction

This strategy has been developed by Plastic Free Windsor, a group of community volunteers who are working to reduce the amount of single use plastic (SUP) consumed in Windsor. Plastic Free Windsor operate under the umbrella of the Surfers Against Sewage (SAS) Plastic Free Communities campaign.

The central objective of the campaign is to “turn off the SUP tap”. This is achieved in two ways. Firstly, supply of SUP is reduced by working with businesses to encourage them to remove SUP from their operations and products. Secondly, demand for SUP is reduced through work with individuals, schools and colleges, community spaces (such as libraries, leisure centres, theatres and churches), community events (such as festivals and sporting events) and community organisations (such as choirs, residents associations and cub packs) to change consumer habits in favour of refusing SUP. The campaign also organises its own events such as litter picks, river cleans, and fundraisers in aid of SAS.

The strategy does not define which of the Borough’s stakeholders will lead delivery of each Action. This activity will take place during development of the detailed Action Plan as defined in Action 2 of this document.

The Council is obviously a key stakeholder in the delivery of the strategy and it has been written in part to obtain formal agreement from the Council that it will play a full part and fully meet its responsibilities and obligations in order for the strategy to be implemented as defined below.

The Plastic Problem

Plastics have become an integral part of our everyday lives, from providing protection for our food to being used in healthcare. However, while plastics have made our lives easier in many ways they have also created problems in our society.

Single use plastics can be defined as any disposable plastic that can be used only once, for example, food packaging, plastic bags, wet wipes, drinks bottles, straws, and plastic cups. The single use nature of these plastics can create a number of problems as they are used in minutes and can take centuries to degrade, and even then – they are often not truly gone but just degraded to smaller and smaller pieces (micro-plastic).

Estimates suggest that 12 million tonnes of plastics enter the oceans every year, with new data suggesting there is more micro-plastic pollution than marine life in some waters. This is not merely a case of simple littering. It results in many marine species becoming entangled in plastics or consuming them, which harms fertility and growth, and leads to their death. The effect on human health of consuming plastics through the food we eat, water we drink, and air we breathe is currently unknown. Plastic pollution has contaminated the whole planet.

Another issue with SUPs is that they are made from non-renewable sources. Plastics are made from fossil fuels, which are the main drivers of climate change, the more plastics that are produced then the greater the damage to the climate.

This document describes how the Borough will play its part in reducing the impact SUPs have on our environment.

Broad Strategy

It often shocks people to find that recycling is not the best thing you can do with regard to SUP, and even more so to find that many are not even recyclable.

First and foremost – keeping SUP out of landfill, energy from waste schemes, and our outdoor spaces is paramount, but beyond that - our order of focus should be to primarily “reduce” and “refuse” to accept SUP and ideally stop it even coming into being and not have to deal with disposing of it. After that to “refill” or “reuse” SUP should be our next focus, and if none of the above are possible then of course we should recycle it where this is an option - preferably as close to where it was disposed of as possible.

Throughout this document you will find most emphasis is on the top four elements.

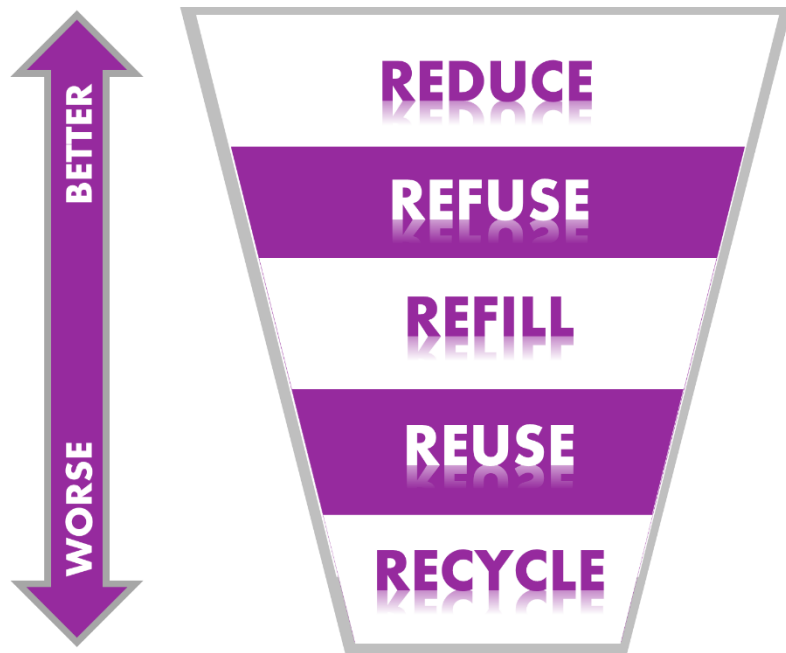
Policy Context

In the past 5 years there has been a great development in environmental policy at both an international and national level.

In December 2017, 193 members of the UN signed a resolution committing to prevent and significantly reduce marine pollution of all kinds by 2025 and to prioritise policies and measures to avoid marine litter and micro-plastics entering the marine environment.

The EU Strategy for Plastics in a Circular Economy was adopted in January 2018. It intends to transform the way plastic products are designed, produced, used and recycled in order to reduce the value of plastic that is lost from the economy each year after a very short use.

Also published in January 2018 was the UK’s 25 Year Plan to Improve the Environment. The Plan outlines ways to reduce the use of plastics that contribute to pollution, and broader steps to encourage recycling and the more thoughtful use of resources. The aim is to eliminate all avoidable plastic waste by 2042.



This document is designed to complement the relevant international and national policies, and to define the whole Borough’s efforts to take meaningful action.

Bioplastics and Compostables

In implementing this strategy we will give all due consideration to the Surfers Against Sewage statement on bioplastics and compostables contained in their Business Toolkit and included in this document as Appendix I. We will also encourage all parties with whom we will work under this strategy, including Councillors, Council Officers, suppliers and contractors, agencies, authorities and non-contracted third parties, and community groups and organisations, to do the same.

“Refill”

Refill is an organisation that aims to reduce plastic pollution and improve individuals health by encouraging people to use refillable water bottles regularly. It also promotes the installation of water fountains, and for businesses to provide free access to tap water.

Refill have created an app that individuals can use to locate businesses and water fountains. When looking at the map there are 14 registered businesses and no water fountains in the centre of Windsor.

In December 2018 the Council passed a motion that included supporting the work of Refill to enable all residents and visitors to refill their reusable water bottles across the Borough and to increase the supply of fresh drinking water within the Borough.

Encouraging local residents and visitors to use refillable water bottles is an effective method to reduce plastic pollution at source. Every time someone refills instead of buying a bottle of water, it saves precious resources used to produce bottles and also CO₂ emissions from transporting heavy bottles of water.

For the installation of water fountains to be a success there needs to be support from the local community, health organisations, and Refill schemes. Plastic Free Maidenhead and Plastic Free Windsor are custodians of the Refill Schemes in Maidenhead and Windsor respectively, and have been encouraging local businesses to join the scheme.

There would need to be further work with other community organisations to gain support for water fountains in the Borough, such as land owners, water supply company, and any additional stakeholders such as town and parish councils, and residents associations.

The Borough has a wide area for potential locations for water fountains. One important thing to consider is mains water supply. In Windsor for example, there are five public toilet locations around the town: Victoria Street, Royal Station, Guildhall, coach car park, and Park Street. These locations should be considered first as potential sites for water fountains in the town.

Further details about the Refill Scheme, and the installation of water fountains can be found in Appendix II which is a Refill Strategy for use by stakeholders, and on the Refill website at www.refill.org.uk.

Current Progress

In December 2018, this Council resolved to:

- i) Agrees with the general principles of the Plastic Free Communities scheme namely to:

- Lead by example in removing single-use plastic items from Council premises as has already been agreed by the Sustainability Panel on 18 September 2018.
- Encourage plastic free initiatives such as Maidenhead Challenging Plastic, promote the Plastic Free Windsor and Plastic Free Maidenhead campaigns, appoint a named Member of the Council to each of the Plastic Free Steering Committees and support campaign events.
- Encourage all businesses within the Borough to become plastic free.
- ii) Work towards becoming a Plastic Free Council, including but not limited to:
 - Ceasing to use or to permit the use of single use plastics in properties and open spaces under the management of the Council.
 - Seeking to minimise the use of single use plastics in any future contracts.
- iii) Reduce the use of plastic drinks bottles by:
 - Working with an external supplier to trial at least one reverse vending machine in the Borough.
 - Supporting the work of Refill to enable all residents and visitors to refill their reusable water bottles across the Borough and to increase the supply of fresh drinking water within the Borough.

There is also progress within the community. Plastic Free Windsor (PFW) and Plastic Free Maidenhead (PFM) have been working with local businesses, schools, and other community groups and charities over the past 18 months to encourage the reduction of SUP consumption in the community. Currently 25 Windsor and Maidenhead businesses have received the Surfers Against Sewage Plastic Free Champion award for having removed at least 3 items of SUP from their product and/or operations. The two campaigns are also working with 16 of the Borough's schools who have organised pupil led teams, eliminated at least 3 items of SUP, written to their MP and offending companies, spoken in assemblies and organised an event or trash mob. Two of those schools have achieved the Surfers Against Sewage Plastic Free Schools award. Finally, the two campaigns are also working with 25 to 30 community groups who are also eliminating SUP from their meetings and events, and who are helping to publicise and raise awareness of the Plastic Free Community campaigns.

This document aims to highlight how to reduce the consumption of SUPs within the Borough.

2. Day One

How to Get There from Here

Before we can confidently and effectively begin our journey towards becoming an SUP Free Borough we will need to know where we are and how we will measure progress.

Action 1 – work with the Council and other stakeholders to quantify and report the volume of waste generated across the Borough and in which categories, such as recyclable, compostable and general waste. Develop a method for measuring and monitoring the volume of all categories of waste, movement from one category to another, and overall reduction in each.

This statement of “where we are”, the goals that we will set as a result, and the measurement of progress towards them, will give the Borough’s residents and businesses insight into the scale of the problem, and will help engage them to become part of the solution.

The Day One measurement of waste volumes will be the baseline against which progress will be measured. Initially, we expect to see a reduction in the amount of waste going to landfill or an energy from waste scheme, and a corresponding increase in the amount recycled, as waste is moved from one category to another. However, success will only be achieved when both the amount of recycled waste and total waste fall, as this will indicate that our strategy to reduce waste altogether is bearing fruit.

Setting Our Priorities

This strategy has been written in a way that begins at the centre, with the Council, and then grows out into the Borough and the community. This is because we believe that the actions included under Leading by Example and Influencing Others will be easier to implement as they are under the Council’s direct control. We will address these objectives first, in the order in which they have the greatest impact. In parallel Plastic Free Windsor and Plastic Free Maidenhead will also begin work on the actions under Roll Out Across the Community and Broadening Reach in order to increase community engagement.

Therefore “low hanging fruit” or high impact actions from collaborations with third parties under Broadening Reach and Roll-out Across the Community, will be addressed early in the Action Plan too.

Action 2 – work with the Council and other stakeholders to develop a prioritised Action Plan, that includes further detail of the action to be taken, who is responsible for its completion, the date by which the action should be completed, and a description of how successful completion of the action will be measured.

Early Engagement with the Community

Effective involvement of the community in this strategy will depend on stakeholder communications being interesting, attractive, engaging and fun, and should therefore be designed with this in mind.

Action 3 – work with the Council and other stakeholders to develop an engaging community based campaign such as Leeds City Council’s Leeds by Example campaign, to promote the outcomes of strategy. This will include consideration of producing promotional material, digital and social media campaigns.

3. Covid-19

We will begin the implementation of this strategy during the Covid-19 pandemic and the conditions resulting from it. Britain’s economy shrank by 20.4% in April 2020, and Covid-19 related SUP, particularly gloves and masks, have been found in the Mediterranean and other seas and oceans.

This cannot be ignored.

We will therefore be sensitive to the health and safety measures that will be required to keep the Borough’s business owners and their employees, residents and visitors safe. We will follow Government guidelines in this respect.

However, we will not simply postpone the implementation of this strategy until the Covid-19 risk has disappeared. We will begin with a pragmatic approach and gradually increase our efforts proportionately with the reduction in risk, until the strategy can be implemented in full.

There are two Covid-19 related objectives that we will implement immediately and a third that will be implemented when restrictions are lifted:

Action 4 – work with the Council and other stakeholders to develop and implement a “Keep RBWM Tidy” campaign that works with businesses, waste management contractors, managers and owners of open spaces, and residents, to ensure that takeaway food and drink containers are made from sustainable materials and that waste generated as the weather improves and Covid-19 lockdown measures are lifted, is correctly and adequately disposed of. Provide information to raise awareness regarding the correct disposal of Covid-19 related SUP and personal protective equipment.

Action 5 – when the Covid-19 risk is reduced and visitors return, work with the Council and other stakeholders to actively inform and encourage the Borough’s hotels/B&Bs, travel providers, tourist attractions, and visitor centre to inform visitors that businesses and visitors that we are a Plastic Free Borough, to support and emphasise our commitment to reducing SUP consumption.

4. Refill, Water Fountains and Deposit Return Scheme

Plastic drinks bottles are the number one offender when it comes to SUP waste.

Expansion of the Refill scheme, installation of more Refill water fountains, and introduction of a Deposit Return or Reverse Vending Scheme will have a significant effect on the amount of SUP used in the Borough. It will also send a strong positive message to residents and visitors that the Borough is tackling its SUP problem. Work on the following actions will begin immediately.

While Covid-19 remains a risk we may not be able to implement these objectives, but we will carry out any planning and preparation necessary so that implementation can begin as soon as the Covid-19 risk has passed or the corresponding restrictions are lifted.

Refill

As previously mentioned, Plastic Free Windsor and Plastic Free Maidenhead are the custodians of the Refill scheme in the Borough’s two largest towns and under the motion resolved in December 2018 we committed to supporting both Refill campaigns.

Action 6 – work with the Council and other stakeholders to broaden awareness of the ‘Refill’ scheme with local businesses and promote the scheme within the community. Support businesses that are already part of the Refill scheme and promote these to residents.

Refill Water Fountains

Increasing the number of water fountains will also reduce the amount of SUP used and reinforce the message that we wish to become an SUP Free Borough.

Action 7 – work with the Council and other stakeholders to develop and implement a water refill plan for the Borough.

Deposit Return and Reverse Vending Schemes

Deposit Return and Reverse Vending Schemes dramatically increase the amount of plastic that is sent for recycling, raise awareness, and send a strong positive message about our intentions.

Action 8 – work with the Council and other stakeholders to investigate the feasibility of a Deposit Return Scheme and Reverse Vending strategy for the Borough.

5. Leading by example

The UK government pledged to remove “all single use plastics from the central government estate” in the DEFRA Resources and Waste Strategy 2018 report. Leading by example is important and therefore the Council should work with partners to remove all SUP from Council offices.

Action 9 – work with the Council to eliminate the sale, provision and use of single use plastics across all of its estates and operations.

We will work with the Council to initially brainstorm and identify SUP within their buildings, to propose potential alternatives, and then divide the list into three sets by how easily they can be eliminated:

“Easy” – items we don’t need

“Medium” – items which have obviously viable alternatives already available

“Hard” – items without obviously viable options already available

Areas for primary investigation will be – drinks bottles, drinks cups, straws, stirrers, take away food packaging, other food packaging, milk bottles, cleaning supplies, plastic bags, cling film, and stationery, but we will expand this list as we go.

SUPs associated with catering and hospitality are very often “low-hanging fruit” and therefore fall in the category of “Easy” items to eliminate.

Work on eliminating the “Easy” and “Medium” groups will commence immediately and put in place a plan to eliminate the “Hard” group where possible by end Q2 2021.

Where the use of plastics is unavoidable, the Council will encourage the use of recycled plastics, where practicable, and support manufacturers that make products from locally sourced waste plastics.

Once the initial audit is complete and actioned – an annual audit to ensure that no SUP have crept back in will be carried out.

Raising Awareness In-House

Not only should the Council lead by example, but so should the Officers, and services that are provided to the community. The purpose of raising awareness of SUPs in-house is to educate Officers and encourage them to think about their consumption of SUPs. The target goal being to show them how to reduce their personal usage both at work and at home, but also to elevate awareness to help influence the removal of SUP as a result of their departmental work.

This involves informing Officers of the Council and its partners, and also includes raising awareness with both local and national government.

Action 10 – raise awareness of Officers across the Council so that they can all make informed choices about their use of SUP including plastic food/drink packaging and cutlery choices.

This action requires active engagement from the Council and Officers to ensure that the message to reduce SUP consumption is spread as far as possible and to ensure the largest level of support. These actions mostly revolve around communication, which is key for any campaign to be successful.

Council services such as libraries, museums and arts centres, educational services, health and social care and other community services will be encouraged to operate SUP free where practical.

6. Influencing Others – Working with Suppliers and Contractors

As we embrace reduction of single use plastics as a strategy, we will need to ensure that the Council's contracted third parties, who work both inside and outside the Council's buildings share our view.

Action 11 – assist the Council to review its procurement policy, procedures, contracts and specifications to support the outcomes of the strategy to reduce and eliminate single use plastics.

This action will offer solutions for many of the items listed in the “Medium” and “Hard” groupings above.

Once the initial work within the Council's offices and with immediate suppliers has been completed – other areas where the Council have contracts with third parties (over which they have influence) can be addressed, with a view to ending use of SUP across all Estates and Operations including third party events held in or on property and land.

Action 12 – assist the Council to move towards reducing and eliminating the sale, provision and use of single use plastics at small events such as markets, and large organised events held on Council premises or land.

By nature large events cause a lot of waste, and as a SUP Free Borough we will encourage all such events held in the Borough to operate SUP free. Whether those events are food markets, cultural, sporting or otherwise – where they are held on the Council's estate or require the Council's approval to operate they will be asked to operate SUP free.

Action 13 – work with the Council and other stakeholders to review opportunities to reduce and eliminate the sale, provision and use of single use plastics on commercially leased Council land and buildings as well as investments and developments.

7. Broadening Reach – Working with Businesses, Agencies, Authorities and Non-Contracted Partners

As the effort to eliminate the sale, provision and use of SUPs across the Council's estates and operations through both Officers, and suppliers and contractors, approaches completion, work will begin to actively encourage and influence those who the Council works alongside throughout the Borough to follow the Council's example.

Action 14 – work with the Council and other stakeholders to raise awareness amongst agencies, authorities and non-contracted partners (third party services the Council provides to residents) that the Council works with, and actively encourage them to follow our example in eliminating the sale, provision and use of SUPs across their estates and operations.

– Examples of this may include the following groups and organisations who will be encouraged to follow the Council's example in eliminating the sale, provision and use of SUPs across their estates and operations:

- *local businesses through the Chambers of Commerce, Town Centre Managers, and organisations such as Windsor 2030.*

- landmark employers such as Maersk, Legoland and Centrica
- major sporting venues such as Ascot and Windsor racecourses
- GP practices, hospitals and emergency services
- arts centres and other organisations to whom grants are awarded
- community spaces such as parks and gardens

Action 15 – work with other councils to help minimise SUP consumption and lobby government and local MPs to encourage greater measures to reduce SUP consumption also.

Measurement of the overall progress within Council buildings as a result of objectives 1-13:

- 1. Monitor reduction in total waste, recycling and residual volumes, and at the same time**
- 2. Increase ratio of recycling volume to residual volume.**

8. Roll Out Across the Community

The purpose of raising awareness of SUPs in the community is to encourage members of the public to reduce their SUP consumption. This section can be divided into business and public interactions, including residents, visitors and community groups.

Business Interactions

Within the Borough we are blessed with a large number of businesses of all sizes and from many different types of industries. Businesses can be very influential over their staff and customers in the community, but also their network of suppliers and partners. We need to seek their support to truly achieve a Plastic Free Borough and we should offer them ours in return.

Action 16 – work with the Council and other stakeholders to support the “Plastic Free” network of local businesses, schools and community allies to enable them to share methods of best practice with others within the community.

In this action, the involvement of Plastic Free Windsor and Plastic Free Maidenhead will be key due to their active engagement with local businesses:

Action 17 – work with the Council and other stakeholders to encourage local businesses to explore innovative solutions/services to reduce SUP consumption.

Public Interactions

Action 18 – work with the Council and other stakeholders to actively encourage clubs, societies and sports teams, and the corresponding events to become SUP free.

Similarly to big business, local sports teams and clubs, societies and faith groups are massive influencers within the community, towards their staff, participants and supporters, and are therefore in a strong position to help support the SUP message and to influence the community. Furthermore, take away refreshments at sporting events are commonplace and by winning sports teams' support – a large number of SUPs can be eliminated from the community.

Finally the section which has the potential to have the biggest impact of all. With a population of over 150,000 there are a lot of people in the community holding the power to make a big difference. By taking a holistic approach, the public should be getting influence from businesses and community organisations as well as getting the messaging from Council services – but there are some further opportunities to encourage interaction.

Action 19 – with the support of the Council, other stakeholders and partner authorities, innovate and encourage people in the Royal Borough to reduce their SUP use, with a particular focus on busy public locations, and other areas where local authorities have control or influence.

This requires a wide range of actions to be pursued to ensure we successfully promote the message of SUP reduction with members of our community.

Action 20 – work with the Council and other stakeholders to promote and support litter picking and river cleaning activities organised within the Borough.

9. Summary

Reflecting on the urgency of the well documented Environmental Emergency, and that SUPs impact not only the desire for a local Circular Economy, but that as a waste item can also impact our local biodiversity, ultimately get into the food chain, and finally, in their manufacture, contribute to global warming, it is critical that we limit their impact early on in our over-riding Environmental and Climate strategy.

This document is broadly presented in three parts. The first focusses on work that will begin immediately (Actions 1 to 8). The second then addresses how we can work with the Council to remove SUP from the Council and its estate (objectives 9 to 13). Finally, the third part focusses on how we expand and engage the wider community to follow suit (objectives 14 to 20). Our target would be to approach the roll out of the actions as a two year plan with annual reviews after those initial two years to help maintain focus, and to report out annually on all progress against the actions laid out here.

Measurement of overall progress within the community: complete an annual survey within the Borough to examine the prevalence of SUP in the community.

Appendix I – Bioplastics and Compostables

Appendix II – Stakeholder Refill Strategy

What is Refill

Refill is an organisation that aims to reduce plastic pollution and improve individuals health by encouraging people to use refillable water bottles regularly. It also promotes the installation of water fountains, and for businesses to provide free access to tap water.

Refill have created an app that individuals can use to locate businesses and water fountains. When looking at the map there are 14 registered businesses and no water fountains in the centre of Windsor.

In December 2018 the Council passed a motion that included supporting the work of Refill to enable all residents and visitors to refill their reusable water bottles across the Borough and to increase the supply of fresh drinking water within the Borough.

Encouraging local residents and visitors to use refillable water bottles is an effective method to reduce plastic pollution at source. Every time someone refills instead of buying a bottle of water, it saves precious resources used to produce bottles and also CO2 emissions from transporting heavy bottles of water.

For the installation of water fountains to be a success there needs to be support from the local community, health organisations, and Refill schemes. Plastic Free Maidenhead and Plastic Free Windsor are custodians of the Refill Schemes in Maidenhead and Windsor respectively, and have been encouraging local businesses to join the scheme.

There would need to be further work with other community organisations to gain support for water fountains in the Borough, such as land owners, water supply company, and any additional stakeholders such as town and parish councils, and residents associations.

The Borough has a wide area for potential locations for water fountains. One important thing to consider is mains water supply. In Windsor for example, there are five public toilet locations around the town: Victoria Street, Royal Station, Guildhall, coach car park, and Park Street. These locations should be considered first as potential sites for water fountains in the town.

Further details about the Refill Scheme, and the installation of water fountains can be found on the Refill website at www.refill.org.uk.

This document aims to show how the stakeholder can increase the supply of fresh drinking water within the local area.

Strategy

Refill underline 4 key points for water fountains to be a success:

1. Getting an idea
2. Getting going
3. Getting installed
4. Getting it used

Objective 1: Getting an idea

1.1: Gaining support

For the installation of water fountains to be a success there needs to be support from the local community, health organisations, and Refill schemes. PFW is involved with the Windsor Refill scheme and have been encouraging local businesses to join the Refill scheme. There would need to be further work with other community organisations to gain support for water fountains in Windsor, such as land owners, water supply company, and any additional stakeholders.

1.2: Location

Windsor has a wide area for potential locations for water fountains. One important thing to consider is mains water supply. There are five public toilet locations around Windsor: Victoria Street, Royal Station, Guildhall, coach car park, and Park Street. These locations should be considered first as potential sites for water fountains.

Objective 2: Getting going

2.1: Funding

A project group would need to be established to estimate the potential costs and timeline of water fountain installations. The group would need to consider potential streams of funding, such as local businesses, grant-giving bodies, and the Drinking Fountain Association. The group should also make a plan on how to ensure the fountain has a long life by ensuring it is maintained and repaired.

2.2: Design

Any water fountain would have to be approved for UK use and would need to be weatherproof. The group would also need to consider the setting of the fountain and how accessible it will be for users. The group also needs to decide on how to protect the fountain from vandalism and who will be assigned to ensure the fountain is maintained.

Objective 3: Getting installed

3.1: Notifying water suppliers

Informing water suppliers of the desire to install a water fountain is crucial, as their support and assistance will be required to make the fountain a success.

3.2: Water quality, safety and hygiene

The water quality from any fountain must be of the highest standard and therefore an approved WaterSafe plumber will be required to carry out any work.

3.3: Responsibilities and future proofing

The project group should clarify early on who will be responsible for maintaining any water fountain. This can be a collaboration between two groups or the responsibility of one group. A cleaning and maintenance schedule should be devised and agreed upon to ensure a water fountain has a long life. This will depend on the specifications of the water fountain provided by the manufacturer.

Objective 4: Getting it used

4.1: Spreading the word

Using the combined social media accounts of the Council, Plastic Free Windsor, and other community groups the installation of a water fountain can be quickly spread to local residents. A key factor to consider is how to inform visitors to the town of the water fountains available and that our community is trying to reduce its plastic usage. One method can be to ask all local hotels to provide this information at the end of email confirmations of bookings. Another method is to ask Visit Windsor about informing tourist groups about water fountains before groups arrive.

Action Plan

Objectives	Action	Detail
1 - Getting an idea	1.1	Organise a list of key stakeholders of water fountains and work to gain their support.
	1.2	Identify suitable locations with a mains water supply for a water fountain
2 - Getting going	2.1.1	Create a project group composed of key stakeholders to organise the installation of water fountains
	2.1.2	Identify streams of funding for installation and maintenance
	2.2.1	Select a water fountain design that is approved in the UK
	2.2.2	Decide how accessible the fountains should be e.g. adult, children
	2.2.3	Consult measures to prevent vandalism
	2.2.4	Decide on who will be responsible for maintaining the fountains
3 - Getting Installed	3.1	Notify water suppliers of the installation of water fountains
	3.2	Identify a WaterSafe plumber to install the fountains
	3.3	Devise a cleaning and maintenance schedule between those who are responsible for maintenance of water fountains
4 - Getting it used	4.1.1	Use social media to inform local residents of water fountain installations
	4.1.2	Devise methods to inform visitors of water fountains available

Appendix III – References

- SAS Plastic Free Communities (<https://www.sas.org.uk/plastic-free-communities/>)
- Friends of the Earth Climate Action Plan (https://takeclimateaction.uk/sites/files/climate/documents/2020-02/A4_ClimateActionPlan_Jan_2020_update.pdf)
- SUP Plastics Strategy for Surrey (https://www.surreycc.gov.uk/_data/assets/pdf_file/0014/192110/SUP-Strategy-Final-Mar-19.pdf)
- DEFRA Resources and Waste Strategy (<https://www.gov.uk/government/publications/resources-and-waste-strategy-for-england>)
- DEFRA 25 Year Environment Plan (<https://www.gov.uk/government/publications/25-year-environment-plan>)
- London Assembly – Wasting London’s Future (<https://www.london.gov.uk/about-us/london-assembly/london-assembly-publications/wasting-londons-future>)
- Reduction in the use of SUP – A strategy for Somerset County Council (<https://democracy.somerset.gov.uk/documents/s8861/Appendix%20A%20-%20Single%20Use%20Plastics%20Strategy%20-%20Final.pdf>)
- Developing the single use plastic free Wirral policy (<https://democracy.wirral.gov.uk/documents/s50050928/SUP%20Free%20Policy%20-%20Report%20to%20OS%20Committee%205%20July%202018.pdf>)
- Stroud District Council Environment Committee June 2018 - Single Use Plastics and Recycling (<https://www.stroud.gov.uk/media/682440/item-10-single-use-plastics-and-recycling.pdf>)
- Brighton & Hove City Council Single-use Plastics Policy (<https://www.brighton-hove.gov.uk/sites/brighton-hove.gov.uk/files/single-use-plastic-policy.pdf>)
- Surrey County Council Single-Use Plastics (SUP) Policy (https://www.surreycc.gov.uk/_data/assets/pdf_file/0019/181801/Single-use-Plastics-Policy-Nov-2018.pdf)
- SAS Plastic Free Community Toolkit (<https://www.sas.org.uk/your-community-toolkit/>)
- SAS Plastic Free Community Objective 1 – Local Governance (<https://www.sas.org.uk/objective-1-local-governance/>)
- Durham County Council SUP Pledge (https://doitonline.durham.gov.uk/service/Single_use_plastics_pledge)
- European Parliament Press Release on SUP 27/03/2019 - <https://www.europarl.europa.eu/news/en/press-room/20190321IPR32111/parliament-seals-ban-on-throwaway-plastics-by-2021>

Report Title:	Windsor Neighbourhood Plan decision to proceed to referendum
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Coppinger Lead Member for Planning, Environmental Services and Maidenhead
Meeting and Date:	Cabinet - 17 December 2020
Responsible Officer(s):	Executive Director Place, Russell O'Keefe & Head of Planning Adrien Waite
Wards affected:	Castle Without, Clewer East, Clewer North, Clewer South (excluding the areas covered by Bray parish) and Eton and Castle (excluding the Eton Town Council and Park (excluding the area of the Central Windsor Neighbourhood Plan for Business Group).

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REPORT SUMMARY

1. This report seeks approval from Cabinet for the Windsor Neighbourhood plan to proceed to referendum at the earliest practicable opportunity.
2. The Neighbourhood Plan was formally examined by an Independent Examiner earlier this year. The Examiner recommended a number of modifications to ensure that the plan meets the basic conditions as laid out in legislation.
3. The cost of the examination and referendum can be claimed back from the Government up to a cap of £20,000 once the decision statement is published.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Confirms that the Plan meets the basic conditions test**
- ii) **Accepts the proposed changes to the Neighbourhood Plan as set out in appendix B**
- iii) **Agrees to put the modified Neighbourhood Plan to referendum.**
- iv) **Delegates authority to the Head of Planning to issue a Decision Statement and**
- v) **Delegates to the Head of Planning in consultation with the Electoral & Information Governance Services Manager and the Lead Member for Planning, Environmental Services and Maidenhead to decide on the date of the referendum.**
- vi) **Delegates to the Head of Planning in consultation with the Lead Member for Planning, Environmental Services and Maidenhead to make minor non material amendments to the neighbourhood plan prior to the referendum being announced.**

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

Options

Table 1: Options arising from this report

Option	Comments
1. Accept the modifications of the Examiner as accepted by the Windsor Neighbourhood Planning Forum; issue a decision letter to this effect and approve the Windsor Neighbourhood Plan to proceed to referendum This is the recommended option	This is the next step in the process of preparing a neighbourhood plan. The referendum will enable the local community as a whole to express their support (or otherwise) for the planned vision and management of growth within their area as set out in the draft neighbourhood plan.
Do not approve or delay approval for the Plan to proceed to referendum. This option is not recommended	This will delay or deny the opportunity for the local community to express their formal support (or not) of the neighbourhood plan, and risk loss of confidence in the neighbourhood planning process.

- 2.1 The National Planning Policy Framework (NPPF) and the Localism Act (2011) give local communities direct power to develop their shared vision for their neighbourhood and deliver the sustainable development they need. The formal making of the plan is the final stage of the neighbourhood plan production process.
- 2.2 The Royal Borough is encouraging neighbourhood planning. There are currently five neighbourhood plans which have been formally made and are part of the development plan: Ascot, Sunninghill and Sunningdale in 2014, Hurley and the Walthams in 2017, Eton and Eton Wick in 2018, Old Windsor in 2019 and Horton and Wraysbury 2020.
- 2.3 The Windsor Neighbourhood planning area was designated in August 2014 at the same time as the Windsor 2030 Business neighbourhood Planning Forum was designated and charged with producing a NP for the town centre and central riverside area. The Windsor NP area covers the majority of the residential areas of the town excluding the town centre, and a small area in the west which is in Bray Parish.
- 2.4 The Windsor Neighbourhood Planning Forum who produced the neighbourhood plan for the designated Neighbourhood planning area has placed a high value on community consultation, holding seven stages of consultation and extensive open discussions with the people and businesses of Windsor and other relevant organisations. The plan covers a planning period 2019-2034 which broadly fits with the plan period of the emerging BLP.
- 2.5 Prior to publication of the draft neighbourhood plan, the Borough Planning Officers undertook a screening assessment of the draft plan in order to

ascertain whether a Strategic Environmental Assessment (SEA) was necessary and concluded that in this case such an assessment should be carried out. The subsequent SEA concluded that the Windsor NP will lead to positive effects in terms for a wide range of sustainability objectives. In addition, a Habitats Regulation Assessment concluded that the plan was compatible with the EU Habitats Directive and therefore no Appropriate Assessment is required.

- 2.6 Following publication of the draft plan, the neighbourhood plan was scrutinised by an independent examiner. The examiner was appointed by the Royal Borough, with the agreement of the Forum. The examiner's report stated that subject to his recommendations the plan will meet the basic requirements and should proceed to referendum, subject to acceptance of the required modifications. These modifications (see Appendix A) were considered necessary by the independent examiner, to ensure the neighbourhood plan meets the Basic Conditions, as required by the Localism Act.
- 2.7 The Basic Conditions for neighbourhood plans that a draft neighbourhood plan must meet if it is to proceed to referendum are set in schedule 4B to the Town and Country Planning Act 1990.
- Having regard to national policies and advice contained in guidance issued by the Secretary of State it is appropriate to make the neighbourhood plan.
 - The making of the neighbourhood plan contributes to the achievement of sustainable development.
 - The making of the neighbourhood plan is in general conformity with the strategic policies contained in the development plan for the area of the authority
 - The making of the order (or neighbourhood plan) does not breach, and is otherwise compatible with, EU obligations.
 - Prescribed conditions are met in relation to the Order (or plan) and prescribed matters have been complied with in connection with the proposal for the order (or neighbourhood plan).
- 2.8 The Forum have considered the Examiner's recommendations and have modified their draft plan to incorporate the examiner's recommendations. Borough Planning officers have subsequently reviewed the modified draft plan and have concluded that the plan will continue to meet the basic conditions as set out above. The examiner's report is attached at Appendix A and the consequent amended neighbourhood plan, incorporating amendments arising from the examiner's report, as agreed by the Forum are set out in the table neighbourhood planning SEA at Appendix B. Officers have reviewed the amended plan and consider it has sought to address the modifications requested by the examiner. There are some minor clarifications to resolve between the Local Planning Authority and the Neighbourhood Forum, however it is considered that recommendation vi provides adequate scope to deal with these matters and that resolution of these issues should not delay the main decision.
- 2.9 The Forum have asked that the Local Planning Authority agree to let the draft plan proceed to referendum at the earliest opportunity. Unfortunately, the date for a referendum will have to be deferred. The Local Government and Police

and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020 were made in April. These new Regs have an effect on neighbourhood plan referendums and state that where an NPR is due to take place between 15 March 2020 and 5 May 2021, then the referendum date will take place on 6 May 2021.

- 2.10 In normal times an emerging neighbourhood plan is not given weight in decision making on planning applications in the area until it has passed at referendum. However, under the recent amendments to National Planning Practice Guidance (PPG) Paragraph 107 Reference ID 41-107- 20200407, in the light of delays to referenda because of Covid, a neighbourhood plan will be considered to have significant weight once a decision statement detailing its intention to send a neighbourhood plan to referendum has been published by the Local planning authority
- 2.11 Therefore, this report recommends that the give approval to the draft plan proceeding to referendum at the earliest practicable date. The Electoral & Information Governance Services Manager has advised that although the Minister had indicated that further legislation may be made to bring forward the polling date for local referendums to avoid congestion on 6th May 2021, to date this has not happened. It is intended for the referendum to take place on 6 May 2021. In the light of these considerations, if Cabinet is minded to give approval to the plan proceeding to referendum, delegated authority may be given to the Head of Planning in consultation with the Electoral & Information Governance Services Manager and the Lead Member for Planning, Environmental Services and Maidenhead to confirm a referendum date as soon as practicable.
- 2.12 The question used in the referendum is set in the Neighbourhood Planning (Referendums) Regulations 2012 and must be “Do you want the Royal Borough of Windsor and Maidenhead to use the neighbourhood plan for Windsor to help it decide planning applications in the area?”
- 2.13 If more than 50% of those voting in the referendum answer “Yes”, The plan would then form part of the Development Plan for the Royal Borough once it is “Made” (adopted) by the Royal Borough following a decision by Full Council.
- 2.14 Whereas in normal times an emerging neighbourhood plan is not given weight in decision making on planning applications in the area until it has passed at referendum, under the recent amendments to National Planning Practice Guidance (PPG) Paragraph 107 Reference ID 41-107- 20200407 a neighbourhood plan will be considered to have significant weight once a decision statement detailing its intention to send a neighbourhood plan to referendum has been published by the Local planning authority.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
A decision statement is published giving significant weight in decision making on planning applications in the area	Planning proposals that would not accord with the provisions of the emerging neighbourhood plan may be granted	The neighbourhood plan is given significant weight in planning application decision making ahead of the delayed referendum	Planning decisions are made with the support of the emerging neighbourhood plan	The wider aspirations of the neighbourhood plan can begin to be delivered ahead of the referendum	Not before 31 st December 2020
An adopted neighbourhood plan that delivers the wishes of the community.	Neighbourhood plan receives less than 50% of voters choosing "Yes"	Neighbourhood Plan receives 50-65% of voters choosing "yes".	Neighbourhood Plan receives 65-80% of voters choosing "yes".	Neighbourhood Plan receives 80%+ of voters choosing "yes"	Day of referendum
Development in accordance with policies of the neighbourhood plan.	Panel and appeal decisions do not give weight to the plan policies.	Planning applications and appeals are determined in accordance with the neighbourhood plan.	Majority of applications submitted comply with the policies of the neighbourhood plan.	All applications submitted comply with the policies of the neighbourhood plan.	

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Council can claim a grant of £20,000 to cover the costs of the examination and referendum associated with this plan.
- 4.2 Under the terms of the recent Chief Planning Officer's Letter, in view of the delays in holding neighbourhood plan referenda due to the Covid regulations, the grant payment of £20,000 which is normally claimed after the referendum can be claimed as soon as the Decision notice is issued. The examination cost of £8,250 has already been paid through revenue budgets to date but will be reimbursed once the grant is received which will also cover the referendum costs up to the value of £20,000.

5. LEGAL IMPLICATIONS

- 5.1 The Localism Act (2011) and The Neighbourhood Planning (General) Regulations (2012) give power to Local Planning Authorities to approve a neighbourhood plan to proceed to referendum. Under the Neighbourhood Planning Act 2017 if the referendum results in a simple majority 'Yes' vote the Neighbourhood Development Plan will immediately form part of the Development Plan for the Royal Borough. Following this Act the Council should 'have regard to a post-examination neighbourhood development plan when dealing with an application for planning permission, so far as that plan is material to the planning application'.
- 5.2 The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales)

Regulations 2020 were made in April. These new Regs have an effect on neighbourhood plan referendums and state that where an NP Referendum is due to take place between 15 March 2020 and 5 May 2021 (as would normally be the case for the Windsor NP) then the referendum date will take place on 6 May 2021 or such other date to be identified later.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
The Health Emergency will require that the Coronavirus Regulations will be extended for longer, further delaying the referendum	Medium	Issue the Decision Statement to ensure that the emerging neighbourhood plan is given significant weight in planning application decisions as set out in Planning Practice Guidance.	Low
Community will not have an opportunity to guide development in their area.	Medium	Approve the neighbourhood plan to go to the public vote in a referendum.	Low
Risk of legal challenge if examiner's recommendations not accepted.	Medium	Accept the examiner's recommendations.	Low
Development in neighbourhood area may continue to receive significant levels of objection from residents and not meet some local needs.	High	Approve plan for referendum and if successful use in planning decisions.	Medium

7. POTENTIAL IMPACTS

7.1 Equalities.

The neighbourhood plan has been subject to examination by an independent examiner. One of the basic conditions that the examiner is required to be satisfied on is that the Plan is compatible with Convention Rights (Human Rights Act 1998). The examiner was satisfied that the plan was compatible.

"In regard to the above, I note that information has been submitted to demonstrate that people were provided with a range of opportunities to engage

with plan-making in different places and at different times. Various comments have been received in response to active community engagement during the plan making process. The consultation statement submitted alongside the Neighbourhood Plan provides a summary of responses to comments and resulting changes to the Neighbourhood plan.”

Officers have completed a EQIA screening report and conclude that the plan does not require a Equality Impact Assessment

7.1 Climate change/sustainability.

Another of the Basic Conditions is to contribute to the achievement of sustainable development. The neighbourhood plan was supported by a Strategic Environmental Assessment screening and report, that concluded that the plan would not trigger significant environmental effects. In addition to this, the Council has confirmed that it believes the plan meets the Basic Conditions, including in terms of sustainability. The NP declares that sustainability is a thread running through the plan and while some opportunities for further development within existing developed areas are identified, the character of the public realm and high calibre of natural spaces, including open space and biodiversity is considered key to the plan. A key sustainability objective for the NP is to work with Agencies to ensure that new development is co-ordinated and to take account of existing infrastructure needs in order to mitigate the effects of growth and climate change particularly in relation to water supply, drainage and flooding.

7.2 Data Protection/GDPR: A consultation has been carried out by the council prior to the examination and this was undertaken in accordance with the GPDR regulations and the statement on the way the planning policy team in the planning department handles personal data

7.3 The recommendation to approve the plan to go forward to referendum will involve the input of Electoral Services officers to prepare and run the referendum. Because this neighbourhood planning area is not contiguous with polling districts the arrangements for the referendum may require extra arrangements to be made. Planning officers are in discussion with electoral services officers to ensure that this can be done effectively and efficiently.

8. CONSULTATION

8.1 During the production of the Neighbourhood Plan the Forum undertook several consultations and engagement events with Local Stakeholders in the Neighbourhood Plan Area, including a dedicated website, press releases, leaflet distribution and drop-in sessions. After the draft Neighbourhood Plan was submitted to the Royal Borough a formal process of consultation was undertaken by planning officers and the results of this were forwarded to the independent examiner for their consideration during the examination process. The independent examiner concluded that the consultation process has met the legal requirements.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 2.

Table 2: Implementation timetable

Date	Details
Not before 31 st December 2020	Issue Decision Statement
6 May 2021	Hold referendum
Summer 2021 (or before)	If a majority vote “yes” in the referendum, “make” the plan if agreed by Full Council.

10. APPENDICES

- 10.1 This report is supported by 2 appendices:
- Appendix A – Examiner’s Report - The examiner’s report is appended for consideration and should be read in conjunction with the submission version of the neighbourhood plan which is available on the Council’s website at <http://www.rbwm.gov.uk/web/>
 - Appendix B – Referendum Version of the Neighbourhood Plan.

BACKGROUND DOCUMENTS

- 10.2 This This report is supported by 6 background documents:
- National Planning Policy Framework (NPPF) - <https://www.gov.uk/government/publications/national-planning-policy-framework--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>
 - Neighbourhood Planning (Referendum) Regulations (2012) <http://www.legislation.gov.uk/ukdsi/2012/9780111525050/contents>
 - Neighbourhood Planning Act 2017 <http://www.legislation.gov.uk/ukpga/2017/20/contents/enacted>
 - The Local Government and Police and Crime Commissioner (Coronavirus) (Postponement of Elections and Referendums) (England and Wales) Regulations 2020 <https://www.legislation.gov.uk/uksi/2020/395/made>

11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Coppinger	Lead Member for Planning, Environmental Services and Maidenhead	08/12/20	09/12/20
Duncan Sharkey	Managing Director	08/12/20	09/12/20
Russell O'Keefe	Director of Place		
Adele Taylor	Director of Resources/S151 Officer	8/12/20	8/12/20
Kevin McDaniel	Director of Children's Services	8/12/20	8/12/20
Hilary Hall	Director Adults, Commissioning and Health	8/12/20	8/12/20
Andrew Vallance	Head of Finance		
Elaine Browne	Head of Law	08/12/20	09/12/20
Mary Severin	Monitoring Officer		
Nikki Craig	Head of HR, Corporate Projects and IT	8/12/20	8/12/20
Louisa Dean	Communications	8/12/20	
Karen Shepherd	Head of Governance	8/12/20	8/12/20
	Other e.g. external		

REPORT HISTORY

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WINDSOR NEIGHBOURHOOD PLAN 2019-2034

Windsor Neighbourhood Plan Examination
A Report to the Council of the Royal Borough of Windsor and
Maidenhead

by Independent Examiner, Nigel McGurk BSc(Hons) MCD MBA MRTPI

February 2020



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1. Summary

- 1 Subject to the recommendations within this Report, made in respect of enabling the Windsor Neighbourhood Plan to meet the basic conditions, I confirm that:
 - having regard to national policies and advice contained in guidance issued by the Secretary of State it is appropriate to make the neighbourhood plan;
 - the making of the neighbourhood plan contributes to the achievement of sustainable development;
 - the making of the neighbourhood plan is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area);
 - the making of the neighbourhood plan does not breach, and is otherwise compatible with, European Union (EU) obligations; and
 - the making of the neighbourhood plan is not likely to have a significant effect on a European site or a European offshore marine site, either alone or in combination with other plans or projects.

- 2 Taking the above into account, I find that the Windsor Neighbourhood Plan meets the basic conditions¹ and I recommend to the Council of the Royal Borough of Windsor and Maidenhead that, subject to modifications, it should proceed to Referendum.

¹ It is confirmed in Chapter 3 of this Report that the Windsor Neighbourhood Plan meets the requirements of Paragraph 8(1) of Schedule 4B to the Town and Country Planning Act 1990.

2. Introduction

The Neighbourhood Plan

- 3 This Report provides the findings of the examination into the Windsor Neighbourhood Plan (referred to as the Neighbourhood Plan) prepared by the Windsor Neighbourhood Plan Forum.
- 4 As above, the Report recommends that the Neighbourhood Plan should go forward to a Referendum. At Referendum, should more than 50% of votes be in favour of the Neighbourhood Plan, then the Plan would be formally *made* by the Council of the Royal Borough of Windsor and Maidenhead. As part of the development plan, the Neighbourhood Plan would be used to determine planning applications and guide planning decisions in the Windsor Neighbourhood Area.
- 5 Neighbourhood planning provides communities with the power to establish their own policies to shape future development in and around where they live and work.

“Neighbourhood planning gives communities the power to develop a shared vision for their area. Neighbourhood Plans can shape, direct and help to deliver sustainable development...”

(Paragraph 29, National Planning Policy Framework)

- 6 As confirmed in Paragraph 1 of Section 3.0 of the Basic Conditions Statement, submitted alongside the Neighbourhood Plan, Windsor Neighbourhood Plan Forum is the *Qualifying Body*, ultimately responsible for the Neighbourhood Plan.
- 7 This first section of the Basic Conditions Statement also confirms that the Neighbourhood Plan relates only to the designated Windsor Neighbourhood Area and that there is no other neighbourhood plan in place in the Windsor Neighbourhood Area. In this regard, I note that the Old Windsor Neighbourhood Area and the Central Windsor Business Neighbourhood Area comprise separate Neighbourhood Areas.

- 8 The above meets with the aims and purposes of neighbourhood planning, as set out in the Localism Act (2011), the National Planning Policy Framework (2019²) and Planning Practice Guidance (2014).

Role of the Independent Examiner

- 9 I was appointed by the Council of the Royal Borough of Windsor and Maidenhead, with the consent of the Qualifying Body, to conduct the examination of the Windsor Neighbourhood Plan and to provide this Report.
- 10 As an Independent Neighbourhood Plan Examiner, I am independent of the Qualifying Body and the Local Authority. I do not have any interest in any land that may be affected by the Neighbourhood Plan and I possess appropriate qualifications and experience.
- 11 I am a chartered town planner and have eight years' direct experience as an Independent Examiner of Neighbourhood Plans and Orders. I also have thirty years' land, planning and development experience, gained across the public, private, partnership and community sectors.
- 12 As the Independent Examiner, I must make one of the following recommendations:
- that the Neighbourhood Plan should proceed to Referendum, on the basis that it meets all legal requirements;
 - that the Neighbourhood Plan, as modified, should proceed to Referendum;
 - that the Neighbourhood Plan does not proceed to Referendum, on the basis that it does not meet the relevant legal requirements.

² A replacement National Planning Policy Framework was published in July 2018 and amended in 2019. Paragraph 214 of the replacement document establishes that the policies of the previous National Planning Policy Framework apply for the purpose of examining plans, where those plans are submitted on or before the 24th January 2019. The Windsor Neighbourhood Plan was submitted to the Council of the Royal Borough of Windsor and Maidenhead after this date and consequently, it is appropriate to examine the policies of the Neighbourhood Plan against the most recent version of the National Planning Policy Framework.

- 13 If recommending that the Neighbourhood Plan should go forward to Referendum, I must then consider whether the Referendum Area should extend beyond the Windsor Neighbourhood Area to which the Plan relates.
- 14 Where modifications are recommended, they are presented as bullet points and highlighted in **bold print**, with any proposed new wording in *italics*.

Neighbourhood Plan Period

- 15 A neighbourhood plan must specify the period during which it is to have effect.
- 16 The title page of the Neighbourhood Plan and Paragraph 1.8.3 of the document provide clear references to the plan period, which is 2019-2034.
- 17 There is a mistake in Section 3.0 of the Basic Conditions Statement submitted alongside the Neighbourhood Plan, which refers to the plan period covering 2018-2033. There is also a confusing reference in the Neighbourhood Plan and for clarity, I recommend:
 - **Para 3.2 change to "In 2034...The WNP intends that by 2034..."**
- 18 Taking the above into account, the Neighbourhood Plan meets the requirement in respect of specifying the period during which it is to have effect.

Public Hearing

- 19 According to the legislation, it is a general rule that neighbourhood plan examinations should be held without a public hearing – by written representations only.
- 20 However, it is also the case that *when the Examiner considers it necessary* to ensure adequate examination of an issue, or to ensure that a person has a fair chance to put a case, then a public hearing must be held.
- 21 Further to consideration of the information submitted, I determined not hold a public hearing as part of the examination of the Windsor Neighbourhood Plan.
- 22 However, in order to clarify a number of points in respect of the examination, I wrote to the Qualifying Body and to the Council of the Royal Borough of Windsor and Maidenhead and this examination has taken the responses received into account.

3. Basic Conditions and Development Plan Status

Basic Conditions

- 23 It is the role of the Independent Examiner to consider whether a neighbourhood plan meets the “*basic conditions*.” These were *set out in law*³ following the Localism Act 2011. Effectively, the basic conditions provide the rock or foundation upon which neighbourhood plans are created. A neighbourhood plan meets the basic conditions if:
- having regard to national policies and advice contained in guidance issued by the Secretary of State it is appropriate to make the neighbourhood plan;
 - the making of the neighbourhood plan contributes to the achievement of sustainable development;
 - the making of the neighbourhood plan is in general conformity with the strategic policies contained in the development plan for the area of the authority (or any part of that area);
 - the making of the neighbourhood plan does not breach, and is otherwise compatible with, European Union (EU) obligations; and
 - prescribed conditions are met in relation to the neighbourhood plan and prescribed matters have been complied with in connection with the proposal for the neighbourhood plan.
- 24 Regulations 23 and 33 of the Neighbourhood Planning (General) Regulations 2012 (as amended) set out two additional basic conditions to those set out in primary legislation and referred to above. Of these, the following basic condition, brought into effect on 28th December 2018, applies to neighbourhood plans:
- the making of the neighbourhood development plan does not breach the requirements of Chapter 8 of Part 6 of the Conservation of Habitats and Species Regulations.⁴

³ Paragraph 8(2) of Schedule 4B of the Town and Country Planning Act 1990 (as amended).

⁴ *ibid* (same as above).

- 25 In examining the Plan, I am also required, as set out in sections 38A and 38B of the Planning and Compulsory Purchase Act 2004 (as amended by the Localism Act), to check whether the neighbourhood plan:
- has been prepared and submitted for examination by a qualifying body;
 - has been prepared for an area that has been properly designated for such plan preparation (under Section 61G of the Town and Country Planning Act 1990 (as amended));
 - meets the requirements to i) specify the period to which it has effect; ii) not include provision about excluded development; and iii) not relate to more than one neighbourhood area and that:
 - its policies relate to the development and use of land for a designated Neighbourhood Area in line with the requirements of Section 38A of the Planning and Compulsory Purchase Act (PCPA) 2004.
- 26 An independent examiner must also consider whether a neighbourhood plan is compatible with the Convention rights.⁵
- 27 I note that, in line with legislative requirements, a Basic Conditions Statement was submitted alongside the Neighbourhood Plan. This sets out how, in the qualifying body's opinion, the Neighbourhood Plan meets the basic conditions.

⁵ The Convention rights has the same meaning as in the Human Rights Act 1998.

European Convention on Human Rights (ECHR) Obligations

- 28 I am satisfied that the Neighbourhood Plan has regard to fundamental rights and freedoms guaranteed under the ECHR and complies with the Human Rights Act 1998 and there is no substantive evidence to the contrary.
- 29 In the above regard, I also note that information has been submitted to demonstrate that people were provided with a range of opportunities to engage with plan-making in different places and at different times. Various comments have been received in response to active community engagement during the plan-making process. The Consultation Statement submitted alongside the Neighbourhood Plan provides a summary of responses to comments and to resulting changes to the Neighbourhood Plan.

European Union (EU) Obligations

- 30 In some limited circumstances, where a neighbourhood plan is likely to have significant environmental effects, it may require a Strategic Environmental Assessment. In this regard, national advice states:
- “Draft neighbourhood plan proposals should be assessed to determine whether the plan is likely to have significant environmental effects.”*
(Planning Practice Guidance⁶)
- 31 This process is often referred to as “*screening*”⁷. If likely environmental effects are identified, an environmental report must be prepared.

⁶ Planning Practice Guidance, Paragraph 027, Ref: 11-027-20150209.

⁷ The requirements for a screening assessment are set out in in Regulation 9 of the Environmental Assessment of Plans and Programmes Regulations 2004.

32 The Council of the Royal Borough of Windsor and Maidenhead carried out a screening assessment of the Neighbourhood Plan and concluded that a Strategic Environmental Assessment was required.

33 A Strategic Environmental Assessment was subsequently undertaken and was submitted alongside the Neighbourhood Plan. This concluded that:

"...the WNP will lead to positive effects in terms of a wide range of sustainability objectives..."

34 The statutory bodies, Historic England, Natural England and the Environment Agency have all been consulted and none dissented from this conclusion.

35 In addition to SEA, a Habitats Regulations Assessment identifies whether a plan is likely to have a significant effect on a European site, either alone or in combination with other plans and projects. This Assessment must determine whether significant effects on a European site can be ruled out on the basis of objective information⁸. If it is concluded that there is likely to be a significant effect on a European site, then an appropriate assessment of the implications of the plan for the site must be undertaken.

36 In this regard, the Basic Conditions Statement submitted alongside the Neighbourhood Plan states that:

"The Plan is considered to be compatible with the E.U. Habitats directive. It is not likely to have a significant effect on a European site (as defined in the Conservation of Habitats and Species Regulations 2010), either alone or in combination with other plans or projects."

37 Again, the statutory bodies have been consulted and none has provided a conflicting opinion nor evidence to the contrary.

38 I also note that, in April 2018, in the case *People Over Wind & Sweetman v Coillte Teoranta ("People over Wind")*, the Court of Justice of the European Union clarified that it is not appropriate to take account of mitigation measures when screening plans and projects for their effects on European protected habitats under the Habitats Directive. In practice this means if a likely significant effect is identified at the screening stage of a habitats assessment, an *Appropriate Assessment* of those effects must be undertaken.

⁸ Planning Practice Guidance Paragraph 047 Reference ID: 11-047-20150209.

- 39 In response to this judgement, the government made consequential changes to relevant regulations through the Conservation of Habitats and Species and Planning (Various Amendments) (England and Wales) Regulations 2018.
- 40 The changes to regulations allow neighbourhood plans and development orders in areas where there could be likely significant effects on a European protected site to be subject to an Appropriate Assessment to demonstrate how impacts will be mitigated, in the same way as would happen for a draft Local Plan or planning application. These changes came into force on 28th December 2018.
- 41 National guidance establishes that the ultimate responsibility for determining whether a draft neighbourhood plan meets EU obligations lies with the local planning authority:
- “It is the responsibility of the local planning authority to ensure that all the regulations appropriate to the nature and scope of a neighbourhood plan proposal submitted to it have been met in order for the proposal to progress. The local planning authority must decide whether the draft neighbourhood plan is compatible with EU regulations (including obligations under the Strategic Environmental Assessment Directive)”* (Planning Practice Guidance⁹).
- 42 The Council of the Royal Borough of Windsor and Maidenhead has taken all of the above into account. It has expressed the concern that, unmodified, the Neighbourhood Plan Policy LEGO.01 may encourage development proposals which, taking a precautionary approach, are likely to require an appropriate assessment and as a consequence, it cannot be concluded that the unmodified plan will not create likely significant effects on European sites.
- 43 This is a factor that I have taken into account during the course of the examination of the Neighbourhood Plan. The recommendations within this Report include the deletion of Policy LEGO.01.

⁹ ibid, Paragraph 031 Reference ID: 11-031-20150209.

4. Background Documents and the Windsor Neighbourhood Area

Background Documents

- 44 In undertaking this examination, I have considered various information in addition to the Windsor Neighbourhood Plan.
- 45 Information considered as part of this examination has included (but has not been limited to) the following main documents and information:
- National Planning Policy Framework (referred to in this Report as "*the Framework*") (2019)
 - Planning Practice Guidance (2014, as updated)
 - Town and Country Planning Act 1990 (as amended)
 - The Localism Act (2011)
 - The Neighbourhood Plan Regulations (2012) (as amended)
 - The Saved Policies of the Royal Borough of Windsor and Maidenhead Local Plan (Incorporating Alterations Adopted June 2003) (referred to in this Report as "*the RBWM Local Plan*")
 - Basic Conditions Statement
 - Consultation Statement
 - Representations received
 - Strategic Environmental Assessment Report
- 46 In addition, I spent an unaccompanied day visiting the Windsor Neighbourhood Area.

Windsor Neighbourhood Area

- 47 The boundary of the Windsor Neighbourhood Area is identified on a plan provided on page 8 of the Neighbourhood Plan.
- 48 The Council of the Royal Borough of Windsor and Maidenhead designated the Windsor Neighbourhood Area on 21st August 2014.
- 49 This satisfies a requirement in line with the purposes of preparing a Neighbourhood Development Plan under section 61G (1) of the Town and Country Planning Act 1990 (as amended).

5. Public Consultation

Introduction

- 50 As land use plans, the policies of neighbourhood plans form part of the basis for planning and development control decisions. Legislation requires the production of neighbourhood plans to be supported by public consultation.
- 51 Successful public consultation enables a neighbourhood plan to reflect the needs, views and priorities of the local community. It can create a sense of public ownership, help achieve consensus and provide the foundations for a 'Yes' vote at Referendum.

Windsor Neighbourhood Plan Consultation

- 52 A Consultation Statement was submitted to the Council of the Royal Borough of Windsor and Maidenhead alongside the Neighbourhood Plan. The information within it sets out who was consulted and how, together with the outcome of the consultation, as required by the neighbourhood planning *regulations*¹⁰.
- 53 Taking the information provided into account, there is evidence to demonstrate that the Neighbourhood Plan comprises a "*shared vision*" for the Windsor Neighbourhood Area, having regard to Paragraph 29 of the National Planning Policy Framework ("*the Framework*").
- 54 Whilst the Neighbourhood Plan has made use of previous consultation associated with a different approach to neighbourhood planning in the wider area, the Neighbourhood Plan Forum was formed in May 2014 and consultation specific to the Neighbourhood Plan began from that date.
- 55 A Survey was undertaken during 2014, along with the creation of a dedicated website, press releases, Topic Group meetings and the publication of a newsletter. A Vision Survey Brochure was widely distributed and 330 responses were received.

¹⁰ Neighbourhood Planning (General) Regulations 2012.

- 56 Attendance at an event in March 2015 to raise general awareness of the emerging plan was followed by a presentation and attendance at consultations around the Neighbourhood Area. A Design and Views and Vistas Options consultation event was held at the beginning of 2016.
- 57 The draft Neighbourhood Plan was produced and underwent consultation between September and November 2016. A second draft plan was published and consulted upon between November and January 2019. Responses to this informed the submission version of the Neighbourhood Plan.
- 58 In addition to the dedicated website, public consultation was supported via press releases, leaflet distribution and Drop-In events. The Consultation Statement provides evidence to demonstrate that public consultation formed an important part of the plan-making process, that it was publicised and that matters raised were duly considered.
- 59 Taking all of the above into account, I am satisfied that the consultation process complied with the neighbourhood planning regulations referred to above.

6. The Neighbourhood Plan – Introductory Section

- 60 Paragraph 1.5 appears unnecessary, confusing and detracts from the clarity and concise nature of the Neighbourhood Plan. There is no need to set out the history of various Neighbourhood Plans that have and have not progressed and the information provided adds nothing of value to the Neighbourhood Plan itself and is, in any case, general information that is available elsewhere.
- 61 In addition to the contextual information provided, Policies in the Neighbourhood Plan are also preceded by bullet points under the heading "*Intent.*" Many of the bullet points appear vague and do not necessarily relate directly to the Policy that follows. The bullet points hold no Policy status and taking this and the above into account, they appear as a distraction from the Policy that follows and detract from the precise and concise nature of the Neighbourhood Plan.
- 62 Various words in the supporting text to the Policies are annotated in bold print. The approach in this respect appears random and detracts from the clarity of the Neighbourhood Plan. It is a matter addressed in this Report within the recommendations for each Policy.
- 63 I recommend:
- **Page 9, delete content of page including Figure 1**
 - **Page 11, delete reference to Figure 1 in Para 1.7**
 - **Delete Para 1.8.2, which has been overtaken by events and repeats information in Para 1.8.1**
 - **Para 2.4.6, delete the unnecessary text "This will continue to be the case."**
 - **Delete all "Intent" headings and related bullet points**

7. The Neighbourhood Plan – Neighbourhood Plan Policies

Natural Environment and Open Space

Policy OS.01 and OS.02: Open Space and Public Open Space

- 64 Local communities can identify areas of green space of particular importance to them for special protection. Paragraph 99 of the Framework states that:

“The designation of land as a Local Green Space through local and neighbourhood plans allows communities to identify and protect green areas of particular importance to them.”

- 65 The Framework requires policies for the managing of development within a Local Green Space to be consistent with those for Green Belts (Paragraph 101, the Framework). A Local Green Space designation therefore provides for development management in a manner that is comparable to that for Green Belt land. Consequently, Local Green Space comprises a restrictive and significant policy designation.
- 66 Given the importance of the designation, it is appropriate that areas of Local Green Space are clearly identified in the Neighbourhood Plan itself. The Figures identifying each Local Green Space are small and provided on a poor quality map base. This makes the detailed identification of boundaries difficult and I make a recommendation in this regard, below.
- 67 The designation of land for Local Green Space must meet the tests set out in Paragraph 100 of the Framework.
- 68 These are that the green space is in reasonably close proximity to the community it serves; that it is demonstrably special to a local community and holds a particular local significance, for example because of its beauty, historic significance, recreational value (including as a playing field), tranquillity or richness of its wildlife; and that it is local in character and is not an extensive tract of land.

- 69 Part of Policy OS.01 designates twenty one areas of land as Local Green Space. Supporting evidence is provided (in the document "*Local Urban Open Spaces*") to demonstrate that each proposed Local Green Space meets the relevant national policy tests and is therefore appropriate for designation. I also note earlier in this Report that the Neighbourhood Plan has emerged through robust public consultation.
- 70 However, as presented in the Neighbourhood Plan, there is a lack of appropriate clarity in respect of the presentation of each designation. Local Green Space is an important and significant designation – on a par with Green Belt. It is therefore essential that each area of Local Green Space designated in the Neighbourhood Plan is clearly identifiable. The numbering and presentation of the areas of Local Green Space on the Figures provided is inappropriate and this is a matter addressed in the recommendations below.
- 71 With respect to the management of development in areas of Local Green Space, national policy is clear in stating that this should be consistent with that for Green Belts. Green Belt policy does not simply protect the Green Belt from development, but provides for appropriate forms of development, whilst preventing inappropriate development. This important nuance is not reflected in the Policy as set out and is also addressed in the recommendations below.
- 72 Away from Local Green Space, Policy OS.01 seeks to prevent any development whatsoever within a variety of areas referred to as "*existing areas of open space*." In the absence of any substantive evidence, it is not clear upon what planning policy basis the Policy seeks to rule out any form of development. Consequently, this part of the Policy, which does not provide for the balanced consideration of a planning proposal and conflicts with the requirement for the Neighbourhood Plan to contribute towards the achievement of sustainable development, is unjustified and does not meet the basic conditions.
- 73 In the above regard, I note that there is no substantive evidence to demonstrate that the areas of public open space identified are under threat of disappearing, or that they are currently afforded no protection. I am mindful that, amongst other policies, the RBWM Local Plan Policy R1 "*Protection of Urban Open Spaces*," affords protection to areas of open space and that Paragraph 97 of the Framework presents national policy to prevent existing open space from being built on.

- 74 Further to the above, the presentation of the various sites in Policy OS.01 is unclear. The sites listed in the Policy do not correspond directly to Map 5 (for example, no site 58 is listed, yet there are three sites labelled "58" on Map 5). The Maps referred to are unclear to the extent that it is not possible to identify the precise boundaries of specific sites. But, in any case, notwithstanding this, the first part of the Policy does not meet the basic conditions.
- 75 Policy OS.02 requires all residential development to provide "*adequate levels*" of Amenity Green Space on site. In the absence of clarity in respect of what is adequate, this is a vague requirement. Furthermore, there is no substantive evidence to demonstrate that this obligation has regard to Paragraph 56 of the Framework, which requires planning obligations to be necessary, directly related to the development, and fairly and reasonably related in scale and kind to the development. There is nothing to show that the requirement would, for example, meet these tests in say, the case of a single dwelling.
- 76 The third part of Policy OS.02 does not provide information to demonstrate what "*encouragement*" would comprise. Further, it is not clear why this part of the Policy only requires major brownfield development to provide new public open space, as opposed to major development in general. There is no substantive evidence to demonstrate that such an approach is deliverable, or even desirable in respect of every major brownfield site, nor why brownfield land should be burdened in this way. Consequently, the Policy appears in conflict with Paragraph 117 of the Framework, which requires as much use as possible to be made of brownfield land. In the absence of evidence, Policy OS.02 as set out, could prevent brownfield land from coming forward for development.
- 77 No indication is provided in respect of how a decision maker might interpret the phrase "*in particular,*" in part iv. of the Policy. The Policy is ambiguous in this regard, contrary to national planning guidance, which requires planning policies to be clear and unambiguous¹¹:

"A policy in a neighbourhood plan should be clear and unambiguous. It should be drafted with sufficient clarity that a decision maker can apply it consistently and with confidence when determining planning applications. It should be concise, precise and supported by appropriate evidence. It should be distinct to reflect and respond to the unique characteristics and planning context of the specific neighbourhood area for which it has been prepared."

¹¹ Planning Practice Guidance, Paragraph: 041 Reference ID: 41-042-20140306.

78 Much of the supporting text refers to elements of Policies OS.01 and OS.02 that are recommended for deletion and the recommendations below take this into account. Other parts of the supporting text effectively repeat earlier text and other parts, for example, reference to various Maps, are simply incorrect. This results in a Reasoned Justification that does not relate to the Policies as recommended, and which also appears long-winded and confusing.

79 I recommend:

- **Policy OS.01, delete first paragraph**
- **Change second paragraph to *“The areas listed below and identified on Map 7 and supporting plans are designated as Local Green Space, which will be protected in a manner consistent with the protection of land within the Green Belt.”***
- **Revise numbering of areas of Local Green Space from 1 to 21 (also removing the “A, B, C and D” references)**
- **Provide a new Map 7 (this will have a knock-on effect on the numbering of later Maps) entitled *“Local Green Space.”* This should show the 21 areas of Local Green Space. Provide additional plans as necessary – it is essential that the precise boundary of each individual area of Local Green Space is clearly identifiable.**
- **NB, the Local Green Space plan(s) should be provided within the Neighbourhood Plan. The Neighbourhood Plan is a long document and the provision of these important plans in an Appendix is not user-friendly.**
- **NB, there is no need for the inclusion of a Map showing “other areas of local space”**
- **Policy OS.02, delete part i. (“Given...required”)**
- **Change part ii. to *“...loss of on-site open space, proposals should be supported by...needed; and the provision of an equivalent...”***

- Change part iii. to “Allocation of new areas of open space will be *supported*. Should...” (Also, remove bold from text)
- Change part iv. to “...will also be supported, *including the following...*”
- Para 5.2.15, change to “*It is recognised that national and local policy supports the creation of and affords protection to, public open space. Policy OS.01 designates areas of Local Green Space that are demonstrably special to the community, where development will be managed as per in Green Belts and Policy OS.02 supports the protection of existing and the creation of new public open space.*”
- Delete Paras 5.2.16 to 5.2.19
- Change Para 5.2.20 to “...*certain criteria*). *This designation...policy designates Local Green Space. Appendix 3 explains...*”
- Para 5.2.21, change the last part of the sentence after the comma to “*and the WNP is supportive of this level of provision.*”
- Para 5.2.22, delete second and third sentences (“*See...areas.*”)
- Para 5.2.24, delete second sentence (which is not a Policy requirement)

Green and Blue Infrastructure and Biodiversity

Policy BIO.01 and BIO.02: Green and Blue Infrastructure Network

- 80 In general terms, Policy BIO.01 seeks to protect valued areas of biodiversity and provide for the enhancement of biodiversity, having regard to Paragraph 170 of the Framework, which requires planning policies to contribute to and enhance the natural and local environment by:

“...minimising impacts on and providing net gains for biodiversity.”

- 81 As set out, the Policy seeks to impose obligations on all forms of development, without reference to need or the relationship to the development proposed. Such an approach does not have regard to Paragraph 56 of the Framework, referred to earlier in this Report.
- 82 It is not clear, in the absence of information, what *“acceptable design considerations”* or *“appropriate trees”* comprise, who would judge this and on what basis, and this part of the Policy appears vague. Similarly, there is nothing to indicate when it would be appropriate for *“additional opportunities to access green spaces”* to be provided.
- 83 Policy BIO.02 encourages the creation and protection of a green route network and in general terms, this has regard to Paragraph 170 of the Framework, referred to above.
- 84 However, no substantive evidence has been provided in respect of how the green routes identified will be maintained or enhanced. Further, there is no detailed evidence to demonstrate that it will in all cases, as per the requirements of Policy BIO.02, be deliverable for any development facing a green route to provide green boundary treatments, established trees and green verges and habitats to facilitate the movement of wildlife. In addition, there is no substantive evidence to demonstrate that this requirement meets the tests set out in Paragraph 56 of the Framework, referred to earlier in this Report.
- 85 Similarly, there is no substantive evidence to demonstrate that all new development can enable the linkage of green areas together and it is not clear how it is possible, or deliverable, for an existing link to *“be designed to”* achieve all of the things described in part b) of the Policy.

- 86 In the absence of clarity around the phrase “*in close proximity*” or relevant deliverability-related information, part c) of the Policy appears vague and imprecise and does not have regard to Paragraph 16 of the Framework, which requires plans to be deliverable.
- 87 Similarly, the final part of the Policy appears vague and aspirational and it fails to have regard to matters in respect of deliverability and the national policy tests in relation to planning obligations.
- 88 Part of the supporting text does not relate directly to the Policies. Some of the text reads as though it comprises a Policy requirement, which it does not.
- 89 I recommend:

- **Change Policy BIO.01 to “*Development should minimise impacts on biodiversity and provide net gains in biodiversity where possible. The following will be supported: i) Provision of...gardens (NB remove bold text); ii) Planting areas for...walls; and iii) The retention, introduction and replacement of trees with species suited to the local area.*” (delete rest of Policy)**

- **Change Policy BIO.02 to “a) *The routes listed below and shown on the accompanying Map comprise Green Routes. Where development fronts these routes the provision of green boundary treatments with trees, vegetation and soft landscaping to sustain or improve air quality and visual amenity, and the safeguarding, provision and/or enhancement of habitats to facilitate the movement of wildlife, will be supported.*” LIST 1-21 here**

“b) The provision of new and the linking of existing green routes will be supported, as will improvements in access to the Neighbourhood Area’s blue infrastructure network. The recreation of river corridors and wetland habitats, and the reinstating of open waterways from river culverts will be supported.”

- **Remove bold annotation from supporting text**
- **Correct mis-labelling of Photos 1 and 2 on page 35**
- **Delete Paras 5.3.12 and 5.3.24**

- Para 5.3.13, delete “consideration” and “replacing greenery where it has been lost;”
- Para 5.3.14, delete “as a condition of planning permission,”
- Para 5.3.15, change last sentence to “*We wish to encourage alternatives to this.*”
- Para 5.3.17, delete last two sentences (“Proposals...maintained.”)
- Para 5.3.18, delete “as existing trees have...planting of trees.”
- Para 5.3.20, delete (as covered by our...02)” and change last sentence to “...period *is encouraged to capitalise on...*”
- Para 5.3.22, change last line to “...design solutions *which maximise green aspects are encouraged.*”
- Para 5.3.25, delete “BIO.02 d.”

Flooding and Drainage

Policy WAT.01 and WAT.02: Flooding and Water Supply

- 90 National planning policy seeks to prevent inappropriate development in areas at risk from flooding by directing development away from those areas at highest risk and where development is necessary in such areas:

"...the development should be made safe for its lifetime without increasing flood risk elsewhere."

- 91 Policy WAT.01 seeks to prevent flooding and in this way, has regard to national policy.
- 92 The Policy refers to capacity matters that are the responsibility of utility providers and no substantive evidence has been provided to demonstrate that, in all instances, having regard to deliverability and the national planning obligation tests, all refurbishment in the Neighbourhood Area can (or should) include flood resilience and resistance works.
- 93 Part d) of the Policy includes ambiguous requirements and seeks to impose onerous SUDs requirements upon all forms of development without regard to Paragraphs 16 and 56 of the Framework.
- 94 Policy WAT.02, as set out, supports the contamination of controlled waters so long as there is some form of mitigation. The Policy goes on to set a target water consumption regardless of the nature of the development proposed. The approach set out in WAT.02 fails to contribute to the achievement of sustainable development.
- 95 I recommend:
- **Change Policy WAT.01 to *"Development should be made safe from flooding and not increase the risk of flooding elsewhere. Drainage on site should separate foul and surface water flows. The use of Sustainable Urban Drainage Systems will be supported."* (Delete rest of Policy)**
 - **Delete Policy WAT.02**
 - **Remove bold annotation from supporting text**

- Para 5.4.8, delete second sentence (which is not the case)
- Change Para 5.4.10 to *"...Guidance establishes a sequential test to be applied in respect of flood risk. Development should be located..."*
- Change Para 5.4.11 to *"Sustainable Urban Drainage Systems (SUDS) help to provide flood resilience in a locally relevant, sustainable manner."*
- Change Para 5.4.12 to *"We strongly encourage the use of SUDS. Within the..."*
- Delete Para 5.4.13, which repeats information and is not a Policy
- Delete Paras 5.4.14 to 5.4.18

Heritage

Policy HER.01 and HER.02: Heritage Buildings and Features, and Local Heritage List

- 96 Chapter 16 of the Framework, "*Conserving and enhancing the historic environment,*" recognises that the nation's heritage assets comprise an irreplaceable resource. Paragraph 184 of the Framework requires all heritage assets to:
- "...be conserved in a manner appropriate to their significance..."*
- 97 Chapter 16 goes on to set out a detailed and carefully nuanced approach to the conservation of heritage assets.
- 98 Policy HER.01 seeks to protect heritage assets and to some extent, has regard to national policy. However, as set out, the Policy shortens and paraphrases national policy in such a manner that it results in a confusing and incorrect approach in respect of how public benefits should be considered, as well as introducing a vague "*where practicable*" approach to enhancement. It results in a Policy approach that is in direct conflict with national policy and fails to have regard to the Framework.
- 99 Part b of the Policy requires development to be in "*conformity*" with design guidance. Design guidance, by its very nature, provides guidance, not policy requirements. Also, whilst informative and helpful, the Windsor Neighbourhood Plan Design Guide appended to the Neighbourhood Plan does not comprise an adopted Supplementary Planning Document (SPD) and has not emerged through the same robust processes as an adopted SPD.
- 100 The third part of Policy HER.01 limits development to materials and features identified in the Neighbourhood Plan Design Guide and other documents. There is no substantive evidence to demonstrate that only materials and features within these documents would provide for sustainable development and as above, I note that the Design Guide provides guidance and not policy requirements.
- 101 Policy HER.02 goes well beyond national policy requirements in respect of non-designated heritage assets, but no substantive evidence is provided in justification of such an approach, which does not have regard to the Framework.

102 Whereas the Policy requires development to conserve the significance of any non-designated heritage asset, including *“the contribution made”* by its setting, and to justify harm on the basis of public benefits, national policy states that:

“The effect of an application on the significance of a non-designated heritage asset should be taken into account in determining the application...a balanced judgement will be required having regard to the scale of any harm or loss and the significance of the heritage asset.”
(Paragraph 197, the Framework)

103 In addition to the above, part of the supporting text includes unnecessary information relating to an emerging plan, is worded as though it comprises policy requirements and contains incorrect assertions.

104 I recommend:

- **Change Policy HER.01 to *“Development within Conservation Areas and their settings should conserve and/or enhance local character. Development should incorporate high quality materials and have regard to the relevant Conservation Area Appraisal and Townscape Assessment, as well as to the WNP Design Guide (Appendix 4).”* (Delete rest of Policy)**
- **Change Policy HER.02 to *“The effect of a development proposal on the significance of a non-designated heritage asset should be taken into account, having regard to the scale of any harm or loss and the significance of the heritage asset. A Local List of non-designated heritage assets is set out in Appendix 6.”***
- **Remove bold annotation from supporting text**
- **Change Para 6.2.2 to *“National policy requires the conservation of heritage assets in accordance with their significance. Many buildings....Crescent) and national policy provides for the conservation and/or enhancement of Conservation Areas.”***
- **Delete Para 6.2.3**
- **Delete Para 6.2.4**

- Change Para 6.2.5 to “*National policy requires applicants to...setting. To help achieve this, the Neighbourhood Forum is keen to encourage the use of the Windsor Design Guide. We wish...circumstances.*”
- Change Para 6.2.6 to “*National policy and guidance encourages the...place.*”
- Para 6.2.7, change line 6 to “...with a view to *their inclusion on a Local List of...*”
- Para 6.2.7, line 8, delete “While it is...Eton Society.”
- Para 6.2.7, delete last sentence (“Developments...supported.”)
- Para 6.2.8, delete all after second sentence (“The judgement...setting.”)

Character and Design

Policy DES.01 Appearance

105 National planning policy recognises that:

“Good design is a key aspect of sustainable development, creating better places in which to live and work and helps make development acceptable to communities.”

(Paragraph 124, the Framework)

106 Subject to the recommendations below, Policy DES.01 seeks to ensure that development provides for good design by taking important aspects of local character into account. This has regard to aspects of Paragraph 127 of the Framework, which requires planning policies to ensure that developments are:

“...sympathetic to local character and history, including the surrounding built environment and landscape setting, while not preventing or discouraging appropriate innovation or change (such as increased densities)...”

107 However, as set out, Policy DES.01 requires all development to reflect everything contained in the guidance referred to. As well as being an onerous requirement, such an approach appears rigid and less flexible than that set out in national policy. Furthermore, guidance is precisely that – it provides helpful background information rather than a land use planning policy requirement. Requiring development to “reflect all relevant evidence” from guidance effectively raises the “power” of guidance to a level not commensurate with its status.

108 Also, the Windsor Neighbourhood Plan (NP) Design Guide and “any relevant NP Area Design Guide” do not form part of the Neighbourhood Plan but are appended to it. The guidance provides important local information to inform planning proposals, but it does not set out planning policy requirements.

109 The Windsor NP Design Guide refers to guidance produced by the Royal Borough of Windsor and Maidenhead and there is no need for the Policy to include direct reference to documents produced by the Royal Borough.

110 I recommend:

- **Change Policy DES.01 to “Proposals for development should demonstrate how they have taken account of design guidance, including the Windsor NP Design Guide. Development affecting any of the seven areas identified on Map 9 should also demonstrate how they have taken into account the relevant NP Area Design Guide.”**
- **Clarify Map 9 by providing a Key (the names of the Areas are difficult to identify)**
- **Para 6.3.10, line six, change to “...welcomed. *Our aim is to provide guidance to developers in respect of the kinds of development appropriate to different parts of the town, with the intention of helping them to “get it right...”* (retain final sentence of Para)**
- **Remove bold annotation from supporting text**

Key Views

Policy VIE.01: Key Views

- 111 As highlighted earlier in this Report, the Framework requires planning policies to ensure that developments are sympathetic to local character and history.
- 112 Generally, in identifying and seeking to afford some protection to key views, Policy VIE.01 aims to ensure that development is sympathetic to and does not detract from its surroundings. In this way, the Policy has regard to national policy.
- 113 As set out, the Policy appears vague. The phrase "*likely to compromise*" is subjective and further, the "*Viewing Corridors*" and "*Designated Views*" identified in the Policy stretch across large areas of Windsor and cover such a broad variety of land uses that they are difficult to understand in fine detail, such that it is not clear as to when a view "*could*" be affected and whether or not the Policy will apply.
- 114 Given that, as worded, the Policy requires all development that "*could*" (and which therefore, may not) have an impact to provide visualisations relating to the foreground, middle ground and background of designated views, the Policy is extremely onerous. Notwithstanding the above, no substantive evidence has been provided to demonstrate that the requirements of the Policy comprise "*the minimum needed to make decisions,*" in accordance with Paragraph 44 of the Framework. Further, there is no evidence to demonstrate that in every case, the requirements of Policy VIE.01 are:
- "...relevant, necessary and material to the application in question."*
(Paragraph 44, the Framework)
- 115 The Policy only supports development that makes a positive contribution to views. This goes well beyond any national or local policy and is considerably more onerous than for example, policy applying to Conservation Areas. This departure from national and local policy is not justified by substantive evidence.

116 Taking all of the above into account, I recommend:

- **Change Policy VIE.01 to “*Development proposals must respect the Designated Views and Viewing Corridors listed below and identified on Map 10 (further information is also included in Appendix 5): NB, LIST OF 11 VIEWS HERE.*” Delete rest of Policy**
- **Remove bold annotation from supporting text**
- **Para 6.4.2, change to “...taken into account *by* development. These...”**
- **Delete Paras 6.4.6 and 6.4.7**
- **Para 6.4.12, delete end of last sentence “..., and any development...appearance.”**
- **Para 6.4.14, change to “...policy *can be informed by* guidance in...This *provides guidance in respect of how a view can be treated and* managed. We...we will *seek to manage...forward.*”**

Getting Around

Policy CW.01: Cycling and Walking

117 Paragraph 98 of the Framework states that planning:

"...policies and decisions should protect and enhance public rights of way and access, including taking opportunities to provide better facilities for users, for example by adding links to existing rights of way networks..."

118 Policy CW.01 seeks to protect and enhance Windsor's cycling and walking network and in this way, it has regard to national policy and contributes to the achievement of sustainable development.

119 As set out, the first part of the Policy appears to afford protection to routes that are not necessarily public rights of way and in so doing, goes beyond the capabilities of the Neighbourhood Plan. A recommendation is made in this regard, in the interests of the precision of the Policy.

120 No substantive evidence has been provided in support of the requirement for all development to link to existing pedestrian and cycle networks. In the absence of evidence, it cannot be concluded that in respect of every development proposal in the Neighbourhood Area this obligation would be necessary to make the development acceptable in planning terms, be directly related to the development, or be fairly and reasonably related in scale and kind to the development. Consequently, this part of the Policy does not have regard to Paragraph 56 of the Framework, which sets out the tests that planning obligations must meet.

121 Whilst it sets out important local community aspirations, part b) of the Policy sets out a statement of support for various works. There is no substantive evidence to demonstrate that it comprises a deliverable land use planning policy, having regard to Paragraph 16 of the Framework:

"Plans should...be prepared positively, in a way that is aspirational but deliverable."

122 I recommend:

- Change Policy CW.01 a) to *“All public rights of way within the WNP area must be retained, or alternatives provided that offer equivalent or better functionality. Improvements to the pedestrian and cycle network, including the creation of more safe linkages, will be supported.”*
- Remove bold annotation from supporting text
- Delete part b) from the Policy, but move text to a new Para above Para 7.1.19, stating *“The Windsor Neighbourhood Forum strongly supports all practical opportunities...its tributaries.”*
- Change Para 7.1.19 to *“The Windsor Neighbourhood Forum supports improvements...”*
- Other than at Para 7.1.14, delete references to CW.01 in bold print at the beginning of Paras on pages 62 and 63
- Para 7.1.5, change to *“...cycle provision. The WNP seeks to improve conditions for walking, enhance the pedestrian experience and boost the provision...”*
- Para 7.1.6, change to *“In respect of traffic congestion, Section 11 of the WNP also highlights a number of projects that will be pursued.”*
- Change Para 7.1.7 to *“...Borough’s...”*
- Delete last sentence of Para 7.1.12 (*“(However...night)”*)
- Para 7.1.16, change last sentence to *“The Windsor Neighbourhood Forum hopes to see..”*
- 7.1.18, change second sentence to *“We wish to see new pedestrian and cycle routes incorporated...”*
- 7.1.20, change last sentence to *“Windsor Neighbourhood Forum would like to see developers ensure that it is...”*

Parking

Policy PAR.01 and PAR.02: Parking

123 Appendix 4 of the Neighbourhood Plan does not form part of the Neighbourhood Plan, but is appended to it. Whilst it includes guidance, this is informative and does not comprise land use planning policy. The content of Appendix 4 is not an adopted statutory document that has emerged through robust consultation.

124 Taking the above into account, it is inappropriate for Policy PAR.01 to require all residential development to “*comply with*” the parking design guide standards and “*any relevant*” design guides in Appendix 4.

125 However, I note that Appendix 4 provides helpful background information and this is a factor that is taken into account in the recommendations below.

126 In general terms, subject to addressing the ambiguous reference to supporting “*opportunities*,” Policy PAR.02 is supportive of increasing car parking capacity. In this way, together with the aims of PAR.01, the Policy contributes to the achievement of sustainable development by providing a framework to provide for safe and convenient parking, having regard to Paragraph 110 of the Framework, which requires development to:

“...create places that are safe, secure and attractive...”

127 I recommend:

- **Change Policy PAR.01 to “*New residential development should respect local character and provide for safe parking, having regard to the WNP parking design guide standards and where relevant, Area Design Guides (as set out in Appendix 4).*”**
- **Change Policy PAR.02 to “*The provision of increased car parking capacity at existing car parks will be supported, subject to development respecting local character, residential amenity and highway safety.*”**
- **Delete Para 7.2.7**

- **Remove bold annotation from supporting text**
- **Para 7.2.11, change to “...In the *Windsor Neighbourhood Forum’s* view that this...”**
- ***Para 7.2.12, change to “...nearby and this is something the Windsor Neighbourhood Forum wishes to discourage, unless it...”***
- **Delete 7.2.13 (once adopted, the standards will be a material consideration regardless of “WNP support”)**
- **Change Para 7.2.14 to “*Windsor Neighbourhood Forum will seek to discourage the use of dropped kerbs where they result...front garden parking and the Windsor Neighbourhood Forum will encourage applicants to use this.*”**
- **Footnote 49, delete “is the industry...developments.” (Building for Life 12 is not the “industry standard” for new housing developments, but provides guidance)**

Recreation, Open Spaces and Community Facilities

Housing

Policy HOUS.01: Housing

- 128 There is no requirement for the Neighbourhood Plan to allocate land for development and it does not do so. However, the supporting text to Policy HOUS.01 considers opportunities for windfall development in the Neighbourhood Area. Taking this into account, the Policy seeks to support residential development above "*retail/commercial premises.*"
- 129 In many cases, the conversion, for example, of existing space above town centre shops to residential use comprises permitted development and does not require planning permission. Similarly, bringing an unused flat back into use is not something that requires planning permission.
- 130 However, Part b) of the Policy simply supports any form of conversion to residential use above retail and commercial space – regardless of location. Such uses can take very different forms across different locations and there is no information to demonstrate that the development supported by Policy HOUS.01 in this regard would contribute to the achievement of sustainable development.
- 131 Further, the first part of the Policy appears ambiguous, in that it not only supports, but seeks to grant permission for residential development over any form of low-rise retail or commercial premises. It is not clear, in the absence of substantive evidence, how such an approach would provide for the balanced consideration of development proposals and thus contribute to the achievement of sustainable development.
- 132 The phrase "*will be permitted*" runs the risk of pre-determining the application process and further, "*low-rise*" is not defined, thus adding to the ambiguous nature of the Policy.
- 133 The supporting text refers to residential development in gardens and the creation of offices/business uses on upper floors, contrary to the Policy.

134 I recommend:

- **Change Policy HOUS.01 to “*Proposals requiring planning permission for the conversion of premises above shops to residential use will be supported, subject to respecting local character, residential amenity and highway safety.*”**
- **Change Para 8.2.1 to “...includes above shops, which could support additional housing.”**
- **Delete Para 8.2.2 and 8.2.3**
- **Change Para 8.2.4 to “HOU.01 Areas where this policy may apply could include Deworth Road.” (delete rest of Para)**
- **Delete Para 8.2.5**

Residential Amenity

Policy RES.01: Residential Amenity

- 135 Providing for residential amenity has regard to Chapter 12 of the Framework, *“Achieving well-designed places.”*
- 136 As set out, Policy RES.01 requires the provision of *“appropriate and sufficient amenity space”* without stating what this comprises. This part of the Policy is imprecise and does not provide a decision maker with a clear indication of how to react to a development proposal, having regard to Paragraph 16 of the Framework.
- 137 Similarly, it is not apparent for example, how much internal storage space for the separation of recyclable materials would be *“sufficient”* – or how this might be calculated and who by.
- 138 For clarity, I recommend:
- **Change Policy RES.01 to *“Residential development should provide external amenity space that appears in keeping with local character and which respects privacy. Residential development should provide for recycling, including space for screening and storage.”***
 - **Remove bold annotation from supporting text**
 - **Para 8.3.4, change last sentence to *“We recommend that development proposals consider good practice, as set out in Building...”***
 - **Change Para 8.3.5 to *“We would like to encourage developers to ensure that development does not result in unsightly and inappropriately placed bin and bike stores. Unsightly storage can harm both the amenity of neighbours and the street scene and we will seek to encourage appropriate bin and bike storage for all dwellings.”***
 - **Delete Para 8.3.6, which repeats 8.3.4**

Working and Shopping

Policy PUB.01: Public Houses

139 Chapter 8 of the Framework, "*Promoting healthy and safe communities,*" recognises the importance of social, recreational and cultural facilities. It states that:

"...planning policies and decisions should plan positively for the provision and use of shared spaces, community facilities (such as...public houses..."
(Paragraph 92, the Framework)

140 Policy PUB.01 seeks to protect pubs and has regard to the Framework.

141 As worded, the Policy is imprecise – for example, it requires a developer to "*prove that there is no viable use,*" which makes little sense. Further, in the absence of Policy direction or supporting information, it is not clear how various uses "*will be encouraged*" or how the Policy will prioritise community uses.

142 I recommend:

- **Change Policy PUB.01 to "*The loss of pubs to non-community uses will not be supported unless it can be demonstrated, further to 12 months open and active marketing, that it would not be economically viable or feasible to retain the pub in its existing use and that there is no reasonable economically viable prospect of securing an alternative community use of the land or premises.*"**
- **Delete last sentence of Para 9.1.6 ("It...P policies.")**
- **Para 9.2.3, end of line 4, delete "business"**

Policy RET.01: Retail and Small Business

- 143 Saved Policy S1 of the RBWM Local Plan, "*Location of shopping development*," seeks to ensure that new retail development does not harm the viability of existing centres.
- 144 National policy recognises the importance of local shops to the community and requires planning policies to:
- "...ensure that established shops, facilities and services are able to develop and modernise, and are retained for the benefit of the community..."*
(Paragraph 92, the Framework)
- 145 In general terms, Policy RET.01 seeks to resist the loss of shops to the community and in this way, it meets the basic conditions.
- 146 However, the first part of the Policy simply gives carte blanche support to any kind of retail development in vaguely described locations. There is no supporting evidence to demonstrate that such an approach would serve to protect the viability of existing centres, or would necessarily, in all circumstances, be appropriate to and contribute to the achievement of sustainable development within the general locations described.
- 147 Part b) of the Policy requires the number of A1 retail units to remain at 40%. There is no substantive evidence to demonstrate that the number of retail units in Local Centres (which it has to be assumed that the Policy is referring to) is 40%, or why any future figure must be 40%. As such, this requirement is not supported by appropriate evidence, having regard to national planning guidance, referred to earlier in this Report.
- 148 The Policy requires new shop fronts to "*conform*" to guidance. "*Conformity*" with guidance is considered elsewhere in this Report and is a matter addressed in the recommendations below.
- 149 The final part of the Policy refers to "*clustering*" and harm to "*retail vitality*" but the Neighbourhood Plan provides no detail in respect how these matters might be judged, who by, or on what basis. Consequently, this part of the Policy appears imprecise and ambiguous.

150 For clarity, I recommend:

- **Change Policy RET.01 to “*Local shops provide an important community function and proposals that will support the vibrancy and vitality of Local Centres and retail parades whilst respecting local character, residential amenity and highway safety will be supported. The loss of shops and small-scale commercial units will be resisted unless it can be demonstrated, further to twelve months open and active marketing, that retention in their current use is not economically viable. Proposals for new shop fronts should have regard to guidance set out in the Windsor Design Guide shop front section (see Appendix 4c).*”**
- **Remove bold annotation from supporting text**
- **Para 9.3.6, change to “*In some circumstances, national policy...situation where businesses struggle to find premises...*”**
- **Para 9.3.8, second line, change to “*...demand for the...*”**
- **Delete Para 9.3.10 along with references to RET.01d) and RET.01e) in Paras 9.3.11 and 9.3.14**
- **Para 9.3.12, delete from fourth line to end of Para (“The general...access”) which reads as a Policy, but which is not**
- **Delete Paras 9.3.14 to 9.3.16. The Policy does not set out an approach to such uses that has regard to national policy or guidance**

Place Policies

Policy DR.01: Dedworth Road

151 National policy requires Plans to:

"...be prepared positively, in a way that is aspirational but deliverable..."
and "...contain policies that are clearly written and unambiguous, so it is evident how a decision maker should react to development proposals."

Paragraph 16, the Framework

152 In addition, as noted earlier in this Report, it is a requirement of national policy, as set out in Paragraph 56 of the Framework, that planning obligations must be necessary to make development acceptable in planning terms, be directly related to the development, and be fairly and reasonably related in scale and kind to the development.

153 Policy DR.01 fails to have regard to national policy. It reads as a general wish-list, regardless of the need for deliverability, clarity, precision and the tests for planning obligations. It sets out vague requirements for development *"to utilise opportunities, where relevant"* without providing necessary information in respect of what these are and why and when and/or why they will be *"relevant."*

154 Further references to *"where appropriate...where possible...where it is possible to do so...where relevant"* add to the ambiguous nature of the Policy.

155 The Policy sets out requirements for enhancement and the provision of various facilities without any indication of how these will be paid for and delivered in a manner that has regard to Paragraph 56 of the Framework. The Policy also sets out a requirement for various works relating to the public highway without evidence that these are deliverable. I am mindful in this respect that, generally, highways works tend to fall under the responsibility of the highways authority and outside the scope of a Neighbourhood Plan.

156 Whilst I note that there is some local concern over how future development might impact on the Dedworth Road area, the Neighbourhood Plan does not tackle this in a manner which has regard to the basic conditions, resulting in the recommendation below.

157 I recommend:

- **Delete Policy DR.01**
- **Para 10.1.1, change to *“The following place-based policy provides for a key place within the WNP area.”***
- **Delete Paras 10..1.1 to 10.2.8 inclusive**
- **Delete “10.1 Introduction”**
- **Delete Map 11**

Policy IH.01: Former Imperial House and Police Station Quarter

- 158 Policy IH.01 has, to some significant degree, been overtaken by events. Part of the site referred to by the Policy was granted planning permission in May 2019¹², further to an appeal.
- 159 Policy IH.01 does not allocate a site but seeks to provide some policy direction for development relating to land identified on Map 12. In this respect, I am mindful that no substantive evidence has been provided to demonstrate the deliverability of a comprehensive redevelopment proposal for all of the land identified on Map 12 and that planning permissions exist for development that does not require a comprehensive approach.
- 160 Whilst I note that the Qualifying Body would be prepared to withdraw Policy IH.01, I am mindful of representations suggesting changes that would enable Policy IH.01 to provide for a positive planning framework at the neighbourhood level.
- 161 Given the above, I recommend:
- **Change Policy IH.01 to “a) *Future development proposals featuring both the site of the former Imperial House and Police Station site should include a masterplan to show how...appearance criteria.* b) Any revised proposals for redevelopment should have regard to: *safe and secure pedestrian and cycle connectivity; local character, including the green character of Alma Road and the scale and massing of neighbouring buildings; and the scope for “feature” buildings to create articulated views from St Mark’s Road to Alma Road.*”**
 - **Para 10.3.2, change to “brownfield site in”**
 - **Para 10.3.4, change to “...site is in employment use and RBWM has identified the site...”**
 - **Delete Para 10.3.5**

¹² Appeal Reference: APP/T0355/W/18/3203764.

- **Para 10.3.6, delete text and replace with “*A mixed use development at part of the site was recently approved on appeal.*” (And provide footnote to this sentence, referencing APP/T0355/W/18/3203764)**
- **Delete Para 10.3.7 and 10.3.8**
- **Para 10.3.10, change to “*a Business Area*”**
- **Delete Paras 10.3.12 to 10.3.19, inclusive**

Policy LEGO.01: Legoland

- 162 Rather than present a clear land use planning policy, Policy LEGO.01 sets out a list of statements. As set out, these appear vague and are unsupported by up to date, detailed information.
- 163 Notwithstanding this, the Council of the Royal Borough of Windsor and Maidenhead has commented that the Policy supports development whilst failing to make appropriate reference to statutory designations. For example, it is not clear how the Policy has regard to the requirement to meet Green Belt requirements.
- 164 Also, the area referred to is located in close proximity to the Windsor Park Special Area of Conservation (SAC). The Policy does not refer to this and consequently, it is not clear how unfettered support for "*continued investment at the resort within the current development boundary*" (wherever that may be) will, in all circumstances, contribute to the achievement of sustainable development. As referred to earlier in this Report, the Council of the Royal Borough of Windsor and Maidenhead is concerned that the inclusion of this Policy would result in the Neighbourhood Plan being incompatible with European obligations, contrary to the basic conditions.
- 165 Further to all of the above, in the absence of any substantive evidence, it is not clear how the various statements in the Policy will (or can) be delivered, or whether this can be achieved in a manner that contributes to the achievement of sustainable development.
- 166 As an aside, I note that, in respect of this and the following Policy, the Qualifying Body has, in response to my letter of clarification, suggested that I make revisions in order to enable the Policies to meet the basic conditions. However, in the case of Policies LEGO.01 and RAC.01, this would go well beyond the scope of my role as Independent Examiner.
- 167 For the reasons set out above, Policy LEGO.01 does not meet the basic conditions and I recommend:
- **Delete Policy LEGO.01**
 - **Delete pages 92 to 95, inclusive**

Policy RAC.01: Royal Windsor Racecourse

168 Similarly to the preceding Policy, Policy RAC.01 comprises a list of statements. It sets out a series of works that are “*supported,*” but provides no substantive evidence to demonstrate that all of the matters supported by the Policy can be delivered within the requirements of the Green Belt designation covering the whole of the area.

169 Also, in the absence of any substantive evidence, there is no clarity in respect of how the various statements in the Policy will (or can) be delivered, or in what way the Policy contributes to the achievement of sustainable development.

170 Policy RAC.01 does not meet the basic conditions. I recommend:

- **Delete Policy RAC.01**
- **Delete Pages 96-98 inclusive**

Policy CIL.01: CIL and S106 funding

171 Policy CIL.01 states that CIL or Section 106 Agreement funding will be used to deliver policies and projects according to the community's wishes and priorities, as set out in Table 1.

172 However, no information is provided in this section of the Neighbourhood Plan (or anywhere in the Neighbourhood Plan), to demonstrate how Policy CIL.01 has regard to Paragraph 56 of the Framework, referred to earlier in this Report.

173 Consequently, in the absence of, for example, any idea of what development might provide CIL or S106 funding, it is simply not possible to understand how planning obligations that meet the appropriate tests will (or can) be used to deliver the priorities set out in Table 1. Policy CIL.01 is imprecise and is not supported by appropriate evidence. It does not meet the basic conditions.

174 Notwithstanding the above, I am mindful that the provision of relevant information in the Neighbourhood Plan in respect of CIL is helpful and I recommend:

- **Delete Policy CIL.01**
- **Create a new Para below Para 11.1.1 "*Windsor Neighbourhood Forum will seek to use Community Infrastructure Levies and/or, if applicable, Section 106 funding, to deliver policies and projects in accordance with the community's wishes and priorities, as set out in Table 1 below.*"**
- **Delete Para 11.1.2 and title**
- **The Neighbourhood Plan cannot impose requirements on the Local Planning Authority. Para 11.1.5, delete from second line to end of Para (" , liaising...herein")**
- **Change last line of Para 11.1.6 to "...policies are *deliverable.*"**
- **Para 11.1.7, change last sentence to "*They will also monitor the success of the policies.*"**
- **Table 1 will require updating, to take into account the recommendations in this Report**

8. The Neighbourhood Plan: Other Matters

175 The recommendations made in this Report will also have a subsequent impact on Contents, including Policy, paragraph and page numbering.

176 I recommend:

- **Update the Contents and where necessary, Policy, paragraph and page numbering, to take into account the recommendations contained in this Report**

9. Referendum

177 I recommend to the Council of the Royal Borough of Windsor and Maidenhead that, subject to the recommended modifications, **the Windsor Neighbourhood Plan should proceed to a Referendum.**

Referendum Area

178 I am required to consider whether the Referendum Area should be extended beyond the Windsor Neighbourhood Area.

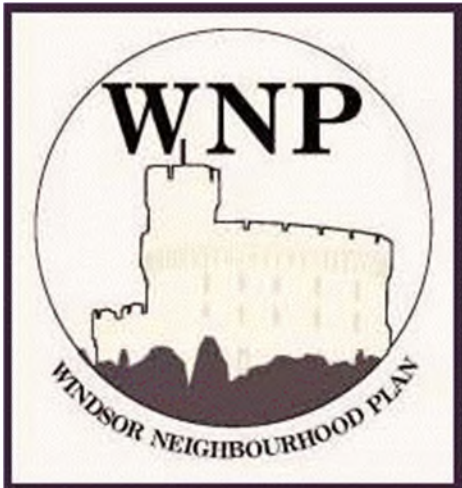
179 I consider the Neighbourhood Area to be appropriate and there is no substantive evidence to demonstrate that this is not the case.

180 Consequently, I recommend that the Plan should proceed to a Referendum based on the Windsor Neighbourhood Area approved by the Council of the Royal Borough of Windsor and Maidenhead on the 21st August 2014.

Nigel McGurk, February 2020
Erimax – Land, Planning and Communities



EST. 2011



WINDSOR NEIGHBOURHOOD PLAN 2019-2034 REFERENDUM VERSION



Published by The Windsor Neighbourhood Forum.

FOREWORD

Under the government's localism agenda, local communities have been given the opportunity to develop a neighbourhood plan for their area.

This is the Final Version of the Windsor Neighbourhood Plan and is submitted to The Royal Borough of Windsor and Maidenhead for Referendum.

Signed

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A THANK YOU TO ALL OF OUR SUPPORTERS

The WNP would not have been possible without the contribution of the Forum members and hard-working and determined volunteers. The chairs particularly sincerely would like to thank Committee members Jane Carter, Theresa Haggart, Alison Logan, Helen Price and Susy Shearer, all of whom have made an invaluable contribution to produce the plan, and Cori Mackin for help with our website. We would also like to thank Forum members for their dedicated support, and officers from the Royal Borough of Windsor and Maidenhead for dealing with us and our many questions with patience.

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HOW TO USE THIS DOCUMENT

This document is a statutory plan, the policies and projects contained within it aim to deliver the community's vision and objectives for our neighbourhood.

Sections 1 - 4 Introduces the Neighbourhood Plan and its context locally and in the planning system, the issues, opportunities and constraints, vision and objectives

Sections 5 - 9 Contains the **GENERAL POLICIES** apply across the whole area

Section 10 Contains the **PLACE POLICY** which applies to the former Imperial House site.

Section 11 Explains how the polices and projects will be delivered and implemented

GLOSSARY OF TERMS

APPENDICES Further detail can be found in the **Appendices**.

1 Open Space

2 Design Guidance

3 Non-Designated Heritage Assets List

4 Local Viewing Corridors

5 Windsor Extracts from RBWM Townscape Assessment

The **Evidence Base, Consultation Statement and Basic Conditions Statement, and Strategic Environmental Assessment/Sustainability Appraisal** are all available on our website

www.windsorplan.org.uk

1 INTRODUCTION

1.1 What is a Neighbourhood Plan?

- 1.1.1 A Neighbourhood Plan (NP) allows local people to develop a shared vision for their neighbourhood and to help decide where new developments should go and what they might look like. NPs are a statutory planning document made possible through the Localism Act 2011 and the Neighbourhood Planning (General) Regulations 2012. The broad purpose of the NP is to plan for sustainable development on three dimensions; economic, social, and environmental, and to make planning policies that will be used to help inform and determine future planning applications in the area. Once approved, the NP becomes a legal planning document which must be taken into account when making planning decisions. In addition, the NP can act as a prospectus and tool to bring together local stakeholders to help deliver change.

1.2 What it can and can't do

- 1.2.1 A NP can guide decisions on planning applications within the neighbourhood area. This means that some of the most important issues which face us in the Windsor Neighbourhood Plan (WNP) area are not directly within the scope of neighbourhood planning, such as traffic congestion, public transport, the provision of public services and major land use decisions defined as “strategic” (as covered in Local Plans produced by Local Planning Authorities¹). Also excluded are developments allowed as “permitted development”. Nevertheless, the knowledge and experience gained through the process of developing the NP shall inform and influence decisions that are not within scope of planning regulations, and some issues of concern to the community can be progressed as “projects” in partnership with others. Possible “Projects” are identified in Section 11 of this plan.

1.3 Sustainability

- 1.3.1 Sustainable development is a golden thread that runs through the WNP. Development which is sustainable and enhances the local area is welcomed. The WNP has no obvious new “greenfield” sites available within the urban area, but areas have been identified where development could include extra housing and employment opportunities at the same time as enhancing the local environment, particularly around Key Local Shopping Areas along Dedworth Road. Additional development at LEGOLAND and Windsor Racecourse has also been supported which could under certain circumstances sustain and enhance employment opportunities.
- 1.3.2 The historic and natural environments are a key part of Windsor’s character, and WNP policies encourage development to enhance these aspects. A Strategic Environmental Assessment has been prepared alongside the production of this plan to assess the potential cumulative effects of the WNP’s policies. The WNP has an opportunity to meet local concerns and to encourage the following sustainable development:
- enhance the appearance of new housing and employment developments in the town, improve community facilities and key facilities to the west, improve local shopping possibilities

- maintain/improve open spaces and the environment, and the enhancement and preservation of heritage.
- support the continuing success of local businesses providing important jobs for local people and generating expenditure in the local economy.
- consider possibilities for the location of more housing and open space
- enhance sustainable transport infrastructure

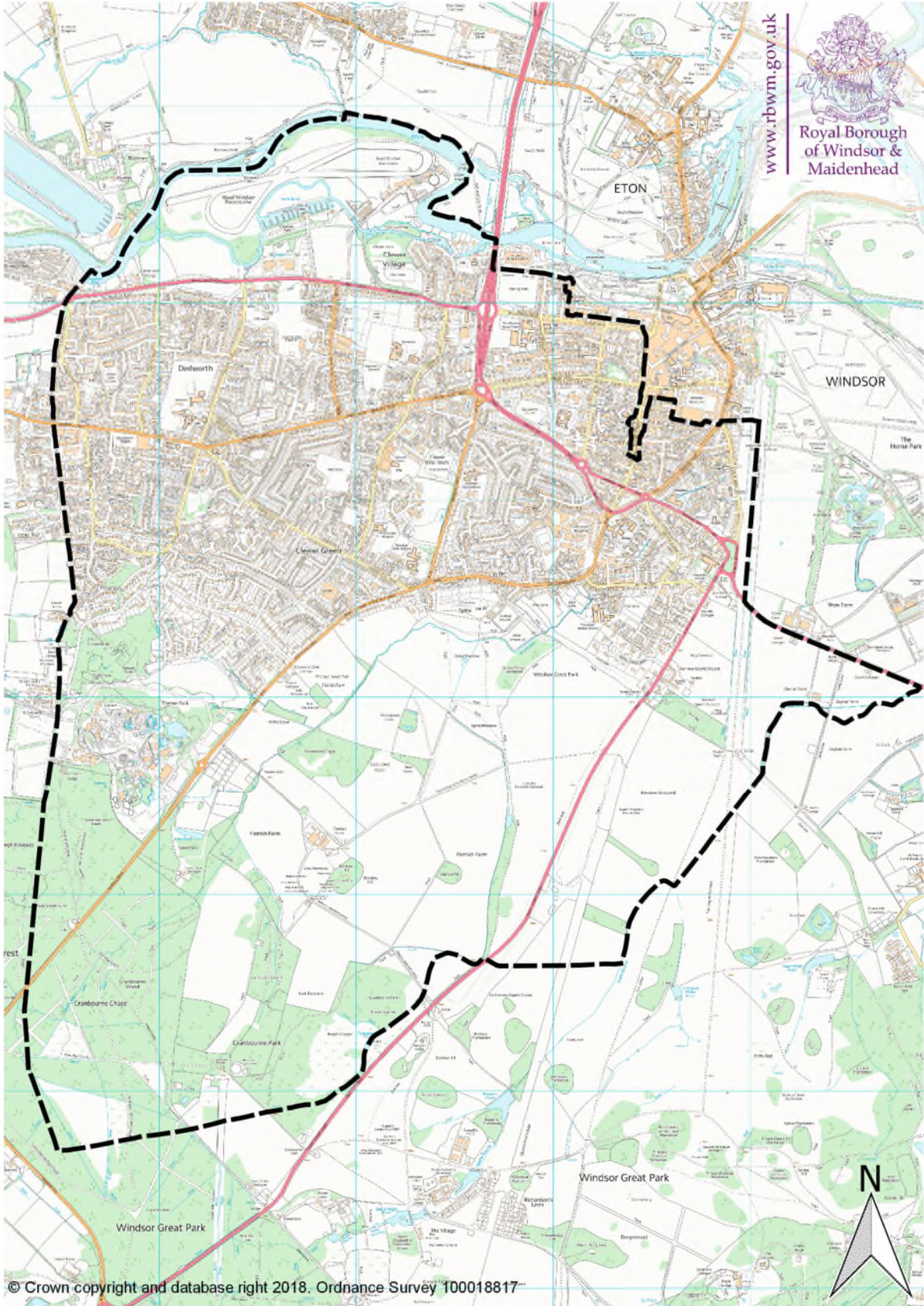
1.4 The Neighbourhood Plan Area

- 1.4.1 The Windsor NP (WNP) Area (see **Error! Reference source not found.** overleaf) covers the majority of the residential areas of the town but excludes the town centre (including the Castle and Home Park and the riverside area around the Leisure Centre, Alexandra Gardens and The Goswells) and a small area in the west which is in Bray Parish. The WNP includes the pre-2019 electoral wards² of Park, Clewer East, Clewer South together with most of Castle Without and Clewer North.

¹Planning Practice Guidance - General conformity with the strategic policies contained in the development plan (Paragraph: 074 Reference ID: 41-074-20140306 Revision date: 06 03 2014). Accessed at: <https://www.gov.uk/guidance/neighbourhood-planning--2#General-conformity-with-strategic-policies>

² The same WNP designated area will still apply after the new Ward Boundaries come into effect at the May 2019 local elections, so if the WNP is made it will apply across the new ward boundaries.

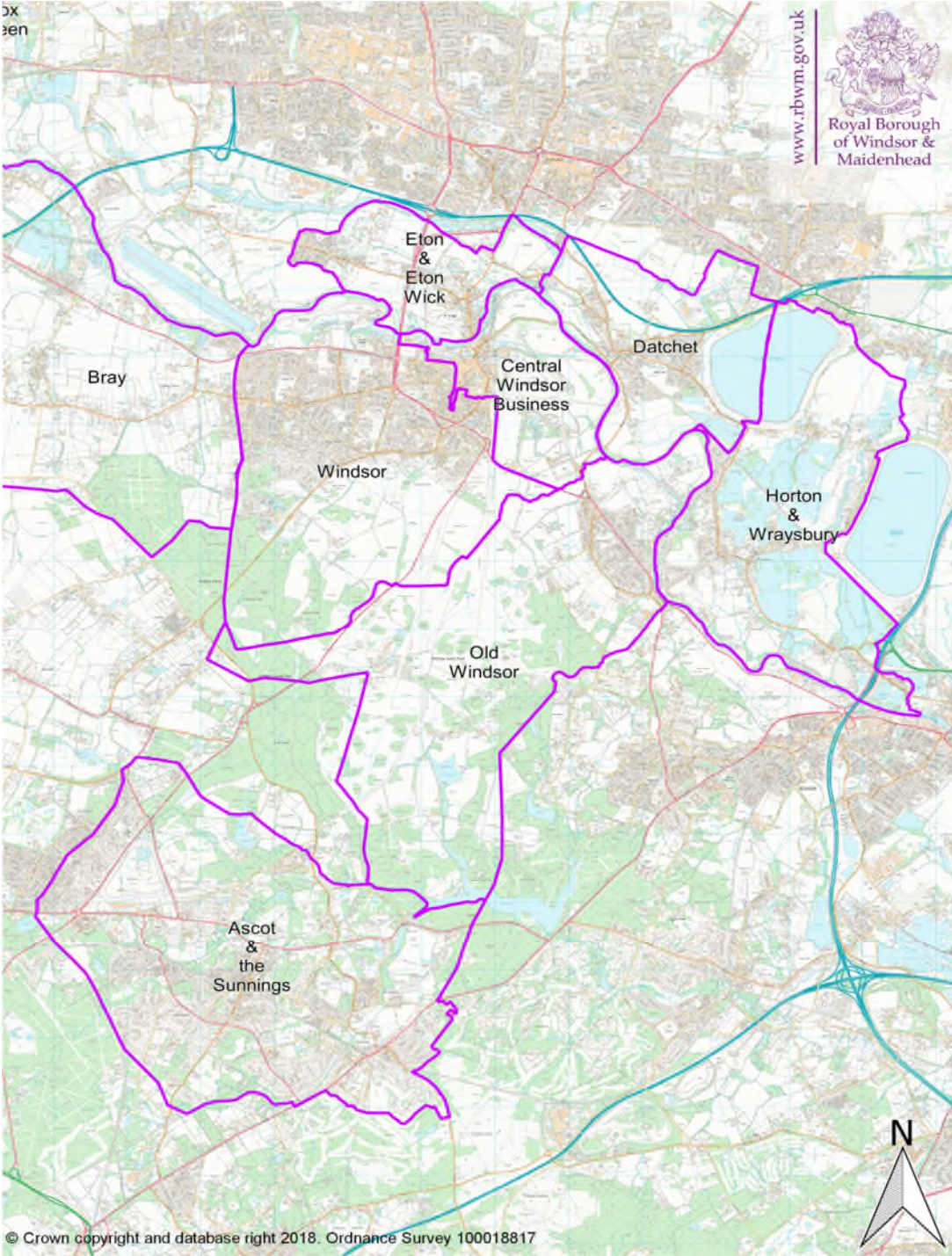
Map 1 The WNP Area



1.5 The History of Neighbourhood Planning in Windsor

1.5.1 The Windsor Neighbourhood Forum was designated by the Royal Borough of Windsor and Maidenhead (RBWM) in August 2014. At the same time, the “Windsor 2030” Business Neighbourhood Forum was formed, designated and charged with producing a NP for the town centre and central riverside area. (See **Error! Reference source not found.**). Production of the WNP has involved keeping a dialogue with adjacent groups (see Consultation Statement for further information).

Map 2 Adjoining WNP Areas



1.6 How we developed the Plan

- 1.6.1 The WNP has been developed through extensive and open consultations with the people and businesses of Windsor as well as other NP groups and other relevant organisations. The WNP has been through **seven** stages of consultation in total. For further details on all of the consultations undertaken see the Consultation Statement. All NPs have to follow a set legal process through a series of stages from the initial designation of a body to developing the plan, up to a local referendum to decide whether or not to adopt the plan.
- 1.6.2 Once made the WNP shall cover the plan period 2019-2034. This time frame broadly fits with the RBWM planning cycle as the emerging BLP is intended to apply from 2013 to 2033.

2 ABOUT THE WNP AREA

- 2.1.1 This section contains an overview of the opportunities and constraints of the whole town, how the WNP area fits within it, and what makes it special. In order to plan the town's future, we must understand the area, the issues facing it, and the problems and opportunities that the plan could address, as well as any constraints.
- 2.1.2 Windsor is internationally famous as the home of Royalty and has international significance as a major heritage site and showcase for the UK. Nearly 7 million tourists visit the town every year, mostly on day trips, to the Castle, River, LEGOLAND, Racecourse and Great Park. The 2018 Royal Wedding was viewed by 2 billion people worldwide and attracted over 100,000 visitors on the day. The town's appearance and heritage are therefore extremely important.
- 2.1.3 Its historic attractions and royal links, its location in the South East of England and commutable proximity to London and the Thames valley, along with good external transport links make it a small/medium sized town that punches above its weight in terms of facilities for residents and tourists. The 32,000 or so residents consequently have access to many more amenities than would normally be expected of a town of similar size, and people as a result aspire to live here. It is the main shopping town for the Royal Borough of Windsor and Maidenhead, and attracts shoppers from a wide area, and visitors nationally and internationally.
- 2.1.4 It has traditionally been a mixed "working" town, generally prosperous with numerous businesses, low unemployment and with residents from a wide range of socio-economic levels, a variety of business types and buildings of varied architectural periods and forms. The WNP area is encircled by Green Belt and special landscapes, although set within this Green Belt are two tourism businesses, LEGOLAND and Windsor Racecourse, which are important for the local economy. The economy is not wholly tourism though, and has always been mixed with several major health and military institutions, some medium sized commercial offices and some small- scale light industry, and small businesses scattered through the area.
- 2.1.5 The town's popularity brings considerable pressures on housing, parking, on movement of both pedestrians and vehicles, and on the green and open spaces, parks and gardens that are within and surround it, as well as on businesses and essential employment land. The pressure for development sometimes means that areas are facing increasing urbanisation in a way that could, if not sympathetically controlled, lead to a deterioration of the attractions of the town.
- 2.1.6 Surrounded by Metropolitan Green Belt, geographically the urban area of Windsor is a rectangular shape, with Windsor Castle and the town centre in one corner. Sandwiched between the River Thames and Windsor Castle and Great Park, the town has of necessity grown out westwards.

2.2 The WNP area and the Town Centre

- 2.2.1 The town centre and central riverside are not in the WNP area (they are in the W2030 area which intends to do a business-led Neighbourhood Plan) but there is large degree of interdependence between the two areas. The WNP area depends upon all of the amenities³ in the central Windsor area, and vice versa.

2.3 What makes the WNP area special?

- 2.3.1 The WNP area comprises the mostly suburban part of the town. It is socially, economically and architecturally mixed with the majority being family housing with gardens. There are higher density Georgian and Victorian terraces mostly in the inner suburbs and mostly low- density family housing with gardens in the outer suburbs along with an increasing number of flats⁴ on re-developed plots. There are historic pockets mixed with assorted 20th century suburbs, (some of which are more attractive than others), some wealthy areas of private housing, some social housing, and one area of above average deprivation, and the majority is everything in between.
- 2.3.2 House and land prices have increased to around fourteen times average incomes, and redevelopments mean the town is becoming increasingly dense. At present there are still green surroundings, from the green belt all around the town, as well as gardens, parks and green pockets and tree lined streets in the urban area, although the urban greenery is under pressure particularly through the need for parking and more homes.
- 2.3.3 The town centre and suburbs are separated by busy “A” roads, some of which are dual carriageways (A308, A332) and “B” roads (B3022, B3173) which are through roads. This configuration leads to issues for people and businesses who live and work here as the distance between the town centre and southern and western suburbs are a long walk, bike or car journey away and the issues are exacerbated by the underpasses, busy roads and traffic congestion and parking pressures.
- 2.3.4 The immediate population close to the town centre is relatively small⁵, with relatively more being in the middle and outer suburbs where there are fewer facilities within walking distance. Community facilities are also under pressure and these will become increasingly important as densities increase. The total Windsor population was 30851⁶ at the 2011 census having increased by just under 10% since 2001. At the same growth rate, it is estimated that the current population is around 32500.

⁴Based on 2011 census data www.rbwm.gov.uk/public/jsna_ward_profiles the most common housing types are as follows;

⁴Based on 2011 census data www.rbwm.gov.uk/public/jsna_ward_profiles the most common housing types are as follows; Park Ward; Detached 37.74%, Castle Without Ward 35.78% terraced, Clewer East Ward Flats 33.02% Clewer North Ward Semi Detached 41.49%, Clewer South ward not available

⁵ Castle Without ward in 2011 census had a population of 6952, Clewer North 7728, Clewer South 5341, Clewer East 5450, Park 5290.

⁶ Excluding Eton and Castle Ward had 2748 in 2011 of which it is estimated that 800 are in the Windsor2030 area.

- 2.3.5 The area economy is changing as it is losing offices and small business premises including light industrial which are being redeveloped to housing both through RBWM policy as well as under Permitted Development Rights. Small and growing businesses are finding it hard to find space to operate.

2.4 Neighbourhood Area Constraints

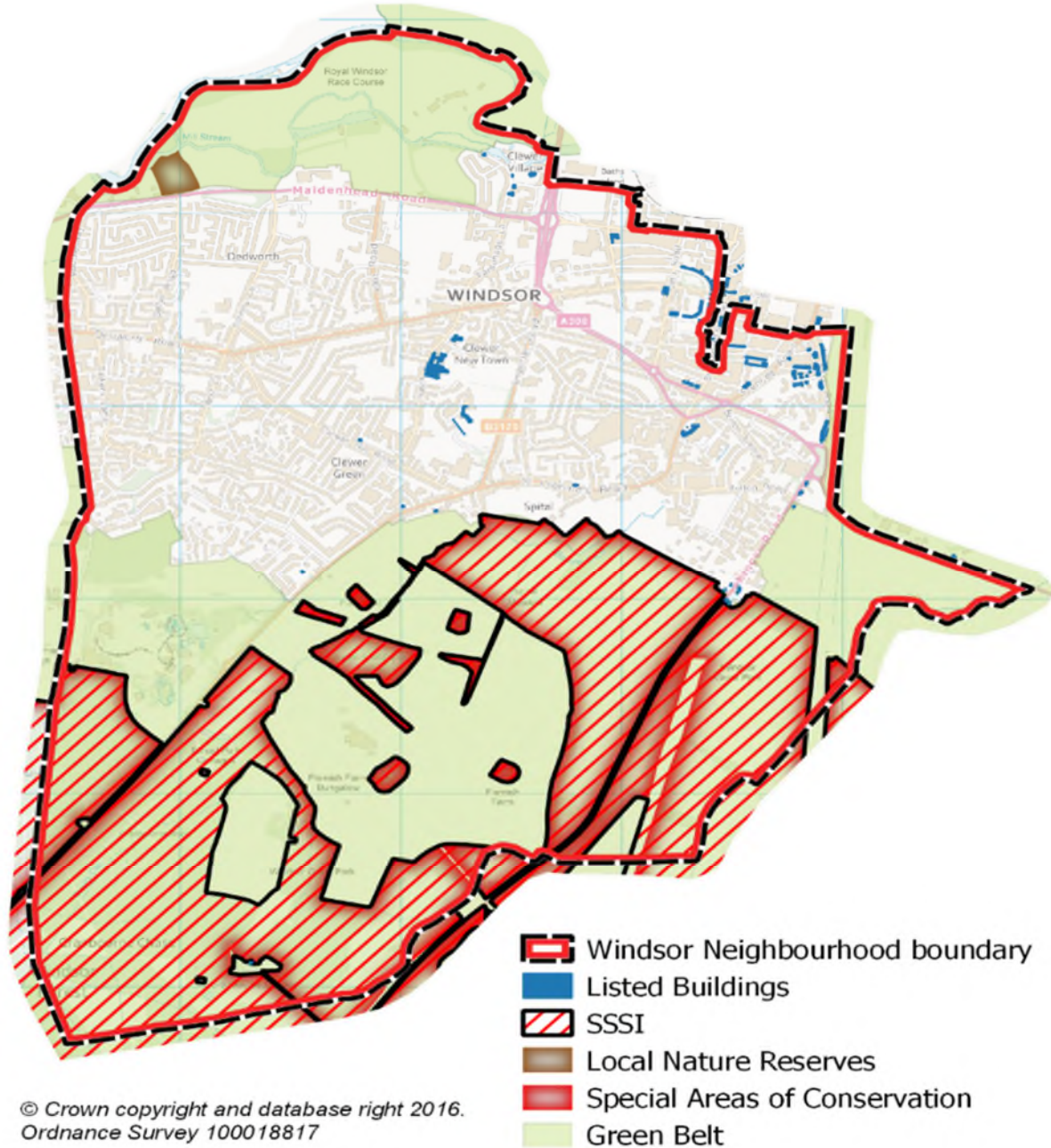
- 2.4.1 Under the NPPF there is a presumption in favour of sustainable development and this is a thread that runs through the NP, however it is important to understand any limitations for development around the WNP area. There are a considerable number of constraints discussed below.
- 2.4.2 **Green Belt** The built area of Windsor is totally surrounded by Metropolitan Green Belt, not all of which is publicly accessible, (although not all) and this green feel defines the surround of the town and much of the suburban area.
- 2.4.3 Within this Green Belt is **Windsor Great Park** to the south and east of the town which has been under Crown ownership for over 800 years and is very environmentally and historically important. This parkland, farmland and forest is on the Register of Parks and Gardens of special historic interest in England⁷. Parts are also internationally designated (EU) as a Special Areas of Conservation (such as Windsor Forest) and have national **biodiversity and landscape designations** such as Sites of Special Scientific Interest, and areas of Special Landscape Importance. These are recognised in the Conservation of Habitats and Species Regulation 2010, and the Wildlife and Countryside Act 1981.
- 2.4.4 **The Crown Estate** manages Windsor Great Park which is designated under the Crown Estate Act and as such cannot be sold. The Crown also owns the freehold of urban land and buildings in the eastern and southern fringe of the urban area of the town. Their historically cautious approach to development is likely to continue, limiting development in these areas.
- 2.4.5 The Crown Estate allows public access to some parts of the Great Park and this is extremely important for recreation for the people from the WNP area as well as for the whole region. However large parts of the Great Park are private. As population increases across the whole region RBWM and the Crown Estate consider that the edges of the Great Park are deemed at increasing threat from change and potential environmental stresses from public access. Where there are some more sensitive areas access is “permissive⁸” and there are a limited number of on-foot only access points (such as off Winkfield Road where a footpath runs through Crown farmland) and limited nearby parking capacity at those access points.
- 2.4.6 **Tourist businesses in the Green Belt.** LEGOLAND to the south and Windsor Racecourse and Windsor Racecourse Marina sites are to the north in the Area. All are “washed over” by the Green Belt so any development on these sites is subject to national and local Green Belt policy. This will continue to be the case.

⁷ The Register of historic parks and gardens is managed by Historic England

⁸ To the right of the Crown and can be withdrawn at any time.

2.4.7 **The Thames River Corridor** runs to the north of the WNP and is protected for its landscape value and is a RBWM designated Green Corridor. It includes **Sutherland Grange Nature Reserve** (also designated by RBWM).

Map 31 Green Belt and Special Landscapes and Listed Buildings in the WNP area



- 2.4.8 A large part of the north of the Area is within **areas of flood risk** (flood risk zones 2 and 3). Policies to protect the area from flood risk are covered at National and Borough level, and the town benefits from the Jubilee River Flood Protection scheme, and the Bourne Ditch embankment and sluice gate, next to Stag Meadow. Many other streams and “river ditches” cross the area although are not always visible, such as beside Imperial Road and under Hatch Lane and its adjoining roads.
- 2.4.9 There is still a growing flood risk from climate change, from both river, surface water, and ground water levels, and there is also risk to a critical drinking water catchment area which is spread across part of the area.
- 2.4.10 **Green and Community Infrastructure.** Open Spaces within the urban environment are valuable community resources which underpin the quality of life. Various urban open spaces, including parks, natural and semi natural areas, amenity green spaces, allotments, school playing fields, sports pitches, and play areas are relied on by the population. RBWM Open Space Study 2019 and the earlier Open Space Audit 2008 identified that there are shortages of some types of open space against established standards and they are unevenly distributed.
- 2.4.11 Windsor is generally well provided with various Community Centres, Sports and Recreation and Leisure facilities, and churches, which provide essential facilities and support an active leisure, recreation and community life in the WNP area⁹. Many leisure and sports facilities are along the riverside or in the Home Park east of the town centre, (W2030 area) so some distance from peoples’ homes, particularly for those in the west of town.
- 2.4.12 **Heritage.** Protecting Windsor’s heritage and enhancing the wider overall setting for Windsor Castle (probably the most recognised and important castle in the country and a designated Ancient Monument) is of the utmost importance for Windsor. There are four designated **Conservation Areas** in Windsor, three of which are in the WNP area (**Inner Windsor, Mill Lane/Clewer village, Trinity Place/Clarence Crescent**) and around 70 Listed buildings are spread across the WNP area, mostly in the Clewer Corridor, Clewer Village, on the fringe of the town centre and on the edge of the Great Park. (See Map 3 p19). There are also many more in the centre of town in the neighbouring Windsor2030 NP area. There are also a considerable number of buildings that are not listed but that are locally significant, and which enable an appreciation of Windsor’s history including churches and churchyards.

2.5 Neighbourhood Area Opportunities

- 2.5.1 Our consultations with local people and SWOT analysis showed that the area is generally well served with community and leisure facilities, and the main planning concerns centre around the appearance of the town, fewer facilities in the west of the neighbourhood area, the threats to and gradual erosion of heritage, preserving community facilities, open spaces, employment and shopping, Green Belt, and dealing with increasing traffic congestion. The need for affordable housing was also a concern. Each of these challenges presents opportunities to make a positive change via the WNP.

- 2.5.2 Our investigations have shown that there are no obvious or substantial greenfield or brownfield sites within the WNP which do not already have permission within the area boundary or are not covered by existing Borough plans or by Green Belt or other designations restricting developments. We therefore predict that we will see new housing or business development mostly consisting redevelopments of “windfall sites”, (that is as yet unknown sites which will be put forward for development by their owners), or infill between them, or attempts to use of some existing open spaces against community wishes, and some increased development in already-developed Green Belt business sites such as LEGOLAND and Windsor Racecourse.
- 2.5.3 We have therefore concentrated mostly on the design aspects to help to shape any future windfall redevelopments which will inevitably come forward. We have an opportunity to influence the design of redevelopments and infill to improve the appearance of the town and the way it functions, and to direct developments to where local people want to see them. The WNP approach is to create policies and projects which can help to deal with the increasing densities in a way that is acceptable to the community through better design that is more aligned with the wishes of the community.
- 2.5.4 The plan sets out what would be permissible in terms of design and character, and also gives some suggestions as to general locations where development could occur both for housing and retail sites. It is very difficult to be specific on what densities should be¹⁰ in a town where character is so diverse as what might be appropriate in St Leonards Hill will not be in central Windsor¹¹. The appropriate quantum of development would be based on professional judgements on a case by case basis guided by strategic policies in the Borough Local Plan.
- 2.5.5 The WNP has tried to avoid repeating policies which are already covered in the adopted and emerging BLP, while at the same time being aware of the likely time lag between the WNP and BLP adoption timetable.
- 2.5.6 The WNP is required to generally conform to the strategic policies of the BLP, whilst it has to take into account evidence on the allocated strategic sites. It can seek to influence some aspects such as design and detail through its policies.

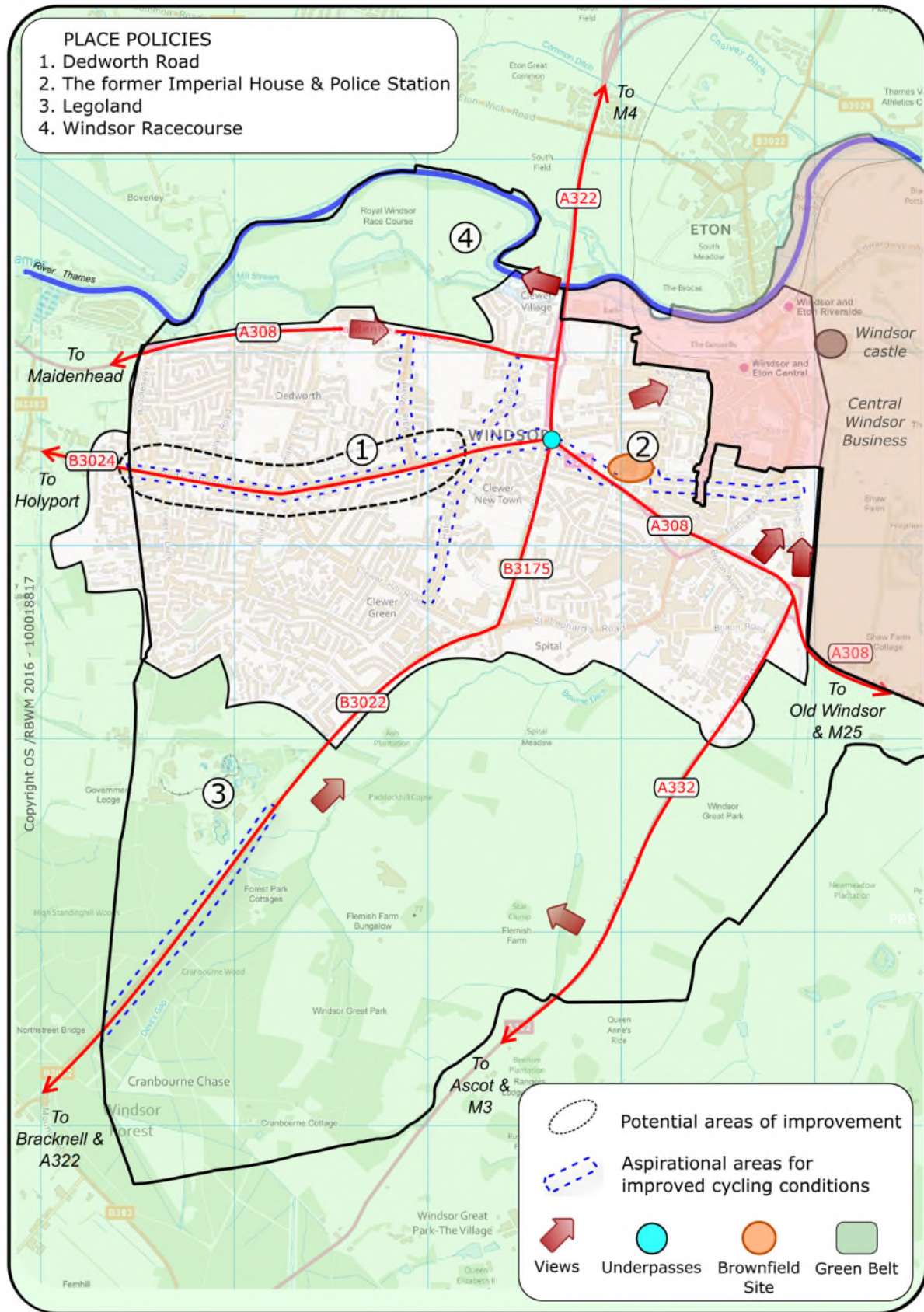
The **opportunities** for specific places are summarised overleaf (*Map 4 p19*).

Map 4 Main Area Opportunities

⁹ See the WNP website Evidence Base for the list of community facilities

¹⁰RBWM emerging BLP suggests minimum of 30 dwellings per hectare across the Borough.

¹¹ AECOM (The Former Imperial House and Adjacent sites Masterplanning and Design Advice) estimates housing density in central Windsor (terraced streets of Queens Road/St Marks Road) as 52 dwellings per hectare



3 VISION and OBJECTIVES

3.1.1 The Vision Statement and objectives encapsulate how we believe people want to see the area develop. The vision and objectives are the touchstone for all future development. Applicants should reflect the objectives within their proposals in order to contribute to the realisation of the WNP vision.

3.2 Vision Statement

In 2034 developments in the WNP area have provided a more attractive and a better place to live, work and visit. It has protected and enhanced the character of the area as part of the wider historic (market) and royal town of Windsor. The primarily suburban area has conserved local heritage, while developing a modern character fit for the future. This sustainable green and leafy urban environment has benefited from the delivery of new green and blue infrastructure, including improved pedestrian and cycle links to the Thames, Great Park and local green spaces. These in turn have supported the businesses and attractions that are important to the local economy and met the needs of residents.

The WNP intends that by 2034

- i) The historic nature of the town and its key views have been preserved and enhanced by the conservation of heritage and through attractive new development that is sympathetic to the town's distinctive and historic character.
- ii) There is a green and leafy feel to the town, with a linked network of green and open spaces, and with new developments throughout the NP area contributing green boundaries and attractive front garden landscaping to "bring nature in".
- iii) The Parks and Gardens and Green Belt surrounding the urban area are protected but accessible
- iv) The outer suburbs have been enhanced through attractive new developments which have been thoughtfully designed to sustain and develop locally important character areas such as the Hatch Lane /Parsonage Lane/Mill Lane (Clewer) corridor and the Laing Estate.
- v) The WNP area Windsor is a cohesive, diverse and family friendly community where everyone has good access to shopping, community and leisure facilities, including a new health centre in West Windsor, a range of local pubs and restaurants.
- vi) There are attractive and flexible new homes in a mix of sizes and types which provide a good level of amenity space and adequate and well-designed parking.
- vii) Residents and visitors can move around easily and safely using both local public transport and a convenient and well linked network of improved footpaths and cycleways, and have easy access to the town centre and suburbs from the south and west using well linked safe and convenient underpasses and footways
- viii) There is a vibrant and diverse economy and sustainable facilities for business. The area maintains a sizeable and stable business and commercial sector housed in high quality premises and providing a range of jobs for local residents. Controls are in place to prevent the casual loss of some businesses including public houses.
- ix) Leisure opportunities have been widened through a new footbridge across the Thames allowing easier access to the Thames paths and other attractions on the north side of the

river.

3.3 Key Objectives

3.3.1 Below are a series of key objectives grouped under the themes that emerged from comments received during our community consultation. The WNP is structured under the themes. Each objective includes accompanying aims that should be considered as integral to achieving the stated objective. The policies, projects and monitoring indicators are directly informed by the objectives.

Natural Environment (including Open Space)

<i>OBJECTIVE 1: Protect the environment and enhance the green and blue infrastructure network and the safe access to it</i>	
Aims	<ul style="list-style-type: none"> i. Keep Windsor green and enhance and expand the green infrastructure ii. Maintain and improve biodiversity, the green feel of the town and the green network. iii. Encourage the re-greening of areas of the town where street trees and front garden landscaping have been lost. iv. Protect and increase the quantity and quality of green space and the safe access to it. v. Improve flood resilience, drinking water sustainability and water supply and sewerage infrastructure

Appearance (including Character, Heritage, Design and Views),

<i>OBJECTIVE 2: Conserve local character and encourage high quality design</i>	
Aims	<ul style="list-style-type: none"> i. Strengthen protection for heritage buildings and features ii. Improve the overall appearance of the town with development “In keeping” with the character and street scene iii. Enable new development of high quality of design, which enhances its surroundings iv. To preserve and enhance areas of special local character v. Preserve key views

Getting Around,

<i>OBJECTIVE 3: Encourage sustainable modes of transportation</i>	
Aims	<ul style="list-style-type: none"> i. Reduce the impact of traffic. ii. Improve opportunities for walking and cycling within the area iii. Improve and protect parking for residents and businesses

Housing and Community

OBJECTIVE 4: Support the delivery of new housing and community facilities

Aims

- i. Find space for new homes on brownfield sites
- ii. Ensure that each new or enlarged dwelling is provided with adequate internal and external amenities.
- iii. Protect and enhance community and health facilities

Working and shopping

OBJECTIVE 5: Grow the local economy and enhance commercial areas for the benefit of business, workers, shoppers and tourists

Aims

- i. Protect public houses from inappropriate development
- ii. Support improvement of appearance, shop fronts and public realm in local retail areas
- iii. Support healthy balance of retail uses including independent retailers
- iv. Support businesses uses and facilities
- v. Support small and independent business
- vi.

Place policies

OBJECTIVE 7: Enable redevelopment in an area (Imperial House, Alma Road) which includes a stalled major site in accordance with the vision and objectives of the plan.

Aims

- i. Enhance the public realm, street scene and sense of place.
- ii. Improve movements (including traffic flows) within the local area and encourage sustainable modes of transport
- iii. Maintain and enhance green and blue infrastructure (including buffering)
- iv. Support mixed uses to maintain vitality and viability in commercial/retail areas

Community Infrastructure Levies

OBJECTIVE 10: Direct the use of Community Infrastructure Levies and Section 106 Agreement funds in line with community priorities

Aims

- i. To steer the use of available funding towards community priorities.

- 3.3.2 Planning applications are decided on the basis of the statutory planning policies. When the WNP is made, it will form part of the Development Plan along with the Borough Local Plan. In instances where policy is silent, the decision maker should take into account the WNP's vision and objectives as a material consideration in their decision taking.

4 POLICIES and PROJECTS

4.1 Introduction to the WNP policies

4.1.1 In the previous Section 3 we have set out the overall Vision for the WNP area as a whole. This Section 4 covers the policies through which we will deliver the Vision and which will apply to the whole area. In the main, they are general policies which cover common **THEMES** and key objectives across the whole WNP area. These are followed by policies for a specific **PLACE**.

4.1.2 The **THEMES** are:

- Natural Environment (including Open Space),
- Appearance (including Character, Heritage, Design and Views),
- Getting Around,
- Housing and Community,
- Working and shopping

4.1.3 The **PLACES** policies are specific to particular sites, and they also interpret our general policies and show how they will apply to that site.

4.1.4

- The former Imperial House Alma Road

4.1.5 Each policy chapter is laid out in the same way for ease of understanding as follows:

- **OBJECTIVE:** reference to applicable key objectives
- **CONTEXT:** an introduction to the issues or opportunity the policy seeks to address
- **POLICY:** the policy wording that shall apply to planning applications
- **REASONED JUSTIFICATION:** this sets out the rationale for the policy approach and cites relevant evidence and guidance to aid the applicant and decision maker.

PROJECTS: where issues or opportunities cannot be addressed through planning policy, this plan identifies in Section 11 (Delivery and Implementation Plan) some separate projects and infrastructure items which might be followed up during the plan period.

5 NATURAL ENVIRONMENT AND OPEN SPACE

5.1 Introduction

- 5.1.1 The special character of Windsor’s public realm plays a vital role in Windsor’s success as a place in which to live and work, and as an appealing destination for visitors. Conserving a very high calibre of natural environment as part of that public realm is essential to our health and quality of life as well as to environmental sustainability, including climate change. Local people have identified a number of key aspects relating to the green infrastructure including open space and biodiversity that we can improve. The fundamental importance of safe access to appropriate amounts of high-quality open space and areas of natural environment cannot be overestimated, its wide-ranging benefits having been confirmed in both formal research and policy¹².

5.2 Green Infrastructure including Open Space

OBJECTIVE

Protect the environment and expand and enhance the green and blue infrastructure network and the safe access to it.

¹²RBWM Local Plan 2003; RBWM Open Space Study/Audit 2008; RBWM Open Space Study 2019, RIBA City Health Check 2011; “Creating the Right Environment for Health” The Annual Report from the Director of Public Health RBWM July 2018.

CONTEXT

- 5.2.1 The RBWM Open Space Audit 2008 has been used as evidence to develop the WNP policies, supplemented by the RBWM Open Space Study 2019¹³. These list the open spaces under various typologies¹⁴ and make recommendations on quality quantity and accessibility standards , although the latter does not include spaces under 0.2 hectares in size,.
- 5.2.2 The RBWM Open Space Study 2019 uses the Fields in Trust¹⁵ 2015 (FIT) standards for Open space for people living in towns and cities as well as the Thorpe Report on Allotments¹⁶ (1969) and these are somewhat different from the earlier standards from Natural England and PPG17. These new standards can be more flexibly applied but could also risk a decline in the amount of open space which is supplied principally by the Borough.

- 5.2.3 The standards used by the RBWM are;

	Known as	Typology	RBWM 2008 (Natural England, PPG17) ha/1000 pop	RBWM 2019 (FIT) ha /1000 pop
Parks & Gardens	P&G	1	0.27	0.80
Natural & Semi Natural Green Space	NSN	2	5.40	1.80
Amenity Green Space	AGS	4	0.59	0.60
Provision for Young People and Children		5/6	0.45	0.25
Allotments		8	0.325	0.20
Cemeteries and Churchyards		9	No guideline	No guideline

¹⁴Open Space typologies include Parks and Gardens; Natural and Semi Natural Green Space; Provision for Children and young people ; Recreation Grounds and Outdoor Sports facilities (e.g. Pitches, athletics tracks, bowling greens, tennis courts); Amenity Green Space near housing areas (for informal recreation); Green Corridors or links (which provide important human and wildlife access routes); Cemeteries and Allotments also provide open space.

¹⁴Open Space typologies include Parks and Gardens; Natural and Semi Natural Green Space; Provision for Children and young people ; Recreation Grounds and Outdoor Sports facilities (e.g. Pitches, athletics tracks, bowling greens, tennis courts); Amenity Green Space near housing areas (for informal recreation); Green Corridors or links (which provide important human and wildlife access routes); Cemeteries and Allotments also provide open space.

¹⁵ The RBWM have adopted Fields in Trust standards which have superseded the former quantity and accessibility Natural England standards from the 1990s, and in the case of Parks and Gardens and Natural and Semi Natural green space recommend higher quantities of open space, and in the case of Provision for Children and Young People, lower quantities, Amenity Green Space about the same.

¹⁶ 1968-69 Cmnd.4166 Report of a Departmental Committee of Inquiry into Allotments (Chairman: Professor H.Thorpe) (Allotments) House of Commons.

5.2.4 and the FIT accessibility standards⁴:

		Typology	metres	Walking time
Parks & Gardens	P&G	1	720	10 mins
Amenity Green Space	AGS	4	480	6 mins
Local Areas for Play (very young children)	LAPs		100	2 mins
Locally Equipped Areas for Play (children who can go independently)	LEAPs		400	5 mins
Neighbourhood Equipped Areas for Play (older children)	NEAPs		1000	15 mins

5.2.5 The 2019 study concludes as follows:

	<i>RBWM Open Space Study 2019 summary Windsor Conclusions</i>
<i>Parks & Gardens</i>	<i>Few deficiencies (mainly due to Windsor Great Park). Need for better signage and more seating.</i>
<i>Natural & Semi Natural Green Space</i>	<i>Few deficiencies (mainly due to Windsor Great Park) Better signage and seating would be an Improvement. Green corridors to connect open spaces required</i>
<i>Amenity Green Space</i>	<i>Need for additional AGS as part of growth allocations, and to the south of the town, where distances to AGS are beyond accessibility standards.</i>
<i>Provision for Young People and Children</i>	<i>Need for more LAPs at local level in Windsor (except N). Provision required for more LEAPs and NEAPs in the west of the town.</i>

- 5.2.6 On the face of it the town has lots of open space, and the green character of the area is one of its defining features.
- 5.2.7 However, the quantity of open space per head is declining as population increases, and not all WNP open space is accessible to the public by reason of ownership, opening times, distance and facilities, so generally accessible public open space is more limited than first appears¹⁷.
- 5.2.8 The 2008 and 2019 studies both identified high levels of satisfaction regarding access to Parks and Gardens and Natural and Semi Natural space in the Windsor and Eton Area, probably due in part to the proximity of Windsor Great Park and access to Sutherland Grange Nature Reserve by the River Thames and Clewer Park. There are lower satisfaction levels with the quantity and quality of Amenity Green Space, probably reflecting the uneven spread and some quality deficiencies.
- 5.2.9 WNP consultations also have revealed some dissatisfaction with facilities for children and young people particularly in West Windsor.
- 5.2.10 . *Appendix 1* gives the detailed typologies of all of the open spaces in the WNP Area.
- 5.2.11 The listing and mapping of typologies is complex because open spaces often perform multiple functions so there are overlapping typologies for one space. For instance, a Park may contain equipped play areas for young or older children or young people as well as Natural or Semi Natural green space. Children may use Amenity Green Space (unequipped) as play areas. The amount and distribution of open spaces therefore has to be seen within the context of the whole area. In terms of quality, the 2008 study recommends the need to improve and update the type of provision for young people (13 and over) with informal playable spaces, Multi Use Games Areas (MUGAs) and facilities such as skate parks and bike tracks and grass pitches.
- 5.2.12 Most of Windsor Great Park is outside of the recommended 10-minute walking distance for much of West Windsor. Likewise, the access to the Thames path on the north bank of the Thames is limited to two crossing points in Windsor, which are the Royal Windsor Way Bridge and Windsor & Eton Bridge. These access points are a considerable distance from some parts of Windsor.
- 5.2.13 Recent and future expected population increases (through a higher number of, or density within, developments) during the Plan period indicate that more public open space will be required to maintain both quantitative and qualitative standards for local communities, and that overall provision of areas of open space are falling behind what is needed to keep up with population growth.
- 5.2.14 Under the FIT standards RBWM will require an additional 6 hectares of Amenity Green Space and 30 ha of space for Children and Young People between 2011 and 2031. Finding such additional spaces is very difficult and will need imaginative solutions. Without such additional urban spaces, the pressure on Windsor Great Park and its environmentally sensitive and special landscapes and Natural and Semi Natural Green spaces (as well as other edge of town open spaces) will increase even more, and threaten greater environmental degradation.

- 5.2.15 Therefore, the WNP will support the protection of existing spaces, and where possible will seek to improve accessibility, to encourage all new developments to imaginatively add to public and private open space and at the same time to improve other green infrastructure and acquire new areas of open space

¹⁷ Most school playing fields are not usually open to the public unless through a club, allotments are usually open to members only, there are also some substantial private gardens (for example at Longbourn on Imperial Road and Clarence Crescent Gardens) and much Green Belt open space around the town is private and protected landscape sections of Windsor Great Park (e.g. Windsor Forest), or accessible only to users of Windsor Racecourse and Legoland. Some is allocated highways land, or has “permissive” access which can be withdrawn in future (some Crown Estate areas and footpaths). Some have specified opening times (Convent Public Park open space).

Windsor Neighbourhood Plan.

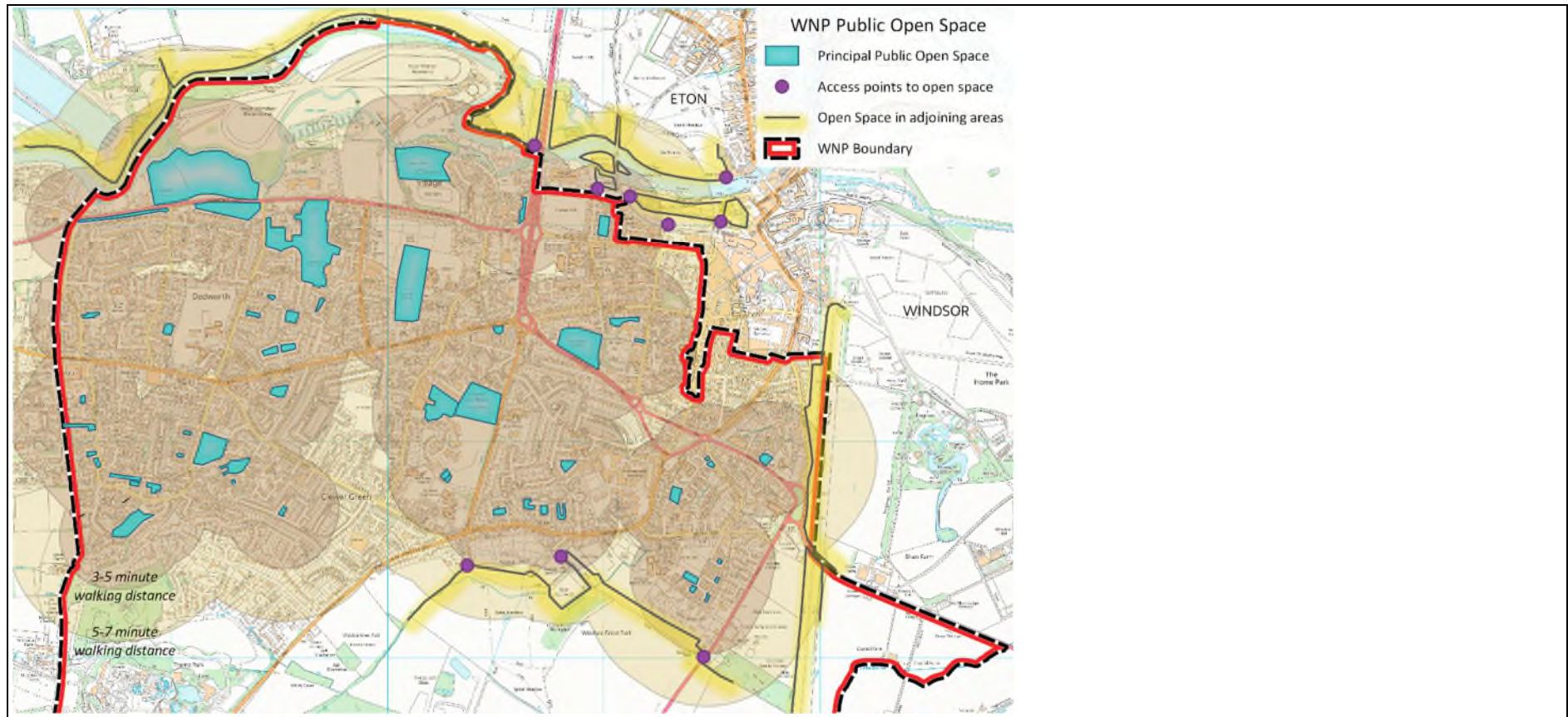
Map 4 All Open Spaces in the WNP area.

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Map 5 Principal Public Open Space in the WNP Area

Map 6 Walking distances to the Principal Public Open Spaces in the WNP Area.

Map 5 WNP Area Open Spaces walking distances



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INTENT

POLICIES—Open Space

OS.01

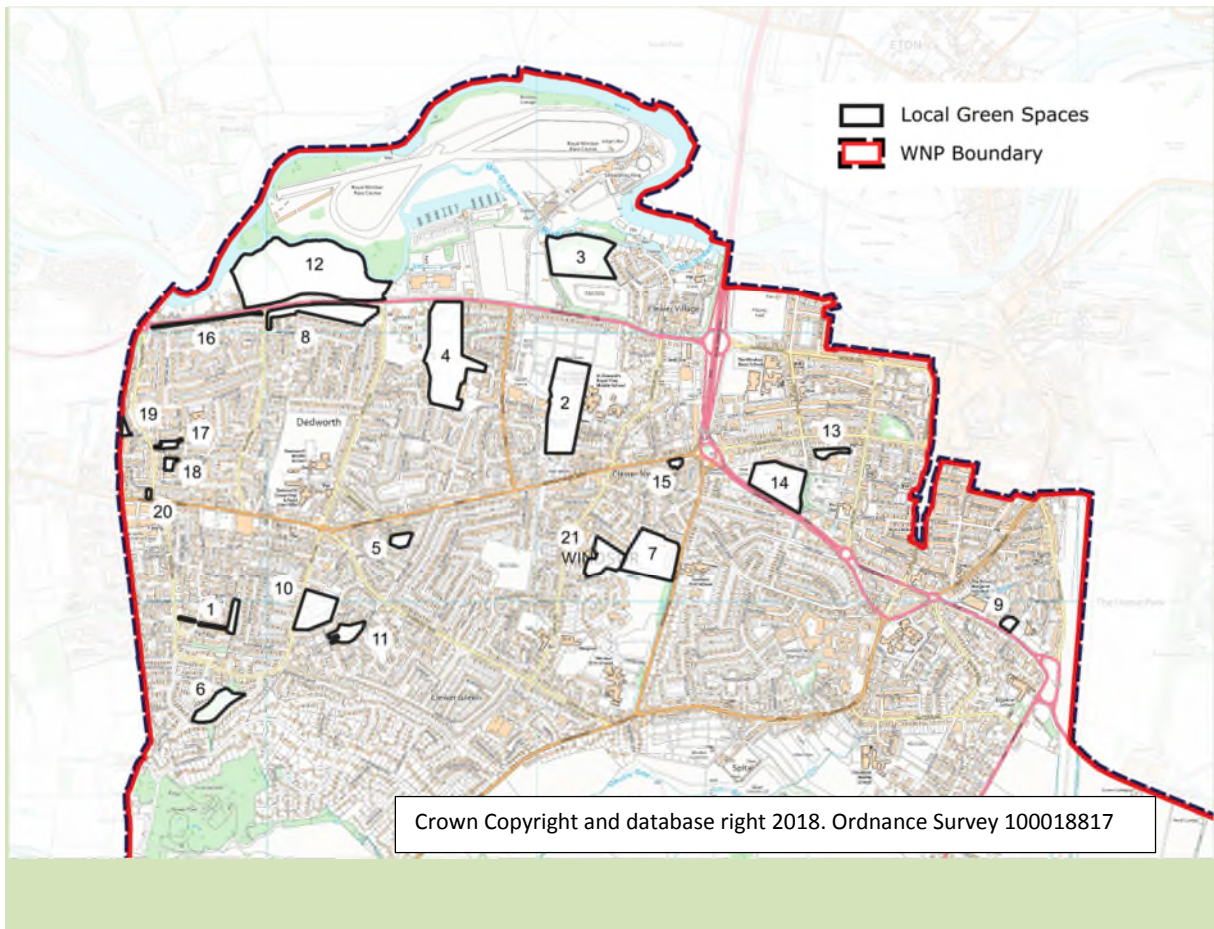
i. .

The spaces listed below and numbered as per Map 6 and identified in Appendix 1 as LGS are to be designated as “Local Green Spaces” and shall be protected from development in accordance with national policy.

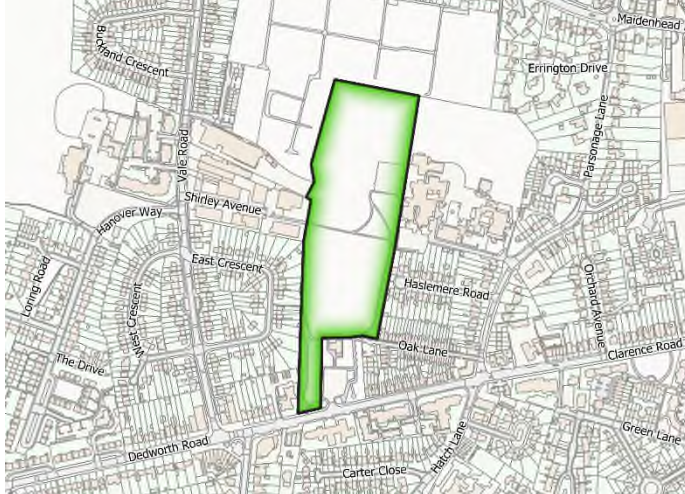
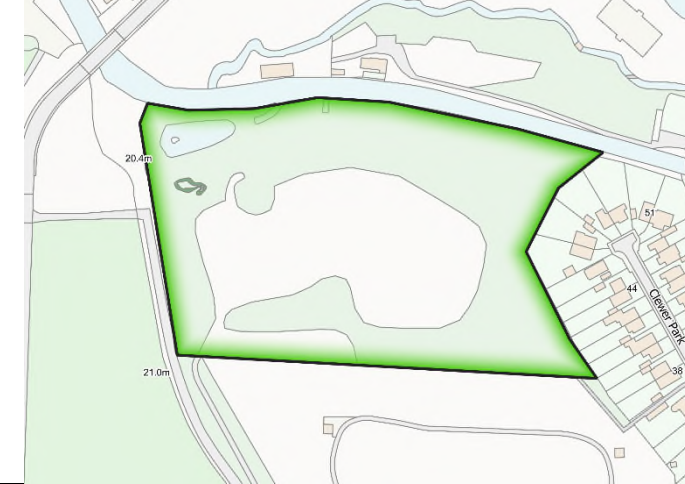

1. Castle Farm Spinney
2. Clewer Memorial Recreation Ground
3. Clewer Park
4. Dedworth Manor and Sawyers Close
5. Greenacre
6. Hemwood Dell
7. Imperial Park
8. Maidenhead Road AGS 2
9. Osborne Road-Chaucer Close
10. Osgood Park
11. Park Corner
12. Sutherland Grange
13. Trinity Wildlife Garden
14. Vansittart Recreation Ground
15. Clarence Road Gardens
16. Maidenhead Road AGS 1
17. Reed Way/Birch Grove

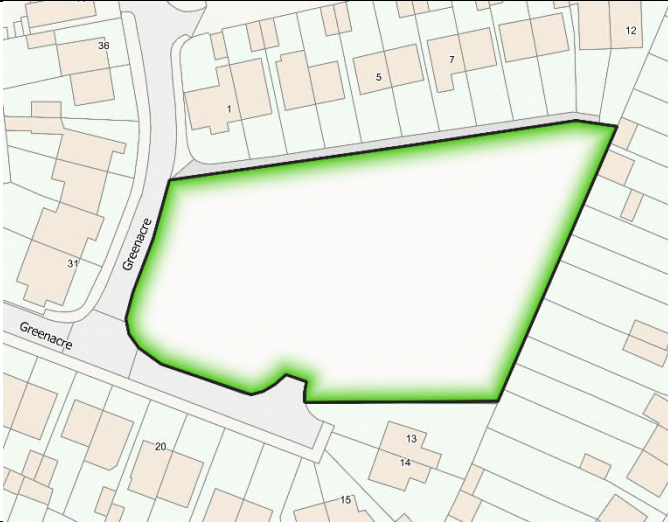

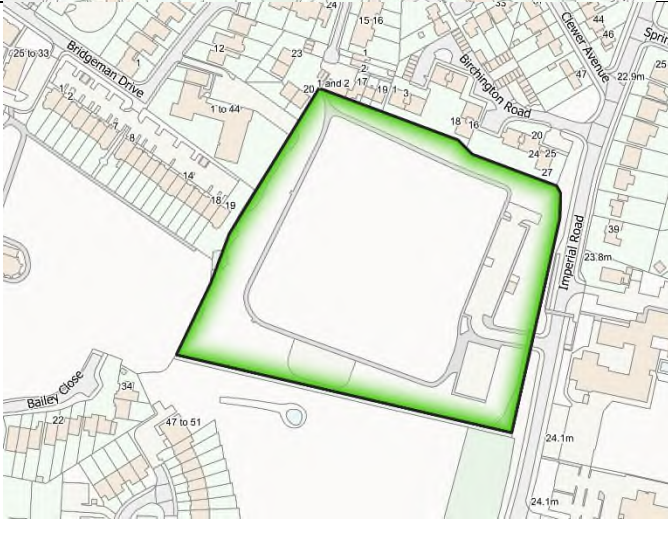
18. Reed Way/Holly Crescent
19. Willows Path NSN/AGS
20. Dedworth Road/Ruddlesway/Newberry Crescent
21. Convent Public Park

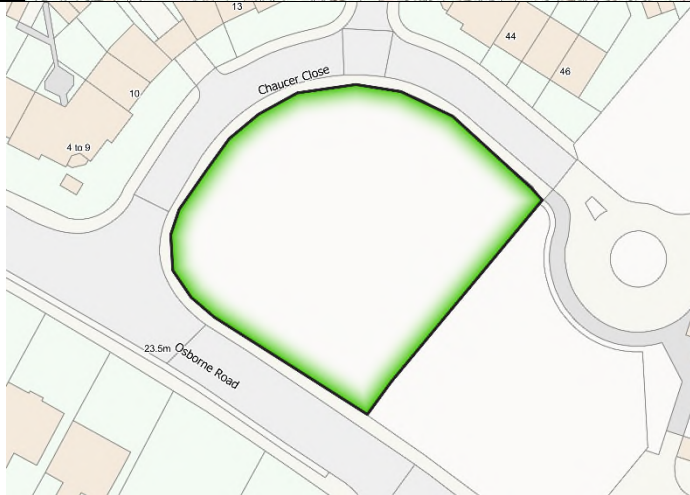

Map 6 WNP Area- Designated Local Green Spaces






Designated Local Green Space Maps All maps Crown Copyright and database right 2018. Ordnance Survey 100018817	
<p>1.</p> <p><u>Castle Farm Spinney:</u> Castle Farm Spinney runs north to south to the west of Priors Road starting from Burnham Close to the north and finishing just short of Wyatt Road to the South. A narrow green corridor with path links the spinney to White Horse Road and across to Tinkers Lane, and Basford Way.</p>	
<p>2.</p> <p><u>Clewer Memorial Recreation Ground</u> Clewer Memorial Recreation Ground is located on Dedworth Road between the Three Elms junction and St. Andrews</p>	

	<p>Avenue, it has both car and pedestrian access (not shown on map).</p> <p>Pedestrians are also able to enter the park from Oak Lane, East Crescent and Shirley Avenue.</p>	
<p>3.</p>	<p>Clewer Park is in Clewer Village near St. Andrew’s Church and behind the residential area off Mill Lane (also called Clewer Park). It is 3.9 hectares.</p>	
<p>4</p>	<p>Dedworth Manor and Sawyers Close Between Maidenhead Road, Sawyers Close and Hanover Way, Dedworth Manor open space houses playing fields, a childrens play area and many trees and saplings.</p>	

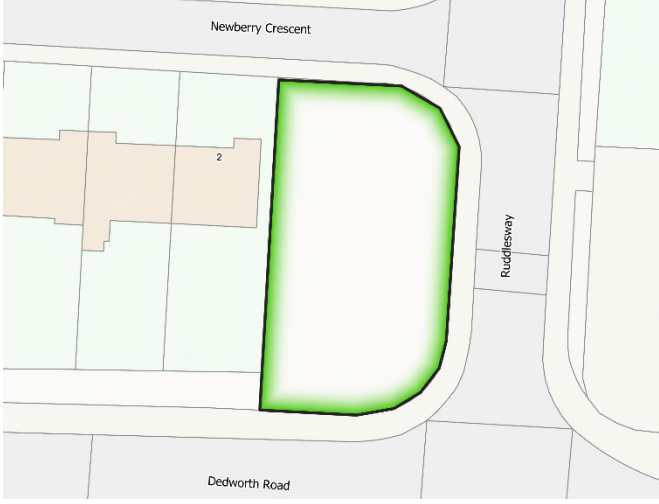
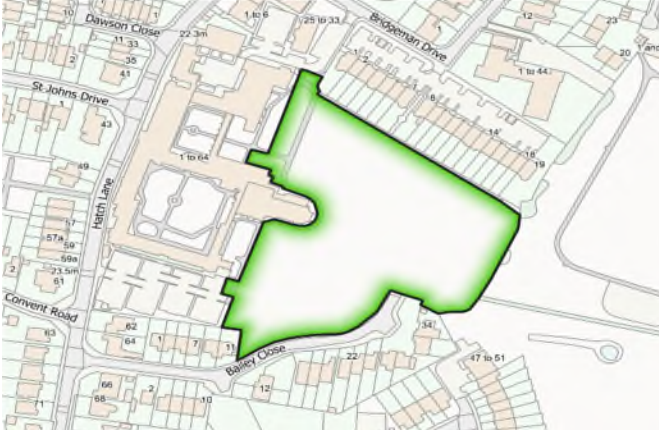
<p><u>5</u></p>	<p>Greenacre This AGS abuts Greenacre to the East.</p>	
<p><u>6</u></p>	<p>Hemwood Dell Mostly wooded area located between Wolf Lane/Benning Close, Franklyn Crescent/Hemwood Road, it is accessed from all of those roads via footpaths.</p>	
<p><u>7</u></p>	<p>Imperial Park The Park is located on the western side of Imperial Road, which provides pedestrian, cycle and car access to the site with an additional pedestrian/cycle access from Clewer New Town. It can also be accessed from the eastern side of Imperial Road by the pedestrian bridge.</p>	

<p><u>8</u></p>	<p>Maidenhead Road AGS2 This is located south of the A308 Maidenhead Road between Gallys Road and Smiths Lane. To the south of the space is the residential road, "Whiteley".</p>	
<p><u>9</u></p>	<p>Osborne Road-Chaucer Close Open Green Space at the entrance to Chaucer Close and Local Equipped Play Area on Osborne Road</p>	
<p><u>10</u></p>	<p>Osgood Park This is located between Wolf Lane, Fuzzens Walk and Foster Avenue</p>	

<p><u>11</u></p>	<p>Park Corner This is surrounded by Burton Way, Park Corner, Keeler Close, Camm Avenue and Foster Avenue</p>	
<p><u>12</u></p>	<p>Sutherland Grange Sutherland Grange Nature Reserve is located on the Maidenhead Road (A308) across from Whiteley (no. 21, WNP Appendix 3) between the egresses of Smiths Lane and Gallys Road.</p>	
<p><u>13</u></p>	<p>Trinity Wildlife Garden Trinity Wildlife Garden (0.39 ha) lies on the boundary of the Trinity Place / Clarence Crescent CA. Accessed from the back of Clarence Rd Medical Centre carpark, off Vansittart Road (NCN4) due south of Clarence Rd/ Vansittart Rd junction immediately NE of Vansittart Recreation Ground.</p>	

<p>14</p>	<p>Vansittart Recreation Ground Vansittart Recreation Ground is a roughly rectangular parcel of ground, about 2.5 hectares in area, between Goslar Way and the south end of Vansittart Road which is closed to motor traffic. There are access points from Vansittart Road where there is a small car park and off Goslar Way. Footpaths give access to Alma Road and under Goslar Way to Green Lane.</p>	
<p>15</p>	<p>Clarence Road Gardens This is at the front of the Trevelyan development immediately west of the Clarence Road Roundabout.</p>	
<p>16</p>	<p>Maidenhead Road AGS 1 This space is located on the south side of the A308 Maidenhead Road, between Ruddlesway and Gallys Road. There are two parts to this – a narrow strip parallel to the Maidenhead Road and a small square at the end of Redford Road. To the south of the space is the separate residential road, having the “Maidenhead Road” address.</p>	

<p><u>17</u></p>	<p>Reed Way/Birch Grove</p> <p>This Amenity Green Space (AGS) is to the North of Reed Way, adjoining Birch Grove (56A)</p>	
<p><u>18</u></p>	<p>Reed Way/Holly Crescent</p> <p>This space is to the South of Reed Way with access by footpath from Reed Way and Holly Crescent. Access is also possible via footpath between 121 & 123 Ruddleway (56B).</p>	
<p><u>19</u></p>	<p>Willows Path NSN/AGS</p> <p>This NSN and AGS is a triangle of green space located on the Western side of the Laing Estate. It lies on the Willows Path (which connects Maidenhead Road to Dedworth Road) and immediately to the rear of Nos. 28-36 Ruddleway. A public footpath and green verge connects to Ruddleway.</p>	

<p><u>20</u></p>	<p>Dedworth Road/Ruddlesway/Newberry Crescent</p> <p>This area is on the NW corner of the junction of Dedworth Road and Ruddlesway (Southern end), occupying open land between Dedworth Road and the entrance to Newberry Crescent.</p>	
<p><u>21</u></p>	<p>Convent Public Park</p> <p>Convent Public Park is located behind the Convent Court, Grey Court and Cloisters residential developments (formerly the Convent of St. John the Baptist, Chapel and grounds) between Bridgeman Drive, Hatch Lane and the back of Imperial Park. Access is from Bridgeman Drive, off Hatch Lane.</p>	

OS.02

i.

ii. In existing residential developments, open space which has already been provided through previous planning permissions should be retained in order to protect and ensure sufficient amenity on these sites. Where additional development is proposed which could result in the loss of on-site open space, proposals should be supported by-

a. an open space assessment to demonstrate that the open space is no longer needed, **and the provision of** an equivalent or better alternative provision to be made nearby, since open space must be located close to the residential area it serves.

iii. Allocation of new areas of open space will be encouraged. **Should any major site be redeveloped during the plan period a new public open space should be provided within the development.**

iv. Proposals which improve the quality of public open space will also be supported, and in particular the following provision of facilities in appropriate locations:

- a. Multi-Use Games Areas (MUGAs);
- b. Outdoor Gym facilities in suitable locations within designated open space;
- c. Sports Pitches, including artificial surfaces, in accessible locations and on suitable sites particularly to the west of the town centre.

REASONED JUSTIFICATION

- 5.2.16 It is recognised that national and local policy supports the creation of and affords protection to, public open space. Policy OS.01 designates areas of Local Green Space that are demonstrably special to the community, where development will be managed as per in Green Belts and Policy OS.02 supports the protection of existing and the creation of new public open space. OS 01 ii) The NPPF (Para 100) allows communities to nominate some green areas as “Local Green Space” (as long as they fulfil certain criteria) . This policy designat “Local Green Space”. Appendix 1 explains how each identified space meets LGS criteria.¹⁸.
- 5.2.17 OS.02 Existing Local plan standards oblige developments to provide 15% AGS, and the WNP is supportive of this level of provision.
- 5.2.18 Amenities such as children’s play areas and facilities for young people are scattered through the area. Clearly there is scope for more particularly for young people and in the west of town. Particularly to help compensate for the fact that most formal sports facilities are at Windsor Leisure Centre and in the Home Park in the centre riverside and east of town and a substantial distance from people’s homes.
- 5.2.19 This policy aims to encourage best practice in Open Space provision¹⁹ and to reinforce the standards to be applied in the emerging BLP, to maintain the standards in our area. As already discussed, an expected rise in the number of residents in the WNP area of around 20% by 2030 in the WNP area will place increasing pressure on all current resources and infrastructure.
- 5.2.20 Designing developments imaginatively to maximise the opportunity for open space within the site can help, for example with gardens on top of parking areas, or green rooftop gardens and balconies.
- 5.2.21 Accessibility is not just about distance. Users have commented that some of our open spaces have no toilet facilities, limiting the amount of time people can use them, and few bins and benches. Providing facilities increases the number of people who can use them and the length of time they can be there, thereby widening access. If there were another crossing point²⁰ of the River Thames nearer resident’s homes in the west of Windsor giving access to the Thames Path National Trail (on the north bank of the Thames) then recreation possibilities would be improved. However, it has not been possible to find a site for this within the WNP area, but the aspiration remains for the future.
- 5.2.22 Project: Bins and benches (See section 11).

¹⁸ NPPF para 77, lists criteria for LGS that is it is of particular importance and is i) demonstrably special and holding particular local significance because of beauty, historic significance, recreational value, tranquillity or richness of its wildlife, ii) close to people’s homes, and iii) not an extensive tract of land. We have retained the use of and reference to the established typologies. Each space needs to be treated according to its merits

5.3 Green and Blue Infrastructure and Biodiversity

OBJECTIVE 1

Protect the environment and enhance the green and blue infrastructure network and the safe access to it.

Photo 1 Corner of Hatch lane Green Route



Photo 2 Parsonage Lane Green Route



Photo 1 Imperial Road-Green Route



¹⁹Under RBWM standards of 4.3 hectares of publicly accessible open space for every 1,000 residents in the local area, a population of for example 36,000, would require an overall quantity of around 154 hectares.

²⁰ Current crossing points are at the Elizabeth Bridge and several miles to the west in Bray

CONTEXT

- 5.3.1 The presence of Green infrastructure and biodiversity is a requirement for environmental sustainability and the health of ecosystems. The NPPF²¹ encourages healthy green networks and linkages between them, and the recent emerging Borough Design Guide 2019 also encourages a healthy green infrastructure.
- 5.3.2 Windsor has been historically blessed by many tree lined streets, verges and gardens, hedgerows, and parks which together create a green character and feel, as well as providing a network that enables the opportunity for wildlife and biodiversity to thrive.
- 5.3.3 Combined with important biodiversity areas around the fringes of town²², these form the green infrastructure.
- 5.3.4 Increasingly dense development may lead to loss of biodiversity as well as a loss of green character, spaciousness and visual amenity and to the loss of green links. Individual developments in themselves may only have small effects on biodiversity and character but cumulatively can cause disruption to a network and contribute to significant declines in biodiversity and ultimately in extinctions.
- 5.3.5 Green Corridors provide important links between areas in a network. There are only two officially RBWM designated “Green Corridors”²³ (See Glossary²⁴) in the WNP area- one is the River Thames, and the other is the Willows Path (between Ruddlesway and Wyevale Garden Centre on the edge of West Windsor). Green Corridors require strips of land alongside pathways or roads. It is often not feasible in a largely urban area to provide new strips of land alongside existing roads and paths. However, we want to recognise that hedgerows verges and trees often on private land function as part of the green infrastructure network and to encourage greening and re-greening, not just within the limited definition of Green Corridors.
- 5.3.6 Many suburban and through roads can be described as “green routes” owing to their largely green character, with street trees, verges, and green shrubs and trees in gardens and plot boundaries. As well as providing insect & wildlife habitats and vegetation these also act as connectors to other green areas and help form a green network. Examples are Winkfield Road, Imperial Road and Goslar Way, Osborne Road and Alma Road, Sheet Street Road and Kings Road, Maidenhead Road, and the Royal Windsor Way, Bolton Ave, Vale Road, Hatch Lane Parsonage Lane and Mill Lane. The through roads particularly also set the scene for the experience of the town as people arrive and transit through it, or as they head towards the centre. They also help to provide the wider attractive setting for Windsor Castle and Great Park.
- 5.3.7 There is strong pressure on all green aspects from development. Linkages between green spaces are gradually lost and long standing and naturally occurring biodiversity is often badly damaged when new developments are built. Flooding is made worse by loss of vegetation. Fencing and walling often creates barriers to wildlife access.

²¹ NPPF Chapter 15 Conserving and enhancing the natural environment. RBWM Borough wide design guide Reg 13 Consultation Draft Feb 2019.

- 5.3.8 The need for parking space is particularly acute, so that trees & green front boundaries or gardens are often lost when front gardens are converted for parking and increasingly dense developments are built. Bigger buildings obviously take up more land and loss of greenery creates a more urban feel. Some people feel that street trees are a nuisance, resulting in them not being replaced in some places when they die.
- 5.3.9 RBWM already has a programme of replacing street trees where they have been lost, as well as tree protection, and we would like this to be prioritised on all roads where there are gaps but particularly on through roads. We also wish to encourage developers to consider the green aspect more.
- 5.3.10 The WNP seeks to strengthen the network of roads with a substantially green appearance, with the intention that these “Green Routes” to maintain and enhance the links between green areas and improve the ultimate function of the green infrastructure both on the edge of town and through town. This will help maintain wildlife and biodiversity as well as character and help to bring nature in to the town to mitigate losses caused by more dense development.

POLICIES Green and Blue Infrastructure Network

- i) **BIO.01** Development proposals should minimise impacts on biodiversity and provide net gains in biodiversity where possible. The following will be supported: Provision of wildlife friendly planting and “in the ground”²⁵ soft landscaping and planted boundary treatments, particularly at front and front-side boundaries, front garden parking areas and communal gardens;
- ii) planting areas for residents, edible planting, communal gardens (where private gardens are not feasible), green roofs and green walls.
- iii)

The retention introduction and replacement of trees with species suited to the local area.

BIO.02: Green Routes

a) The routes listed below and shown on the accompanying Map comprise Green Routes. Where development fronts these routes the provision of green boundary treatments with trees, vegetation and soft landscaping to sustain and improve air quality and visual amenity, and the safeguarding, provision and/or enhancement of habitats to facilitate the movement of wildlife, will be supported.

²²as identified in RBWM Landscape Character Assessment 2004. Biodiversity areas include Special Areas of Conservation, Windsor Ancient Forest, Great Park Areas of Special Scientific Interest.

²³ RBWM Landscape Character assessment

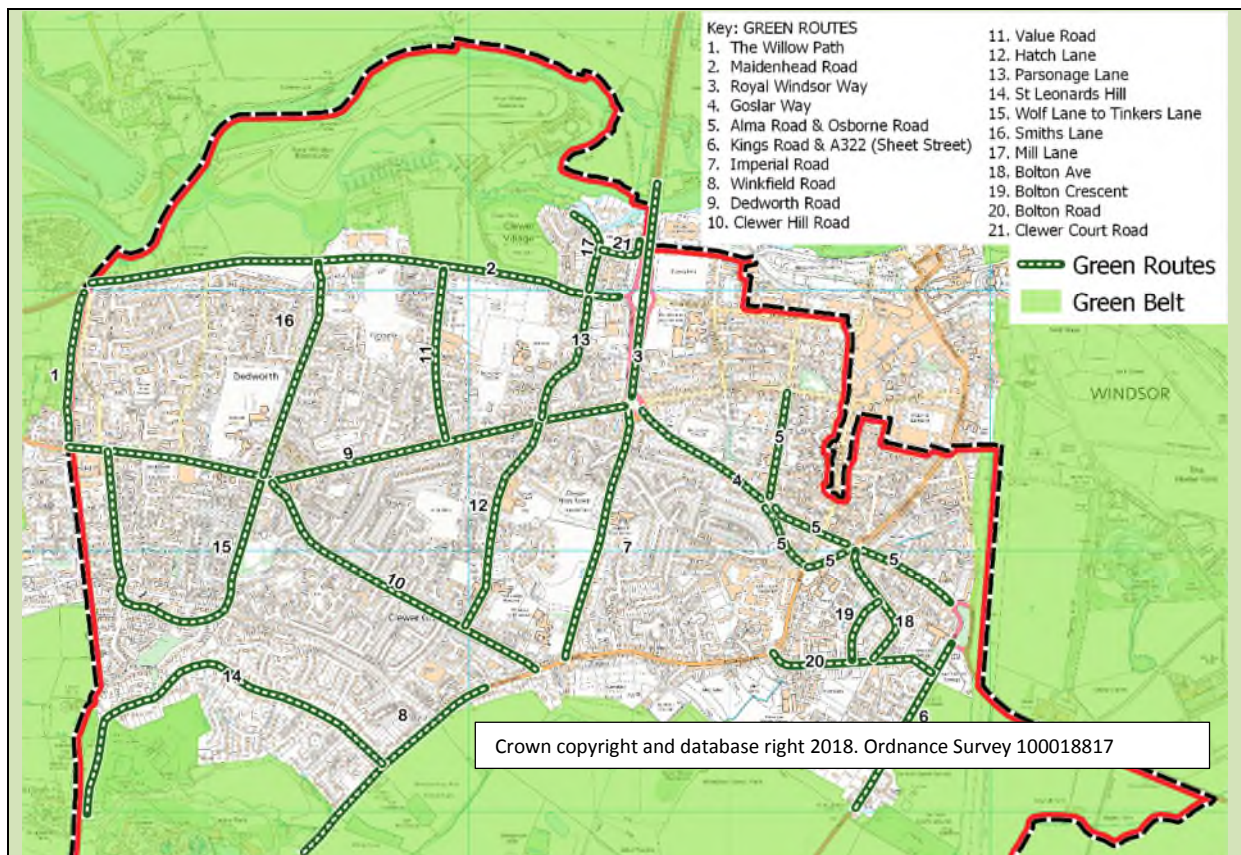
²⁴ The OSA (p168, para 12.17) states that, “Green Corridors provide opportunities close to people’s homes for informal recreation, particularly walking or cycling, as part of everyday activities. The development of a linked green corridor network within and beyond the Borough boundary will help to provide opportunities for informal recreation and improve health and well-being of the local community.” and (para 12.19) suggests that the future development needs to encompass linkages between the larger areas of open space in the Borough, thus creating a network of Green Infrastructure.

²⁶ Royal Horticultural Society Front Garden Guide

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1. The Willows Path (Ref RBWM Public Rights of Way Map 5 route 4)
2. Maidenhead Road (A308)
3. Royal Windsor Way
4. Goslar Way
5. Alma Road and Osborne Road
6. Kings road and A322 (Sheet Street Road)
7. Imperial Road
8. Winkfield Road
9. Dedworth Road (except parts in policies DR.01a-c)
10. Clewer Hill Road
11. Vale Road
12. Hatch Lane
13. Parsonage Lane
14. St Leonards Hill
15. Wolf Lane to Tinkers Lane
16. Smiths Lane
17. Mill Lane
18. Bolton Avenue
19. Bolton Crescent
20. Bolton Road
21. Clewer Court Road

Map 7 -WNP Area Green Routes



b) The provision of new and the linking of existing green routes will be supported, as will improvements in access to the Neighbourhood Area's blue infrastructure network. The recreation of

river corridors and wetland habitats, and the reinstating of open waterways from river culverts will be supported.

c) New developments and future Green Corridor improvement work in close proximity to the River Thames and other ordinary watercourses/water bodies, should be designed to integrate and improve access to the blue infrastructure network

d) Proposals should explore opportunities to recreate river corridors and wetland habitats in urban areas through:

i. the design of site layouts; setting development back, allowing space for water, habitat, wildlife and recreation;

ii. reinstating the natural open waterway within existing culverted reaches of the river(s).

REASONED JUSTIFICATION

- 5.3.11 Taken together these policies should a) help to consolidate the Green and Blue Infrastructure, providing good safe access for human beings, wildlife, and wider elements of biodiversity to and through open spaces and the natural environment. We wish to encourage best practice in greening the town.
- 5.3.12 BIO.01 These policies aim to preserve and enhance Biodiversity and the green feel of the town in new developments thereby maintaining character, and improve the appearance of the streets including parking in front gardens. We also wish to encourage the addition of trees where appropriate.
- 5.3.13 Edible planting (except where this would be undesirable on main roads because of pollution) is good for wildlife and humans. We wish to encourage landscaping and replacement of green boundaries, as well as the maintenance of such landscaping.
- 5.3.14 Frequently recent developments have completely paved over front driveways and made no or only cursory provision for greenery by planting in pots which are not maintained, and have thereby damaged the street scene and area character. We wish to encourage alternatives to this.
- 5.3.15 Recent Royal Horticultural Society reports²⁶ have shown how it is possible to improve the look of off-street parking with lots of planting, and this approach is endorsed by the WNP. Green treatments need not take up much space in order to play a meaningful environmental role.
- 5.3.16 Planting that contributes to the biodiversity of the area and supports the establishment of green routes is particularly encouraged.
- 5.3.17 Retention of trees on development sites is covered by Borough policy. Trees help mitigate drainage and flooding issues, retaining and absorbing water, so they are particularly useful on sites where surface water drainage can be a problem such as along Hatch lane, although it is recognised that high water seeking varieties should only be used only where flood risk is an issue.
- 5.3.18 Where mature trees cannot avoid being lost, we wish to encourage developers to replace them with trees chosen from varieties appropriate to the setting. Recommendations for suitable planting can often be found in the Townscape Assessment.
- 5.3.19 BIO.02a) We wish to encourage and maintain a strong green infrastructure with a network of linked green and quiet routes and spaces, so that nature has a chance to thrive despite being in an urban area that is becoming more densely built up. We wish to encourage and maintain green routes as links between green spaces, including urban open spaces. Enhancing links between open spaces is as important as the development of new sites. Development over the plan period is encouraged to capitalise on opportunities to increase and enhance the network creating links between open spaces and local residents.

- 5.3.20 The routes we have chosen are important as they are part of the existing green infrastructure and form part of the essential green character and historic fabric of Windsor. These routes are often busy roads and are already at least partially tree lined or partially green and are edged by hedges and trees in gardens or verges or are bounded by substantial green open spaces and gardens on one or both sides in parts. Many are gradually having their green feel eroded through development which has taken out or is expected to take out greenery within them or on their boundaries, so eroding their network function as well as historic character. Some such as Dedworth Road and Clewer Hill Roads currently have less current greenery than others and possibly less scope for it, but we aspire to improve them where possible.
- 5.3.21 Encouraging the retention and re-establishment of greenery particularly will help to join and maintain links between the open Green Belt areas which surround Windsor to the parks, Thames and areas of informal green space or cycle routes within it, particularly if fencing or walls between them are designed with this in mind. Ditch banks can be managed in such a way to maintain their natural aspects and quality. Developments fronting onto roads, can allow for wildlife friendly boundary treatments and planting, and streets can include trees and grass verges where there is space. Where there is a conflict between proposed uses, such as between foot or cycle paths or parking and green spaces and boundaries, design solutions which maximise green aspects are encouraged..
- 5.3.22 There are some green spaces which provide vital links in the green network. One such important link that we would like to see maintained is the buffer zone between LEGOLAND and the residential areas of St Leonards Hill. This is already Green Belt and has the dual function of connecting the Area of Special Landscape Importance at the top of St Leonards Hill to Winkfield Road and the rest of the Great Park on the other side of Winkfield Road, as well as providing its buffer functions for nearby residential areas.**BIO.02 c.** Proposals which improve access to the Thames, the Thames Path National Trail and other riverside areas and water bodies shall be supported where they make provision for the day to day enjoyment of the river by means of bridges, footpaths, cycle ways and cycle parking and new rights of way, including a new footbridge across the Thames.

²⁶ Royal Horticultural Society Front Garden Guide
file:///C:/Users/clair/AppData/Local/Temp/Temp1_Front%20Gardens%20RHS%20Summit.zip/RHS-Front-Garden-guide-(1).pdf

5.4 Flooding and Drainage

OBJECTIVE 1

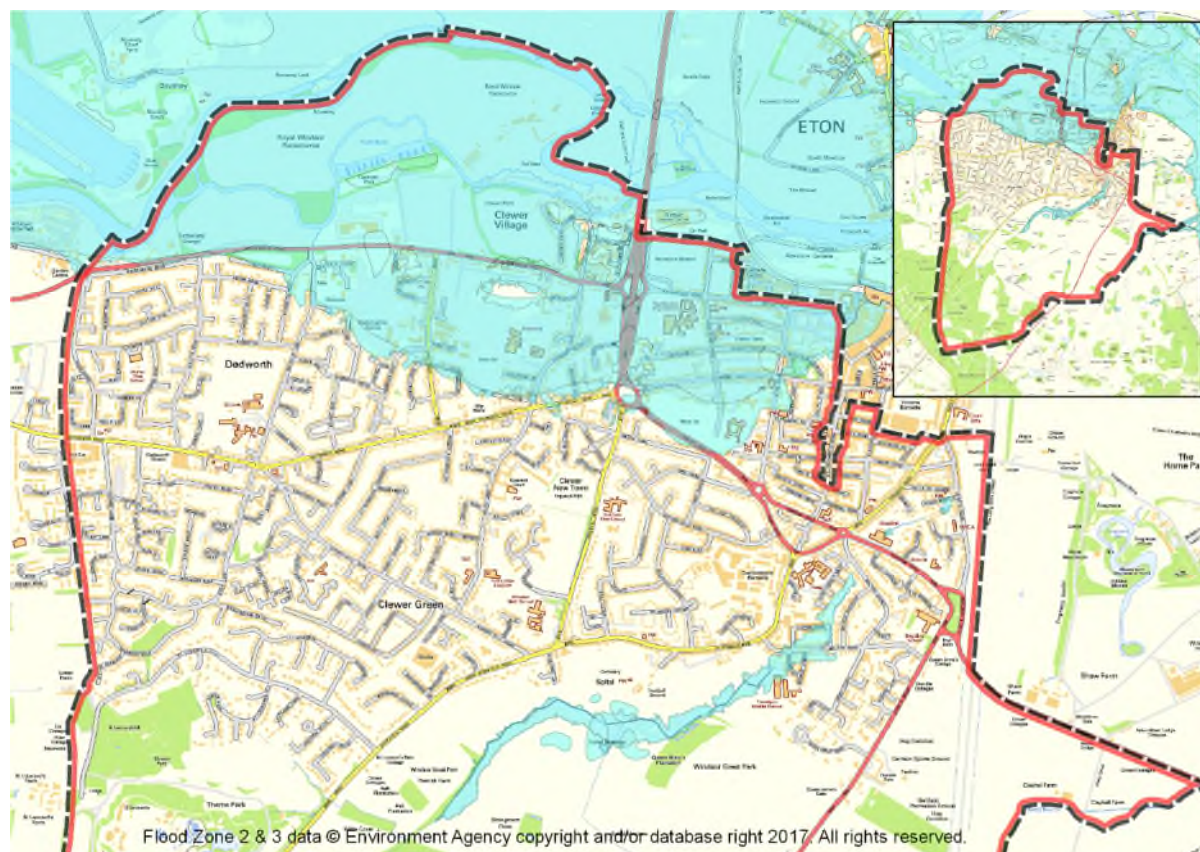
Enhance the Blue Green Infrastructure and the safe access to it

CONTEXT

- 5.4.1 The NP area is affected by Flood Zones 2 and 3, defined in the NPPF and NPPG as having a medium to high risk of flooding, from both the Thames and some of its tributaries, as well as from ground and surface water flooding. The water table is high in much of the area, and the underlying geology particularly clay soil conditions exacerbate surface drainage problems in some places.
- 5.4.2 Windsor has been protected by the Jubilee River flood relief scheme (since 2002) and the Bourne ditch embankment and sluice gate near Stag Meadow (since 1995) which have helped to mitigate against flooding. However, the Environment Agency still deems there to be a risk as rainfall events are likely to become more extreme in future, with 1 in a 1000 year flood events becoming 1 in a 100 year events, particularly in Critical Drainage Areas²⁷.
- 5.4.3 Surface water flooding from run off is an increasing issue as areas that are hard paved increase with more development and speeds up runoff and exacerbates flooding.
- 5.4.4 A key sustainability objective for NPs is for new development to be co-ordinated with the infrastructure it demands and to take into account the capacity of existing infrastructure.
- 5.4.5 Both the Environment Agency and Thames Water have recommended that the WNP considers flooding and water supply issues in order to mitigate the effects of population growth and climate change.
- 5.4.6 Old Windsor which is downstream from Windsor receives all of Windsor drainage, and has a very serious risk of flooding.
- 5.4.7 Windsor's sewage system relies on processing downstream at Ham Island Old Windsor and there is believed to be limited processing capacity for increased sewage volume from any source. Sustainable development in Windsor is therefore more important.
- 5.4.8 According to the Environment Agency, the WNP area also is part of the principal Water Supply Aquifer for the area and there are Groundwater Source Protection Zones (SPZ) within the area.

Map 8- WNP Flood Risk Zones 2&3 from river flooding

²⁷ A **critical drainage area** is defined in the Town and Country Planning (General Development Procedure) (Amendment) (No. 2) (England) Order 2006 a **Critical Drainage Area** is "an **area** within Flood Zone 1 which has **critical drainage** problems and which has been notified... ..the local planning authority by the Environment Agency".



POLICIES – Flooding and Water Supply

WAT 01: Flooding

Development should be made safe from flooding and not increase the risk of flooding elsewhere. Drainage on site should separate foul and surface water flows. The use of Sustainable Urban Drainage Systems will be supported.

REASONED JUSTIFICATION

- 5.4.9 **WAT 01** There is a medium to high flood risk across parts of the WNP area (see Map 8). Evidence comes from Environment Agency Flood Risk Maps of River and Surface water flooding.
- 5.4.10 The National Planning Policy Framework and National Planning Policy Guidance establishes a sequential test to be applied in respect of flood risk. Development should be located first where there is a lower risk of flooding, avoiding therefore areas of higher risk.
- 5.4.11 Sustainable Urban Drainage Systems (SUDS) help to provide flood resilience in a locally relevant, sustainable manner.
- 5.4.12 . We strongly encourage the use of SUDS. Within the WNP area subsoils vary, and where subsoils are clays SUDS may not be suitable so developers will need to take advice on this.

6 APPEARANCE (HERITAGE, CHARACTER, DESIGN AND VIEWS).

6.1 Introduction

- 6.1.1 Improving and protecting our area’s appearance and character was identified as of one of the highest priorities in our Vision Survey. Making Windsor more attractive is a key objective and core principle of our NP.
- 6.1.2 Two messages which came through particularly strongly from our consultations were firstly that new developments are often “out of keeping” with the town’s heritage and character through over development and unsuitable design, and secondly that the replacement of heritage and other characterful buildings by inappropriate structures is demonstrably eroding the character of our streets. It is also true that there are examples of excellent new developments in the town which can act as a guide so that future developments fit in better. Recent evidence²⁸ corroborates this approach.
- 6.1.3 Our general policies are intended to cover a range of eventualities. We mention specific sites where there is an identified issue.

Photo 2 Kings Road



Photo 3 Essex Lodge Osborne Road



²⁸Policy Exchange “Building More- Building Beautiful” report suggests that 85% of people want new development to blend in with what is there and people prefer Georgian terraces and Victorian mansions to concrete blocks. Other research from social enterprise group Create Streets shows that local opposition to new housing drops sharply when residents are presented with traditional human scale architecture.

6.2 Heritage

OBJECTIVE 2

Conserve local character and encourage high quality design

CONTEXT

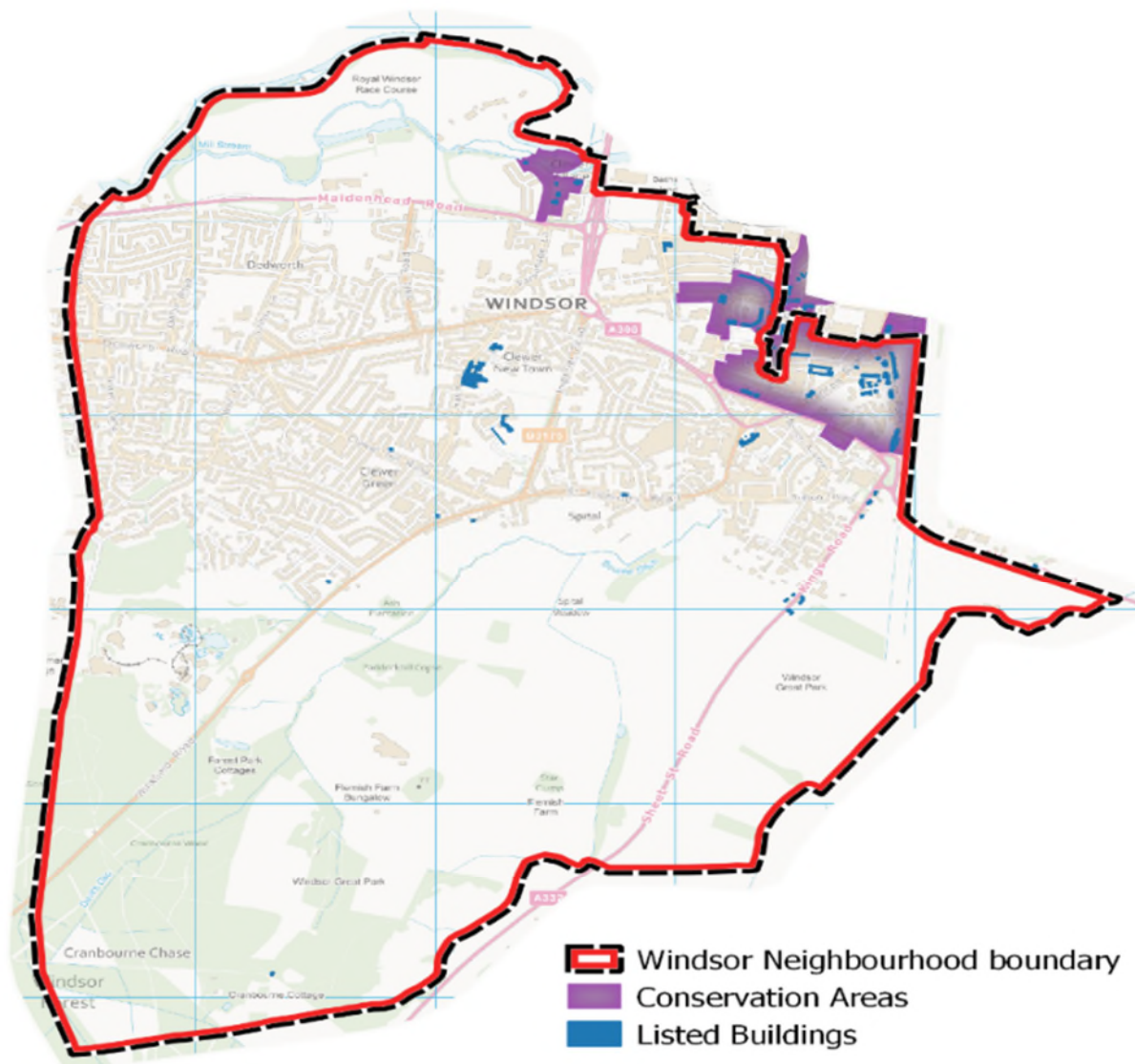
- 6.2.1 History and heritage is the main reason why visitors come to Windsor and our survey identified its preservation and enhancement as a key concern. The WNP area provides part of the wider setting for Windsor Castle and Great Park.
- 6.2.2 National policy requires the conservation of heritage assets in accordance with their significance.²⁹ Many buildings in our area, particularly nearer the town centre, are “Listed”³⁰ as being of historic importance and this status gives them and their settings a significant degree of protection from inappropriate development. There are also three Conservation Areas within our WNP area (Inner Windsor, Mill Lane /Clewer Village, Trinity Place/Clarence Crescent), and national policy provides for the conservation and/or enhancement of Conservation Areas.

²⁹ 1990 Planning Act (Listed Buildings and Conservation Areas) Para 72 General Duties for Planning authorities and the NPPF

³⁰ Historic England Grade I or Two Listed status

Map 9 Conservation Areas & Listed Buildings in the WNP area

Conservation Areas L-R are 1) Mill Lane (Clewer Village), 2) Trinity Place/Clarence Crescent, 3) Inner Windsor



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Ordnance Survey 100018817

POLICIES –Heritage Buildings and features

HER.01

Development within Conservation Areas and their settings should conserve and/or enhance local character. Development should incorporate high quality materials and have regard to the relevant Conservation Area Appraisal and Townscape Assessment, as well as to the WNP Design Guide (Appendix 2).

HER.02– Local Heritage List

The effect of a development proposal on the significance of a non-designated heritage asset should be taken into account, having regard to the scale of any harm or loss and the significance of the heritage asset. A Local List of non-designated heritage assets is set out in Appendix 4.

Photo 4 An Example from the Non-Designated Heritage Asset List



Typical late Victorian houses of wealthy businessmen or courtiers. The design is reminiscent of a French Chateau. These grand villas on the South side of Osborne Road contribute greatly to a sense of opulence and spaciousness along this stretch of the road.

REASONED JUSTIFICATION

- 6.2.3 We wish to ensure that all developments within the Conservation Areas use our Design Guide. National policy requires applicants to describe the significance of any heritage assets affected by proposed development, including any contribution made by their setting. To help achieve this, the Neighbourhood Forum is keen to encourage the use of the Windsor Design Guide. We wish to not only stop degradation of our historic environment but to enhance it while at the same time ensure that design can, in some instances, respond to very localised circumstances.
- 6.2.4 HER.02-National policy and guidance encourages the identification of buildings and structures of local value which, although they may not meet the criteria for National Listed status, and may or may not be in Conservation Areas, do justify special attention as they help to define the sense of place.
- 6.2.5 These assets are called Non-Designated Heritage Assets (NDHAs). They may be “buildings, monuments, sites, places, areas or landscapes identified by local planning authorities as having a degree of significance meriting consideration in planning decisions”³¹ and can include amongst other things Churches, and churchyards, pubs, houses. The Windsor & Eton Society, with the help of the Borough Conservation Officer, have identified a number of such buildings and structures in Windsor and is currently processing these with a view to their inclusion on a Local List of NDHAs. It is intended that this Local List will be developed and added to over the next few years.. The developing list contains all the Heritage Assets identified by Conservation Area Appraisals together with other assets identified by the community..

The NPPF (2018) para 197 requires that a balanced judgement be taken in respect of NDHAs whether in or out of a Conservation Area. Properties deemed to be NDHA are defined on the Local List Appendix 4 of this plan, or any subsequent amendment thereof

³¹ Historic England Advice note 7 Local Heritage Listing. (May 2012)

6.3 Character and Design

OBJECTIVE 2

Conserve local character and encourage high quality design

CONTEXT

- 6.3.1 Windsor is an important historic tourist town, and its appearance is key to its success. Residents and businesses are proud of it and have strong views about preserving the most attractive areas and improving those which are less attractive. Up until now, there has been little specific existing guidance for the 20th century modern suburbs that make up much of Windsor and that many people would like to see improved in terms of design and architecture.
- 6.3.2 Visitors should have a good experience of the town as they enter and leave and explore around, not just in the vicinity of the Castle. The more attractive the town the more people will be inclined to linger.
- 6.3.3 National policy³² encourages the NP to establish a strong sense of place, to seek to enforce local distinctiveness and integrate new development into the locality through “good” design. Design guides and codes and policies developed with local communities are encouraged.

Photo 7 New Houses off Vansittart Road demonstrating local architectural features



Photo 8. Alma Road. New infill house on the left In- keeping with but not the same as its neighbours



³²NPPF- Section 12 achieving well designed places para 125, 126

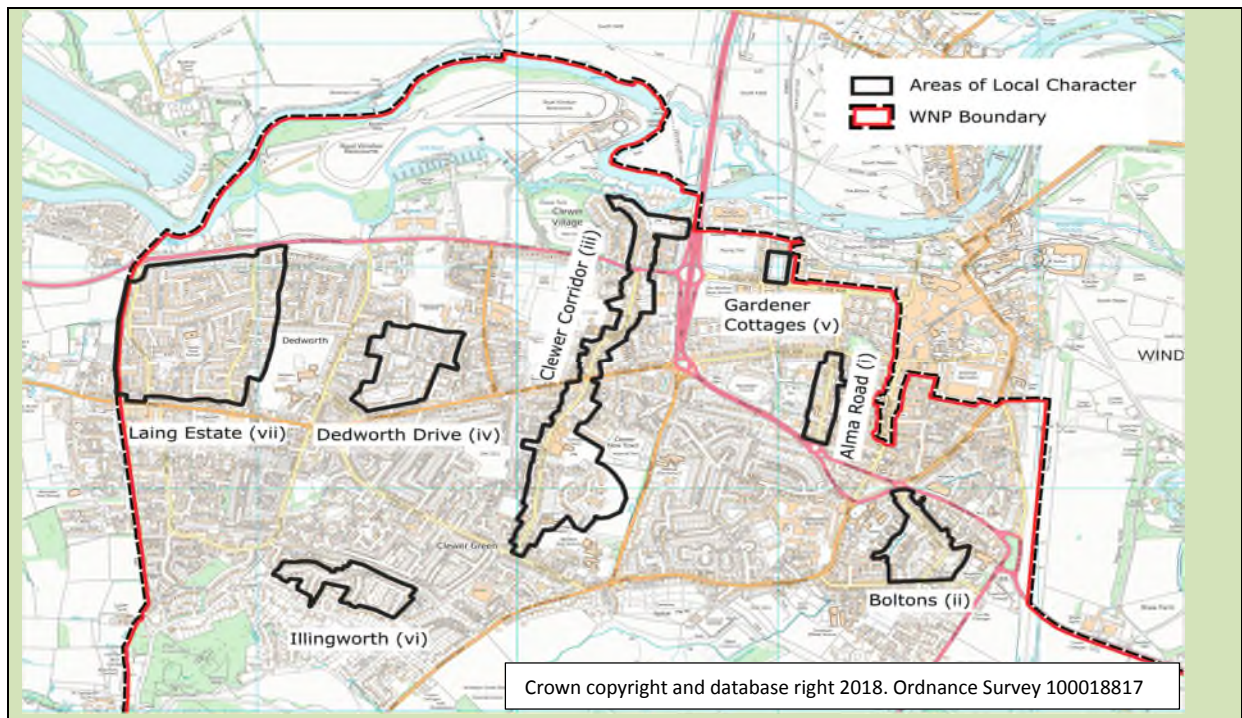
- 6.3.4 RBWM has recently published and is consulting on a Draft Design Guide SPD (Feb 2019). It already has an approved “Townscape Assessment” (TA) and “Landscape Character Assessment” (LCA) which may be used for planning decisions and demonstrate the wide historical and architectural mix in the area, but these can be complex and difficult to use. The TA has a section on Windsor which divides the town into a large number of different character areas and provides helpful guidance for developers on appropriate design for each distinct area, but it does not fully capture all the diverse character features and areas which the NP would wish to highlight. In order to make the advice in the TA easier for developers to access and to supplement it with specific localised advice, the WNP has extracted information relevant to our area and presented it in a chart alongside some additional advice to cover areas and conditions omitted from the TA (see *Appendix 5 Townscape Assessment WNP extracts*).
- 6.3.5 The WNP has identified particular pockets of distinct local character which residents have said they wish to maintain and in conjunction with the community has developed Area Character Assessments and Area Design Guides (*See Appendix 2b*) for these distinctive neighbourhoods.

POLICIES-Design

DES.01:

Proposals for development should demonstrate how they have taken account of design guidance, including the Windsor NP Design Guide. Development affecting any of the seven areas identified on Map 10 should also demonstrate how they have taken into account the relevant NP Area Design Guide.

[Map 10 Area design guides-indicative areas](#)



REASONED JUSTIFICATION

- 6.3.6 The WNP Design Guides aim to ensure that development proposals take into account what local people consider to be good design. The guides have been developed with the help of local architects who advise RBWM and were the subject of community consultations in Jan 2016.
- 6.3.7 DES.01 The WNP Design Guide Appendix section 2a aims to advise applicants to take account of locally specific circumstances and encourages the use of specific additional NP guidance, the RBWM Townscape and Landscape Character assessments and Conservation Area Appraisals.
- 6.3.8 The guide now provides a realistic framework for developers which will also help to meet community design aspirations.
- 6.3.9 New development can have a positive impact on the character and appearance of the town but past developments have too often aroused negative feelings. The pressures on land, especially in the inner suburbs can lead to “crammed in” developments and the lack of design guidelines has resulted in several “ill fitting” developments spoiling the look of local areas. Our aim is to help developers to come forward with good quality developments which are likely to be welcomed. Our aim is to provide guidance to developers in respect of the kinds of development appropriate to different parts of the town, with the intention of helping them to “get it right”. The Design Guides give positive examples and are not prescriptive, so allow for good modern design and ensure that design can, in some instances, respond to very localised circumstances.
- 6.3.10 Specific Design Guides for individual areas/streets have been created by our group, with local community involvement, based on specific Area Character Assessments in areas where there are known issues with threats to the area from cumulative impacts of developments eroding their special character, which might be for example a relatively homogenous architecture, or particular special qualities of public realm, or local historical significance.
- 6.3.11 We would also like to see and encourage smaller development proposals to show clearly the relationship of the proposed building in relation to neighbouring properties with accurate plan dimensions and elevations and street scene and a clear diagrammatic scale, as sometimes the information given is poor and makes accurate judgement of the impact difficult.

6.4 Key Views

OBJECTIVE 2

Conserve local character and encourage high quality design

Photo 5 River Thames from Royal Windsor Way Bridge



Photo 7 Windsor Castle from Osborne Road/ Chaucer Close



CONTEXT

- 6.4.1 Windsor Castle is a strategically important landmark and the view of it creates a focus for the image and character of the whole area and providing a distinctive sense of place. Views of the silhouette and panorama of the town and castle from the approaches to Windsor create a sense of excitement at arriving at a historically important place. Our landmarks and built environment encourage visitors to come here and remind us why we like to live here.
- 6.4.2 The RBWM Townscape assessment³³ recognises the importance of views and identifies three key views through parts of our WNP area which should be taken into account by development. These are
- In to the Castle along the Maidenhead Road.
 - In to the Castle along the Long Walk,
 - Out from the Castle along the Long Walk.
- 6.4.3 However, it is not only panoramic views and the silhouette of the castle that are important. For residents within the town, occasional glimpses of this landmark, the River Thames and other local landmarks also add to its appeal.
- 6.4.4 Existing Local Plan policies say that developments must retain important views in and out of sites³⁴. The Emerging BLP requires consideration of character and design including the Townscape and Landscape Character Assessment and of views³⁵.

³³(Urban Structure and Landscape setting of Windsor)

³⁴ RBWM saved policy H10

³⁵RBWM BLP Reg 19 Policy SP3 d and e

- 6.4.5 Best practice³⁶ has informed the methodology followed for the WNP areas which considers only PUBLIC views, that is views in and out of PUBLIC areas. The approach helps us to understand and protect important Panoramas, Linear views, River Prospects, and Townscape views that are available to from public places.

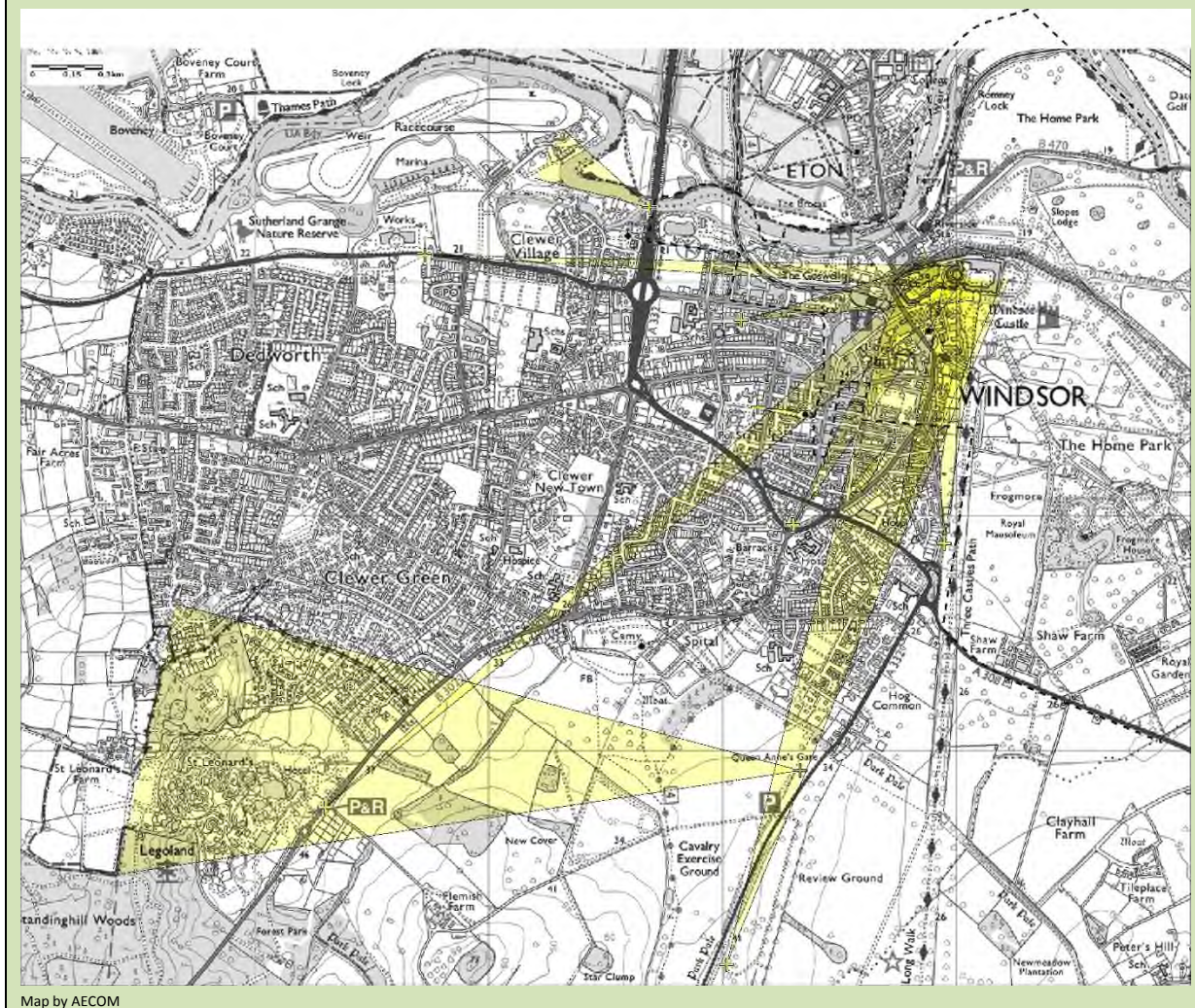
POLICIES-Key Views

VIE.01: Development proposals must respect the Designated Views and Viewing Corridors listed below and identified on Map 11 (further information is also included in Appendix 3):

1. The river and Racecourse from Windsor Way Bridge (River prospect)
2. Windsor Castle from Duke Street (Landmark linear view)
3. All Saints Church from Helena Road (Landmark linear view)
4. Windsor Castle from Maidenhead Road (Landmark linear)
5. Holy Trinity Church from Claremont Road (Landmark linear)
6. St Georges Chapel from Knights Place (Landmark linear).
7. Windsor Castle from Chaucer Close green space (landmark linear)
8. Windsor Castle from Kings Road (Landmark)
9. Windsor Castle from the entrance to LEGOLAND (Landmark)
10. Windsor Castle from the A332 Lay-by (Landmark panorama)
11. The St Leonards Hill landscape from across the Great Park (Landscape Panorama)

³⁶ London View Management Framework <https://www.london.gov.uk/priorities/planning/supplementary-planning-guidance/view-management>

Map 11 Key Views-Local Viewing corridors



REASONED JUSTIFICATION

- 6.4.6 The Key View List and associated Local Viewing Corridors *Appendix 3* identifies only views which are visible from public viewpoints at street level as opposed to “Private Views” from private land or buildings.
- 6.4.7 Views are selected according to the London View Management Framework criteria. That is, views must be from public places and make aesthetic, cultural or other contributions to the town, or which contribute to the viewer’s ability to recognise and appreciate the authenticity, integrity, significance, and outstanding universal value of the town’s heritage.

- 6.4.8 These locally important views really help to define the sense of place and are all the more important for their scarcity within the WNP area. These views change with the seasons and some can be partly obscured by trees and greenery in the summer months but become even more important in the winter when they are more obvious.
- 6.4.9 Views of Windsor Castle and River Thames are critical to the town's sense of place.
- 6.4.10 The view from The Great Park from Sheet Street Road towards the whole of St Leonards Hill is significant in enabling a walker or visitor to the park to experience completely green surroundings from a large part of the Great Park, away from an urbanised setting. This view is visible from a whole area including along Sheet Street Road from Queen Anne's Gate up to and slightly past the parking area overlooking the Cavalry Exercise ground. (Incidentally St Leonards Hill can also be seen as a view out from the Castle and more widely from across the Thames Valley although the aspect is different from the WNP defined view). The whole of St Leonards Hill has a blanket woodland tree protection order and the intention is to preserve the forested appearance of the whole landscape.
- 6.4.11 Landscape management should enable the view to be fully seen and appreciated - prudent management of trees along the viewing corridor that may otherwise obscure landmarks and any other important elements will be reviewed with key partners.
- 6.4.12 The application of this policy can be informed by guidance in the WNP Key Views/Local Viewing Corridors *Appendix 3*. This provides guidance in respect of how a view can be treated and managed. We also discuss in our Delivery and Implementation Plan *Section 11* how we will seek to manage the views going forward.

7 GETTING AROUND

7.1 Introduction

- 7.1.1 The WNP Vision survey confirmed that traffic management (congestion, provision for cyclists, parking) is of the highest priority if not the greatest single issue within and around the Area. The combination of regional through traffic and large visitor numbers give Windsor a particular problem with congestion and air quality on many main roads in the NP Area at particular times.
- 7.1.2 However, most highways, traffic infrastructure and bus and train operational initiatives are outside the main scope of NPs (whose focus is what should be given planning permission), except indirectly insofar as they are concerned with land use.
- 7.1.3 Likewise, Park and Ride initiatives are impossible to progress within the WNP area as there are no suitable sites beyond those at LEGOLAND and Home Park, which are already in use³⁷. Also, although traffic congestion from through traffic between the M3 and M4 and M25 is a huge issue, alternative north/south routes to bypass Windsor would have to be outside the WNP area.
- 7.1.4 There is also a lot of subjective opinion around the issue, and we have sought to establish the factual evidence to inform the WNP. The Traffic Report in our Evidence Base File explains the detailed WNP research findings.
- 7.1.5 Therefore, we have considered other small initiatives which can help to improve the way people get around the area and make sustainable transport choices though increased footpath and cycle provision. The WNP seeks to improve conditions for walking, enhance the pedestrian experience and boost the provision and improvement of cycle infrastructure.
- 7.1.6 In respect of traffic congestion, Section 11 of the WNP also highlights a number of projects that will be pursued.

Cycling and Walking

OBJECTIVE 3

Encourage sustainable³⁸ modes of transportation

³⁷RBWM has recently stopped funding the Centrica P&R which is likely to cease to exist. The potential Windsor Racecourse 400 space Park and Ride is still in the emerging BLP Infrastructure Plan, although we understand that the planning permission which was renewed in 2013 will now have lapsed.

³⁸ Sustainable transport is transport that minimizes harmful effects on the environment and the depletion of natural resources, such as walking, cycling, and fuel-efficient public transport, and hence can be sustained in the long term.

CONTEXT

- 7.1.7 Footways line most of the Borough's urban streets and so pedestrians are well provided for, although pedestrian crossings and dropped kerbs at junctions and crossroads for those using wheels are not always where they are most convenient.
- 7.1.8 Windsor's relatively flat townscape makes cycling a good way for residents and commuters and schoolchildren to get around. There is clearly growing demand for better cycling infrastructure, and National and local Planning Policy³⁹ encourages improvements to cycling and cycling infrastructure.
- 7.1.9 However, it is not easy to find space in the narrow streets which are often lined with cars, and cyclists and pedestrians frequently have to share paths. Existing cycle paths do not always follow a direct route between town and suburbs. Cycle paths peter out. Local neighbourhood shopping centres make little provision for cyclists. Cycling is often not seen as safe, and many children told us it was unsafe to cycle to school. Many residents dislike sharing footways with cyclists (especially the elderly and those with physical disabilities).
- 7.1.10 The Royal Windsor Way and Imperial Road through-route, as well as Goslar Way, effectively cut the NP Area into separate parts and the underpasses are unappealing and present a barrier to the safe passage of cyclists and pedestrians across the Area. In the long-term it would benefit the town and particularly the residents to the west, to address this barrier, although it is recognised that there would be significant cost involved.
- 7.1.11 National Cycle Route 4 crosses into the town from the Great Park to the river but is relatively unknown and follows a South-North route from the Great Park, along Bulkeley Avenue, York Avenue and through the underpass to Vansittart Road, to cross the Thames via Royal Windsor Way. It is relatively poorly connected to other local cycle paths and the signage doesn't really give a sense of the whole system.
- 7.1.12 The special environmental and ownership status of much of Windsor Great Park limit the potential for additional cycle routes through it. New cycle paths towards Ascot and Bracknell have not been possible for these reasons.
- 7.1.13 Public Rights of Way (PROW) There are a range of different Rights of Way throughout the area and these are protected by National and Local policy. The Countryside and Rights of Way Act 2000 places a duty on all local highway authorities to publish and review a Rights of Way Improvement Plan for their area. The current RBWM plan is set out under cover of the "Public Rights of Way Management and Improvement Plan 2016-2026". This plan lists three (3) routes for additional rights of way within the WNP area. There are some paths within the area used by the public which are as yet not on the PROW list and which provide small links and cut-throughs for walkers and cyclists. Their loss would damage the way people are able to move around the town. Expected changes to PROW Legislation in the next decade may put existing PROWs at risk.

POLICIES -Cycling & Walking

CW. 01

a) . All public rights of way within the WNP area must be retained, or alternatives provided that offer equivalent or better functionality. Improvements to the pedestrian and cycle network, including the creation of more safe linkages, will be supported.

REASONED JUSTIFICATION

7.1.14 CW.01 (a) This policy supports the maintenance of existing foot paths and consideration of new official PROWs around Windsor, including where there are some existing paths used at present but which are not currently designated as official PROWs. Occasionally small but important link paths are threatened by adjacent developments or attempts by nearby residents to change their boundaries. Recognition of these important paths will help to protect them from encroachment.

7.1.15 We would also support new paths south of the river were this possibility to arise on the Windsor Racecourse site.

7.1.16 Expected changes in PROW legislation⁴⁰ will potentially transform the position around existing rights of way. On 1st Jan 2026 the government intends to close the definitive maps to the claim of historic paths which existed before 1949 [section 53 of the Countryside and Rights Of Way Act 2000 (CROW Act)] with the aim of providing certainty to landowners about what highways exist on their land. The result may be that existing ROWs will be lost to the community, particularly within housing estates. Most estate footpaths, even those later than 1949 are taken for granted and do not appear on Definitive Maps. They remain unrecorded as Rights of Way. RBWM has also lost most of their historic records on this. The Windsor Neighbourhood Forum hopes to see all existing such links protected.

7.1.17 The existing RBWM Public Rights of Way Map 5 dated 1st January 2016 does not record either; the E-W Clewer Fields footpath, although the intersecting N-S link is included as Route 15) or the Hatch Lane to Longbourn footpath. We wish to see both of these footpaths recorded and retained.

7.1.18 The WNP supports all practical opportunities to improve pedestrian crossings/underpasses, footpaths and/or cycle routes at the following key locations:

- 1) Under and around the Royal Windsor Way Roundabout.
- 2) This will include taking advantage of opportunities to improve footpaths lighting and widening of the tunnels or provision of new tunnels, also supporting a more direct linkage to National Cycle Route 4 (which runs down Vansittart Road/York Road via an underpass under Goslar Way).
- 3) Goslar Way underpass at Vansittart Road/York Road
- 4) Goslar Way and Alma Road
- 5) Albert Road at the Long Walk crossing and Western end of Albert Road;

³⁹ NPPF Ch 9 Paragraph 104 (provide for high quality walking and cycling networks), and Para 110c (minimise the scope for conflict between pedestrians, cyclists, vehicles).

⁴⁰ the Deregulation Act 2015

- 6) The entrance to the Great Park at Queen Anne's gate; and
- 7) The River Thames and its tributaries.
 - 7.1.19 WNP wants to encourage linkages between green areas and new pedestrian and cycle paths can help this. We wish to see new pedestrian and cycle routes incorporated within new developments where appropriate.
 - 7.1.20 The Windsor Neighbourhood Forum supports improvements and new routes at specific sites, some of which have already been under consideration by RBWM, although we recognise that at many sites there are no easy solutions.
 - 7.1.21 The Cycling Action Plan 2018-2028 has been produced by the CAP Task and Finish Group on behalf of the RBWM Cycle Forum. It was approved by the Highways, Transport and Environment Overview and Scrutiny Panel prior to adoption by Cabinet on 31st January 2019. The WNP supports its aims, strategies and priority schemes. Windsor Neighbourhood Forum would like to see developers ensure it is taken into account in the design of new housing and business areas and associated infrastructure.
 - 7.1.22 The "fountain" roundabout at the junction of the Royal Windsor Way/Clarence Road/Imperial Road is a major barrier for cyclists and pedestrians between the west and centre of town. The roundabout is dangerous for cyclists, with a cluster of 4 cycle accidents around this roundabout in the last five years⁴¹. The tunnels are also a barrier as they are narrow, badly lit, and unappealing, there are no footpaths at ground level. Cyclists and pedestrians have to share the space, and cyclists have to dismount, and all are forced underground. Many school children use it and many people avoid having to use it, particularly in the dark.
 - 7.1.23 The only current cycle paths from Dedworth Road and the western suburbs towards the centre are via Green Lane/Vansittart Road or to the north of Clewer Village via the tunnel past the Leisure Centre and along the river. These cycle routes use quiet links to National Cycle Route 4 which goes along Vansittart Road and south of the river but are very indirect to get to the town centre.
 - 7.1.24 The Goslar Way dual carriageway is also a barrier for pedestrians and somewhat unappealing and dangerous, and any practical improvements to this tunnel will be supported.
 - 7.1.25 Crossing the Goslar Way dual carriageway near Alma Road can be challenging on foot. A pedestrian crossing is not feasible as the 40mph speed limit exceeds the 30mph limit required for a pedestrian crossing. Pedestrians will need to use the Vansittart Road underpass for the foreseeable future.
 - 7.1.26 Crossing improvements of the Long Walk at the Albert Road are already being considered by RBWM in conjunction with the Crown Estate.

⁴¹ Source of road accident statistics -crashmap.co.uk

7.2 Parking

OBJECTIVE 3

Encourage sustainable modes of transportation

CONTEXT

- 7.2.1 Car parking is the most frequently mentioned issue in our consultations. It is a problem for residents, business owners and employees. National⁴² and Borough⁴³ policies allow parking policies which consider local conditions.
- 7.2.2 There is a high level of car ownership in Windsor especially in suburban areas where there is less access to public transport and a large proportion of visitors to Windsor travel by car.
- 7.2.3 There are not enough official car parks in the Town Centre area and its environs for all of the users. Park and Rides (Centrica, LEGOLAND) have limitations in size and location, and a 400 space P&R at Windsor Racecourse has not been taken forward yet and the planning permission has lapsed. Commuter and visitor cars compete with residents for on and off-street parking spaces in both Neighbourhood Plan Areas. Residents parking schemes have spread to provide parking near homes. The approval of a Residents Parking Scheme tends to push the problem outwards across the area and causes extra problems for business related parking.
- 7.2.4 In residential areas the parking problem is becoming worse as population and residential densities increase, particularly where existing properties are subdivided into Houses in Multiple Occupation, and new ones built without sufficient provision, leading to an increase in the number of cars without a commensurate increase in the number of car parking spaces, as well as pressure on amenity land and neighbourhood parking disputes. Front gardens are often converted into parking spaces with detrimental effects on the appearance and character of the area and loss of greenery.
- 7.2.5 Dropped kerbs allow front gardens to be used for parking, and although this may be more convenient for the householder concerned, it often leads to the loss of on street communal parking spaces and some damage to the character of the area. In/out driveways particularly can result in the loss of more street parking spaces. These often diminish the quality of the street scene, especially if done badly. However, it is a trade-off between having places for people to live and enough space to park.
- 7.2.6 There is some hope that new technology such as Uber and Car Club schemes and provision of alternative transport modes (cycling, buses trains) will reduce the need for individuals to keep cars, although the need will continue for the foreseeable future particularly in suburban areas which are further from transport nodes.
- 7.2.7 The emerging Borough wide Design Guide does include Parking Design, although this is not yet completed.

⁴²NPPF para 105 and 106,

⁴³ Emerging BLP Policy IF2

Photo 6 Dropped kerb and sympathetically done front garden parking



POLICIES-Parking

PAR. 01:

- a) New residential development should respect local character and provide for safe parking, having regard to the WNP parking design guide standards and where relevant *Area Design Guides (as set out in Appendix 2)*

PAR.02

- b) The provision of increased car parking capacity at existing car parks will be supported, subject to development respecting local character, residential amenity and highway safety.

REASONED JUSTIFICATION

7.2.8 PAR.01 Is a parking Design policy based on Building for Life principles, and seeks to encourage best practice and ensure that parking with dwellings is designed to be useable.

7.2.9 All new developments should provide enough spaces for residents and visitors, including disabled, and anticipate parking demand, taking into account location availability and frequency of public transport and car ownership locally. Sometimes developments have provided insufficient spaces which are not well designed or practical to use, which increases the impact of developments on the amenity of nearby residents as it increases the need to park nearby. The use of design solutions is suggested in research such as “Space to Park” 44.

⁴⁴ “Space to Park” by David Rudlin and John Sampson with help from Susanne Gallenz and Sangeetha Banner of URBED (Urbanism, Environment and Design). The report has been produced as part of the Space to Park research project. First Published: November 2013 ISBN: 978-0-9573

- 7.2.10 Some recent conversions have been allowed with NO parking provided or insufficient parking for the number of occupants on the assumption that the occupiers will use public transport. It is the Windsor Neighbourhood Forums view that this exacerbates the parking problem as the assumption that people living in the town centre will not use cars is not realistic at present. This is borne out by research which demonstrates that providing insufficient parking spaces in suburban estates doesn't result in people using public transport instead
- 7.2.11 Where existing parking problems exist, then conversion of garages into habitable rooms increases the pressure on parking spaces nearby, and this is something the Windsor Neighbourhood Forum wishes to discourage unless it can be demonstrated that there are adequate spaces nearby.
- 7.2.12 Windsor Neighbourhood Forum will seek to discourage the use of dropped kerbs where they result in the loss of an on-street space and there is no net gain of parking spaces. They often involve parking dominating the front garden, and loss of on street parking spaces, and are damaging to the look of an area, unless they are well designed and landscaped. Our Parking Design Guide (*Appendix 2 part C*) shows good practice in the design and landscaping of front garden parking and the Windsor Neighbourhood Forum will encourage applicants to use this.
- 7.2.13 PAR.02 This policy is designed to increase the supply of car park spaces. For example, the two hospitals in Windsor might be able to expand parking for public use subject to design and landscaping considerations.
- 7.2.14 The Crown Estate has some proposals to alter car parking arrangements on the edge of the Great Park near Queen Anne's Gate. We support additional car parking subject to satisfactory design and landscaping consideration as this would help improve access to the park and could be considered as Very Special Circumstances which outweigh the harm to the Green Belt

8 HOUSING AND COMMUNITY

8.1 Introduction

- 8.1.1 We have a national housing crisis due to a growing population, changing demographics and lack of housing supply. RBWM states that housing need projections based on population growth indicate a need to supply 712 new homes per year (over the next 15 years across the whole Borough)⁴⁵. The Borough is struggling to find sites for these homes, particularly in and around Windsor where there are many constraints.
- 8.1.2 The WNP has found no new sites for housing development beyond those that the Borough has already identified in its Borough Local Plan proposals. Some major areas have been suggested during our research such as Sawyers Close and Ward Royal but after investigations we have eliminated these, as research has shown they are unlikely to be available for development during the life of the NP.
- 8.1.3 The main source of new housing developments in the WNP area will be “Windfall” sites (that is ones that are hard to predict) which will be infill and replacements which develop existing areas more densely. The NPPF states that there is a presumption in favour of such development and there are some areas where this is most likely to occur in Windsor, particularly where there are larger plots and houses and gardens without other constraints such as heritage or flood issues. These redevelopments are predicted to occur at roughly the average rate for recent years of roughly 40 units per year⁴⁶ in Windsor based on past trends. WNP Policies on Open Space (Section 5) and Design (Section 6) are intended to ensure that the sites that do emerge are developed in a way that enhances the town and avoids some of the pitfalls of increasing density.
- 8.1.4 It is very difficult to be specific on what densities should be. This plan sets out what would be permissible in terms of design and character and gives some suggestions as to general locations where development could occur. The appropriate quantum of development would be based on professional judgements on a case by case basis guided by strategic policies in the Borough Local Plan.
- 8.1.5 Affordable Housing - Our consultations showed that there was concern about the affordability of housing in the area and the difficulty for people even on average incomes have buying or renting homes. House prices are now around 14 times average incomes and at a historic high due to the imbalance between demand and supply of housing and high land prices. Existing Borough policies have not delivered the required numbers of affordable housing, and the emerging BLP recognises the need to deliver 435⁴⁷ new affordable homes across the Borough every year.

⁴⁵ RBWM Housing and Employment Land Availability Assessment

⁴⁷ Paragraph 7.7.3 of the emerging BLP submission Version.

8.2 Housing

OBJECTIVE 4

Support the delivery of new housing and Community facilities

CONTEXT

- 8.2.1 Redevelopment opportunities exist where buildings are not using land efficiently, such as to the optimum height or density. This includes above shops, which could support additional housing .

POLICY Housing

HOUS 01

Proposals requiring planning permission for the conversion of premises above shops to residential use will be supported, subject to respecting local character, residential amenity and highway safety.

REASONED JUSTIFICATION

This policy applies particularly (but not exclusively) to single storey premises along Dedworth and Arthur Road. Allowing the space above shops to be used more effectively as covered by an NPPF objective⁴⁸ of making “ *effective use of land...*” could incentivise this.

- 8.2.2 HOU.01 Areas where this policy may apply could include Dedworth Road.

⁴⁹The Borough Wide Design Guide recently published for Consultation(March 2019) deals with Residential Amenity and may negate the need for these policies (if it goes through unchanged as it covers Residential Amenity).

8.3 Residential amenity

OBJECTIVE 4

Support the delivery of new housing and community facilities

CONTEXT

- 8.3.1 Local people have expressed concerns that some recent developments display poor standards of amenity for residents, both when new homes have been built and existing buildings have been converted. Existing Local Plan and emerging Local Plan policies already refers to the provision of adequate standards of residential amenity⁴⁹, and conversions are allowed where adequate amenity space is provided.⁵⁰
- 8.3.2 National Planning Policy now allows conversion of offices into flats through Permitted Development rights, Local Plans have limited control and NPs have no control over such conversions, even where residential amenity can be poor (e.g. no bin, bike, garden or parking space).
- 8.3.3 We feel that the pressure on land here is so great, especially in inner Windsor, that it is attractive for developers to bring forward schemes which pare space to the absolute minimum, reducing the interior and exterior amenity quality of developments, and overdeveloping plots. This has an impact on the quality of life of those inside as well as outside the development for example by forcing bin or bike storage to the front, providing inadequate parking, and creating a cramped appearance. (Our General Policies on Character and Design, are also relevant here).

POLICIES –Residential amenity

RES 01

Residential development should provide external amenity space that appears in keeping with local character and which respects privacy. Residential development should provide for recycling, including space for screening and storage.

⁴⁹The Borough Wide Design Guide recently published for Consultation(March 2019) deals with Residential Amenity and may negate the need for these policies (if it goes through unchanged as it covers Residential Amenity). Emerging Local Plan policies BLP3 Design, deal with Residential Amenity as follows 3.2i Landscaping and Amenity, 3.2.1 storage refuse and recycling space and 3.2.g public realm. Also BLP19 Housing Layout and Design, BLP20 Housing Density BLP 24 Residential Amenity (propose that all residential development new and extended-should display high standards of Layout and Design and adequate levels of residential amenity. This includes space for bins, storage, outside space for gardens and recreation, and other amenities for residents. The Borough’s Supplementary Planning Note - Sustainable Design and Construction (2009) Para 3.106) states that all developments are expected to have access to appropriate facilities for the storage and collection of waste. Planning Practice Guidance (Para 040) asks local authorities to ensure that enough discreetly designed and accessible storage is provided for all the different types of bin used in the local authority area.

⁵⁰Existing Local Plan policies (H12) allow the conversion or subdivision of larger residential dwellings into smaller units under certain conditions. Emerging BLP policy (BLP 7.9 p78 Preferred Options consultation) has a similar approach, provided it does not harm the character and appearance, provides adequate amenity, car parking, garden space, etc. Conversion of two story dwellings into smaller units is regarded as less acceptable.

REASONED JUSTIFICATION

- 8.3.4 We feel that developments should provide good quality exterior amenity space, so that people have access to appropriately sized gardens and recreation spaces close by. Many new developments, especially conversions from former offices have been allowed with very limited amenity space. Most people prefer private amenity space, although we accept that in some circumstances communal may be better, for example when private spaces would be so small they would be unworkable. We recommend that development proposals consider good practice as set out in Building For Life 12 (published by the Design Council CABI) in the design of their proposals.
- 8.3.5 We would like to encourage developers to ensure that development does not result in unsightly and inappropriately placed bin and bike stores.. Unsightly storage can harm the amenity of neighbours and the street scene and we will seek to encourage appropriate bin and bike storage for all dwellings.
- 8.3.6 Where there are existing identified problems we will support the community to find appropriate and innovative solutions and we will support the use of CIL funds. Underground bin stores, communal bin or bike areas, and other ideas are used elsewhere and can be explored.

9 WORKING AND SHOPPING

9.1 Introduction

Photo 7 Tesco's store Dedworth Road



- 9.1.1 During our community consultations, we heard concerns about working and shopping issues. The loss of public houses, too many betting shops, the loss of offices and jobs, and need for provision for small business, the loss of essential shops and range of shops were all mentioned as local issues.
- 9.1.2 Current Borough policy⁵¹ is to concentrate larger businesses in designated employment areas as well as to continue to support individual business sites⁵². National Policy supports building a strong and competitive economy⁵³ and ensuring the vitality of town centres, although it also allows unused commercial buildings to be converted into residential dwellings under Permitted Development Rights and this policy has resulted in the loss of much office space in Windsor in recent years and is outside the scope and control of an NP.
- 9.1.3 The major Borough designated employments sites in the WNP area are.
- Centrica, Maidenhead Road
 - Fairacres Industrial Estate, Dedworth Road
 - (the former) Imperial House, between Alma and Vansittart Roads
 - Vale Road/Shirley Avenue Industrial Area (now mixed use in the emerging BLP)

⁵¹(LP E1 & Emerging BLP 25 9 Economic development) 26 (defined Employment Sites) 27 (other sites and loss of employment uses) 28 (Retail Hierarchy) 30 (District and Local centres) 31 (shops and parades outside of defined centres) 33 (Visitor development (including hotels))

⁵²Any changes of use for these individual sites (that are outside of permitted development rights) must apply for planning permission.

⁵³ NPPF Ch 6, NPPF Ch 7

- 9.1.4 The other major commercial sites in the WNP area are LEGOLAND, Windsor Racecourse (dealt with in our PLACE policy sections 10.4 &10.5), Keeler and Tesco but there are other small businesses scattered throughout the area, including shops, workshops, a considerable number of employees in Health and Military institutions, and many people working from home.
- 9.1.5 Retailing (A1 retail use class) is going through major adaptations to changing markets⁵⁴ due to the internet and changing shopping patterns. This potentially can lead to the loss of retail provision in peripheral centres like the neighbourhood centres and parades in the WNP area, (as well as in Windsor town centre). There is pressure to convert shops into other types of retail uses (A2/A3) such as fast food, betting shops, beauty parlours etc. These parades can now also be converted into housing as allowed under specific circumstances by Permitted Development Rights, and so they are increasingly vulnerable. This can be particularly an issue in the western suburbs of Windsor which depend upon those neighbourhood shops more due to their distance from the town centre.
- 9.1.6 There are no known spare sites in the WNP area where new industry or offices can go. The plan therefore has looked at where it might be possible to intensify neighbourhood shopping areas without losing the essential character of the area, and to consider the issue of pubs which act as both businesses and community facilities.

⁵⁴ RBWM Retail Review June 2015

9.2 Public houses

OBJECTIVE 5

Grow the local economy and enhance commercial areas for the benefit of business; workers; shoppers and tourists

Photo 8 The Black Horse pub Dedworth Road



CONTEXT

- 9.2.1 Public houses⁵⁵. Loss of public houses has been a strong theme in our research. Some public houses, have been sold for housing despite an ongoing demand as a viable business or community facility. Particularly in areas where there are few other eating and drinking opportunities, they can be a real loss to the community and affect its sustainability.

POLICIES –Public houses

PUB. 01 The loss of pubs to non-community uses will not be supported unless it can be demonstrated, further to 12 months open and active marketing, that it would not be economically viable or feasible to retain the pub in its existing use and that there is no reasonable economically viable prospect of securing an alternative community use of the land or premises.

REASONED JUSTIFICATION

- 9.2.2 PUB.01. There are three issues around the loss of public houses.
1. Loss of viable pub businesses
 2. Loss of Community facilities (pubs act as community living and dining rooms and meeting places)
 3. Loss of buildings full of local and often historical character.

⁵⁵In England the listing of a public house as an asset of community value will trigger a temporary removal of the national permitted development rights for the change of use or demolition of those public houses that communities have identified as providing the most community benefit. This will mean that in future where a public house is listed as an asset of community value, a planning application will be required for the change of use or demolition of a public house. This then provides an opportunity for local people to comment, and enables the local planning authority to determine the application in accordance with its local plan, any neighbourhood plan, and national policy. The local planning authority may take the listing into account as a material consideration when determining any planning application.”

- 9.2.3 Issue 1: Although this is covered by RBWM business policy, this has not saved some public houses which were valued by the community, so we can also seek to protect viable pub businesses in our policies. We wish to protect business uses and also community uses by asking for a viability test and ensuring that replacement uses consider community uses first.
- 9.2.4 Issue 2: This has now been addressed by national policy. The loss of public houses has evidently been a national concern as there has now been a change in national policy to enable these valuable facilities to be better protected. In April 2015 legislation was brought in so that future public houses which have been listed as Assets of Community Value (ACV) will no longer be demolished or allowed to change use without a planning application and a chance for the community to comment. This is a welcome change for Windsor, (but too late to save many), and any public houses which are not ACVs will still be vulnerable. In many cases there are now alternatives to pubs which can serve a similar community function, such as coffee shops.
- 9.2.5 Issue 3: This is covered by heritage building and character policy. Our policies under Character and Heritage (including Non- Designated Heritage Assets) should help to protect any valuable buildings which remain.

9.3 Retail and small business

OBJECTIVE 5

Grow the local economy and enhance commercial areas for the benefit of businesses, workers, shoppers and tourists

CONTEXT

- 9.3.1 The WNP area does not cover the town centre, so shopping in the WNP area is confined to Dedworth Road Local Centres, Neighbourhood Parades, and some individual local stores. These act as a focus for essential service and convenience uses, with very little “comparison” shopping. The two popular garden centres on the edge of West Windsor are outside the WNP area, (within Bray NP area), one which has already closed and the site allocated in the BLP for housing (BLP site HA11).
- 9.3.2 Our consultations showed concern from local people about this local shopping and loss of essential services, and these are happening despite it being Local Plan policy to support local shopping parades and centres⁵⁶. Concerns included; the appearance of shopping parades and the public realm around them; maintaining a good balance of independent retailers; and maintaining essential shops. Recent loss of a popular DIY store (Mahjacks) in West Windsor has concerned many as there is little alternative provision in Windsor and this affects sustainability of the town. Concerns about the number of fast food takeaways and betting shops were also expressed, and there has been some evidence of clustering of these around Dedworth Road.
- 9.3.3 Local parades are also now vulnerable from being changed to housing because changes of use from A1 & A2 (financial and professional services) to C3 (dwellings) is now permitted development. These small parades are quite vulnerable as the loss of one shop in a small parade can lead to smaller footfall and the subsequent loss of the whole parade.
- 9.3.4 Shop fronts can also contribute to the attractiveness of an area and act as a draw to customers. Existing RBWM shop front policies relate only to the town centre, and do not extend to neighbourhood parades where architecture tends to be undistinguished twentieth century design. External security shutters are not normally permitted in RBWM but have crept in in places.
- 9.3.5 People want to see independent retailers thriving in their area, and we wish to encourage planning applications from independent retailers.

⁵⁶Existing Local Plan policy⁵⁶ supports the role of local shopping parades and centres and resists change of use to non-retail (Use Classes A2 or A3) unless it is required to maintain vitality where retail use can no longer be sustained. The emerging BLP policy R5 supports development proposals within Local Centre and TR7 Shops and parades outside of defined centres, allowing change of use that support community functions and also requires appropriate marketing evidence for change of use.

- 9.3.6 In some circumstances, national policy allows offices and commercial premises to be changed into homes through Permitted Development Rights and the NP and Borough are unable to stop this happening⁵⁷. This is creating a situation where businesses struggle to find premises in the WNP area.
- 9.3.7 The high level of start-ups in RBWM indicate a need for micro and small business provision yet there is little such space available unless a house is converted to business use.
- 9.3.8 Provision of sufficient employment space is the responsibility of the Borough, and the Employment Land Review⁵⁸ and other later evidence assesses business demand for the need for such space. The evidence suggests that the need for employment space within the Borough can largely be met through intensification and redevelopment leading to more efficient use of existing sites.
- 9.3.9 Current Local Plan policies⁵⁹ restrict development for business uses to existing centres of employment and town centres but allow small scale developments (Under 100m²) outside of these areas. These small-scale sites are essential in the WNP area where there is little alternative land available for business, and the existing neighbourhood retail areas are important in this regard as there are often other small businesses clustered with them.

POLICIES- Retail And Small Business

RET 01

Local shops provide an important community function and proposals that will support the vibrancy and vitality of Local Centres and retail parades whilst respecting local character, residential amenity and highway safety will be supported. The loss of shops and small-scale commercial units will be resisted unless it can be demonstrated, further to twelve months open and active marketing, that retention in their current use is not economically viable. Proposals for new shop fronts should have regard to guidance set out in the Windsor Design Guide shop front section (see Appendix 42c).

⁵⁷ Except through an Article 4 direction.

⁵⁸ RBWM Employment Land Assessment 2009 & Housing and Employment Land Availability Assessment 2017

⁵⁹ Local Plan policy E1

REASONED JUSTIFICATION

- 9.3.10 Improvements to appearance through general public realm improvements and shop front improvements along with appropriate and essential shop uses help to attract customers and encourage them to stay longer. Recent public realm improvements in West Windsor have been welcome. Some shops do not make the best use of their shopfronts and metal roller shutters have crept in, resulting in damage to the public realm and “dead” frontages. This can produce a perception that a Neighbourhood area is unsafe. Enhancements to whole parade frontages to improve appearance of whole areas would be welcomed and could be encouraged by small grants funded by CIL money.
- 9.3.11 The RBWM Town Centre shop front design guide (from the 1990s) doesn’t cover the WNP area and is very old, so we have produced a WNP area Shop Front section within the Design Guide (Appendix 2 c) with some good general principles and positive examples which are suitable for the type of suburban area local shopping parades we see in our area.
- 9.3.12 The objectives are; To support retail architectural features of merit, well-proportioned frontages, to use appropriate materials, to ensure accessibility, to create attractive window displays, integrate security features, signs canopies and awnings in proportion, make maximum use of the forecourt and best use of colour. For more details and examples see Appendix 2c.

10 PLACE POLICY The former Imperial House and Police Station quarter.

OBJECTIVE 7

To enable redevelopment in an area (Imperial House, Alma Road) which includes a stalled major site in accordance with the vision and objectives of the plan.

CONTEXT

- 10.1.1 The following place-based policy provides for a key place within the WNP area.
- 10.1.2 This site was the home of the former Imperial House office block (demolished in 2013) and it is next to the Police Station site (which may be decommissioned during the plan period). The area has the Trinity Conservation Area sitting on its north-east edge, and Vansittart Road and the Vansittart Recreation Ground with the skate park and children's play area to the West, and Alma Road to the east, and The Alma Road Youth and Community Centre and Hovis Court Office block to the south.
- 10.1.3 The Imperial House site is the only current major brownfield site in the WNP area and has now been vacant for more than ten years.
- 10.1.4 The Police Station building has been discussed for redevelopment for housing, although it may not be available.
- 10.1.5 The Imperial House site is in employment use and RBWM has also identified the site with potential for intensification in their emerging BLP.
- 10.1.6 ⁶⁰.A mixed use development at part of the site was recently approved on appeal

Vision for the former Imperial House and Police Station quarter

- 10.1.7 In 2029, the Alma Road and Goslar Way site has been redeveloped to provide a new quarter of the town. The development is of high-quality design which meets the needs of both Borough strategic issues and local residents, with generous green spaces and improved linkages to the neighbouring park and retail area, as well as new commercial space.

POLICY

IH.01:

- i) Future development proposals featuring both the site of the former Imperial House and Police Station site should include a masterplan to show how the development interfaces with the wider area. Should any of the other neighbouring sites become available all the sites together should be viewed as an integrated whole in terms of (1) supporting infrastructure; (2) design and appearance criteria.
- ii) Any revised proposals for redevelopment should have regard to: safe and secure pedestrian and cycle connectivity; local character, including the green character of Alma Road and the scale and

⁶⁰ Planning Appeal Reference APP/TO355/W/18/3203764

massing of neighbouring buildings; and the scope for “feature” buildings to create articulated views from St Mark’s Road to Alma Road.

REASONED JUSTIFICATION

- 10.1.8 **IH.01** a) The council has allocated Imperial House as a Business Area in the emerging BLP.
- 10.1.9 The WNP policy is NOT a formal site allocation but relates to building design and the function of the place, including integration with the wider neighbourhood.

Map 12 Map of identified potential sites between Vansittart and Alma Roads. The former Imperial House site in Blue and Police Station in Green.

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KEY



Site boundary



Former Imperial House

Map by AECOM

11 DELIVERY AND IMPLEMENTATION

11.1 Community Infrastructure Levy (CIL) Funding

OBJECTIVE 10

Direct the use of Community Infrastructure Levies including section 106 agreement funds

CONTEXT

11.1.1 The CIL is a charge levied on developers which is used to fund Infrastructure improvements. Once a Neighbourhood Plan is “made” (approved by Referendum) 25% of the total generated within the Neighbourhood Plan Area must go towards Local Infrastructure in that area. In the absence of a Parish Council this money can be held by the Local Authority on behalf of the NP Forum. The NP Delivery Body is able to steer the use of the funds. Regulations allow NPs a much wider range of uses of CIL funds than is allowed the Local Authority. (Section 106 funds can now only be used for site specific mitigation).

Windsor Neighbourhood Forum will seek to use Community Infrastructure Levies and/or, if applicable, Section 106 funding, to deliver policies and projects in accordance with the community’s wishes and priorities, as set out in Table 1 below.

Delivery Mechanisms

- 11.1.2 This section describes the proposed Delivery and Implementation mechanisms and monitoring indicators and projects.

Delivery Body

- 11.1.3 A WNP Delivery group will be formed that will meet at least annually when the Infrastructure Delivery Plan is renewed to agree delivery using Community Infrastructure Levy funds, as well as monitor the progress of the plan using the monitoring indicators in section 11.4 below.

Implementation

- 11.1.4 The WNP policies will be implemented by the RBWM who are the Local Planning Authority, (who determine planning applications in the area).

Development Management

- 11.1.5 Most of the polices described in the WNP will be delivered by landowners and developers making Planning Applications which will be decided upon by the RBWM Development Control Panel and Planning Officers in the usual way. In making the Plan care has been taken to ensure that the WNP policies are deliverable.

The WNP Delivery Group

- 11.1.6 The Delivery Group will also use the Plan to guide them in making representations to RBWM Development Control on planning applications that have been submitted in respect of such planning applications that give them concern. They will also monitor the success of the policies.

11.2 Neighbourhood Infrastructure and Community Projects

- 11.2.1 The WNP Forum proposes the following infrastructure priorities for allocation of funds from the future CIL and other sources. Also included within the list are a series of community projects either underway or identified as necessary to pursue. (Not all WNP policies will require application of such funds as they will be dealt with through the planning process).

Table 1 Neighbourhood Infrastructure and Community projects

Whole	What? <i>Physical / Green / Social Infrastructure OR Community Project</i>	Where? <i>Address / Area / Whole Neighbourhood</i>	When? <i>Now / Soon / Later / Whole plan period</i>	Who? <i>Partners involved in delivery</i>	How? <i>CIL / Community volunteers / Public / Private / Third Sector</i>	Cost <i>Estimate of costs where applicable</i>	Policy <i>Cross reference to relevant WNP policies</i>
Natural Environment and open space							
1. Open space access improvement schemes <i>This project remains an aspiration should conditions change and such a large project sum become available</i>	Footbridge over Thames	Thames	later	Eton College RBWM	CIL	£10m	OS.02
2. Open space facilities improvement schemes	Outdoor Gyms	Any suitable urban open space	Now	RBWM	CIL	£3 x 10k= 30K	OS.02 iii
3. Open space maintenance	Community project volunteers	Convent Open Space and any others, Trinity wildlife area	Now	RBWM and Residents Associations, libraries	CIL	£5k	OS.02
4. Biodiversity. Green Routes improvements e.g. Roadside Tree planting, verges re-instatement	Green	All Green Routes	Soon and Whole	RBWM	RBWM Tree planting budget	tbc	BIO.02
5. New benches and bins at all Local Green Spaces.	All Local green Space	Maidenhead Road end of Dedworth Manor Park	Soon	RBWM	CIL	£1k per installation	OS.02iii

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6. Toilet facilities	Physical	Vansittart Recreation ground	Soon	RBWM	CIL	£10K	OS.02iii
Appearance							
7. Heritage. Advice for householders	Community project	Whole neighbourhood	Soon	RBWM Planning W2030	CIL	£6k	DES.01
8. Views. Viewing corridors maintenance/improvement	Physical/ Benches at viewpoints	Any viewing corridor. Dedworth Manor at Maidenhead Road end. Osborne Road Open Space. Winkfield Road near LEGOLAND.	Soon	RBWM	CIL	£1k per bench	VIE.01
Getting around							
9.							
10. New Public Rights of Way.	Physical	a) Along the River Thames and its tributaries, behind Centrica (RBWM #39), b) Windsor Racecourse riverbank c) Extend Bridleway 11a -St Leonards Hill to Winkfield Road	Now	RBWM, Landowners	CIL	££	CW.01

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11. Formalise existing footpath as Public Rights of Way	Physical	<ul style="list-style-type: none"> a) Footpath from Hatch Lane to Longbourne b) Alma Rd to Vansittart Rd via the college overflow carpark c) Clewer Fields running W-E from Vansittart Rd to Alma Road 	Now	RBWM	CIL	None	CW.01
12. Getting Around. Underpasses/cycle paths/footpaths improvement <i>Can't widen ramps/tunnels without great expense-but keep a dialogue on improvement opportunities and feasibility</i>	Physical	Under Royal Windsor Way roundabout, and Goslar Way and Vansittart Road underpass, Goslar Way.	Later	RBWM	CIL/ Highways /Grant?	££	Para 7.1.17
13. Footpath improvements <i>This has implications for Crown Estate /Castle views and therefore very sensitive</i>	Physical	Albert Road and Long -walk crossing Wndsor Great Park	Now	RBWM/Crown Estate	Public	£	Para 7.1.17
14. Additional traffic measuring points.	Physical	B3022 Winkfield Rd west of LEGOLAND	Soon	RBWM Highways	Public	£	Section 7.1
15. Wayfinding system (inc National Cycle Route 4)	Physical signage	Key footpath and Cycle Path through	soon	RBWM Cycle Forum	CIL	£15k	CW.01

		points -Stag Meadow, Bulkeley Ave/St Leonards Rd, Vansittart Underpass, Leisure Centre, Maidenhead Road		RBWM		<i>This budget is on top of the existing Cycle Forum budget 2018 which is already allocated</i>	
Housing and community							
16. Innovative Bin Solutions- Gardner Cottages	Community	Gardner Cottages Green space Vansittart /ArthurRd/Duke St	Later	RBWM	CIL	£5k	RES.01
17. Additional West Windsor GP surgery	Community	West Windsor	Later	RBWM NHS Clinical Commissioning Group Vale Road Surgery	n/a	n/a	n/a
Working and shopping							
18. All Neighbourhood parades -shop fronts	Physical, Shop front improvement grants.	All neighbourhood Parades	Now	Shop owners. RBWM	CIL	£1k per shop	Ret.01d
Places policies							

19.							
20. Improvements to the public realm in small Neighbourhood shopping parades	Physical	Neighbourhood shopping parades at 1.Clewer Hill Road 2.Springfield Road 3.Clarence Road (corner of Parsonage Lane next to the Shell Garage) 4.Arthur Road	Soon	RBWM	CIL	£50k	RET.01

11.3 Monitoring indicators

Natural Environment and Open Space

- 11.3.1 Number and amount (Ha) of public open space lost
- 11.3.2 Number and amount (Ha) of new public open space gained
- 11.3.3 Number and type of facilities gained/lost in new/existing open space
- 11.3.4 No of developments affecting Green Routes given Planning Permission and green areas and green boundaries lost (metres)
- 11.3.5 Number of street trees planted

Appearance

- 11.3.6 Heritage: No of applications concerning Local Heritage List, approved/rejected
- 11.3.7 Design: Number of applications citing conformity to WNP general/Area, Parking/shopfront design guides
- 11.3.8 Views: Number of applications citing consideration of designated view

Getting Around

- 11.3.9 Creation of new cycle routes (number/length)
- 11.3.10 Creation of new cycle facilities (number/type e.g. Bike racks, bike stores)
- 11.3.11 Improvements made to existing cycle paths/footpaths/underpasses
- 11.3.12 Parking. No of developments with given PP with inadequate parking

Housing and Community

- 11.3.13 Number of dwellings gained/lost

Working and Shopping

- 11.3.14 Pubs: Numbers of pubs lost/ what use changed to.
- 11.3.15 Retail: Number of shop fronts restored
- 11.3.16 Retail: Number of new dwellings above commercial premises provided
- 11.3.17 Retail: No of local shops lost, and what use changed to.
- 11.3.18 Betting shops and fast food takeaways opened /closed

PLACE Policies

- 11.3.19 **Imperial House and Police Station Site.** The WNP will aim to review progress on this site in conjunction with RBWM at yearly intervals. Should no development be forthcoming within 5 years a major review will be sought. Measures of progress: Pre-letting by developers, pre-construction work starting, construction starting. Number of housing units/employment space created
- 11.3.20 **CIL /S106** spending. Funds available, funds allocated and funds spent in the WNP area

GLOSSARY

Acronym	Definition
ACV	Asset of Community Value
BLP	Borough Local Plan
CIL	Community Infrastructure Levy
DCLG	Department of Communities and Local Government
HMO	House in Multiple Occupation
LCA	Landscape Character Assessment
LGS	Local Green Space
MUGA	Multi Use Games Area
NDHA	Non Designated Heritage Asset
NP	Neighbourhood Plan
NPPF	National Planning Policy Framework
OSA	Open Space Audit 2008
P&R	Park and Ride
PPG	Planning Policy Guidance
PRS	Private Rented Sector
RBWM	Royal Borough of Windsor and Maidenhead
SPD	Supplementary Planning Document
SSSI	Site of Special Scientific Interest
SWOT	Strengths Weaknesses Opportunities Threats
TA	Townscape Assessment
TG	Topic Group
WNP	Windsor Neighbourhood Plan

General Terms	
Allotments	These provide opportunities for those people who wish to do so to grow their own produce as part of the long-term promotion of sustainability, health and social inclusion. This may also include urban farms.
Amenity Green Space	AGS is most commonly but not exclusively found in housing areas . This includes informal recreation green spaces and village greens . It includes green areas in close proximity to home or work which enhances the appearance of residential or other areas. It forms a visual/physical “buffer” (e.g. verges) between parking, paved and built areas. It provides wildlife

	habitats terrestrial biodiversity, supports air pollution control, drainage and soil / water biodiversity It ensures preservation of historic fields, boundaries, sites, woodlands and routes.
Cemeteries and churchyards	This relates to cemeteries and churchyards which still contain space for new burials and also includes disused churchyards and other burial grounds. Primary purposes (RBWM Open Space Audit) -Burial of the dead -Quiet contemplation Additional functions (WNP Open Space TG / Public Consult) - Social cohesion - Historic record and heritage - Environmental sustainability through support for wildlife habitats.
Charette	A public meeting or workshops devoted to a concerted effort to solve a problem or plan the design of something.
Civic spaces	These are hard surfaced areas which are usually located within town or city centres. Primary purposes (RBWM O S Audit) - Community events -Social interaction and cohesion -Community development and heritage -Important sites which can also be located within other open space areas.
Conservation Area	A conservation area is an area of special architectural or historic interest, the character or appearance of which it is desirable to preserve or enhance (Section 69 of The 1990 Planning (Listed Buildings and Conservation Areas) Act).
Development	This is where neighbourhood planning policies determine what development can take place and where.
Excluded development	Excluded development is <ul style="list-style-type: none"> a) A county matter (schedule 1 of 1990 ACT) i.e. relating to minerals b) Any operation or class of operation relating to waste development, Development that falls within Annex 1 to Council Directive 85/337/EEC i.e. Oil refineries, power stations, radioactive waste disposal, iron and steel smelting, asbestos operations, chemical installations, motorways, airports, ports and toxic dangerous waste disposal. c) Development consisting wholly or partly of a national infrastructure project.
Green Corridors	These are a thin strip of land that provides sufficient habitat to support wildlife often within an urban environment thus allowing the movement of wildlife along it. Common green corridors include roadside grass verges, towpaths along canals and riverbanks, cycle ways, rights of way and railway embankments.
Green and Blue Infrastructure	A network of multi-functional green space, urban and rural, which is capable of delivering a wide range of environmental and quality of life benefits for local communities. (PPG 2012). Blue Includes rivers, streams, ponds. Blue-green infrastructure brings water management and the natural landscape together. It is a description of what land is, but also reflects what the land does. . Component elements include parks, private gardens agricultural fields, hedges, trees, woodland, green roofs and green walls, rivers, and ponds. The term covers all land containing these features regardless of its ownership, condition, or size. Benefits include 1) reducing flood risk 2) improving

	psychological health and wellbeing 3) boosting local economic responsiveness, 4) providing a habitat for wildlife. The REAL benefit to planning is that it can help deliver other local regional and national policy OBJECTIVES, not just those related to green space.
Highway Land	Highway land briefly defined in two examples: Highway boundaries. <i>The public highway is an area that the public have a right to pass and repass. The highway includes the road-side verge and footways as well as the carriageway.</i> Highway land refers to an area of land , where the public have the right to use to ' Pass and Repass without hindrance '. With very few exceptions highway land that we maintain is not owned by the council. A highway boundary enquiry defines the area that is maintainable at public expense by the highway authority.
Natural & Semi-Natural (NSN) Green Spaces	These areas include publicly accessible woodlands, urban forestry, scrub, grasslands (examples: downlands, commons and meadows), wetlands and wastelands. Primary purposes –Wildlife conservation, Biodiversity and Environmental education. Other purposes - As areas of informal open space, many of these will be suitable for walking, picnics and quiet contemplation. - Some areas may also be suitable for cycling and / or mountain biking.
Open Space	“Open space” means any land, whether enclosed or not, on which there are no buildings or of which not more than 1/20 part is covered with buildings, and the whole or the remainder of which is laid out as a garden or is used for purposes of recreation, or lies waste and unoccupied. It includes all open space of public value, irrespective of ownership, including not just land, but areas of water such as rivers, canals, lakes and reservoirs, which offer important opportunities for sport and recreation and can also act as a visual amenity. Public open space is defined as public parks, commons, heath and woodlands and other open spaces with established and unrestricted public access. Formal Open space is pitches, courts, greens, tracks. Informal Open space is for passive recreation.
Outdoor sports facilities (2)	These are natural or artificial surfaces either publicly or privately owned and used for sport and recreation, including: outdoor sports pitches, tennis courts and bowling greens, golf courses, athletics tracks, playing fields (including school playing fields) Primary purposes (RBWM Open Space Audit) - Facilities for formal sports participation
Parks and Gardens	These include urban parks, formal gardens and country parks which usually contain a variety of facilities and may have one or more other open space types within them. (Sports and formal recreational activities, cycling, boating, etc Children’s / Young people’s facilities and activities.)
Permitted Development Rights	Development that is permitted automatically under planning laws. The only circumstances when an NP can have an impact on this issue is where a local

	authority has issued an Article 4 Direction to remove permitted development rights for a given area and so require planning applications to be submitted.
Planning conditions	These are requirements that have to be met by the applicant. Examples might be the retention of trees or limiting use of a site to daylight hours.
Provision for children	These areas are designed primarily for play and social interaction involving children below age 12. Whilst it is recognised that a wide variety of opportunities for children exist as per PPG17, this typology considers only those spaces specifically designed as equipped play facilities (LEAPs
Provision for young people	These areas are designed primarily for play and social interaction involving young people age 12 and above. Whilst it is recognised that a wide variety of opportunities for young people exist (incl. youth clubs and open spaces not specifically designed for this purpose), as per PPG17, this typology considers only those spaces specifically designed for use by young people, e.g.: teenage shelters; skateboard parks; BMX tracks; and Multi-Use Games Areas (MUGAs
Strategic Policy	Strategic policies ⁶¹ will be different in each local planning authority area. When reaching a view on whether a policy is a strategic policy the following are useful considerations: <ul style="list-style-type: none"> A. whether the policy sets out an overarching direction or objective B. whether the policy seeks to shape the broad characteristics of development C. the scale at which the policy is intended to operate D. whether the policy sets a framework for decisions on how competing priorities should be balanced E. whether the policy sets a standard or other requirement that is essential to achieving the wider vision and aspirations in the Local Plan F. in the case of site allocations, whether bringing the site forward is central to achieving the vision and aspirations of the Local Plan G. whether the Local Plan identifies the policy as being strategic
Urban Open space	Open space areas for "parks", "green spaces", and other open areas. The landscape of urban open spaces can range from playing fields to highly maintained environments to relatively natural landscapes. They are commonly open to public access, however, urban open spaces may be privately owned. Areas outside city boundaries, such as state and national parks as well as open space in the countryside, are not considered urban open space. Streets, piazzas, plazas and urban squares are not always defined as urban open space in land use planning." Public space in general is defined as the meeting or gathering places that exist outside the home and workplace that are generally accessible by members of the public, and which foster resident interaction and opportunities for contact and proximity.[3] This definition implies a higher level of community interaction and places a focus on public involvement rather than public ownership or stewardship.

ENDS

Windsor Neighbourhood Plan.

The following Appendices are in separate documents.

APPENDIX 1 Open Spaces

APPENDIX 2 WNP Design Guide (Includes General, Areas, Shop fronts, Parking)

APPENDIX 3 Local Viewing Corridors

APPENDIX 4 Non-Designated Heritage Assets List

Report Title:	Council Tax Base 2021/22
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet – 17 December 2020
Responsible Officer(s):	Andrew Vallance – Head of Finance and Deputy S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. This report deals with the statutory requirement to set the Council's Council Tax Base for 2021/22. The Tax Base is used by Thames Valley Police, Berkshire Fire and Rescue Authority, local Parish Councils as well as the Royal Borough for setting Precepts and Council Tax next year.
2. The Tax Base is in line with the level anticipated in the Council's Medium Term Financial Plan and has increased since last year for two main reasons:
 - The number of properties being built.
 - Reduced number of households claiming Local Council Tax Support Discount.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves, in accordance with the Local Authorities (Calculation of Tax Base) Regulation 1992, as amended, the amount calculated by the Council as its Council Tax Base for the whole of the Borough area for 2021/22 shall be 69,179.45 as detailed in this report and appendices. This is an increase of 488.49 over the 2020/21 Tax Base, a 0.71% increase.**
- ii) **Notes a Council Tax collection rate target of 99.5% for 2021/22.**
- iii) **Notes an estimated deficit on the Council Tax Collection Fund in 2020/21 of £142,000, of which the Council's share is £113,000.**

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

- 2.1 Section 33 of the Local Government Finance Act 1992 and the Local Authorities (Calculation of Council Tax Base) (England) Regulations 2012 requires the Council as the Billing Authority to calculate a Council Tax Base for its area by 31 January each year.

2.2 Under Government regulations it is necessary for the Council to review its Collection Fund and decide the following:

- The Council Tax Base to be used for setting its 2021/22 Council Tax;
- It's Council Tax Collection Rate for 2021/22; and
- The estimated Council Tax surplus or deficit for 2020/21.

2.3 The Council Tax Base is used by the Authority to calculate its basic amount of Council Tax to be charged to taxpayers for the forthcoming financial year. Precepting bodies (i.e. Thames Valley Police, Berkshire Fire and Rescue Authority and local Parish Councils) also use the Tax Base figures to calculate their tax charges for the coming year.

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations	Council Tax is likely to achieve planned levels.
Reduce the non-payment percentage	There is no guarantee the Council would recover the increased Council Tax arising from this action.

3. KEY IMPLICATIONS

3.1 **New Properties.** Provision needs to be made in the 2021/22 Tax Base for new properties that are likely to be occupied before the end of the next financial year. This provision is calculated by colleagues in the revenues team following conversations with planners, building control and local builders. The growth in local housing continues at a high level and the part year effect of 671 additional properties will be included in the provision for 2021/22.

3.2 **Appendix C** sets out the Band D equivalent properties at the end of September 2020 that were included in the CTB1 return to MHCLG, 68,869.72. Added to this is the estimated full year impact of additional properties and revaluations, 657.39, less an allowance for non-collection of 347.66 to give the Tax Base of 69,179.45.

3.3 **Collection Rate.** A review of eventual collection rates has been carried out which revealed that assumptions used to calculate the 2021/22 Tax Base (99.5%) are adequate and no changes are proposed.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1. The Council Tax Base for the individual parts of the Royal Borough (both parished and unparished areas) is as follows:

Table 2: Local Tax Base 2021/22 by Parish

PARISH	Local Tax Base 2021/22 (band D equivalent properties)
Bisham	732.73
Bray	4,397.15
Cookham	2,962.35

Cox Green	3,058.44
Datchet	2,264.88
Eton	1,829.84
Horton	461.08
Hurley	1,005.84
Old Windsor	2,415.04
Shottesbrooke	73.49
Sunningdale	3,461.60
Sunninghill & Ascot	6,550.44
Waltham St Lawrence	680.30
White Waltham	1,282.56
Wraysbury	2,142.53
UNPARISHED	
Maidenhead	22,118.18
Windsor	13,742.99
TOTAL	69,179.45

4.2. The calculation of the Tax Base for each area is quite complex. All residential properties are given a Council Tax Banding based upon the valuation of the property¹. Each Band pays a proportionate amount of Council Tax to give an equivalent number of Band D properties (i.e. a weighted average). The Council Tax Bands and the proportion of Council Tax paid is shown in **Table 3** below.

Table 3: Council Tax Bandings

Band	A	B	C	D	E	F	G	H
Value	up to £40,000	£40,001 to £52,000	£52,001 to £68,000	£68,001 to £88,000	£88,001 to £120,000	£120,001 to £160,000	£160,001 to £320,000	more than £320,000
Council Tax Proportion	6 / 9ths	7 / 9ths	8 / 9ths	9 / 9ths	11 / 9ths	13 / 9ths	15 / 9ths	18 / 9ths

4.3. Below are examples of some additional factors included in the calculation:

- Properties which are exempt from Council Tax are excluded;
- Changes in banding following a revaluation;
- A property in Band D with only one adult resident receives 25% single occupancy discount and therefore counts as 0.75 of a Band D property;
- A 200% premium for homes left empty and unfurnished for more than 5 years

4.4. The Tax Base has increased by 488.49 Band D equivalent properties since 2020/21, which is an increase of 0.71%.

4.5. The Council's budget requirement divided by the Tax Base (above) equals the Band D Council Tax that is set by the Council in February 2021.

4.6. Despite the Covid-19 pandemic, it has not been necessary to adjust the tax base for any increased take up of Local Council Tax Support Discounts. This may

¹ As at 1 April 1991

become necessary for 2022/23 if the situation changes as the result of the ending of furloughing and other support arrangements.

5. LEGAL IMPLICATIONS

5.1 This report is part of the process required for the Council to meet its legal obligations to set its Tax Base that it notifies to Parish Councils, Police and Fire.

6. RISK MANAGEMENT

6.1 Table 4 below outlines the risks and controls available:

Table 4: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
That the non-collection rate of 0.5% proves to be inadequate.	A deficit on the collection fund will result and this would be used to adjust future calculations of Council Tax.	The non-collection rate is the best estimate based on past collection rates. The collection rate is monitored throughout the year.	Minimal

7. POTENTIAL IMPACTS

7.1 None.

8. CONSULTATION

8.1 There is no requirement to consult on the taxbase calculation.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The budget for 2021/22 will be finalised in February 2021 with full details going to Cabinet and Council in February 2021. Residents will be advised of their Council Tax in March 2021.

10. APPENDICES

10.1 This report is supported by 3 Appendices:

- Appendix A Analysis of properties.
- Appendix B Tax Base by Parish by Band.
- Appendix C 2021/22 Tax Base compared with 2020/21.

11. BACKGROUND DOCUMENTS

11.1 None

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	4/12/20	
Duncan Sharkey	Managing Director	4/12/20	8/12/20
Russell O'Keefe	Executive Director of Place	4/12/20	
Mary Severin	Monitoring Officer	4/12/20	
Elaine Browne	Head of Law	4/12/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	4/12/20	
Adele Taylor	Director of Resources, S151 Officer	1/12/20	4/12/20
Louisa Dean	Communications	4/12/20	
Kevin McDaniel	Director of Children's Services	4/12/20	
Hilary Hall	Director of Adults, Commissioning & Health	4/12/20	6/12/20
Karen Shepherd	Head of Governance	4/12/20	7/12/20

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
Report Author: Andrew Vallance, Head of Finance & Deputy S151 Officer.		

APPENDIX A Tax Base 2021/22 - Analysis of Properties

BAND		A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Number Of Properties											
Full Charge		2	801	1,178	5,038	10,661	9,411	6,250	7,673	1,546	42,558
25%Discount	25.00%	0	945	2,198	4,195	4,921	3,403	1,774	1,555	187	19,178
Empty Property Zero Discount <2Y	0.00%	0	49	87	217	252	156	85	88	30	964
Empty Property 100% Discount	100.00%	0	0	0	0	0	0	0	0	0	0
Second Homes	0.00%	0	107	60	126	191	164	82	114	58	902
Empty Property Premium >2Y	100.00%	0	44	53	31	36	59	17	26	9	275
Statutory 50% Discounts	50.00%	0	2	0	7	7	6	14	36	13	85
Exemptions		0	149	277	227	308	175	100	134	28	1,398
Equivalent property reductions resulting from discounts to Council Tax Support claimants		0	-198	-711	-947	-804	-242	-91	-40	-1	-3,033
MOD Properties		0	0	147	109	108	14	11	48	0	435
Total No. of Properties		2	1,899	3,289	9,003	15,679	13,145	8,241	9,634	1,870	62,762
Total Equiv No.		2.00	1,557.09	2,515.35	7,754.44	14,173.21	12,174.85	7,707.52	9,119.66	1,797.61	56,801.73
Ratio to Band D		5/9	6/9	7/9	8/9	1	11/9	13/9	15/9	2	
BAND D EQUIVALENT EXCLUDING NEW BUILDS		1.11	1,038.06	1,956.38	6,892.84	14,173.21	14,880.37	11,133.09	15,199.44	3,595.22	68,869.72

APPENDIX B Tax Base 2021/22 - Band D Equivalents

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BAND	A (Entitled to Disabled Relief Reduction)	A	B	C	D	E	F	G	H	TOTAL
Parish										
Bisham	0.00	4.67	3.11	2.67	31.02	109.39	126.97	365.83	89.00	732.66
Bray	0.56	156.34	166.38	187.58	507.97	1,035.52	760.46	1,371.38	224.50	4,410.69
Cookham	0.00	62.03	21.48	150.67	328.02	791.66	477.36	901.35	239.00	2,971.57
Cox Green	0.00	5.53	59.16	181.19	774.49	1,140.82	690.00	213.73	8.00	3,072.92
Datchet	0.00	27.71	52.09	336.11	388.35	463.23	383.96	591.37	32.00	2,274.82
Eton	0.00	11.31	58.13	190.12	577.13	507.52	197.05	231.00	65.00	1,837.26
Horton	0.00	19.57	11.32	57.68	79.31	110.94	104.71	71.20	8.00	462.73
Hurley	0.00	38.50	16.67	53.26	150.93	175.36	112.96	346.27	113.50	1,007.45
Old Windsor	0.00	28.01	46.99	141.07	389.58	804.81	409.11	524.72	69.00	2,413.29
Shottesbrooke	0.00	2.00	0.78	1.56	7.44	18.94	8.31	20.83	14.00	73.86
Sunningdale	0.00	28.83	34.45	104.86	412.99	514.95	487.59	898.10	974.00	3,455.77
Sunninghill & Ascot	0.00	141.95	100.08	350.64	886.39	859.49	1,162.30	2,089.07	987.00	6,576.92
Waltham St Lawrence	0.00	12.04	4.59	15.79	57.78	123.20	94.61	287.08	86.00	681.09
White Waltham	0.00	37.65	63.81	94.84	305.16	281.92	131.89	315.35	55.50	1,286.12
Wraysbury	0.00	35.77	36.21	45.41	222.54	261.86	466.93	954.25	122.00	2,144.97
UNPARISHED										
Maidenhead	0.56	189.41	784.49	3,648.22	4,945.28	4,190.00	3,612.38	4,083.00	291.22	21,744.56
Windsor	0.00	236.74	496.64	1,331.16	4,108.83	3,490.76	1,906.51	1,934.90	217.50	13,723.04
	1.12	1,038.06	1,956.38	6,892.83	14,173.21	14,880.37	11,133.10	15,199.43	3,595.22	68,869.72
New build & valuation changes in year 2021/22										
		23.90	128.33	418.24	22.00	15.89	16.83	28.20	4.00	657.39
	1.12	1,061.96	2,084.71	7,311.07	14,195.21	14,896.26	11,149.93	15,227.63	3,599.22	69,527.11
Deduct										
Non-Collection Rate of .50%	0.00	5.31	10.41	36.56	70.98	74.48	55.73	76.16	18.03	347.66
COUNCIL TAX BASE	1.12	1,056.65	2,074.30	7,274.51	14,124.23	14,821.78	11,094.20	15,151.47	3,581.19	69,179.45

APPENDIX C Local Tax Base 2021/22

PARISH	Band D Equivalents	ADD New build & valuation changes in 2021/22	LESS Non Collection Allowance	APPENDIX C Local Tax Base 2021/22	Local tax Base 2020/21	Change
Bisham	732.66	3.75	-3.68	732.73	740.12	-7.39
Bray	4,410.69	8.56	-22.10	4,397.15	4,400.09	-2.94
Cookham	2,971.57	5.67	-14.89	2,962.35	2,961.79	0.56
Cox Green	3,072.92	0.89	-15.37	3,058.44	3,047.57	10.87
Datchet	2,274.82	1.44	-11.38	2,264.88	2,242.14	22.74
Eton	1,837.26	1.78	-9.20	1,829.84	1,819.55	10.29
Horton	462.73	0.67	-2.32	461.08	461.73	-0.65
Hurley	1,007.45	3.44	-5.05	1,005.84	1,006.31	-0.47
Old Windsor	2,413.29	13.89	-12.14	2,415.04	2,403.26	11.78
Shottesbrooke	73.86	0.00	-0.37	73.49	80.97	-7.48
Sunningdale	3,455.77	23.23	-17.40	3,461.60	3,465.80	-4.20
Sunninghill & Ascot	6,576.92	6.44	-32.92	6,550.44	6,506.19	44.25
Waltham St Lawrence	681.09	2.63	-3.42	680.30	679.24	1.06
White Waltham	1,286.12	2.89	-6.45	1,282.56	1,270.21	12.35
Wraysbury	2,144.97	8.33	-10.77	2,142.53	2,138.78	3.75
UNPARISHED						
Maidenhead	21,744.56	484.77	-111.14	22,118.19	21,792.39	325.80
Windsor	13,723.04	89.01	-69.06	13,742.99	13,674.82	68.17
TOTALS	68,869.72	657.39	-347.66	69,179.45	68,690.96	488.49

Report Title:	Draft Revenue Budget 2021/22
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet - 17 December 2020
Responsible Officer(s):	Adele Taylor, Director of Resources & Section 151 Officer
Wards affected:	All

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REPORT SUMMARY

1. This report sets out the Council's proposed draft revenue budget for 2021/22 based on information as we currently know it.
2. The Council is facing a significant financial challenge. Like many councils, it is experiencing growth in demand for a number of services, with Children's Services and Adult social care being two of the most significant areas impacted by demographic demands.
3. The Council approved a robust budget in February 2020, which began to stabilise the Council's financial position and started to address the issues for longer term financial sustainability.
4. However, the impact of the Covid-19 pandemic that we are experiencing has led to increased costs and large reductions in income in the current financial year. Uncertainty around the duration of these impacts and the scale of additional funding from central government to mitigate the ongoing impact as part of our financial settlement following the Comprehensive Spending Review, means that there is more potential volatility in the forecasts for the next financial year than is usual.
5. The position for the Royal Borough is more acute than some other councils, due to its historically very low level of reserves. These were barely adequate to cover its usual financial risks and whilst a plan had been put into place to start to address this over the medium term, these are insufficient to cover future projected funding shortfalls in 2021/22 and beyond without significant sustainable savings being identified and delivered.
6. For all councils, reserves are set aside to mitigate and smooth out the impact of financial shocks in the short term given they are one-off sources of funding and sustainable savings would always need to be found to address ongoing increases in levels of activity. There is further uncertainty around future central government funding given that the anticipated multi-year comprehensive spending review and funding regime for local government has not materialised this year. It means that consideration still needs to be given to an ongoing volatile risk profile.
7. This report presents likely pressures from both the Covid-19 pandemic and other service issues, as well as proposed savings to enable the Council to balance its budget in 2021/22 and future years.

8. The proposals in this paper will be consulted upon in the period between this Cabinet meeting and the February 2021 budget meetings of Cabinet and full Council. They will also be reviewed by Overview and Scrutiny panels during January 2021. The results of consultations will be reported to Cabinet in February 2021, to inform final budget proposals. Consultations and engagement will be undertaken with our affected stakeholders including residents, businesses and partner organisations.
9. It should be noted that at the time of writing this report we are awaiting the final details of the one-year finance settlement for Local Government following on from the November comprehensive spending review. We have made best estimates as to what the impact of the settlement will be but this is subject to change.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet agrees the draft budget that will be consulted upon prior to final budget setting during February 2021 including:

- i) **The draft budget and revised Medium Term Financial Plan set out in Appendix A.**
- ii) **The proposed Covid-19 pressures set out in Appendix B**
- iii) **The proposed growth and budget pressures set out in Appendix C.**
- iv) **The proposed savings set out in Appendix D.**

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

- 2.1 This report sets out the draft 2021/22 revenue budget for the Royal Borough of Windsor and Maidenhead
- 2.2 A range of assumptions around the recommended draft budget are set out in paragraph 5.2.
- 2.3 The current situation is extremely volatile, and the total savings requirement may change, especially when the Government announces funding for next year as part of the Local Government Financial Settlement following the Comprehensive Spending Review (CSR) announced in November 2020.
- 2.4 Finer details of the CSR and subsequent settlement remain uncertain at the time of writing this report. We do not have a confirmed date when the detailed local government financial settlement will be announced.

3. KEY IMPLICATIONS

Table 2: Key Implications

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

- 4.1.1 Just like many other councils, the Royal Borough of Windsor and Maidenhead faces considerable financial challenges as a result of the Covid-19 pandemic.
- 4.1.2 Unlike many other councils, low levels of reserves and the lowest council tax in the country outside of London, coupled with increasing levels of borrowing have made the RBWM financial position more challenging when balancing increasing demographic pressures with other service demands. It should be noted however, that the impact of the Covid-19 pandemic has been very different across local authorities and many have experienced a more serious erosion of their reserves than we have, to date.
- 4.1.3 This document sets out the draft budget for 2021/22. Once agreed, it will be consulted upon in order to inform the final budget proposals in February 2021. The final budget will take account of the responses to the consultation process, as well as final funding settlements from the Government.

4.2 Corporate Priorities

- 4.2.1. The Council's priorities must be at the heart of any budget. In many ways they inform one another. RBWM has an agreed interim strategy in light of the impact of the pandemic on the authority. The interim strategy was agreed by Cabinet on 30th July 2020. A refresh of the overall corporate strategy will be undertaken during the early part of financial year 2021/22.
- 4.2.2. Finance is both the enabler that allows the Council to deliver these key priorities and the constraint that the Council needs to work within as it makes tough decisions between those priorities.
- 4.2.3 The current agreed interim key priorities for Windsor and Maidenhead are:-

Covid-19

- Immediate response
- Long term recovery
- New service requirements

Interim Focus Objectives

- Service stand up (business continuity)

- Revised service operating plans
- Transformation plan
- Climate strategy
- Governance
- People plan – values, leadership, Diversity and Inclusion

MTFS

- Impact of Covid-19 directly
- Economic downturn
- Government policy

4.3 Financial Climate

- 4.3.1. Over recent years all local authorities have faced significant spending reductions as part of government efforts to reduce the national budget deficit. At the same time pressure on core service delivery has increased, particularly in Children’s Services and Adult Social Care, as well as housing and homeless services.
- 4.3.2. This has placed considerable pressure on discretionary and other services to ensure we are able to meet our statutory responsibilities.
- 4.3.3. The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils’ income and it is difficult to predict the recovery profile of these with any level of certainty given the ongoing need to respond to the changing impact of the pandemic on our services, our residents and local businesses.
- 4.3.4. Over recent years all councils have adopted different approaches to address their budget gap during that time. This has included outsourcing key services and entering into service delivery partnerships with other councils, as well as looking at other forms of sustainable income through regeneration activities and a greater focus on commercial activity. Each Council, including RBWM, will have looked to consider the most appropriate package of responses when considering their own local circumstances.

4.4 RBWM Financial Context

- 4.4.1 RBWM is on the face of it better placed than some councils to meet the financial challenges that it faces.
- Relatively low levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children’s Services that some councils have experienced.
 - Significant capital assets have enabled it to continue to fund its capital programme at a time when government support for capital schemes has diminished.
 - Lower reliance on Government Grant also meant that the impact of spending reductions was less than in some other councils, noting the

corollary of the increased importance of Council Tax, compared to others.

- A focus on developing other income streams using both the Council's asset base and regeneration activities which, unlike many councils, has not left the authority overexposed to fluctuations in market conditions

4.4.2 RBWM has still had to make significant savings and has already delivered around £60m savings from 2010. It has also been able to protect local non-statutory services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models.

4.4.3 In more recent years RBWM has also embarked on significant investment in regenerating the borough which will in the medium to long term provide significant financial benefits overall which are important when considering longer term financial sustainability.

4.4.4 RBWM has a number of significant risks that need to be considered as part of its budget and medium term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure** – without Covid-19 the Council was beginning to build back its reserves, but in the current situation they are insufficient to absorb the financial pressure projected for 2021/22 and beyond, unless significant savings are made on an ongoing and sustainable basis. Reserves should only be used to smooth and mitigate short term impacts as they are one-off sources of funding so should never be relied upon in lieu of a financially sustainable budget but they can be used to manage short-term risks whilst longer-term, often transformative, solutions are put in place.
- **The Pension fund deficit** means that a growing share of council funding is required to cover pension deficits in the future, before any money is spent on council services. This is not just an issue for RBWM and is part of wider sector and national risks.
- **Substantial levels of borrowing** mean that an increasing share of the Council's budget is required to service debt before money can be spent on day to day services. Getting the balance right between ensuring that sufficient money is spent on longer term capital projects to generate sustainable income or to reduce ongoing pressures is an important part of the consideration that the Council needs to make when determining how to utilise its resources.
- **Maintaining a low level of council tax**, means that the Council has missed out on additional revenue from raising council tax in prior years. It also means that any future increases will generate less as they start from a lower base. National policy on council tax capping has also meant that our ability to increase our funding has been difficult, which is particularly pertinent to RBWM given a significant proportion (approx. 80%) of our funding comes from council tax that we collect.
- **Growing pressures around Children and Adult Services and other demand led services** have been widening the budget gap further.
- **The Covid-19 pandemic has increased costs and reduced income.** Additional Government funding has mitigated most of this in 2020/21, but

there is no guarantee that this support will be repeated in subsequent years. Even if the virus were cured some of the income loss would persist as the world of work has changed significantly

- **Many potential consequences of the pandemic are not yet apparent.** As Government support such as the furlough scheme ends, the full economic and health impacts of the pandemic may yet still be revealed. This may lead to impacts on the Council's budget such as increased council tax support, more homelessness and lower business rates income.

4.5 Proposed Draft Revenue Budget 2021/22

4.5.1 The proposed draft revenue budget is set out in the table below:

	Base Budget	Other Changes	Savings	Growth	Proposed Budget
	2020/21				2021/22
	£'000	£'000	£'000	£'000	£'000
Managing Director	3,039	(127)	(140)	0	2,772
Resources	7,883	646	(685)	209	8,053
Adults, Health & Commissioning	48,312	1,691	(4,982)	800	45,821
Childrens Services	23,185	167	(1,105)	1,498	23,745
Place	1,206	(141)	(1,047)	632	650
Corporate capacity	0	0	0	850	850
Pay Award	0	0	0	895	895
Covid-19 costs	0	9,251	0	0	9,251
Contingency	2,881	0	0	0	2,881
Total Service Budgets	86,506	11,487	(7,959)	4,884	94,918
Capital Financing	6,010	(93)	0	0	5,917
Pension Deficit Recovery	4,217	(18)	0	0	4,199
Central and One-Off Budgets	162	3	0	0	165
Net Council Spend	96,895	11,379	(7,959)	4,884	105,199
Financed By:-					0
Income from Trading Companies	210	0			210
Special Expenses	1,217	38			1,255
Council Tax	74,008	4,284			78,292
Locally Retained Business Rates	15,315	(311)			15,004
Collection Fund Deficit	(113)	(987)			(1,100)
Covid-19 potential funding	0	3,091			3,091
Potential additional Covid-19 funding for Quarter 2	0	1,700			1,700
Use of Earmarked Reserve	0	3,000			3,000
Transfer to (from) reserves	2,218	(2,218)			0
New Homes Bonus	2,102	(1,471)			631
Government Grants	2,002	1,114			3,116
Parish Equalisation Grant	(64)	64			0
Total Financing	96,895	8,304	0	0	105,199

4.6 Budget Pressures

4.6.1 Next year's growth and pressures are driven by a number of factors:

- a) **Covid-19 – one off pressures arising from the global pandemic**
- b) **Previous spending decisions**– for example funding costs from the Revenue budget instead of through the Capital Programme.
- c) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase.
- d) **Spending pressures on Children’s Services and Adult Care** are placing increased pressure on council budgets.
- e) **External changes beyond the Council’s control**, such as changes to grant allocations from central government, and additional responsibilities through legislation change.
- f) **Under-delivery of savings** – some of the savings identified for 2020/21 have not been delivered mainly for Covid-19 related reasons and therefore have an impact on the 2021/22 budget.
- g) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

- 4.6.2 The table below summarises the Covid-19 related cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in Appendix B.
- 4.6.3 It is very difficult to predict how long the pandemic will continue, how long the after-effects will be impacting on the Council, and whether there will be permanent changes to working and shopping patterns that reduce demand for car parking.
- 4.6.4 This draft budget assumes that the impact of Covid-19 will be felt throughout 2021/22.
- 4.6.5 The draft budget in Appendix A includes Covid-19 pressures but these are highlighted separately. As these are mainly one-off pressures (even if the impact is felt over more than one financial year), it is intended to fund these from 2020/21 underspends or additional one-off Government funding.
- 4.6.6 As part of the recent Comprehensive Spending Review some announcements were made about one-off funding for Covid-19 related expenditure to cover the first quarter of costs and loss of income. We have made assumptions about the level at which this funding will apply to RBWM until announcements are made when we receive the details of the local government settlement. We have estimated the claim against the first quarter Sales, Fees and Charges compensation scheme too. We have also made assumptions within the model that should the impact continue beyond the first quarter then further central government funding will be forthcoming. This will therefore need to be carefully considered during the financial year, alongside the estimated pressures that are included in our budget model.
- 4.6.7 It will be important through budget monitoring in 2021/22 to identify as early as possible where any of these Covid-19 costs may become permanent and consider the impact when looking to deliver a sustainable budget in future years. This is in line with the decision by central Government to hold a one-year comprehensive spending review for 2021/22 rather than the anticipated multi-year settlement to be better able to determine the ongoing impact that the pandemic will have on the economy.

4.6.8 The Month 6 budget monitoring report presented to Cabinet in November 2020 proposed the creation of an earmarked reserve to fund any further Covid-19 losses in 2021/22. Any underspends in 2020/21 will be transferred there to finance the other anticipated losses in the table below. The formal setting up of the reserve will form part of the outturn processes for the 2020/21 financial year.

Covid-19 Related Growth and Pressures – 2021/22	
Description	£'000
Unavoidable loss of income	
Car Park income	1,000
Reshape the Leisure Services Contract	1,758
SUB-TOTAL	2,758
Likely loss of income	
Commercial income	1,510
Benefits Overpayment Recovery	334
SUB-TOTAL	1,844
Likely additional costs	
Additional PPE and other Covid-19 pressures net of CCG income in adult social care	420
Additional Housing costs	650
Other costs	206
SUB-TOTAL	1,276
Possible additional loss of income	
Car Park Income	2,070
Other Income – weddings, highways etc.	803
SUB-TOTAL	2,873
Possible additional costs	
Additional children's care placements	360
Additional social workers in children's services	140
SUB-TOTAL	500
Total Growth and Pressures	9,251

4.6.9 The table below summarises the main non-Covid-19 cost pressures that are reflected in the 2021/22 budget and exceed £100,000. Further detail is provided in Appendix C.

Growth and Pressures Above £100k – 2021/22	
Scrutiny Panel / Description	£'000
Adults, Children's and Health	
<u>Children's Services</u>	
Employee Related budget shortfalls, plus increased establishment in Disability Services	835
Reduction in Home Office Grant	128
SUB-TOTAL	963
Communities	
Unachievable waste saving from recycling identified in the February 2020 budget	335
SUB-TOTAL	335
Corporate	
Invest to save costs of project relating to temporary accommodation	100
SUB-TOTAL	100
Infrastructure	
Loss of Parking Income – reduced capacity during regeneration	440
SUB-TOTAL	440
Pressures under £100k	1,301
Total Growth and Pressures	3,139

4.7 Proposed Savings

- 4.7.1 In total the Council proposes to deliver £7.959m of savings. The main areas of proposed savings over £100,000 are set out below and all savings are shown in detail in Appendix D.
- 4.7.2 The Council budget for 2020/21 approved in February 2020 already included savings of £2.135m for 2021/22.
- 4.7.3 Additional savings of £5.824m are presented
- 4.7.4 A draft equality impact assessment for each saving has been undertaken. These savings will be consulted upon between now and the budget setting Cabinet in February 2021. The results of the consultation and any amendments to EQIAs will be reported to that meeting. A draft EQIA for the total impact of the budget is also included and again following consultation on all proposals as well as the inclusion of the full detail of government funding once it has been announced will be considered prior to the final budget being presented in February.

Opportunities and Savings Above £100k – 2021/22	
Scrutiny Panel / Description	£'000
Adults, Children's and Health	
<u>Children's Services</u>	
Optimise costs of placements for children in care	250
Remove all discretionary travel awards	300
Redesign Health Visiting Service	150
Simplify therapy offer	100
SUB-TOTAL	800
<u>Adult Services</u>	
Extend the offer of reablement to all residents coming out of hospital	500
Maximise the income due to the Council from resident contributions	500
Deliver day opportunities for older people and people with learning disabilities in a different way	300
Develop alternative options for supporting residents in need of additional support	200
Ensure value for money of high cost placements for people with learning disabilities	200
Ensure value for money of supported living packages for people with learning disabilities	200
Ensure value for money of community packages for people with learning disabilities	200
SUB-TOTAL	2,100
Communities	
Remodel and reshape the Community safety functions including the Community Safety Partnership and Community Wardens.	300
Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	175
Reshape museum and tourism information centre service.	187
Reshape the trees function	125
SUB-TOTAL	787
Corporate	
Reduction in Libraries opening hours	118
SUB-TOTAL	118
Infrastructure	
Review of Council's rural car parks	100
Remodel street cleansing activity in town centres, estates and rural roads	100
Additional income from enforcement of street works activity	100
SUB-TOTAL	300
Savings under £100k	1,719
Sub-total of new savings as per Appendix D	5,824

Savings from February 2020 budget	2,135
Total Opportunities and Savings	7,959

4.8 Spending Review and Balancing the Budget

- 4.8.1 The Comprehensive Spending Review (CSR) was announced on November 25th.
- 4.8.2 The Government announced additional Covid-19 grant funding of £1.55 billion for councils for April to June 2021, and a continuation of the Sales, Fees and Charges scheme for lost income for the same period. Exact distribution details for the grants have not yet been announced, but it is estimated that RBWM will receive £3.091m from both sources, based on prior awards and the losses in income that we are predicting.
- 4.8.3 It is estimated that the earmarked reserve described in paragraph 4.6.6 will provide £3 million of funds for the 2021/22 budget.
- 4.8.4 The MHCLG has stated that further Covid-19 funding would be available should the pandemic continue beyond June 2021. This budget assumes that £1.7 million would be received to offset the pressures in section 4.6 of this report as these are based on worse-case scenarios of Covid-19 continuing to have a financial effect throughout 2021/22. This would ensure a balanced budget for 2021/22. This level of funding is our best estimate but remains a risk within our budget should that funding not materialise.

4.9 Funding Settlement and Council Tax

- 4.9.1 There is still considerable uncertainty around future funding for local councils. The Comprehensive Spending Review had already been delayed until 2020, and it is now confirmed that there will again only be a one year settlement for 2021/22.
- 4.9.2 The Provisional Funding Settlement is likely to be announced during the week commencing 14th December, although a final date has not been announced.
- 4.9.3 The Government announced council tax levels and referendum limits for 2021/22 only as part of the Spending Review. Current assumptions included in the draft budget in Appendix A are:
- Council tax referendum limit remaining at 2% per annum every year with an additional social care precept of 3% in 2021/22 only.
 - Expected changes to funding streams including Fairer Funding, Business Rate Retention and Better Care Funding delayed until at least 2022/23
 - Protection in 2021/22 for councils including RBWM, who would otherwise have to repay revenue support grant, through something known as negative RSG
 - New Homes Bonus Funding : £631k in 2021/22, £220k in 2022/23 and zero from then on, based on an announcement of one additional year of this funding that had not previously been expected

4.9.4 In short, there is still a considerable level of uncertainty around financial plans for 2021/22 and beyond, that will continue to be revised as more information becomes available.

4.9.5 Assuming a council tax increase of 2%, and a social care precept of 3%, Band D council tax would increase by £54.32 from £1077.41 to £1131.73.

4.10 Corporate Capacity to Deliver

4.10.1 As the Council has been dealing with significant financial pressures in the past there has been a reduction in the corporate capacity, a hollowing out, of the officer core. The Council needs additional capacity to deliver change in a way that will make us sustainable in the medium term.

4.10.2 There is a significant risk that without this capacity to deliver, the Council will make short term decisions that have unintended financial consequences and can provide a false economy through not being able to deliver savings appropriately. The team may also lack expertise leading to an increased risk of legal or regulatory challenge.

4.10.3 We have reviewed areas where we believe there are specific capacity gaps and have identified some immediate priorities in relation to equalities and the Monitoring Officer which have been resolved in 2020/21.

4.10.4 There are a number of other areas to focus on. Allowance has been made in the 2021/22 revenue budget to better resource areas as follows:

- Strategy/Policy Development
- Monitoring Officer (additional capacity)
- Insight, Engagement and Consultation
- Transformation
- Data Analytics
- Project Management
- Procurement

4.11 Income

4.11.1 The Council's estimated fees and charges income for 2021/22 is as follows. Revisions to fees and charges will be approved as part of the final budget process, after consultation and equality impact assessments are undertaken.

Service	Budget 20/21	Change **	Projected Covid-19 effect	Budget 21/22	Average % increase in Fee charges
	£'000	£'000	£'000	£'000	
Parking	10,244	(340)	(3,070)	6,834	TBC
Planning & Development	1,473	25	0	1,498	1.6

New Roads and Street Works Inspections/Permits	720	112	(100)	732	1.6
Green Waste Subscribed Collection Service	840	64	0	904	2.0
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	147	1.5
Cemeteries and Churchyards	321	5	0	326	1.6
Highway Licences	292	5	(100)	197	1.6
Local Land Charges	253	4	0	257	1.6
Temporary Traffic Regulation Orders	154	2	0	156	1.6
Guildhall	120	2	(72)	50	1.7

** Note change includes growth and savings budget revisions that may relate to volumes as well as inflationary increases. The reduction in car parking income includes a reduction in capacity relating to the regeneration of Maidenhead Town Centre.

4.11.2 The Council provides a wide range of services and the ability to charge for some of these services has always been a key funding source to support the cost of providing the service.

4.11.3 Some charges are statutory, such as planning fees which are set nationally. Other charges are discretionary, and the Council can choose to set the level. Charges are based on the cost of providing the service and what is reasonable. In determining reasonableness, the Council compares the charges made for the same service by other councils and the private sector.

4.11.4 There are other circumstances where a charge is set to manage demand to meet the Council's overall objectives such as mitigating the impact of climate change. An example of this might be increasing parking charges to encourage the use of public transport.

4.11.5 Most fees and charges are proposed to increase by inflation, using July's inflation figure of 1.6%, as August's figure was distorted by the "Eat Out to Help Out" scheme.

4.11.6 Income levels will be affected by Covid-19 as discussed elsewhere in this report.

5. Medium Term Financial Plan

5.1 The Council approved a medium-term financial plan on October 14th 2020. This report shows the latest revisions to that forecast. Further revisions will be made as part of the final budget proposals in February 2021 once more information on Council Tax and Government funding is available.

The table below shows the projected savings required during the period of the latest MTFS

2022/23	2023/24	2024/25	2025/26
£3.974m	£2.381m	£2.777m	£4.856m

5.2 Key assumptions included above are that:

- (i) Council tax levels increase in line with national limits 5% for 2021/22 (2% + 3% Adult Social Care precept) and 2% thereafter.
- (ii) Interest rates of 0.6% per annum, as advised by our Treasury Management advisers in light of the current economic situation when calculating capital financing costs.
- (iii) Adult Social Care Grant continues at current levels.
- (iv) Inflation is in line with current government projections.
- (v) Projected savings are fully delivered.
- (vi) The council does not make any further substantial capital investments which are not funded from future receipts, section 106, CIL or LEP money.

5.3 Sensitivity Analysis

5.3.5 Projecting the future financial challenge is not an exact science and many factors are beyond the control of the Council. The overall scale of the financial challenge is heavily influenced by Government decisions around funding levels and council tax limits. In particular, whether the Government will provide further Covid-19 funding should the pandemic continue throughout 2021/22. The draft budget as shown in Appendix A includes £9.251m of Covid-19 Costs.

5.3.6 It is impossible to predict accurately how long the current pandemic will last and any further associated costs likely to be incurred by the Council.

5.3.7 As part of the budget process, officers have been asked to offset any additional pressures they identify by compensating savings wherever possible.

5.3.8 While many of the factors will be beyond the control of the council, it does have control over some key factors that will influence the financial projection and scale of the financial gap that it faces. These include decisions on:-

- (i) Council Tax levels – council tax contributes to over 75% of net council expenditure. If the Council does not decide to increase council tax up to the maximum level then this has a significant impact on the scale of the financial gap that it faces.
- (ii) Capital investment – if the Council chooses to invest significantly in capital projects, which are not fully funded or do not deliver savings, then this will have a big impact on the financial gap. The impact will be even greater if interest rates rise. The Capital Strategy sets out the Council's focus on capital investment.

- (iii) Service Costs – none of the above scenarios provide for significant changes in the level of service provision. Clearly if the Council wishes to increase services then this will significantly increase the size of the budget gap.

6 Principles for Delivering a Sustainable Budget

- 6.1 There is little doubt that RBWM continues to face considerable financial pressures. The only uncertainty is around the scale of the financial pressures. Despite the impact of Covid-19 the financial pressures the Council faces are in the medium term much more about the impact of capping on a very low council tax charge. It would be wrong to characterise the current fragility of our finances as anything other than a funding challenge. The overall impact of Covid-19 costs has exacerbated that pre-existing challenge.
- 6.2 All councils are having to make some tough choices around the way they manage their finances in order to remain financially viable.
- 6.3 This section sets out some key principles that the Council will continue to follow in the short and medium term to manage the financial uncertainty that it faces. These were agreed by Council as part of the medium term financial plan in October 2020.

Principle 1 – an adequate level of reserves

- 6.4 RBWM faces considerable financial risks that can have a potentially significant and immediate impact on its finances.
- 6.5 Reserves are currently at or close to the minimum levels required to protect the Council from these financial risks as well as potential service risks that it may also face. The Month 6 Budget Monitoring Report to Cabinet indicated that the Council is predicted to be above minimum levels of reserves by year end, and the current assumption is that RBWM will be above the minimum level of reserves at the start of the 2021/22 financial year. Across the medium term financial plan the assumption is that RBWM will identify sustainable savings and therefore remain above that limit. A contingency budget is included every year in the budget which should only be used for unanticipated spend during the year. The assumption is that anything unspent in each year would be added to the general reserves which will improve the council financial sustainability going forwards. Reserve levels should be reviewed on an annual basis as part of the budget setting process and the Council's S151 officer reports on the adequacy of these as part of the final proposed budget to Council each year.
- 6.6 The Council should aim to ensure that it has a specific reserve that is sufficient to cover future budget gaps in the short-term to give it the time to deliver the savings it needs to deliver to close the gap, without having to make changes that potentially can have a damaging impact on service delivery. However, savings proposals that are presented when setting the budget should be supported by robust evidence, analysis and realistic timelines to mitigate any risks of non-delivery.

Principle 2 – raise council tax in line with Government limits

- 6.7 Council Tax contributes to a large share of the Council's budget. The Council already faces the potential need to make further reductions to services and scale back investment. This position will only be made more challenging if it does not increase council tax in line with the assumptions in the MTFS.
- 6.8 The Council should therefore remain committed to increasing council tax in line with the limits set by central government.
- 6.9 The Medium Term financial forecast demonstrates the need to take advantage of any flexibility that the Government offers to increase council tax further, if the Council is to remain financially viable.

Principle 3 – Optimise Income Generation

- 6.10 The Council should continue to look at opportunities to generate sustainable income including rents from, or sales of, its property portfolio and through further regeneration opportunities.
- 6.11 The Council should aim to ensure that its fees and charges are set at levels that are appropriate and proportionate to the costs of the service they are delivering and the market within which they operate. The expectation should be that these will keep pace with inflation, should be appropriately benchmarked with other similar authorities and services, and should be reviewed on an annual basis to ensure that they at least cover the cost of services when appropriate.

Principle 4 – Enhanced scrutiny of capital investment

- 6.12 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the investment: -
- (i) meets the Council's policy objectives
 - (ii) is self-funding
 - (iii) delivers a realistic pay back in the case of invest to save schemes
 - (iv) Appropriate external funding routes need to be considered
 - (v) All capital investment should be supported by appropriately detailed business cases with clear measures of return on investments at both a financial and community level
- 6.13 Over time the Council should continue to ensure that it funds more of its ongoing maintenance and equipment replacement from its revenue budget.

Principle 5 – the Council maintains tight financial control of in year budgets and the delivery of savings programmes.

- 6.14 The Council has recognised the need to keep tight control of its spending to ensure that the scale of the financial challenge does not worsen even further. During 2020/21 improved budget monitoring reports to committee meetings have been introduced and this allows challenge of any new spending

pressures at an early stage. The CIPFA report recommendations are being implemented and a cultural shift within the organisation has begun.

- 6.15 The Council needs to deliver substantial savings to balance its budget again so there needs to be a continued focus on monitoring and delivering savings in 2021/22 and on an ongoing basis.

Principle 6 – the Council should keep the level of short term borrowing under review

- 6.16 In recent years borrowing has increased substantially to enable the Council to invest in the regeneration of the borough and core services.
- 6.17 Potentially a lot of this investment can be funded through asset sales, although this can take time. Accordingly the Council has a relatively high level of short term borrowing, which exposes it to the risk of interest rate increases.
- 6.18 The Council is keeping short term borrowing under review and when appropriate will consider the potential to fix rates in the medium to long term to manage the risk and potential financial impact of interest rate increases. The Council continues to consult specialist advice to keep this under review.

Principle 7 – Lobby for relaxation of capping to give RBWM the Freedom to Recover and additional grant funding

- 6.19 The Council should maintain pressure on Central Government to deliver a fairer funding model for RBWM that provides:
- (i) Additional grant to support the service pressures that it faces for Children and Adults
 - (ii) Greater flexibility to increase council tax.

7 Closing the Budget Gaps

- 7.1 The immediate challenge is to close the budget gap for 2021/22 to enable the council to set a balanced budget for 2021/22. Legally, the Council has to balance the financial year in which it is going into (in this case 2021/22) and should consider the resources it has over the medium term.
- 7.2 There is considerable uncertainty around the size and scale of future budget gaps and a lot of this will depend on Government funding decisions.
- 7.3 While there is always room to be more efficient, RBWM is already a low spending council which constrains it from reducing costs easily.
- 7.4 On this basis it would be unwise to assume that the projected budget gaps could be closed through greater efficiency alone. There is a fine dividing line between further efficiency and a reduction in service.
- 7.5 Immediate cost reduction measures include a significant proportion of service reductions or cessations.

- 7.6 Future savings plans will need to focus on more transformative savings measures and the Council has recently agreed a transformation strategy.

8 Next Steps

- 8.1 The proposals contained in this report will be subject to consultation in order to inform final decisions at Cabinet and Council in February 2021.
- 8.2 The Council will consult with residents, businesses and its own staff.
- 8.3 An Equality Impact Assessment of the whole budget will be undertaken, as well as individual EQIAs for each saving proposal. These will be amended if necessary in the light of consultation responses and reported to the February meeting.
- 8.4 This draft budget will be amended once the Local Government Finance Settlement and council tax information is published in December.
- 8.5 Overview and Scrutiny Panels will review the proposals during January 2021.
- 8.6 Final budget proposals will be considered by Cabinet on 4th February 2021, with recommendations to Full Council on 23rd February 2021.

9. LEGAL IMPLICATIONS

- 9.1 None at this stage of the budget process.

10. RISK MANAGEMENT

- 10.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves. Failure to deliver the planned savings would have the same effect.
- 10.2 Balancing the 2021/22 budget is dependent upon a £3 million earmarked reserve utilising underspends from 2020/21 and additional Government Covid-19 funding of £1.7 million. If these are not achieved, additional savings will be necessary.

11. POTENTIAL IMPACTS

- 11.1 **Equalities.** A full EQIA will be undertaken on the budget submitted to Council in February 2021. Each individual saving proposal will also have an EQIA undertaken. All EQIAs will be revised in the light of any relevant consultation responses. Draft EQIAs have been published to support this consultation paper. <https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

11.2 Climate change/sustainability. The potential impact of budget recommendations will be considered once details of budget submissions are published.

11.3 Data Protection/GDPR. Not applicable.

12. CONSULTATION

12.1 The draft budget approved by Cabinet in December 2020 will be fully consulted on before final proposals are made to Cabinet and Council in February 2021. All Scrutiny committees will consider the areas relevant to their remits.

13 APPENDICES

13.1 The table below details the Appendices to this report

Appendix	
A	Draft revenue budget 2021/22 and revised MTFP
B	Covid-19 pressures
C	Other pressures
D	Savings

14 BACKGROUND DOCUMENTS

14.1 None

15 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	3/12/20	4/12/20
Cllr Johnson	Leader of the Council	3/12/20	
Duncan Sharkey	Managing Director	25/11/20	30/11/20
Russell O'Keefe	Executive Director of Place	25/11/20	02/12/20
Mary Severin	Monitoring Officer	25/11/20	30/11/20
Elaine Browne	Head of Law	25/11/20	26/11/20
Nikki Craig	Head of HR, Corporate Projects & ICT	25/11/20	26/11/20
Adele Taylor	Director of Resources, S151 Officer	25/11/20	26/11/20, 7/12/20 & 8/12/20
Louisa Dean	Communications	25/11/20	02/12/20

Name of consultee	Post held	Date sent	Date returned
Kevin McDaniel	Director of Children's Services	25/11/20	01/12/20
Hilary Hall	Director of Adults, Commissioning & Health	25/11/20	01/12/20
Karen Shepherd	Head of Governance	25/11/20	26/11/20

16 REPORT HISTORY

Decision type: Council decision	Urgency item? No	To Follow item? Not applicable
Report Author: Andrew Vallance, Head of Finance		

GENERAL FUND - 2021/22 MEDIUM TERM FINANCIAL PLAN						
(PRE SETTLEMENT DECEMBER 2020)						
SUMMARY Model - OCTOBER 2020 TO CABINET						
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£'000	£'000	£'000	£'000	£'000	£'000
Total Service Base budget	81,155	86,506	94,918	87,731	89,292	91,403
Pay Award	0	895	913	931	950	969
General Inflation	(746)	(146)	(466)	(475)	(483)	(492)
Contract Inflation	1,561	1,599	2,655	3,086	3,521	3,956
Corporate capacity	-	850	-	-	-	-
Demographic Growth	1,136	-	900	900	900	900
Virements to Non service budgets(unringfenced grants)	-	814	-	-	-	-
Contingency	1,745	-	-	-	-	-
Growth (Appendix C)	-	3,139	-	-	-	-
Full year effects of prior years pre-approved decisions	(1,646)	(31)	-	-	-	-
COVID effect pressures (Appendix B)	-	9,251	(6,993)	(500)	-	-
New Pressures identified since 1st April 2020	8,815	-	-	-	-	-
Savings Identified since April 2020 (Appendix D)	-	(5,824)	(289)	-	-	-
Efficiency Savings - Existing plans from February 20	(5,514)	(2,135)	67	-	-	-
Efficiency Savings - TO BE IDENTIFIED	-	-	(3,974)	(2,381)	(2,777)	(4,856)
Service Net Expenditure	86,506	94,918	87,731	89,292	91,403	91,880
Total Non Service Base budget	10,101	10,389	10,281	10,324	10,586	11,662
Environment Agency Levy	3	3	3	3	3	3
Interest on balances net of Bank charges	54	49	-	(4)	-	-
Interest Payments	-	(1,475)	(15)	48	436	585
Capitalised debt interest on specific projects	-	171	(26)	(76)	406	-
Minimum revenue provision on capital cashflow	31	1,162	(53)	133	66	67
Contribution to / from Earmarked Reserves	-	-	-	-	-	-
Movement on Pension Reserve (Deficit Contribution)	200	(18)	134	159	165	160
Non Service Net Expenditure	10,389	10,281	10,324	10,586	11,662	12,478
TOTAL EXPENDITURE	96,895	105,199	98,054	99,878	103,065	104,358
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
FUNDING	£'000	£'000	£'000	£'000	£'000	£'000
NNDR	(15,315)	(15,004)	(14,296)	(13,588)	(12,879)	(12,129)
Use of NNDR Provision	(1,767)	-	-	-	-	-
Income from trading companies	(210)	(210)	(88)	(72)	-	-
Education Services Grant	(315)	(315)	(315)	(315)	(315)	(315)
Parish Equalisation Grant	64	-	-	-	-	-
Government Grants(unringfenced)	(1,687)	(2,801)	(2,801)	(2,801)	(2,801)	(2,801)
COVID-19 potential funding	-	(3,091)	-	-	-	-
Potential additional COVID-19 funding for Quarter 2	-	(1,700)	-	-	-	-
New Homes Bonus	(2,102)	(631)	(220)	-	-	-
Use of Earmarked Reserve	-	(3,000)	-	-	-	-
Use of General Reserve	(2,218)	-	-	-	-	-
Transfer (surplus)/deficit to Council Tax Collection Fund	113	(500)	500	-	-	-
Transfer (surplus)/deficit to NNDR Collection Fund	1,767	1,600	1,600	1,600	-	-
TOTAL FUNDING	(21,670)	(25,652)	(15,620)	(15,176)	(15,995)	(15,245)
Total Council Tax Requirement	75,225	79,547	82,434	84,702	87,070	89,113
Council Taxbase(Band D)	68,691	69179.45	69,789	70,289	70,789	71,289
Adult Social Care Precept(increased by 3% in 21/22 only)	95.46	127.78	127.78	127.78	127.78	127.78
Council Tax at Band D	981.94	1003.95	1034.82	1058.18	1082.62	1102.13
Council Taxbase(Unparished areas)	35,467	35861.00	36,361	36,861	37,361	37,861
Special Expenses	34.31	34.99	35.69	36.40	37.12	37.86
Council Tax income using Taxbase	75,225	79,547	82,434	84,702	87,070	89,113

COVID-19 RELATED GROWTH PROPOSALS 2021/22							
Reference number	O&S Committee	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
						£000	
						UNAVOIDABLE ADDITIONAL PRESSURE (IN OCTOBER MTFS REPORT)	
001	Communities	Cllr Rayner	Place	Reshape the Leisure Services Contract	Due to COVID-19 the original supplier Parkwood terminated the contract with the council. A newly formed charitable incorporated organisation(CIO) took over the contract on 1 August 2020. This budget pressure reflects the effect of COVID-19 and the significant downturn in the leisure industry and social distancing due to government guidelines.	1,758	Ongoing
002	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Reduced Car Parking Income	Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.	1,000	One-off
						TOTAL UNAVOIDABLE ADDITIONAL PRESSURE	2,758
						LIKELY ADDITIONAL PRESSURE	
003	Infrastructure	Cllr Johnson	Place	Reduced Commercial Rental Income	Commercial rental income is at risk due to the economic impacts of COVID-19 on local businesses. There is pressure on the council as landlord to offer discounts and waivers, otherwise it could lead to tenants closing. Therefore there is a likelihood that voids will be longer and costs of eviction will rise in 2021/22 as tenants arrears continue.	1,510	One-off
004	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Additional CCG Income	It is assumed that the additional reimbursement income from CCG will continue into 2021/22.	-500	One-off
005	Corporate	Cllr Hilton	Resources	Reduced collection of Benefit Overpayments	Reduction in collection of benefit overpayments income as debts become more unenforceable due to the economic impacts of COVID-19, which therefore reduced the amounts recovered and increases the risk that debts becomes bad.	334	Ongoing
006	Corporate	Cllr Clark	Adults, Health and Commissioning	Reduced Pool Car Income	Due to the majority of staff working from home, and the use of virtual meetings, the usage of pool car has reduced. The pressure is partially mitigated through the assumption that the current fleet of 13 vehicles will be reduced to 8 vehicles by 1 April	20	Ongoing
007	Corporate	Cllr Rayner	Resources	Additional Cleaning Costs	Public spaces such as libraries will required additional cleaning costs relating to COVID-19.	6	One-off
008	Adults, Children and Health	Cllr Carroll	Children's Services	Family Hubs	Market conditions make re-letting of family hubs space unlikely resulting in net increased costs the the council.	70	One-off
009	Adults, Children and Health	Cllr Carroll	Children's Services	PPE and communication licence fee	Purchase of personal protection equipment for staff and continuation of school communication licence fee.that was extended dueu to COVID-19.	60	One-off
010	Corporate	Cllr Hilton	Place	Recognition of reduced Property Valuations	Property revaluations have reduced as a result of COVID-19, which need to be reflected in the 2021/22 valuations for the accounts.	50	One-off
011	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Additional PPE and inflation provision	There is significant demand for additional PPE for Optalis staff delivering adult social care services on behalf of the council in residents' homes. Inflation provision on individual care packages is also required for COVID-19 on providers, including insurance and staffing.	920	One-off
012	Adults, Children and Health	Cllr McWilliams	Place	Additional Housing Placements	There is pressure to deliver additional safe housing services as a result of COVID-19, which is likely to continue. Additional funding is being received to fund additional staffing resources, however this pressure is for the costs of temporary accommodation. The rise in numbers of family units becoming homeless may continue as furloughing ceases and unemployment rises.	650	One-off
						TOTAL LIKELY ADDITIONAL PRESSURE	3,120
						POSSIBLE ADDITIONAL PRESSURE	
013	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Reduced Car Parking Income	Car parking income is reduced due to the restrictions on population movement, particularly on income related to tourism activity (coaches) and season ticket income (commuters). Some restrictions likely to last into 2021/22 along with social distancing mean reduced travel and therefore parking requirements. Also, some impact on parking PCNs income.	2,070	One-off
014	Corporate	Cllr Rayner	Resources	Reduced Wedding Income	The wedding income target will be under continued pressure for registrars due to COVID-19 resulting in reduced ceremonies and restriction on the number of guests allowed as well as venues being closed due to government guidelines. This assumes 50% reduction in new bookings.	200	Ongoing
015	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Reduced Highways Income	There is a pressure on highways income through reductions in highways licences, street works permitting scheme, etc. due to government restrictions. This is expected to extend into 2021/22 .	200	One-off
016	Corporate	Cllr Rayner	Resources	Reduced Libraries Income	Library income for fees and charges, such as overdue loans and room hire will be under continued pressure due to COVID-19 and government guidelines.	66	One-Off
017	Infrastructure	Cllr Rayner	Place	Reduced Tourism income	Tourism revenue streams from the international market for quarter 1 and 2 will be absent and should slowly return in quarter 3 and 4. Event income for the booking office will be slow to return as many major events are cancelled until at least quarter 2	60	One-off
018	Adults, Children and Health	Cllr Carroll	Children's Services	Reduced Youth Service & Outdoor Education Income	Youth service and outdoor education income targets for next year will be under continued pressure due to government restrictions as a result of COVID-19.	120	One-off

COVID-19 RELATED GROWTH PROPOSALS 2021/22							
Reference number	O&S Committee	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
						£000	
019	Adults, Children and Health	Cllr Rayner	Adults, Health and Commissioning	Reduced Wedding income at the Guildhall	Wedding income targets for next year will be under continued pressure as a result of COVID-19. Currently there is a limit on the number of guests for weddings as well as restrictions on wedding receptions and events within the building. With the increased cleaning regime there also needs to gaps within the wedding schedule which has resulted in less weddings taking place during the day.	72	One-off
020	Adults, Children and Health	Cllr McWilliams	Adults, Health and Commissioning	Reduced Marketing Income	Marketing income targets for next year, in particular the film unit income, will be under continued pressure due to government restrictions as a result of COVID-19. This is because mainly productions have been cancelled or postponed due to social distancing requirements	25	One-off
021	Adults, Children and Health	Cllr Carroll	Children's Services	Additional Care Placement Costs	Further increased placements numbers and the additional cost of care resulting from increased referrals following impact of COVID-19. Part of this pressure will be market led due to national increase in demand	360	Ongoing
022	Adults, Children and Health	Cllr Carroll	Children's Services	Additional Specialist Workers	There is a need for additional specialist workers arising from the increased demand due to COVID-19	140	Ongoing
023	Communities	Cllr Cannon	Place	Reduced Volume of Licenses issued	Uptake of both premises and Hackney Carriage Licences has been negatively impacted by the COVID-19 emergency. It is anticipated that this will continue to in the coming year. Where licences premises do not re-open there is likely to be some permanent impact on income. There is little sign that the numbers of Hackney Carriage Licences applications will recover to pre COVID-19 levels in 21/22.	60	Ongoing
					TOTAL POSSIBLE ADDITIONAL PRESSURE	3,373	
					TOTAL ADDITIONAL SERVICE COSTS PROJECTED DUE TO COVID-19 EFFECT	9,251	

RBWM GROWTH BIDS 2021/2022

Reference number	O&S Committee	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
						£000	
001	Communities	Cllr Cannon	Place	Reduced Hackney Carriage Licence fee Income	Current trends show that the income target for Hackney Carriage Licence Fees is unachievable following the application of inflation in previous years without a corresponding increase in the fees. Therefore the target needs to be reduced. Fees are set by Licensing Panel following consultation with Trade.	92	Ongoing
002	Corporate	Cllr Rayner	Resources	Reduced income for wedding venue licensing	Current trends show that the income target for the venue licensing budget is too high. We have 8 venues which at £1,800 each = £14,400 against a target of £29,250. In 2021/22, a further 3 venues will not be renewing. Therefore the target needs to be reduced to 5 @ £1,800= £9,000.	21	Ongoing
003	Corporate	Cllr Rayner	Resources	Reduced income for Registrars	Current trends show that the income target for Wedding income is unachievable. There has been a decline in demand over the last few years (the 2018/19 budget was missed by £25k) - but in 2019/20 the wedding income budget was increased by a further £13,000. There was further reduction in demand during 2019/20. Therefore the target needs to be reduced by £61k.	61	Ongoing
004	Corporate	Cllr Rayner	Resources	Library cleaning costs	The budget for Library cleaning costs is insufficient. Therefore it needs to be increased to meet the costs.	28	Ongoing
005	Adults, Children and Health	Cllr Carroll	Children's Services	Adoption Services	This growth reflects the 2020/21 growth in the cost of the shared adoption services (Adopt Thames Valley).	31	Ongoing
006	Adults, Children and Health	Cllr Carroll	Children's Services	Children's legal services	This growth reflected the full year cost of the 2020/21 service to meet the legal costs of the most vulnerable children.	75	Ongoing
007	Adults, Children and Health	Cllr Carroll	Children's Services	Lost income	The youth service will no longer be able to generate income for the letting of space at 4 Marlow Road.	17	Ongoing
008	Adults, Children and Health	Cllr Carroll	Children's Services	Placement	This growth reflects the in-year pressure and the indicative full year effect of the current cohort in 2021/22, plus reflects the indicative Future Demand / increasing complexity of cases and two likely changes in provision.	247	Ongoing
009	Adults, Children and Health	Cllr Carroll	Children's Services	Employee Related Costs following external reviews and changes.	This growth reflects the increased contribution to the pension fund, pay progression and awards, the removal of the vacancy factor and a reduced contribution to statutory posts from the Dedicated Schools Grant. It also increases the establishment of the Children's Young Peoples Disability Services following the Ofsted Special Educational Needs inspection and includes salaries previously funded from capital.	1,005	Ongoing
010	Adults, Children and Health	Cllr Carroll	Children's Services	Lower income from Home Office	Covers the budget shortfall resulting from Home Office grant for UASC based on their age reaching 18 despite being secure in pre-18 accommodation.	128	Ongoing
011	Adults, Children and Health	Cllr Carroll	Children's Services	Operational costs	AFC interest on balances borrowed from RBWM	40	Ongoing
012	Infrastructure	Cllr Johnson	Place	Reduced Commercial income	Reduced projection for commercial income from the Council's property portfolio in addition to that included within the Covid-19 impacts.	100	Ongoing
013	Communities	Cllr Cannon	Place	Environmental Health staffing	Investment in this team is required to solve the long term problems of recruitment and capacity	50	Ongoing
014	Corporate	Cllr Rayner	Resources	Communications software	This proposal is for a new contact centre solution which will enable the Library and Resident staff to take Resident phone calls remotely along with other communication channels of choice to support the new ways of working and to improve the level of reactivity available to the contact centre. Funding for the first year maintenance costs is required, in future years the cessation of other associated contracts will partially mitigate this cost. The timing of this project has been brought forward as a result of the COVID 19 emergency.	44	Ongoing
015	Communities	Cllr Stimson	Place	Increase burial capacity	Works have been identified within Braywick cemetery that would increase burial capacity by an additional 3-4 years.	19	Ongoing
016	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Temporary loss of Parking income through regeneration	Loss of parking income as a result of regeneration activity in Maidenhead	440	Ongoing
017	Corporate	Cllr Cannon	Place	Joint arrangement	Joint Emergency Planning Unit - based budget of £75k is not sufficient for costs now which are running at £87k, this is unavoidable	14	Ongoing
018	Infrastructure	Cllr Johnson	Place	Staffing fixed term costs	Staffing for potential additional affordable housing and temporary accommodation	100	Ongoing
019	Infrastructure	Cllr Johnson	Place	Contract costs	Annual external property portfolio valuation	68	Ongoing

020	Infrastructure	Cllr Johnson	Place	Maintenance charges	Software annual maintenance charge re Technology forge. Cloud maintenance & support property IT system	18	Ongoing
022	Infrastructure	Cllr Johnson	Place	Reshape the Economic Growth team to deliver the Recovery Strategy	To reshape the Economic Growth Team to provide strategic leadership for the function. Increase capacity for economic analysis, developing employment and skills programmes as well as increased digital capabilities to support place marketing and increased inward investment.	60	Ongoing
023	Communities	Cllr Rayner	Place	Support funding for Arts organisations.	A one-off grant available to Arts Organisations to transition and transform their service delivery model to enable sustainable ongoing finances. The council will work with organisations and industry bodies to seek to secure other external funding.	50	one-off
024	Corporate	Cllr Hilton	Place	Berkshire Community Foundation grant	This funding is to enable a Revenue Service based Budget to cover a grant to eh Berkshire Community Foundation to support their local grant making to organisations and good causes with RBWM. The BCF have had a annual grant each year for this purpose for many years and this service based revenue provision will embed the revenue provision in the service rather that it be reliant on the annual community grants provision.	21	Ongoing
025	Corporate	Cllr Hilton	Place	Community grants	This revenue funding growth is to enable the re-establishment of Revenue Community Grants scheme for 2021/22. The Community Grants were all Capital Grant funded in 2020/21, and this revenue base provision will allow a range of revenue funded grants to be considered for the 2021/22 fiscal year, to support local good causes and support activities and organisations in the Borough as a part of the over support for community grants provided by RBWM.	50	one-off
026	Communities	Cllr Coppinger	Adults, Health and Commissioning	Saving from increased recycling	Savings through additional sales of recycled material is no longer achievable because although volume has increased the price received has fallen.	335	Ongoing
027	Adults, Children and Health	Cllr Rayner	Adults, Health and Commissioning	System efficiencies	This proposal is a one off to offset a saving that cannot be delivered in 2021-2022 across the directorate due to the impact of Covid. The intention is to replace existing systems through developing similar capability in the new customer relationship management system.	25	Ongoing
TOTAL GROWTH 2021/22						3,139	

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
001	Corporate	Cllr Hilton	Resources	Removal of one Benefit Assistant post	Cease face to face benefit enquiries service offered from Windsor library but continue the services by appointment from Maidenhead.	22	22	0	April-21
002	Corporate	Cllr Rayner	Resources	Stop moving the Container Library saving towage costs	Cease the movement of the container library to various sites throughout the borough with the mobile library visiting these sites instead.	55	28	27	Sept -21
003	Corporate	Cllr Rayner	Resources	Reduction of Library hours	The library estate has been reviewed and a proposal will go forward to consultation with new hours and some sites retained to deliver the library service in the borough. We are committed to transformation and diversity of the library offer to maintain a sustainable and resilient library service going forward	1,842	73	0	Sept-21
004	Corporate	Cllr Hilton	Resources	Review of Accountancy structure	Efficiency savings by reviewing existing processes.	35	35	0	April-21
005	Corporate	Cllr Hilton	Resources	Review of Internal audit contract	Review of level of service provision in 21/22	437	50	0	April-21
006	Corporate	Cllr Hilton	Resources	Remove supplies and services budgets from finance team	Removal of general expenses, corporate subscriptions, software and publication budgets	29	67	0	April-21
007	Corporate	Cllr Hilton	Resources	Defer Discretionary NNDR write-off	This is deferral of the write off of the historical relief debt that is held on the balance sheet.	28	28	-28	April-21
008	Corporate	Cllr Hilton	Resources	Review of resourcing of the Insurance and Risk service	Review of funding and resourcing of the insurance and risk service	45	45	0	April-21
009	Corporate	Cllr Rayner	Resources	Removal of fax machine analogue lines	Using alternative ways of sending data allows for the removal of fax machine analogue lines that are no longer required.	838	2	0	April-21
010	Corporate	Cllr Rayner	Resources	Removal of database and network contracts budget	Removal of budget as no longer required.	1,084	63	23	April-21
011	Corporate	Cllr Rayner	Resources	Stop software licences for employee relations advice	Use of alternative software releasing two software licences for employee relations advice.	757	3	4	May-21
012	Corporate	Cllr Rayner	Resources	Reduce Advertising contracts	Add an applicant tracking module to HRIS iTrent and give notice to providers who currently provide that service.	757	0	7	April-22
013	Corporate	Cllr Rayner	Resources	Review of charging structure for provision of services to academies and schools	Increase in charges to existing school and academy customers to ensure charging is inline with full cost of delivery.	757	10	10	Aug-21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
014	Corporate	Cllr Rayner	Resources	Increase the admin charge for DBS checks	Increase in existing admin charge to £13 per cheque.	757	6	0	April-21
015	Corporate	Cllr Rayner	Resources	Efficiencies from D360 document management system and iTrent HR system.	Making processes more efficient leading to a review of resources.	757	13	11	Oct-21
016	Corporate	Cllr Rayner	Resources	Ceasing Quick Address software contract	Using alternative software enables staff to cease using Quick Address software.	757	2	0	April-21
017	Corporate	Cllr Rayner	Resources	Restructure of OD function	Review of organisational development function leading to a proposed reduction in resources.	757	30	15	Aug-21
018	Corporate	Cllr Rayner	Resources	Restructure of Compliments and Complaints function	Review of compliments and complaints functions leading to a proposed reduction in resources.	95	18	0	April-21
019	Corporate	Cllr Rayner	Managing Director's	Removal of Member training budget	Cease using external trainers, instead using internal training and 'free' training from membership bodies such as LGA.	2	2	0	April 21
020	Corporate	Cllr Rayner	Managing Director's	Reduction in budget Member's Special Responsibility Allowances	Reduction in budget which removes the buffer available for increases in line with staff salaries in future years.	224	24	0	April 21
021	Corporate	Cllr Rayner	Managing Director's	Removal of room hire budget for council meetings	Removal of the budget for booking external rooms for council meetings	1	1	0	April 21
022	Corporate	Cllr Rayner	Managing Director's	Reduction in budget for Member mileage claims	Reduction in budget following trend of reduced mileage claims.	9	5	0	April 21
023	Corporate	Cllr Rayner	Managing Director's	Reduction in postage to Members	Regular weekly post out to members would cease. Officers and members would only receive electronic papers for meetings unless e.g. medical dispensation. Mail received for members at the Town Hall will continue to be scanned and emailed to them rather than posted out.	3	2	0	April 21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
024	Corporate	Cllr Rayner	Managing Director's	Reduction in the annual support provided to the Twinning Committee	Reduction in the community based activities that the Twinning Committee undertake	10	5	0	April 21
025	Corporate	Cllr Rayner	Managing Director's	Facilities vehicles	Termination of large van lease (used primarily by the library service).	19	0	7	April 22
026	Corporate	Cllr Rayner	Managing Director's	Reduced MFD printing	Reduced number of Multi-Functional Devices across council sites where there are currently multiple devices	260	30	0	April 21
027	Corporate	Cllr Rayner	Managing Director's	Reduction in Stationery purchased.	Greater use of technology enables a reduction in the amount of stationery required. Rationalisation of options available to order where still required.	36	20	0	April 21
028	Corporate	Cllr Rayner	Managing Director's	Reduced Confidential waste collection	A reduction in the number of sites from which confidential paper waste is collected and the reduction in the frequency of collections	21	4	0	April 21
029	Corporate	Cllr Rayner	Managing Director's	Removal of all vending machines in council offices (Town Hall and Tinkers Lane)	Hot/cold drinks and snacks will not be available in the council offices and will therefore have to be purchased off site.	8	0	5	April 22
030	Corporate	Cllr Rayner	Managing Director's	Review of charging structure for Schools Data Protection Officer service	Charges to existing school and academy customers aligned with full cost of delivery.	0	40	0	Ongoing
031	Corporate	Cllr Rayner	Managing Director's	Reduce Borough By-Elections Budget	Reduce base budget to enable delivery of only one by-election per year	17	7	0	April 21
032	Communities	Cllr Coppinger	Adults, Health and Commissioning	Additional income from green waste subscriptions	Additional income from increased green waste subscriptions	840	50	0	April 21
033	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Remove 50 on street parking machines	Remove the majority of 'outdated' on street pay and display parking machines and move the majority of transactions through to the Ringo app/phone line. This will reduce maintenance costs and cash collection fees. A machine will be retained in each of the parking areas for those without access to Ringo.	50	50	0	April 21
034	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Redesign provision of street cleansing	The service model will be redesigned as there is currently some overlap between different contracts. This will release some efficiencies together with a more targeted model of prioritising street cleansing activity focusing on high profile/high usage areas.	9,455	100	0	April 21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
035	Communities	Cllr Coppinger	Adults, Health and Commissioning	Introduce fortnightly residual waste collections whilst retaining weekly food waste and recycling collections	The mix of waste and recycling has changed this year and will allow us to move the collection of black bins to fortnightly. Whilst waste is burnt to create energy this move is completely in line with our commitment to Climate Change.	9,455	175	0	June-21
036	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Review of council's rural car parks'	Bring all Council car parks into new parking strategy's restructured tariff scheme	0	100	0	April 21
037	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Additional income from enforcement of street works activity	Introduction of a one-year's pilot to invest in additional officers who will focus on enforcement of streetworks activity. Increasing the number of site visits will generate additional income through the issue of Fixed Penalty Notices and S74 overrun notices.	100	100	0	April 21
038	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Reduce the council's pool car fleet	Reduction of the council's pool car fleet from 13 to 8 vehicles in line with new ways of working and reduced travel demand	20	20	0	Jan-21
039	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Remodel street cleansing activity in town centres, estate and rural roads	The current model of mechanically sweeping and litter picking town centres, estates and rural roads operates on a fixed interval basis -weekly for town centres and six weekly for estates and rural roads. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage seasonal demand, eg autumn.	1,467	50	0	April 21
040	Infrastructure	Cllr Cannon	Adults, Health and Commissioning	Activate optional one-year contract extension for parking enforcement	The parking enforcement contract has an option to extend the term by an additional year. If this option is exercised, NSL will waive the contract inflationary uplift for 2021/22	933	30	0	April 21
041	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Redesign the street cleansing pattern for the A404M/Marlow bypass	The current model of cleansing the A404/Marlow bypass operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.	20	10	0	April 21
042	Infrastructure	Cllr Clark	Adults, Health and Commissioning	Redesign the street cleansing pattern for Royal Windsor Way	The current model of cleansing the Royal Windsor Way operates on a fixed interval basis -four per annum. The proposal is to move from a fixed interval pattern to a more targeted model which will reduce overall frequencies but build in flexibility for more intense activity to manage demand.	20	10	0	April 21
043	Communities	Cllr Stimson	Adults, Health and Commissioning	Deliver the waste incentivisation scheme through the Climate Change Strategy	There is provision in the Serco waste collection contract for a waste incentivisation scheme which encourages householders to participate in greater recycling of waste, thereby sending less waste for disposal. The proposal is to remove this sum from the contract and focus behavioural change through the Climate Change Strategy and Plastic Strategy	9,354	30	0	April 21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
044	Corporate	Cllr McWilliams	Adults, Health and Commissioning	Maximise digital distribution of Around the Royal Borough	Maximise digital distribution of Around the Royal Borough by encouraging residents to join our digital mailing list through the residents' newsletter, which will include a 'how-to' guide to signing up for residents to share with less digitally able residents, and having an annual physical copy sent to individual households	413	14	0	April 21
045	Corporate	Cllr McWilliams	Adults, Health and Commissioning	Implement a revised Advantage Card	Identify and establish dynamic third-party alternatives for promoting discounts and special offers with local businesses through a 'new-look' Advantage Card	0	14	0	April 21
046	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Develop alternative options for supporting residents in need of additional support	The "front door" of adult social care is being redesigned to offer better signposting for residents needing support. This will involve greater use of a range of assistive technologies to enable residents to stay in their own homes longer and working with voluntary organisations to support residents to connect with their communities	43,000	200	0	April 21
047	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Deliver day opportunities for older people and people with learning disabilities in a different way	As part of the overall review of day opportunity provision, the proposal would be to close the current Windsor Day Centre and Oakbridge Day Centre. Provision can be sourced elsewhere both in Windsor and Maidenhead to meet the needs of the residents currently using the centres. Community options are also being developed. This would release a capital asset which could be repurposed to build supported living accommodation for young people with learning disabilities which, in turn, would reduce the requirement for expensive out of borough residential placements. There is currently a very poor offer of supported living accommodation in the borough.	602	300	0	April 21
048	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from residential care placements for people with learning disabilities	All residents currently in receipt of a high cost residential care package to have their needs reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and delivers value for money.	8,050	200	0	April 21
049	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from supported living packages for people with learning disabilities	All supported living packages will be reviewed in order to ensure that the package of care they are receiving is proportionate to their needs and value for money. Packages will be renegotiated with providers.	6,150	200	0	April 21
050	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Ensure value for money from community packages for people with learning disabilities	The needs of all people with learning disabilities in receipt of community/home care packages to be reviewed to ensure that the packages remain appropriate and cost effective. Reinstating a Shared Lives Scheme in the borough will also be taken forward.	2,500	200	0	April 21
051	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Extend the offer of reablement to all residents coming out of hospital	Transformation of the current reablement service will offer reablement opportunities to all residents being discharged from hospital in order to ensure that the level of subsequent long term packages of care are "right sized" and appropriate for their needs	2,100	500	0	April 21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
052	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	End contract with People to Places for services that are no longer running	Following the cessation of some routes to day centres, the contract for those routes has come to an end and not been renewed. Alternative transport arrangements are in place.	90	90	0	Already achieved
053	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Refocus the operation of the Health Visiting service	Transformation of the current service to remodel it into a more targeted service, using a wide range of workforce skills and experience.	1,570	150	0	April 21
054	Adults, Children and Health	Cllr Carroll	Adults, Health and Commissioning	Maximise the income due to the council from resident contributions	Implement improved processes to ensure that income is collected in a timely way and residents are clear on the amount of the contribution they need to make to their care in order to reduce the amount of bad debt accruing.	-9,100	500	0	April 21
055	Communities	Cllr Coppinger	Place	Reshape Planning Support Team	Reshape the planning support team	1,109	29	0	Immediate
056	Communities	Cllr Rayner	Place	Reduction in Arts Grants	To remove arts grants from the budget from Q2 in 2021/22	233	187	46	June-21
057	Communities	Cllr Rayner	Place	Reshape museum and tourism information centre service	Review the delivery model for face to face elements of the Museum and Tourist Information Centre services. This saving will enable the Tourist Information Centre to move into the Guildhall with the museum. The opening hours will be reduced with a review and consultation to develop the best service	175	85	0	June-21
058	Communities	Cllr Clark	Place	Remove ongoing aviation budget	Removal of budget that has been used to challenge Heathrow expansion.	20	20	0	Jan-21
059	Communities	Cllr Cannon	Place	Remodel and reshape the Community Safety functions including the Community Safety Partnership and Community Wardens.	Following the reshaping of the wardens service implemented in April 2020, the service leader has left and there is a further need to reshape the management and operation of the community safety work stream including the delivery of the Community Safety Partnership, Anti-Social Behaviour and Public Space Protection Orders and police liaison and coordination, including Prevent and Channel programmes.	695	300	0	June-21
060	Communities	Cllr Rayner	Place	Revise the management of the leisure contract	Since the completion of Braywick Leisure Centre this role has now changed and is the management of the leisure service contract of the six leisure centres and shared use at Dedworth school.	74	62	12	June-21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget £000	Estimated saving 2021/22 £000	Estimated saving 2022/23 £000	Savings Delivery Date
061	Communities	Cllr Stimson	Place	Remove funding from Borough in bloom and community participation project	Borough wide twice a year seasonal planting and maintenance will stop. The current planters will not be replanted and the containers will be removed.	86	86	0	April 21
062	Communities	Cllr Rayner	Place	Remove funding from SMILE and stop service	Cease the delivery of the current Community based SMILE programme. We will look for alternative sources to fund this service.	70	58	0	June-21
063	Communities	Cllr Rayner	Place	Remove vacant community sports development post and projects	Delete the sport development manager post and stop the partnership sports development work that this role leads. The liaison with the sports club across the borough and the liaison with the National Governing Bodies will cease.	65	54	0	June-21
064	Communities	Cllr Stimson	Place	Reshape the trees function	Move the trees function into planning and reshape with focus moving forward on only high priority work and planning officers advising on trees in relation to applications leading to reduction in posts.	326	125	0	June-21
065	Adults, Children and Health	Cllr Carroll	Children's	Develop an increasingly independent school travel policy which is focused on the most vulnerable.	Shape home to school transport services to increase levels of independence while retaining focus on statutory responsibilities including for those on low incomes; of statutory school age; and reasonable adjustments for those with disabilities	2,853	300	0	April 21
066	Adults, Children and Health	Cllr Carroll	Children's	Independent Fostering Agency (IFA) development	Invest in IFA development and grow capacity to meet local need and trade excess with neighbouring local authorities.	-29	15	0	April 21
067	Adults, Children and Health	Cllr Carroll	Children's	Greater use of virtual technologies	Greater use of virtual technologies to reduce the number of face to face meetings attended outside of the borough, making staff time more efficient and reducing travel costs. Develop and standardise the use of electronic secure documents and workflow to reduce paper based processes and handling.	169	50	0	April 21
068	Adults, Children and Health	Cllr Carroll	Children's	Support for young person's transition to a sustainable adulthood.	Improvements to be made in provision to support the young person's transition to a sustainable adulthood, reducing the costs of education and care for some young people.	489	15	0	April 21

RBWM SAVINGS PROPOSALS 2021/22									
Reference number	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
						£000	£000	£000	
069	Adults, Children and Health	Cllr Carroll	Children's	Care Leavers Accommodation	Establish more local care leaver accommodation so that efficiencies can be made in placement costs.	985	20	0	April 21
070	Adults, Children and Health	Cllr Carroll	Children's	Implement schools Inclusion Advisor	Aim to drive development of better and cheaper inclusion options, ensuring these critical skills are available to schools to drive effectiveness of High Needs spending through a defined post.	111	90	0	April 21
071	Adults, Children and Health	Cllr Carroll	Children's	Therapy assessment service	Set-up assessment service which will both simplify therapy offer with far fewer exceptions while driving up the use of effective, time limited interventions.	169	100	0	April 21
072	Adults, Children and Health	Cllr Carroll	Children's	Use external support for early years quality improvement needs	Signpost early years settings to the Nursery School Federation to secure support to improve the quality of their provision.	160	60	0	April 21
073	Adults, Children and Health	Cllr Carroll	Children's	Continue to optimise costs of placements for children in our care.	Increased monitoring and tracking of the financial package of care alongside the social work team through a fortnightly "resource panel". Builds on 2020/21 success with the long-term approach in AfC business plan.	6,281	250	150	April 21
074	Corporate	Cllr Rayner	Library and Resident services	Library Stock fund	Reduction of library book fund	288	20	0	April 21
075	Corporate	Cllr Johnson	Place	Consultancy costs	Property consultancy budget no longer required	110	70	0	April 21
076	Adults, Children and Health	Cllr Carroll	Children's	Improve business support processes	Develop current hub approach to allow multi-skilled staff deal with a range of services with a variable level of need.	475	45	0	April-21
077	Adults, Children and Health	Cllr Carroll	Children's	Account appropriately for financial support services.	Reduce finance team to statutory minimum for direct LA services and have RBWM maintained schools pay contribution to finance function provided to them.	475	55	0	April 21

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Report Title:	Draft Capital Programme 2021/22 – 2023/24
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Cabinet - 17 December 2020
Responsible Officer(s):	Andrew Vallance – Head of Finance and Deputy S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. The report sets out the Council's draft Capital Programme for 2021/22 – 2023/24 and Capital Strategy 2021/22 – 2025/26.

1. DETAILS OF RECOMMENDATION(S)

That Cabinet notes the report and comments on:

- i) **The draft Capital Strategy 2021/22 – 2023/24 as set out in Appendix A**
- ii) **The draft consolidated capital programme for 2021/22 – 2023/24 in Appendix B, including slippage from previously approved schemes and the proposed new schemes. Further detail is included in Appendices C and D.**
- iii) **The capital cash flow in Appendix E**

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

- 2.1 This report sets out the proposed capital programme for 2021/22 – 2023/24 and the Capital Strategy. Once agreed the Council can confirm the implications on its future borrowing and the implications on its revenue budget and Medium Term Financial Strategy.
- 2.2 This report links very closely to two other strategies:
 - a) **The Treasury Management Strategy** that sets out how the Council will fund and afford its planned level of capital investment in 2021/22 and beyond. This also assesses the affordability of capital investment plans in the context of the revenue budget and its Prudential Indicators. A draft strategy was reviewed by Audit and Governance Committee at its November meeting.
 - b) **The Budget Report 2021/22 and Medium Term Financial Strategy 2021/22 – 2025/26.** This sets out the Council's revenue spending for 2021/22 and indicative spending plans for 2022/23 - 2025/26. It is the challenging financial

position the Council is in that sets the context for the affordability of the capital programme.

- 2.3 The financial context - the Council is now operating within its means and no new discretionary spending is included as an addition to the proposed capital programme. New schemes are either self-funded or considered essential to maintain service provision.

3. KEY IMPLICATIONS

- 3.1 Table 2 below outlines the key implications:

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2024

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

- 4.1.1 The draft Capital Strategy as set out in Appendix A provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability. It shows how revenue, capital and balance sheet planning are integrated. The draft strategy was reviewed by Audit and Governance Committee at its November meeting.
- 4.1.2 Like many councils, RBWM has chosen to capitalise certain council spending e.g. replacement of equipment to ease the pressure on its revenue budget. The Council has also invested heavily in the regeneration of the Borough as well as schemes that will help to generate future income.
- 4.1.3 During 2020/21 the Council has set up the Capital Review Board, which has met regularly to review the existing capital programme, ensuring unnecessary schemes are dropped, and optimal financing arrangements are made to reduce the pressure on the revenue budget.
- 4.1.4 The strategy has been assisted by a period of unprecedented low interest rates, which has made the cost of substantial investment more affordable.
- 4.1.5 The Council has recognised the impact that this level of investment is having on its revenue budget through servicing this increased borrowing, albeit at low interest rates. It has therefore sought to restrict its capital investment in 2021/22 and beyond.
- 4.1.6 For 2021/22 this means that the Council has had to focus on:-

- (a) Fully-funded schemes, where the cost of the scheme is fully or largely met by external funding.
- (b) Income generating schemes – where the business case confirms a substantial return that more than offsets the borrowing cost in the short and medium term.
- (c) Unavoidable capital investment – predominantly relating to immediate requirements to replace or enhance essential fixed assets for service delivery.

4.1.7 The capital programme, using this strategy, is prioritised into four key areas: Regeneration, Major Strategic Acquisitions, Efficiency and Operational.

4.1.8 These are funded from either capital grants, developer contributions in the form of S106 and CIL, partner contributions, capital receipts or prudential borrowing; the cost of which is funded from the revenue budget.

4.1.9 **Table 3** below shows the 2021/22 capital programme in detail together with the sources of funding in 2021/22 as shown in **Appendix D**. It also provides indicative figures for the cost of the relevant capital schemes in the following two years.

Table 3 – Summary of 2021/22 – 2022/23 Capital Programme

Proposed Capital Programme 2021/22 - 2023/24	Scheme Cost Gross	S106	Grant	CIL	2021/22 Net Cost	2022/23 Net Cost	2023/24 Net Cost	Net Cost over three years	Commentary
	£000	£000	£000	£000	£000	£000	£000	£000	
Currently reported Slippage to 2021/22	21,718		(100)		21,618			21,618	Identified slippage from schemes in progress - Projected net £31m by year end.
Previously approved Schemes 2021/22	29,077	-	-	(1,108)	27,969	21,208	18,705	67,882	Schemes started before 2021/22 or to start in that year for which there is a legal commitment
Fully Funded Schemes 2021/22	7,850	(413)	(5,545)	(1,892)	-			-	
Income generating schemes					-			-	Revenue savings generated from these schemes to be identified.
Pre-approved /Fully Funded Total	58,645	(413)	(5,645)	(3,000)	49,587	21,208	18,705	89,500	
New Bids 2021/22 - Refurbishment & enhancement schemes	2,237	(354)	(90)	-	1,793			1,793	Essential schemes
Total Capital Programme	60,882	(767)	(5,735)	(3,000)	51,380	21,208	18,705	91,293	

4.1.10 The total gross capital programme for 2021/22 is £60,882,000, of which the largest share (£29,077,000) relates to the ongoing cost of existing capital schemes. New capital investment amounts to £10,087,000. After taking into account funding from a range of sources, the net cost of the 2021/22 programme to be funded from borrowing is £51,380,000.

4.1.11 The overall three-year capital programme will increase borrowing by £91,293,000, of which the largest share of £67,882,000 relates to schemes approved in previous years and prior year slippage of £21,618,000.

4.1.12 The above figures are reflected in the revenue budget and medium term financial projections, which also assume additional capital investment of £5,000,000 in the next two financial years. £21,618,000 of proposed capital

spending relates to spending that was originally expected in 2020/21 and has been slipped to 2021/22. This has had a positive impact on the revenue budget for 2020/21.

- 4.1.13 Since 2020/21, major schemes of over a year's duration now have their interest costs capitalised until the scheme is complete to recognise that the value of the asset will not be realised until complete. This reduces the impact on the revenue budget whilst the asset is under construction.
- 4.1.14 Minimum Revenue Provision (MRP), essentially the principal repayment, is calculated on an annuity basis over the life of the asset starting in the year following completion. This is in line with the Treasury Management Policy.

Developer Contributions

- 4.1.15 Developer Contributions in the form of S106 and CIL income are playing an increasing role in helping to fund the capital programme.
- 4.1.16 The 2020/21 capital programme includes the use of £3,841,000 of S106 and CIL funding. An additional £3,767,000 is earmarked for use in 2021/22. In total the Council has the following resources as set out in **Table 4** below.

Table 4 – S106 and CIL Contributions

S106 & CIL November 2021		£'000
Developer Contributions by Service Area		
	Public Transport	50
	Affordable Housing	541
	Open Space	1,028
	Highways	1,641
	Workplace Travel Plans	3
	Education	954
	Community Facilities	164
	Library Services	313
	Town Centre Enhancements	10
	Public Art	174
	Indoor Sports	246
	Economic Development	16
	Admin Costs	8
	Air Quality	81
	Biodiversity	0
	Archiving	14
	Landscape	3
	Allotments	17
	Special Protection Area (SPA)	721
	Community Infrastructure Levy	6,730
Total		12,714

- 4.1.17 It is important that there is transparency in the way that these developer contributions are used. These funds can only be used once to fund capital priorities in line with the capital strategy.

4.2. Major schemes in Programme

4.2.1. The Programme includes major schemes budgeted at £30,249,000 in 2021/22. These schemes are of major importance to the Borough and are listed below with further detail in **Appendix C**.

- Affordable Housing
- Broadway Car Park, Maidenhead
- Vicus Way Car Park
- Maidenhead Development
- River Thames – Environment Agency Scheme.

4.2.2. The total cost of these schemes is £67,796,000. Some will enable the generation of future capital receipts. Other schemes will generate future revenue income, after taking into account debt financing costs, e.g. Broadway and Vicus Way car parks.

4.2.3. **Fully Funded Schemes £7,850,000**

These schemes are either funded from S106 and CIL allocations from developers or specific grant and have no net cost to the Council but need to be approved and monitored through the year to ensure spending is within budget and the scheme is delivered as planned. They are set out in **Appendix D**.

4.2.4. **Borough Funded Schemes £1,793,000**

These schemes are mostly funded from additional borrowing and include statutory schemes, refurbishment and enhancement schemes. The gross value of these schemes totals £2,237,000 and are partly funded by grant and developer contributions where available.

4.2.5. In previous years the Council has also approved a number of discretionary schemes that have added to borrowing costs and impacted on the revenue budget but due to affordability only essential schemes are being proposed for 2021/22 as additions to the programme. These are set out in **Appendix D**.

4.2.6. Ideally the Council would fund the bulk of these schemes from revenue due to their repetitive and ongoing requirement and has done so in the past. However, for affordability reasons, it will take some time before the Council is in a position to include an annual allocation for these works within the revenue budget.

4.2.7. All expenditure below £20,000 is de Minimis for capital purposes and expenditure below this amount is funded from within revenue budgets. This decision has the benefit of a reducing the number of capital projects, enabling more focus on larger schemes when approving and monitoring spend.

4.2.8. Further information on the Council's longer term plans are included in the Capital cash flow as detailed in **Appendix E**.

5. RISK MANAGEMENT

- 5.1.1 Funding maintenance and assets with a short life from capital means that an increasing share of the capital programme is required for essential day to day capital spending. This spending is often unavoidable with the need to maintain key buildings along with the need to update and replace obsolete technology.
- 5.1.2 This creates a risk that the Council will have even less money to invest in major new schemes.
- 5.1.3 Over time the Council needs to look to fund its more immediate capital needs from its revenue budget rather than using capital resources to fund them.
- 5.1.4 At this stage it is not feasible to do this, given the pressures on the revenue budget but this is something that the Council will need to address.

6 POTENTIAL IMPACTS

- 6.1.1 Equality impact assessments have been completed where appropriate.

7 CONSULTATION

- 7.1.1 Consultation will take place with the local Chambers Of Commerce in February 2021. The Lead Member for Finance and Ascot attends, together with officers. The meetings serve to consult on the proposals within this paper.
- 7.1.2 Consultation will also take place with the Leader of the Opposition, the Lead Member for Finance and Ascot, Cabinet and officers. This meeting serves to consult on the proposals within this paper.
- 7.1.3 Consultations will take place with all Overview and Scrutiny Panels. The feedback from these panels will be included in the Budget Report 2021/22 which will be presented to February 2021 Council.

8 APPENDICES

- 8.1 The table below details the Annexes to this report

Appendix	Title
A	Capital Strategy
B	Consolidated Capital Programme 2020/21 – 2023/24
C	Previously Approved Major Schemes
D	Capital bids scheme detail
E	Capital Cash flow

9 BACKGROUND DOCUMENTS

- 9.1 None

10 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	4/12/20	6/12/20
Duncan Sharkey	Managing Director	4/12/20	8/12/20
Russell O'Keefe	Executive Director of Place	4/12/20	7/12/20
Mary Severin	Monitoring Officer	4/12/20	8/12/20
Elaine Browne	Head of Law	4/12/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	4/12/20	
Adele Taylor	Director of Resources, S151 Officer	1/12/20	4/12/20
Louisa Dean	Communications	4/12/20	
Kevin McDaniel	Director of Children's Services	4/12/20	
Hilary Hall	Director of Adults, Commissioning & Health	4/12/20	6/12/20
Karen Shepherd	Head of Governance	4/12/20	8/12/20

REPORT HISTORY

Decision type: Key decision	Urgency item? No	To Follow item? Not applicable
Report Author: Andrew Vallance, Head of Finance		

Royal Borough of Windsor and Maidenhead Draft Capital Strategy 2021/22 – 2025/26

1. Introduction

- 1.1 The Royal Borough of Windsor and Maidenhead (RBWM) has ambitious plans to invest in the regeneration of the Borough and deliver high quality facilities to its residents.
- 1.2 The Capital Strategy provides a high level overview of how capital expenditure, capital financing and treasury management activity contribute to the provision of services; along with an overview of how associated risk is managed and the implications for future financial sustainability.
- 1.3 It shows how revenue, capital and balance sheet planning are integrated. The Strategy is informed by the Council's priorities and links to other key strategy documents, notably the interim corporate strategy, the Medium Term Financial Plan and the Treasury Management Strategy.
- 1.4 The document also provides an overview of the delivery mechanisms and decision processes that RBWM will use to determine and deliver its future capital priorities.

2. What is Capital Investment?

- 2.1 Capital investment can be put into a number of different categories as follows:-
- (i) **Major Projects** – After option appraisal this can include the provision of a new school, library or leisure centre, or major highways investment.
 - (ii) **Invest to Save Schemes** – where the Council invests in a project on the understanding that it will pay for itself over a reasonable period of time.
 - (iii) **Equipment Replacement** – where the Council is required to replace certain equipment e.g. IT assets when they become obsolete.
- 2.2 In some cases projects may be fully funded by Government Grants or partner contributions.
- 2.3 The main sources of capital funding are:-
- (a) **Capital Grants** – either general grants or specific grants towards specific projects e.g. highways and schools.
 - (b) **Developer Contributions** – towards the costs of local infrastructure stemming from new development. This includes S106 & Community Infrastructure Levy (CIL).
 - (c) **Partner Contributions** – Council partners may make a contribution towards the cost of capital projects.

- (d) **Revenue Contributions** – where the revenue budget meets the cost of ongoing capital spending e.g. maintenance of buildings etc.
- (e) **Capital Receipts** – from the disposal of council assets.
- (f) **Prudential Borrowing** – this enables councils to borrow to fund capital investment provided that it is affordable. This is largely undertaken through the Public Works Loan Board (PWLB). The debt financing costs are also met by the revenue budget.

2.4 There is a fine dividing line, when deciding whether spending should be charged as day to day revenue spending or included within the capital programme.

- (i) **Spending less than £20,000** is considered to be revenue spending. This is the de minimis level that the Council sets.
- (ii) **Annual maintenance** is considered to be revenue spending

2.5 Ideally, RBWM aims to cover recurring spending from its revenue budget and fund short life assets from external income sources. Borrowing is used to fund spending on longer life assets e.g. buildings and infrastructure.

3. National Financial Context

3.1 Over recent years all unitary authorities have faced significant cuts as a result of austerity. This has had a significant impact on major investment decisions. The impact of COVID-19 has further impacted councils at unprecedented levels.

- (i) Government capital grants for funding capital projects have been cut significantly.
- (ii) Material pressures on revenue budgets mean that councils are finding it harder to meet significant borrowing costs stemming from capital investment.

3.2 Council budgets have come under significant pressure resulting in some councils capitalising certain spending. This has allowed them to borrow to spread the cost of this spending over a number of years and ease the immediate pressure on the revenue budget e.g. capitalising debt interest.

3.3 Some councils have taken a more commercial approach to their assets. For example they may have built or expanded car parking to generate additional ongoing income to support the council budget or purchased property for a purely financial return.

3.4 Unprecedented low interest rates have enabled councils to borrow cheaply to fund new capital investment. However, it is expected that changes will be made to the lending terms of the PWLB in coming months in relation to such commercial investment following the current central government consultation.

3.5 Many councils have also benefited from capital receipts from asset sales to offset the cost of new capital investment and this is an option open to RBWM.

4. Financial Context RBWM

4.1 RBWM has the advantage of substantial and valuable land holdings. It has been pro-active and innovative in using these land holdings to generate capital receipts for new investment.

4.2 In some cases the Council has used the capital receipt generated from the closure of a facility to largely fund its replacement. Unfortunately the disposal can only take place once the new facility is built, which means that

- (i) The Council needs to borrow to fund the new facility initially
- (ii) The Council carries the risk of holding and disposing of the previous asset.

4.3 In other cases RBWM has been able to use s106 & CIL contributions to offset the cost of certain capital investment, where this is consistent with the terms of the development agreement.

4.4 RBWM has also invested in its assets to generate income to support its revenue budget. This has included:-

- (i) Converting and investing in council land to generate additional income from car parking provision.
- (ii) Investing in commercial property to maintain a revenue income stream.

4.5 This has resulted in significant capital investment in recent years. Council borrowing is projected at £160m for 2021/22.

4.6 When building the capital programme for 2021/22 the cost of borrowing has been kept as low as possible by investing in essential schemes only. This is in addition to the schemes approved in previous years by Council. For 2021/22 debt financing costs, including MRP, are estimated at £5.8m. This will reduce in future years as disposals of council assets are used to repay short term debt. At the same time the investment will also have generated considerable income that will help the Council repay this debt.

4.7 Overall, RBWM has sought to keep Council tax levels to a minimum. This has meant that it has tightly controlled spending within its revenue budget, which in turn has had consequences for its capital budget, such as needing to:

- (i) fund significant spending on maintaining assets from borrowing rather than funding this from within its revenue budget
- (ii) use capital to fund a number of short term asset replacements.
- (iii) prioritise spending that generates future income to contribute to its revenue budget.

- 4.8 In the short term this has helped to spread the cost of this investment over a number of years and reduce the impact on the revenue budget.
- 4.9 However, in the longer term as borrowing increases, this places more and more pressure on the revenue budget, through increasing the level of debt financing costs.
- 4.10 Currently some £2m of ongoing regular capital investment, normally financed through the revenue budget, is within the Capital Programme. Over time the Council needs to return to meeting a larger share of this spending from a revenue contribution. This will enable it to allocate a larger share of its capital programme to long term projects and investing in the borough.
- 4.11 Given the current pressures on the revenue budget, it will take some time to redress this balance.

5. RBWM Capital Strategy

Developing Capital Plans

- 5.1 Decisions around future capital investment should not be taken lightly as it often involves significant sums of money, which has a significant future impact on council finances.
- 5.2 The Council faces some tough choices against competing priorities and therefore always needs to balance the immediate benefit of investing in a new capital asset against the future financial sustainability of council finances. One of these tough choices will be whether to borrow to develop council assets to create long term revenue streams or whether to dispose of assets to help to reduce borrowing costs.
- 5.3 To strike this tough balance the Council will:-
- (a) **Have clear capital investment priorities for all of its key services** – this will allow it to balance the needs of individual services against one another.
 - (b) **Develop clear business cases for major projects** – so that there is a clear understanding about the benefits that the project will deliver and whether these are worth the level of investment required.
 - (c) **Set clear objectives** – for example it needs to be clear about the payback period it expects from commercial invest to save schemes.
- 5.4 This prioritisation will be assisted by having:
- (a) **Surveys of all council assets** that set out maintenance requirements over time
 - (b) **Clear replacement strategies** – that show when assets need to be replaced and updated e.g. IT equipment and systems.

5.5 Given the long-term nature of capital investment, the Council should be able to plan ahead effectively and avoid the need for capital schemes to emerge at the last minute.

5.6 Above all, there is a need for an effective process to assess competing capital priorities and develop more long-term capital plans.

6. RBWM Council Priorities

6.1 The Council's priorities must be at the heart of any capital strategy.

6.2 Finance is both the enabler that allows the Council to deliver these key priorities and the constraints that the Council needs to work within as it makes tough decisions between those priorities.

6.3 RBWM has an agreed interim strategy in light of the impact of the pandemic on the authority. The interim strategy was agreed by Cabinet on 30th July 2020. A refresh of the overall corporate strategy will be undertaken.

6.4 The current agreed interim key priorities for Windsor and Maidenhead are:-

Covid-19

- Immediate response
- Long term recovery
- New service requirements

Interim Focus Objectives

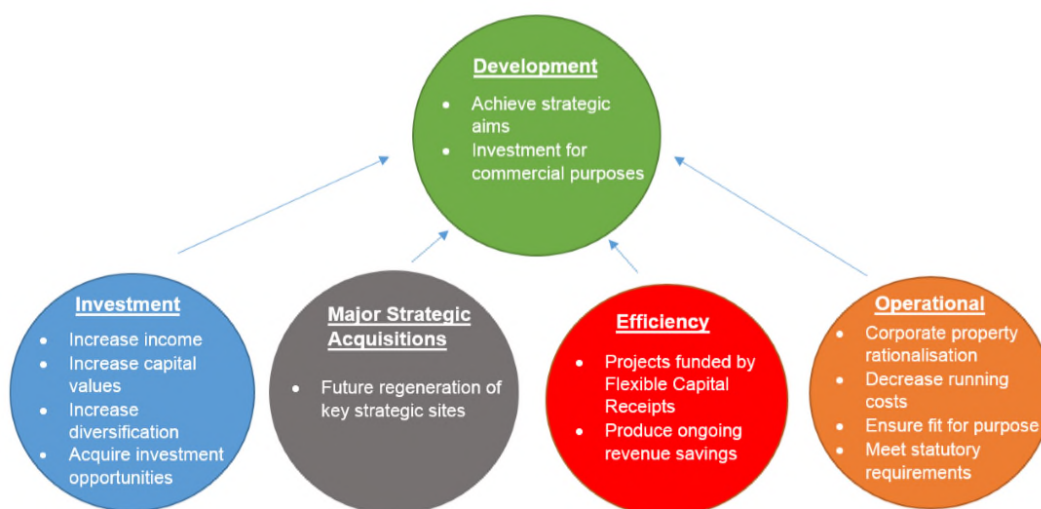
- Service stand up (business continuity)
- Revised service operating plans
- Transformation plan
- Climate strategy
- Governance
- People plan – values, leadership, Black Lives Matter

MTFS

- Impact of Covid-19 directly
- Economic downturn
- Government policy

6.5 A number of these priorities involve long term capital investment in the Royal Borough.

6.6 The Council's capital programme is prioritised into five key areas: Development, Investment, Major Strategic Acquisitions, Efficiency and Operational.



7. Service priorities for investment

7.1 The Council's service priorities for investment over the lifetime of this strategy are set out by directorate for ease of reference, see table 1.

Table 1: RBWM service priorities for investment

Directorate	Service priorities	Link to statutory or other plan	Link to Council priority
Adults, Health and Commissioning	<ul style="list-style-type: none"> New accommodation provision for vulnerable people Maintenance and improvement of existing accommodation provision. 	Adult Social Care Transformation Programme	Healthy, skilled and independent residents
	<ul style="list-style-type: none"> Investment in highways infrastructure, including bridges and footpaths Investment in alternative transport linked to climate change Investment in road safety 	Local Transport Plan Asset Management Plan Cycling Strategy	Safe and vibrant communities Attractive, well connected borough

	<ul style="list-style-type: none"> One off pump priming investment in digital and communications infrastructure. 	Council Transformation Strategy	Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Office accommodation provision for commissioned services 		Well managed resources, delivering value for money
Children's Services	<ul style="list-style-type: none"> Education: capacity to keep up with growth in population in partnership with Academy schools 	Infrastructure Plan	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Education: capacity for children with additional needs in mainstream schools 	Inclusion Strategy	Healthy, skilled and independent residents, Well managed resources
	<ul style="list-style-type: none"> Social Care: 18-25 supported accommodation for care leavers and those with additional needs 	Inclusion Strategy, Sufficiency Strategy, Council Transformation Strategy	Healthy, skilled and independent residents, Well managed resources
	<ul style="list-style-type: none"> Social Care: 5-10 residential children's home places to challenge the marketplace 	Sufficiency Strategy, Council Transformation Strategy	Healthy, skilled and independent residents, Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Office accommodation for services 		Well managed resources, delivering value for money
	<ul style="list-style-type: none"> Modern technology platform for mobile and partnership working 	Council transformation Strategy	Well managed resources, delivering value for money

- 7.2 The Council also needs to be flexible enough to respond to opportunities to lever in additional external funding or grant that could partially fund an additional project alongside some capital investment from the Council.

8. Delivering Capital Projects

- 8.1 All capital projects over £100,000 are subject to a gateway process that requires them to set out:

- (a) A procurement Strategy for the project
- (b) A project timetable and delivery plan
- (c) An updated financial assessment including the revenue implications
- (d) A clear assessment of project benefits and how these will be delivered and assessed.

- 8.2 The Council has established a Capital Programme Board (CPB) which oversees the delivery of the capital programme. CPB is an officer working group. It is an advisory / monitoring body and takes any decision making power from the delegated authority of officers attending as set out in the scheme of delegation and the financial procedure rules within the Council's Constitution. It makes decisions where priorities and budgets are already agreed within the Council's Policy and Budget Framework. Any proposal that is outside the approved Policy and Budget framework will be referred to Cabinet and/or Council in accordance with the Constitution. The following summarises the terms of reference of the board:

Membership

- Executive Director of Place
- Head of Finance
- Head of HR, Corporate Projects and IT
- Head of Infrastructure and Sustainability
- Head of Commissioning – Infrastructure
- Capital Accountant.

Support to the Board

- Project Manager – Corporate Projects
- Executive Assistant to Executive Director of Place

Frequency

- CPB normally meets every 2 months but more frequently as required e.g. in the lead up to budget setting.

Overall Responsibilities

- Advise on the Council's Capital Strategy in line with the Council's priorities.
- Ensure the effective development and delivery of the Capital Programme in line with the Council's Capital Strategy and Council priorities.
- Identify and monitor the resources available to fund the Capital Programme in the most efficient way.

- Oversee the gateway process for the Capital Programme.
- Monitor the progress of the Capital programme and key variances between plans and performance.
- Encourage and enable the development of learning, skills and capacity in the management of capital projects across the organisation.

Priority Outcomes

- An effective Capital Strategy and Capital Programme that optimises the resources available to deliver the Council's priorities.
- Continuous improvement in the development and delivery of the capital programme and that strategic capital investment is planned and delivered in the most efficient and effective way.
- Review completed of the previously approved Capital Programme in light of the 'new normal' environment the Council will operate in.
- Better management of capital projects, in line with best practice, ensuring benefits are realised.
- Effective bidding for external capital funding.
- Enhanced cross-service strategic working and partnerships with other organisations on the development and management of capital projects.
- That the Capital Strategy and Programme is funded in the most efficient way and fully integrated into the Medium Term Financial Strategy of the Council.
- That lessons are learnt from capital projects undertaken by the Council.

8.3 The Working Group is able to approve the delivery of all projects up to £250,000, while projects above this level will be approved by Cabinet.

8.4 Cabinet receives a report on the delivery of capital schemes which is included within the regular Financial Update.

9. Financial Risks

9.1 Planning for the future can never be an exact science. There are many factors that the Council cannot control completely, COVID-19 being a prime example, which can have a significant impact on the viability of future capital plans.

(a) **Revenue Budget** – ultimately the cost of borrowing to fund capital investment has to be met by the revenue budget. This means that the sustainability of the revenue budget as set out within the Budget Strategy is a key risk factor that impacts on the affordability of capital spending.

(b) **Government Grants**– although Government Grants have reduced over time this still makes a significant contribution towards the cost and viability of major schools and highways schemes. This may improve

further should the government award additional capital grant for infrastructure in future years.

- (c) **Interest Rates** – although currently at a very low level, any rise in interest rates will impact on the affordability and viability of key future capital projects.
- (d) **Project Creep** - projects delivered over a period of time are inherently risky. Tight cost control is needed to ensure that the project keeps within the spending envelope.
- (e) **Contractual Risk** – the cost of major projects can be heavily dependent on the level of competition that influences bids to deliver the scheme.

9.2 Capital Projects are inherently risky. There are significant risks that the costs of capital schemes can exceed the original capital programme allocation. There is also a delivery risk that projects can be late.

9.3 Funding capital investment represents a significant pressure on the revenue budget. It is essential that the Council understands fully the revenue impact of capital investment and the extent to which the project:

- (i) meets the council's objectives
- (ii) is self-funding
- (iii) delivers a realistic pay back in the case of invest to save schemes

10. Summary and Conclusion

10.1 Capital investment decisions involve substantial sums of money and represent a long term plan, which can extend well beyond the term of the existing Council.

10.2 Decisions on future capital investment therefore need to balance a range of different long term priorities, often within tight financial constraints.

10.3 The strategy sets out some clear criteria for determining capital spending and deciding on the competing priorities.

10.4 The strategy also sets out a key delivery mechanism designed to deliver effective implementation of capital plans.

CAPITAL PROGRAMME 2020/21 & ONWARDS

		Revised Budget 2020/21			2021/22 First Estimate Incl Slippage			2022/23 Indicative			2023/24 Indicative		
		Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)	Gross (£'000)	Income (£'000)	Estimate (£'000)
Portfolio Summary													
Managing Director													
	Law & Governance	439	0	439	0	0	0	0	0	0	0	0	
Total Managing Director		439	0	439	0	0	0	0	0	0	0	0	
Resources Directorate													
	Library & Residential Services	391	(16)	375	239	0	239	0	0	0	0	0	
	Revenues & Benefits	44	0	44	0	0	0	0	0	0	0	0	
	Finance	1,613	0	1,613	305	0	305	330	0	330	406	0	
	Technology & Change Delivery	1,232	0	1,232	222	0	222	0	0	0	0	0	
Total Resources Directorate		3,280	(16)	3,264	766	0	766	330	0	330	406	0	
Adults, Health & Commissioning Directorate													
	Head of Commissioning - Infrastructure	21,659	(16,967)	4,692	4,751	(3,613)	1,138	450	0	450	8,650	0	
	Head of Commissioning - People	100	(100)	0	100	(100)	0	0	0	0	0	0	
Total Adults, Health & Commissioning		21,759	(17,067)	4,692	4,851	(3,713)	1,138	450	0	450	8,650	0	
Children's Services Directorate													
	Non Schools	1,079	(83)	996	0	0	0	0	0	0	0	0	
	Schools - Non Devolved	5,767	(2,330)	3,437	1,467	(1,467)	0	0	0	0	0	0	
	Schools - Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	
Total Children's Services Directorate		7,528	(3,095)	4,433	1,739	(1,739)	0	272	(272)	0	272	(272)	
Place Directorate													
	Communities & Enforcement & Partnerships	10,270	(2,020)	8,250	680	(80)	600	0	0	0	0	0	
	Housing	756	(756)	0	600	(600)	0	600	(600)	0	600	(600)	
	Planning Service	1,686	(480)	1,206	0	0	0	0	0	0	0	0	
	Property Service	8,938	(182)	8,756	51,161	(2,738)	48,423	20,428	0	20,428	9,649	0	
	Infrastructure, Sustainability & Transport	33	(20)	13	835	(592)	243	0	0	0	0	0	
	Green Spaces & Parks	52	(28)	24	250	(40)	210	0	0	0	0	0	
Total Place Directorate		21,735	(3,486)	18,249	53,526	(4,050)	49,476	21,028	(600)	20,428	10,249	(600)	
Capital Programme Portfolio Total		54,741	(23,664)	31,077	60,882	(9,502)	51,380	22,080	(872)	21,208	19,577	(872)	

External Funding	£000	£000	£000	£000
Government Grants	(16,802)	(5,735)	(872)	(872)
CIL & S106 Contributions	(5,494)	(3,767)	0	0
Other Contributions	(1,368)	0	0	0
Total External Funding Sources	(23,664)	(9,502)	(872)	(872)
Total Corporate Funding	31,077	51,380	21,208	18,705

MANAGING DIRECTOR

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Law & Governance													
CM60	Grants - Outside Organisations	437	0	437	0	0	0	0	0	0	0	0	0
CY28	AV Systems	2	0	2	0	0	0	0	0	0	0	0	0
Total Head of Governance		439	0	439	0	0	0	0	0	0	0	0	0
TOTAL MANAGING DIRECTOR CAPITAL PROGRAMME		439	0	439	0	0	0	0	0	0	0	0	0

RESOURCES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Library & Residential Services													
CC53	Contact Centre - Ventilation & Back-up Generator	16	0	16	47	0	47	0	0	0	0	0	0
CC65	Refurbishment M'head, Windsor, Ascot , Eton Libs	16	0	16	16	0	16	0	0	0	0	0	0
CC97	Eton Wick Library - General Repairs	0	0	0	3	0	3	0	0	0	0	0	0
CC99	Eton Library – Open Access and Shop Front Repair	42	0	42	0	0	0	0	0	0	0	0	0
CL87	Old Windsor Library-Extension	20	0	20	0	0	0	0	0	0	0	0	0
CLB2	Sunninghill Library Lease Repairs	16	0	16	3	0	3	0	0	0	0	0	0
CLE1	Cox Green Lib - Building Repairs Etc	10	0	10	0	0	0	0	0	0	0	0	0
CLE2	Dedworth Lib - Payment Kiosk, Replace Public PCs	20	0	20	0	0	0	0	0	0	0	0	0
CLE4	Cookham Library - Entrance Canopy & Repairs	1	0	1	0	0	0	0	0	0	0	0	0
CLE5	Maidenhead Lib - Redesign Reception & Repairs	4	0	4	0	0	0	0	0	0	0	0	0
CLE6	Upgrade Public PCs	61	0	61	0	0	0	0	0	0	0	0	0
CLE9	Windsor Lib - Replacement Public PC and Laptops	6	0	6	0	0	0	0	0	0	0	0	0
CLF5	Registrars Office - Redecoration	17	0	17	0	0	0	0	0	0	0	0	0
CLG3	General Library Improvements	38	0	38	20	0	20	0	0	0	0	0	0
CLG5	Maidenhead Library-Public Toilet Refurbishment	16	(16)	0	0	0	0	0	0	0	0	0	0
CLG6	Maidenhead Library-Heating	100	0	100	150	0	150	0	0	0	0	0	0
CYKH	York House - Customer Services	8	0	8	0	0	0	0	0	0	0	0	0
Total Library & Residential Services		391	(16)	375	239	0	239	0	0	0	0	0	0
Revenues & Benefits													
CM00	Revenues & Benefits-Document Management System	44	0	44	0	0	0	0	0	0	0	0	0
Total Revenues & Benefits		44	0	44	0	0	0	0	0	0	0	0	0
Finance													
CA14	Transformation Projects	1,347	0	1,347	0	0	0	0	0	0	0	0	0
CA15	Capitalised Debt Charges	266	0	266	305	0	305	330	0	330	406	0	406
Total Finance		1,613	0	1,613	305	0	305	330	0	330	406	0	406
Technology & Change Delivery													
CA11	Desktop PC Replacement Project	136	0	136	0	0	0	0	0	0	0	0	0
CA12	Modern Workplace Project-Phase 2	800	0	800	0	0	0	0	0	0	0	0	0
CA13	Key Infrastructure Upgrades & Hardware	200	0	200	0	0	0	0	0	0	0	0	0
CN00	Key Systems Infrastructure & Hardware Upgrades	96	0	96	0	0	0	0	0	0	0	0	0
CA16	MHR Pension Data Service Implementation	0	0	0	22	0	22	0	0	0	0	0	0
CA17	Delivery of IT Strategy	0	0	0	200	0	200	0	0	0	0	0	0
Total HR Corporate Projects & IT		1,232	0	1,232	222	0	222	0	0	0	0	0	0
TOTAL RESOURCES CAPITAL PROGRAMME		3,280	(16)	3,264	766	0	766	330	0	330	406	0	406

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Head of	Commissioning - Infrastructure												
CC25	M4 Smart Motorway	35	0	35	50	(50)	0	0	0	0	0	0	0
CC27	Permanent Traffic Counter Sites	6	(6)	0	0	0	0	0	0	0	0	0	0
CC48	Chobham Road, Sunningdale Parking Road Safety Impr	25	0	25	0	0	0	0	0	0	0	0	0
CC50	Cox Green Road/Brill Close/Norreys Drive Drainage	5	0	5	0	0	0	0	0	0	0	0	0
CC51	Datchet Barrel Arch Drainage Repairs	60	0	60	0	0	0	0	0	0	0	0	0
CC54	Electric Vehicle Charging Points-Pilot	149	(124)	25	0	0	0	0	0	0	0	0	0
CC59	Highways Tree Surgery Works from Inspections	200	0	200	0	0	0	0	0	0	0	0	0
CC62	Maidenhead Missing Links (LEP Match Funded)	2,531	(2,531)	0	328	(328)	0	0	0	0	0	0	0
CC67	Replacement Payment Equipment for Car Parks	13	(13)	0	0	0	0	0	0	0	0	0	0
CC70	Street Cleansing Maidenhead Town Centre	16	(8)	8	0	0	0	0	0	0	0	0	0
CC73	Wessex Way Highway Drainage - Feasibility	12	0	12	0	0	0	0	0	0	0	0	0
CC84	Signal Crossing - Queen Victoria Statue, Windsor	30	(23)	7	0	0	0	0	0	0	0	0	0
CC85	Major Footway Construction/Maintenance	310	0	310	200	(200)	0	0	0	0	0	0	0
CC86	VMS Support and Maintenance	78	(78)	0	0	0	0	0	0	0	0	0	0
CC89	Elizabeth Bridge	1,093	0	1093	0	0	0	0	0	0	0	0	0
CC90	Boulters Lock Car Park Extension	209	0	209	0	0	0	0	0	0	0	0	0
CC92	Maintenance to Anti-Terrorist Rising Bollards	2	0	2	0	0	0	0	0	0	0	0	0
CC93	Bridge Scour Risk Assessments	2	0	2	0	0	0	0	0	0	0	0	0
CC94	Clarence Road Roundabout Safety Battery Back-up	8	0	8	0	0	0	0	0	0	0	0	0
CC95	Cookham Bridge Refurbishment & Structural Repair	418	0	418	600	0	600	0	0	0	0	0	0
CD01	LTP Feasibility Studies/Investigation/Devlop	162	(162)	0	0	0	0	0	0	0	0	0	0
CD07	Road Marking-Safety Programme	50	0	50	0	0	0	0	0	0	0	0	0
CD10	Traffic Management	225	(225)	0	200	(153)	47	0	0	0	0	0	0
CD12	Roads Resurfacing-Transport Asset & Safety	2,112	(2,000)	112	1,517	(1,517)	0	0	0	0	0	0	0
CD13	Bridge Assessments	340	0	340	150	(150)	0	0	0	0	0	0	0
CD14	Bridge Parapet Improvement Works	114	(14)	100	0	0	0	0	0	0	0	0	0
CD15	Bridge Strengthening Scheme	0	0	0	0	0	0	0	0	0	0	0	0
CD17	Replacement Street Lighting	313	(150)	163	0	0	0	0	0	0	0	0	0
CD22	Safer Routes to School	5	0	5	0	0	0	0	0	0	0	0	0
CD23	Local Safety Schemes	214	(175)	39	195	(195)	0	0	0	0	0	0	0
CD27	Cycling Capital Programme	69	(58)	11	0	0	0	0	0	0	0	0	0
CD35	Reducing Congestion & Improving Air Quality	60	(60)	0	0	0	0	0	0	0	0	0	0
CI83	Ditch Clearance and Soakway Improvement Programme	0	0	0	100	(100)	0	0	0	0	0	0	0
CI84	Eton High Street Unsafe Electrical Boxes Removal	0	0	0	125	(125)	0	0	0	0	0	0	0
CI85	Column Replacement Safety Improvements	0	0	0	150	(150)	0	0	0	0	0	0	0
CI86	Bridge Strengthening Scheme	0	0	0	100	(100)	0	0	0	0	0	0	0
CI87	Street Lighting Structural Testing	0	0	0	191	(191)	0	0	0	0	0	0	0
CI90	Soakaway/Manhole Clearance Programme	0	0	0	100	(10)	90	0	0	0	0	0	0
CI93	Highway Drainage Schemes	0	0	0	200	(32)	168	0	0	0	0	0	0
CD37	Car Park Improvements	100	0	100	100	(11)	89	0	0	0	0	0	0
CD42	Maidenhead Station Interchange & Car Park	2,117	(2,117)	0	0	0	0	0	0	0	0	0	0
CD43	Flood Prevention	168	(168)	0	100	(100)	0	0	0	0	0	0	0
CD45	Public Conveniences-Refurbishment	10	0	10	0	0	0	0	0	0	0	0	0
CD50	Waste Transfer Station Apron-Refurbishment	65	0	65	0	0	0	0	0	0	0	0	0
CD54	River Thames Scheme Infrastructure Project	450	0	450	0	0	0	450	0	450	8,650	0	8,650
CD72	Preliminary Flood Risk-Assessments	31	(31)	0	0	0	0	0	0	0	0	0	0
CD73	Replacement Highway Drain-Waltham Rd,White Walthm	31	(31)	0	0	0	0	0	0	0	0	0	0
CD75	Bus Stop Accessibility	1	(1)	0	0	0	0	0	0	0	0	0	0
CD76	Bus Stop Waiting Areas	20	(20)	0	0	0	0	0	0	0	0	0	0
CD80	Grenfell Road-Off-Street Parking	45	0	45	0	0	0	0	0	0	0	0	0
CD82	Intelligent Traffic System-Maintenance & Renewal	85	(85)	0	0	0	0	0	0	0	0	0	0
CD83	Traffic Signal Review	148	0	148	20	0	20	0	0	0	0	0	0
CD86	Vicus Way & Tinkers Lane – Site Works	101	0	101	0	0	0	0	0	0	0	0	0

ADULTS, HEALTH & COMMISSIONING

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CD90	Maidenhead LP Housing Site Enabling Works - LEP	6,334	(6,334)	0	0	0	0	0	0	0	0	0	0
CD91	Windsor Town Centre Package - LEP	2,413	(2,413)	0	0	0	0	0	0	0	0	0	0
CD92	Telemetry System Replacement	50	0	50	0	0	0	0	0	0	0	0	0
CI94	Vicus Way Waste Transfer Station Site Works	0	0	0	70	(25)	45	0	0	0	0	0	0
CE64	Additional Parking Provision for Windsor	0	0	0	0	0	0	0	0	0	0	0	0
CI88	Car Park Lighting	0	0	0	50	(50)	0	0	0	0	0	0	0
CI89	Car Park Surfacing and Lining	0	0	0	100	(100)	0	0	0	0	0	0	0
CI91	Car Park Signage	0	0	0	30	(21)	9	0	0	0	0	0	0
CI92	Parking Reviews	0	0	0	75	(5)	70	0	0	0	0	0	0
CF02	Emergency Active Travel Measures	140	(140)	0	0	0	0	0	0	0	0	0	0
CF03	Braywick Road Crossing	123	0	123	0	0	0	0	0	0	0	0	0
CF04	Pelican Crossing at Eton Wick	1	0	1	0	0	0	0	0	0	0	0	0
CF05	Waste Vehicles	200	0	200	0	0	0	0	0	0	0	0	0
CF06	Local Highways Fund	10	0	10	0	0	0	0	0	0	0	0	0
CF09	Maidenhead Local Plan Site Works	0	0	0	0	0	0	0	0	0	0	0	0
CN80	CRM Upgrade / Jadu Contract	150	0	150	0	0	0	0	0	0	0	0	0
Total Head of Commissioning - Infrastructure		21,659	(16,967)	4,692	4,751	(3,613)	1,138	450	0	450	8,650	0	8,650
Head of Commissioning - People													
CT62	Adult Services Case Management System	100	(100)	0	100	(100)	0	0	0	0	0	0	0
Total Head of Commissioning - People		100	(100)	0	100	(100)	0	0	0	0	0	0	0
TOTAL ADULTS, HEALTH & COMMISSIONING CAPITAL PROGRAMME		21,759	(17,067)	4,692	4,851	(3,713)	1,138	450	0	450	8,650	0	8,650

CHILDREN'S SERVICES

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	
Non Schools													
CKVH	2Yr old capital entitlement	6	(6)	0	0	0	0	0	0	0	0	0	
CKVN	IT Software upgrades-2015-16	30	(30)	0	0	0	0	0	0	0	0	0	
CKVR	Youth Centres Modernisation Programme	40	(40)	0	0	0	0	0	0	0	0	0	
CKVX	Pinkneys Green Storage Facility	7	(7)	0	0	0	0	0	0	0	0	0	
CKVY	Youth Voice Youth Choice	15	0	15	0	0	0	0	0	0	0	0	
CKVZ	Rebuild of Windsor Youth Workshop Garage	49	0	49	0	0	0	0	0	0	0	0	
CKWA	The Manor Youth Centre Refurbishment	13	0	13	0	0	0	0	0	0	0	0	
CT61	AfC Case Management System	919	0	919	0	0	0	0	0	0	0	0	
Total Non Schools		1,079	(83)	996	0	0	0	0	0	0	0	0	
Schools - Non Devolved													
CSDQ	Urgent Safety Works Various Schools	50	(50)	0	0	0	0	0	0	0	0	0	
CTBC	SEND Special provision	500	(500)	0	0	0	0	0	0	0	0	0	
CTBC	School Condition schemes	0	0	0	740	(740)	0	0	0	0	0	0	
CTBC	Special Provision Capital schemes	0	0	0	727	(727)	0	0	0	0	0	0	
CSEX	Feasibility/Survey Costs	341	(341)	0	0	0	0	0	0	0	0	0	
CSFF	School Kitchens	63	(63)	0	0	0	0	0	0	0	0	0	
CSGR	Charters Expansion	14	(14)	0	0	0	0	0	0	0	0	0	
CSGS	Larchfield Primary Safeguarding & Entrance Works	110	(110)	0	0	0	0	0	0	0	0	0	
CSGV	Cox Green School Expansion Year 1 of 3	44	(31)	13	0	0	0	0	0	0	0	0	
CSGX	Dedworth Middle School Expansion Year 1 of 3	16	0	16	0	0	0	0	0	0	0	0	
CSHG	Bisham General Refurbishment	200	0	200	0	0	0	0	0	0	0	0	
CSHU	Windsor Girls Expansion	14	0	14	0	0	0	0	0	0	0	0	
CSHV	Lowbrook Expansion	16	0	16	0	0	0	0	0	0	0	0	
CSHW	Secondary Expansions Risk Contingency	1308	0	1308	0	0	0	0	0	0	0	0	
CSJB	Roofing Replacement at Various Schools	235	(205)	30	0	0	0	0	0	0	0	0	
CSJF	Structural Works at Various Schools	39	(39)	0	0	0	0	0	0	0	0	0	
CSJJ	Replacement and Repair of Windows Various Schools	326	(326)	0	0	0	0	0	0	0	0	0	
CSJM	Primary School Paths and Access Routes	14	(14)	0	0	0	0	0	0	0	0	0	
CSJR	Works to explore expansions for all Schools	126	0	126	0	0	0	0	0	0	0	0	
CSJW	School Gutters, Soffit Replacements	30	(30)	0	0	0	0	0	0	0	0	0	
CSJX	St Peters Middle	1714	0	1714	0	0	0	0	0	0	0	0	
CSKA	Alexander School Kitchen Refurbishment	100	(100)	0	0	0	0	0	0	0	0	0	
CSKC	Boyne Hill School Boiler Conversion & Upgrade	100	(100)	0	0	0	0	0	0	0	0	0	
CSKD	Sch Water Pipework Rplment-Oakfield & The Lawns	40	(40)	0	0	0	0	0	0	0	0	0	
CSKE	Wraysbury Boiler Replacement and Upgrade	87	(87)	0	0	0	0	0	0	0	0	0	
CSKF	Maidenhead Nursery Boiler Replacement & Upgrade	30	(30)	0	0	0	0	0	0	0	0	0	
CSKG	Internal Upgrade - Wessex Nursery	60	(60)	0	0	0	0	0	0	0	0	0	
CSKH	Schools-Fire Safety Compliance / H&S Works	150	(150)	0	0	0	0	0	0	0	0	0	
CSKJ	Homer School Hall Floor Replacement	40	(40)	0	0	0	0	0	0	0	0	0	
Total Schools - Non Devolved		5,767	(2,330)	3,437	1,467	(1,467)	0	0	0	0	0	0	
Schools - Devolved Capital													
CJ77	Budget Only NDS Devolved Capital	682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	
Total Schools - Devolved Capital		682	(682)	0	272	(272)	0	272	(272)	0	272	(272)	
TOTAL CHILDREN'S SERVICES CAPITAL PROGRAMME		7,528	(3,095)	4,433	1,739	(1,739)	0	272	(272)	0	272	(272)	

PLACE

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate			2023/24 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Indicative Income	Estimate	Gross	Indicative Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Property Service													
CC40	Borough Parking Provision 201720	153	0	153	0	0	0	0	0	0	0	0	0
CC78	Vicus Way Car Park	2,132	0	2,132	13,832	(1,108)	12,724	644	0	644	0	0	0
CC80	Temp Parking Provision-Maidenhead Regeneration	203	0	203	0	0	0	0	0	0	0	0	0
CI14	Maidenhead Waterways Construction phase 1	33	(32)	1	0	0	0	0	0	0	0	0	0
CI29	Broadway Car Park & Central House Scheme	1,043	0	1,043	10,441	(1,630)	8,811	12,767	0	12,767	9,649	0	9,649
CTBC	Maidenhead Development	101	0	101	15,950	0	15,950	0	0	0	0	0	0
CX70	Regeneration-Legal & Consultancy Fees	0	0	0	500	0	500	0	0	0	0	0	0
CI54	Maidenhead Waterways-Weir Project	113	0	113	0	0	0	0	0	0	0	0	0
CI60	Regeneration Improvement Projects	120	0	120	0	0	0	0	0	0	0	0	0
CI70	Siena Court - Purchase	28	0	28	0	0	0	0	0	0	0	0	0
CX43	Affordable Housing-St Edmunds	100	0	100	10,335	0	10,335	7,017	0	7,017	0	0	0
CX46	Affordable Key Worker Hsing-Riverside Mokattam RM	1,934	0	1,934	0	0	0	0	0	0	0	0	0
CX59	16a Hampden Road, Maidenhead-Refurbishment	0	0	0	0	0	0	0	0	0	0	0	0
CI72	RBWM Prop Co-Management Fee (MGC CALA)	500	0	500	0	0	0	0	0	0	0	0	0
CI73	York Road, Maidenhead-Affordable Housing	100	0	100	0	0	0	0	0	0	0	0	0
CX60	Nicholson Shopping Centre Development	473	0	473	103	0	103	0	0	0	0	0	0
CI33	Clyde House	50	0	50	0	0	0	0	0	0	0	0	0
CI62	Hines Meadow CP - Dilapidations	50	0	50	0	0	0	0	0	0	0	0	0
CI75	York House-Leasing & Building Adaption Costs	150	0	150	0	0	0	0	0	0	0	0	0
CM57	Theatre Royal-Auditorium / Maintenance Works 15-16	11	0	11	0	0	0	0	0	0	0	0	0
CN63	Guildhall - Roof Repairs (Hoist/Pigeon Measures)	5	0	5	0	0	0	0	0	0	0	0	0
CX40	Operational Estate Improvements	500	0	500	0	0	0	0	0	0	0	0	0
CX41	Commercial Investment Property Portfolio-Repairs	400	0	400	0	0	0	0	0	0	0	0	0
CX50	Guildhall-Render Repair & Redecoration	150	0	150	0	0	0	0	0	0	0	0	0
CX61	Fire Compartmentalisation Works-Maintained Schools	569	(150)	419	0	0	0	0	0	0	0	0	0
CX62	Guildhall Heating	20	0	20	0	0	0	0	0	0	0	0	0
Total Property Service		8,938	(182)	8,756	51,161	(2,738)	48,423	20,428	0	20,428	9,649	0	9,649
Housing													
CT29	Low Cost Housing (S106 Funding)	161	(161)	0	0	0	0	0	0	0	0	0	0
CT51	Key Worker DIYSO	195	(195)	0	0	0	0	0	0	0	0	0	0
CT52	Disabled Facilities Grant	400	(400)	0	600	(600)	0	600	(600)	0	600	(600)	0
Total Housing		756	(756)	0	600	(600)	0	600	(600)	0	600	(600)	0
Planning Service													
CI32	Borough Local Plan-Examinations / Submissions	130	0	130	0	0	0	0	0	0	0	0	0
CI43	Ascot High Street Public Realm & Highway Imps	76	(76)	0	0	0	0	0	0	0	0	0	0
CI47	Neighbourhood Plan-Consultation/Exams/Referendums	70	0	70	0	0	0	0	0	0	0	0	0
CI56	Design Quality – Planning Service	180	(153)	27	0	0	0	0	0	0	0	0	0
CI57	Joint Minerals and Waste Plan	120	0	120	0	0	0	0	0	0	0	0	0
CI59	Traveller Local Plan	226	0	226	0	0	0	0	0	0	0	0	0
CI64	Planning Policy-Evidence Base Updates Ongoing Prog	20	0	20	0	0	0	0	0	0	0	0	0
CI66	Infrastructure Delivery Prog-CIL & Grant Funding	524	(61)	463	0	0	0	0	0	0	0	0	0
CI67	Wider Area Growth Study	190	(190)	0	0	0	0	0	0	0	0	0	0
CI69	Supplementary Planning Documents-SPDs	150	0	150	0	0	0	0	0	0	0	0	0
Total Planning Service		1,686	(480)	1,206	0	0	0	0	0	0	0	0	0
Communities & Enforcement & Partnerships													
CZ18	Braywick Leisure Centre	6,926	(631)	6,295	0	0	0	0	0	0	0	0	0
CZ42	Leisure Centres-Annual Programme & Equipment	243	0	243	300	0	300	0	0	0	0	0	0

Project	Description of Scheme	2020/21 Approved Incl Slippage			2021/22 First Estimate Incl Slippage			2022/23 First Estimate			2023/24 First Estimate		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Indicative Income	Estimate	Gross	Indicative Income	Estimate
CC28	Ockwells Park Extension - Phase 1	3	0	3	0	0	0	0	0	0	0	0	0
CP94	P&OS-Dedworth Manor All Weather Pitch	50	(50)	0	0	0	0	0	0	0	0	0	0
CR24	Windsor Squash Courts	284	(284)	0	0	0	0	0	0	0	0	0	0
CV28	Braywick/Oldfield Bridge Scheme	232	(330)	(98)	0	0	0	0	0	0	0	0	0
CV37	4, Marlow Road-Essential Annual Maintenance	3	0	3	0	0	0	0	0	0	0	0	0
CV39	Ockwells Park-Phase 3 Improvements	135	(31)	104	0	0	0	0	0	0	0	0	0
CV40	Battlemead Common- Phase 1 Infrastructure Enabling	52	0	52	0	0	0	0	0	0	0	0	0
CV41	Clewer Memorial Pavilion, Windsor-Modifications	16	0	16	40	(40)	0	0	0	0	0	0	0
CV42	Braywick Park-New 3G Pitch to Compliment L.C.	375	(375)	0	0	0	0	0	0	0	0	0	0
CV43	Braywick Park-Sports Pitch Improvements	185	(185)	0	0	0	0	0	0	0	0	0	0
CC47	CCTV Replacement	229	0	229	0	0	0	0	0	0	0	0	0
CC60	Hostile Vehicle Mitigation Measures for Windsor	808	(25)	783	0	0	0	0	0	0	0	0	0
CC63	Major Incident Resource Kit	7	0	7	0	0	0	0	0	0	0	0	0
CC6B	Hostile Vehicle Mitigation Measures-Windsor Ph 1B	25	(25)	0	0	0	0	0	0	0	0	0	0
CD46	Alley Gating	10	0	10	0	0	0	0	0	0	0	0	0
CD85	Enforcement Services-Mobile Phone Replacement	6	0	6	0	0	0	0	0	0	0	0	0
CE08	Air Quality Monitoring	134	(74)	60	40	(40)	0	0	0	0	0	0	0
CI22	Tree Planting & Maintenance	289	0	289	100	0	100	0	0	0	0	0	0
CI82	Highways Works Programme-Tree Replacement	0	0	0	200	0	200	0	0	0	0	0	0
CX64	Windsor Coach Park Lift Upgrade	35	(10)	25	0	0	0	0	0	0	0	0	0
CX65	Goswell Hill-Night Time Economy Measures / ASB	50	0	50	0	0	0	0	0	0	0	0	0
CX66	Oak Processionary Moth Treatment	20	0	20	0	0	0	0	0	0	0	0	0
CY09	Superfast Broadband in Berkshire	20	0	20	0	0	0	0	0	0	0	0	0
CY13	Economic Development	3	0	3	0	0	0	0	0	0	0	0	0
CY14	Community Engagement Programmes	2	0	2	0	0	0	0	0	0	0	0	0
CY20	Community Warden Vehicles	49	0	49	0	0	0	0	0	0	0	0	0
CY29	Christmas Lgts-Mhd High St & Queen St to Broadway	18	0	18	0	0	0	0	0	0	0	0	0
CY30	Tinkers Lane Depot-Updates Site Management	60	0	60	0	0	0	0	0	0	0	0	0
CY31	Victoria Street MSCP-Measures to Reduce ASB	1	0	1	0	0	0	0	0	0	0	0	0
Total Communities & Enforcement & Partnerships		10,270	(2,020)	8,250	680	(80)	600	0	0	0	0	0	0
Infrastructure, Sustainability & Transport													
CLC5	Heritage Education Space Old Windsor 2016-17	20	(20)	0	0	0	0	0	0	0	0	0	0
CLF4	WRBM Audio Upgrade	13	0	13	0	0	0	0	0	0	0	0	0
CD97	Cycling Action Plan-Delivery	0	0	0	405	(405)	0	0	0	0	0	0	0
CY33	Climate Strategy-Projects	0	0	0	165	(27)	138	0	0	0	0	0	0
CY34	Major Scheme Business Case Development	0	0	0	265	(160)	105	0	0	0	0	0	0
Total Infrastructure, Sustainability & Transport		33	(20)	13	835	(592)	243	0	0	0	0	0	0
Green Spaces & Parks													
CC44	Allotments Windsor & Maidenhead	8	(8)	0	20	0	20	0	0	0	0	0	0
CC82	Braywick Compound Works	12	(12)	0	0	0	0	0	0	0	0	0	0
CC87	Public Rights of way - General	3	0	3	40	0	40	0	0	0	0	0	0
CD25	Public Rights of Ways-Bridge Repairs	14	0	14	0	0	0	0	0	0	0	0	0
CF08	Ray Mill Island Access Works	0	0	0	25	0	25	0	0	0	0	0	0
CV03	Parks Improvements	5	0	5	50	0	50	0	0	0	0	0	0
CV30	Play Areas - Replacement Equipment	2	0	2	40	(40)	0	0	0	0	0	0	0
CV45	Parks & Open Spaces- Access / Security Measure	0	0	0	75	0	75	0	0	0	0	0	0
CZ75	P&OS-Allens Field Improvements Ph 2 (2014/15)	8	(8)	0	0	0	0	0	0	0	0	0	0
Total Green Spaces & Parks		52	(28)	24	250	(40)	210	0	0	0	0	0	0
TOTAL PLACE CAPITAL PROGRAMME		21,735	(3,486)	18,249	53,526	(4,050)	49,476	21,028	(600)	20,428	10,249	(600)	9,649

Previously approved Major Schemes 2021/22 onwards

Scheme Name	Date Approved	2021/22				2022/23 Net Cost £000k	2023/24 Net Cost £000k	Total Net Cost	Expenditure to Nov 2021 £'000
		Scheme Cost £'000k	S106 £'000	CIL £'000	Net 2021/22 £'000				
RBWM Affordable Housing	Council July 2018	4,490			4,490	7,017	-	11,507	544
Broadway Car Park, Maidenhead	Council August 2018	1,630		(1,630)	-	12,767	9,649	22,416	5,918
Vicus Way Car Park, Maidenhead	Council June 2018	7,729			7,729	644		8,373	2,153
Maidenhead Development	Council February 2016	15,950			15,950			15,950	1,205
River Thames Scheme	Council April 2015	450	-	-	450	450	8,650	9,550	1,489
Total		30,249	-	(1,630)	28,619	20,878	18,299	67,796	11,309

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding			
Ref no.	Scheme Name	Description	Scheme Cost £'000	S106 £'000	Grant £'000	CIL £'000	NET £'000
Fully funded bids							
1	School Condition Allocation schemes	School repairs and maintenance schemes to be carried out in the 2021/22 financial year. Children's Services are working with Property Services to identify specific schemes in Autumn 2020, with a view to having a list to be given in principle approval by Cabinet in December.	740	-	(740)	-	-
2	Special Provision Capital Fund	On 27th August Cabinet will, hopefully, approve in principle the opening of new Resource Bases at four schools in the borough. This will be a phased programme with two bases opening for September 2021 and two for September 2022. Those decisions are not yet final, however, being subject to approval from the governing bodies of the involved schools and then a final, formal, statutory process. This approvals process should conclude for Phase 1 schools this autumn, and for Phase 2 schools next summer. It is our intention, therefore, that this line can be split down into specific projects as those final approvals come through. This will also enable much better profiling of the spend over the three financial years involved (2020/21, 2021/22 and 2022/23).	727	-	(727)	-	-
3	Devolved Formula Capital	Schools fully funded devolved formula capital allocation	272	-	(272)	-	-
4	New school places	Cabinet is due to consider a report in December setting the demands for school places over the next five years. This may include a need for new primary school places in Maidenhead, and new upper school places in Windsor. If Cabinet agrees to schemes to provide new school places, then we will need to use some or all of our remaining Basic Need; any remaining Children's Services S106 and, potentially, borough resources. Figure TBC					-
5	Disabled Facilities Grants	Local Authorities have a statutory duty to provide disabled facility grants (DFGs). DFGs adaptions fund and provide an essential mechanism for supporting people with disabilities to live independently within their home. Common adaptations include providing residents access to their bedrooms, bathroom and undertaking tasks such as cooking within the home. Ramps, widening doorways, and, stair lifts. Adaptations prevent admissions to hospital and residential care. DFGs are also able to prevent or decrease social care costs as the number of carers and the frequency of carers attending the property is likely to be decreased following an adaptation that allows the resident to undertake the task independently. DFGs also improve quality of life by enabling disabled people to live independently in their homes, to be more active in their community and maintain and sustain employment.	600	-	(600)	-	-
6	Local Safety Schemes	Programme to improve road safety and reduce the number of personal injuries as a result of road crashes. Road crash data is analysed in order to identify a prioritised schedule of sites. Casualty numbers have fallen to a historic all-time low but innovation is required to contribute to on-going casualty reduction.	195	-	(195)	-	-
7	Ditch clearance and soakway improvement programme	Programme of ditch, soakway and manhole clearance through the borough to allow the free flow of water, local flooding, surface water on the network and reducing claims and damage	100	-	(100)	-	-
8	Flood Prevention	The Borough are currently undertaking a number of Catchment Studies and condition surveys on a number of watercourses. Further investigations are likely to be required as part of the Borough's ongoing management of flood risk and the Capital Flood Prevention budget makes provision for urgent flood risk management works and ongoing maintenance of flood risk assets.	100	-	(100)	-	-
9	M4 Smart Motorway	The construction of the M4 Smarter motorway has commenced, with anticipated completion in Spring 2022. The scheme is likely to have a significant impact upon traffic within RBWM as a result of the construction activity. In order to minimise the risk of traffic disruption, additional resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period. As well as assessment of drainage implications, the reconstruction of the existing hard shoulder as a traffic lane, the scheme involves replacement bridges at a number of locations across the Borough. The scheme is likely to have a significant impact upon traffic within RBWM, as a result of the construction activity. In order to minimise the risk of traffic disruption, addition resources will be required in order to maintain dialogue with Highways England and their contractors throughout the construction period.	50	-	(50)	-	-
10	Eton High Street unsafe electrical boxes removal and column scheme	As per above, however instead of replacing the boxes, the boxes would be removed, the electrical supply brought down to ground level back on Highway Land in the form of a column scheme. This would also allow for WI Fi kit to be installed in the future. This scheme is to be split over 2 years, and requires the same level of funding next year.	125	-	(125)	-	-
11	Roads resurfacing	The highway network is assessed annually through condition surveys to establish a priority list of roads that require resurfacing treatment.	1,517	-	(1,517)	-	-
12	Column replacement safety improvements	Remaining 200 concrete columns to be replaced with steel columns which is needed for safety improvements, automatic upgrade to LED as part of the roll out	150	-	(150)	-	-
13	Bridge Assessments/ Inspections and Scour Assessments	The Council has a statutory duty to undertake inspections of bridges and highway structures to ensure basic safety responsibilities are being delivered. A review of these assessments allows the Council to develop a works programme for essential capital works, including safety repairs to structures, parapet walls, weight and height limit signing, pedestrian facilities, as well as identifying structures in need of more extensive strengthening works. Safety inspections and assessment of structures most likely to be subject to scour action - major river bridges. These inspections will form an assessment list which will be carried out the following financial year.	150	-	(150)	-	-
14	Bridge Strengthening Scheme	Programme of works identified as a result of bridge assessments and inspections. Works necessary to maintain highway safety and traffic movement, including safety repairs to the structure, parapet walls, etc.	100	-	(100)	-	-
15	Footway Maintenance and Construction	Programme to fund requests for sections of new footways, as well as minor repairs and maintenance of existing footways. Also includes creation of new crossing points.	200	-	(200)	-	-
16	Maidenhead Missing Links - match funding for LEP bid	The purpose of this scheme is to improve pedestrian / cycle links between planned major developments in and around Maidenhead, improving their connectivity with surrounding residential areas and local facilities. A new 'inner-ring route' is proposed for pedestrians and cyclists with new / enhanced crossings over the A4, which is a major barrier to cycling and where there are clusters of cyclist casualties at all the main junctions. The routes will tie into public realm enhancements / paving schemes in the town centre. This project supports manifesto commitments to: - Continue with the relentless commitment to deliver regeneration of Maidenhead - Develop and maintain cycle routes - Improve access into the town centre for pedestrians - Support shared space arrangements to bring life to parts of the town centre The Local Enterprise Partnership has provisionally allocated £3.048 million to the scheme subject to production of a satisfactory major scheme business case.	328	-	(328)	-	-

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding			
Ref no.	Scheme Name	Description	Scheme Cost £'000	5106 £'000	Grant £'000	CIL £'000	NET £'000
17	Street Lighting structural testing	RBWM street lighting assets are due structural testing as per safety compliance and contract. Safety compliance with electrical and structural tests should be prioritised to make sure RBWM is not comprised.	191		(191)		-
18	Car Park Lighting	Improvements to Lighting in 4 MSCP's	50	(50)			-
19	Cycling action plan delivery	Development and implementation of cycle schemes identified through the Cycling Action Plan to support Local Transport Plan objectives and manifesto commitments. Includes Safer routes to schools to develop high quality walking and cycling networks and in particular improving access to key destinations such as schools. Includes feasibility studies and the development of schemes.	405	(223)		(182)	-
20	Parks and Open Spaces - Play equipment	Major repairs and replacements	40			(40)	-
21	Environment Protection -	Air Quality Monitoring fixed stations	40	(40)			-
22	Clewer Pavilion scheme	Phase 2 works to complete community asset	40			(40)	-
23	Broadway Car Park Expansion (approved in previous years)	2021/22 Estimate from capital cashflow	1,630			(1,630)	-
24	Car Park Surfacing and Lining	Resurfacing and lining works to car parks including River Street, Alma Road, Alexandra Gardens, Romney Lock, Home Park, King Edward VII Avenue, Victoria Street, Windsor Leisure Centre, Stafferton Way, London Road, Horton Road, Queens Road, The Avenue, Ascot High Street etc	100	(100)			-
Total			7,850	(413)	(5,545)	(1,892)	-
Corporately funded bids							
25	Traffic Management	On-going programme for the development of measures to improve traffic conditions. Includes schemes identified as local concerns, through petitions, priorities identified through ward members and from local residents. Schemes include the review of speed limits, speed management measures, new pedestrian crossings, junction capacity, improvements to lining, new or improved signs and operational improvements. Supports in-year priorities identified.	200	(153)			47
26	Soakaway/manhole clearance programme	Programme of soakaway and manhole clearance through the borough to allow the free flow of water and reduce surface water on our network, reducing claims and damage.	100	(10)			90
27	Car Park Signage	Improvements to entry signage and tariff boards in all car parks	30	(21)			9
28	Car Park Improvements	Improvements to all car parks including lighting, signage and structural works	100	(11)			89
29	Parking Reviews	Review of parking schemes and restrictions throughout the borough	75	(5)			70
30	MHR Pension data service implementation.	From April 2021, Local Government Pension Scheme (LGPS) and Teacher Pensions (TP) are both moving away from annual to monthly data collection (end of year returns), HMRC have already done this and all pension schemes will follow. The capital bid is requested for installing the MHR Pension Data Service (PDS), in the HR information system iTrent. This which will enable the production of the data in a format for sharing with LGPS and TP for the new mandatory reporting requirement from April 2021. There is no other provision from the iTrent provider MHR to allow this data to be provided apart from via PDS. This will incur an addition annual revenue cost of £13k that is being included in the 21/22 pressures list.	22				22
31	Delivery of IT strategy	Delivery of projects in the IT strategy such as network redesign, telephony, remote access and cloud based solutions. In addition to ongoing improvement of cyber security and public sector network compliance.	200				200
32	Climate Strategy Projects	Projects for the development of: - District heat networks £35k - Solar projects £100k Will be used to secure match funding from external bids. Includes a number of different initiatives to help improve air quality and reduce congestion. This includes a review of traffic measures in areas with identified air quality issues and initiatives to improve traffic flow where this does not impact road safety.	165	(27)			138
33	Major Scheme Business Case Development	Development of business case for major scheme bids in order to release Local Enterprise Partnership funding. Essential to secure outside funding to contribute towards RBWM identified priority schemes.	265	(70)	(90)		105
34	Highway Drainage Schemes	Programme of schemes to prevent flooding to property and the highway network. Schemes are prioritised in order of their severity, impact and risk to the Council and users of the highway network.	200	(32)	0.00		168
35	Vicus Way waste transfer station site works (Contractual landlord obligation)	Improvements to waste transfer station	70	(25)			45
36	Parks and Open Spaces	Replacements to structures and fencing	50				50
37	Public Rights of Way -	Essential works to replace foot bridges and access gates	40				40
38	Leisure Centres	Annual programme of replacements of key equipment and plant including WLC flume staircase	300				300
39	Parks and Open Spaces	Access and security measure to prevent unauthorised incursions	75				75
40	Tree works in Park, Open Space and Cemeteries -	Essential works to address the audit and condition survey findings, following surveys including the Thames Islands and tree planting	100				100
41	Highways works programme	Tree safety works and replacements.	200				200

CAPITAL BIDS 2021/22 - SCHEME DETAIL				Scheme Funding				
Ref no.	Scheme Name	Description	Scheme Cost £'000	S106 £'000	Grant £'000	CIL £'000	NET £'000	
42	Allotment Infrastructure	Essential replacements and equipment	20				20	
43	Ray Mill Island - access	Retaining wall replacement and associated essential works	25				25	
Total			2,237	(354)	(90)	-	1,793	
Bids approved by Council in previous years								
44	Capitalised Debt charges	Capitalisation of debt charges for regeneration schemes E>5m with a construction period exceeding 12 months	305				305	
45	Maidenhead Development	Approved at Council Feb 2016	15,950				15,950	
46	Nicholsons shopping centre	Costs associated with sale of Freehold Interest in Nicholsons Walk Shopping Centre and Central House, Maidenhead	103				103	
47	RBWM affordable housing development	Approved at Council July 2018	4,490				4,490	
48	Regeneration Legal & Consultancy fees	Associated fee to enable JV partner to deliver sites for development - Legal fees & consultant fees.	500				500	
49	Vicus Way Car Park	Approved at Council June 2018	7,729			(1,108)	6,621	
Total			29,077	-	-	(1,108)	27,969	
Grand Total 2021/22 Bids				39,164	(767)	(5,635)	(3,000)	29,762

Major Capital Cashflows - Proposed & Agreed

Based on forecast short term interest rates

	Year 1	Year 2	Year 3	Year 4	Year 5	Year 6	Year 7	Year 8	Year 9	Year 10	Year 11	Year 12	Year 13	Year 14	Year 15	Year 16	Total
	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26	2026/27	2027/28	2028/29	2029/30	2030/31	2031/32	2032/33	2033/34	2034/35	2035/36	£'000
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Capital Receipts	0.39%	0.23%	0.23%	0.24%	0.50%	1.00%	1.00%	1.00%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	1.50%	
1 CL - Projections	3,586	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200	3,200		45,186
2 Use of s106	1,908	767															2,675
3 Use of capital receipts carried forward	551																551
4 Development partnership receipts	1,775	30,706	16,467	1,800	32,031	30,966	33,698	18,200	18,200	18,200	18,200	18,200	18,200	18,200	35,000	34,600	344,443
5 Front of Maidenhead Station - LEP	1,952	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,952
6 Missing links	2,093	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,093
7 Maidenhead Local Plan Housing Site Enabling Works - LEP Roadworks	4,213	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	4,213
8 Windsor Town Centre Package - LEP	1,562	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,562
9 Affordable housing shared ownership receipts				3,700													3,700
Total Capital Receipts	17,640	34,673	19,667	8,700	35,231	34,166	36,898	21,400	21,400	21,400	21,400	21,400	21,400	21,400	35,000	34,600	406,375
Capital Expenditure																	
10 Broadway Car Park expansion	1,043	1,630	12,767	9,649	-	-	-	-	-	-	-	-	-	-	-	-	25,089
11 Development partnership expenditure	103	16,050															16,153
12 Braywick Leisure Centre	6,040	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,040
13 Front of Maidenhead Station	2,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,117
14 Annual Capital Programme	5,379	2,560	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	77,939
15 RBWM affordable housing development	100	4,490	7,017	-	-	-	-	-	-	-	-	-	-	-	-	-	11,607
16 Vicus Way Car Park	2,132	7,729	644	-	-	-	-	-	-	-	-	-	-	-	-	-	10,505
17 River Thames Scheme	450	450	450	8,650	-	-	-	-	-	-	-	-	-	-	-	-	10,000
18 Investment need - Education primary and secondary	-	-	-	-	-	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	5,000	-	50,000
19 Maidenhead Local Plan Housing Site Enabling Works - LEP	6,334	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	6,334
20 Windsor Town Centre Package - LEP	2,413	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,413
21 LEP & Consultancy fees	-	500	-	-	-	-	-	-	-	-	-	-	-	-	-	-	500
22 Missing links	2,531	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	2,531
23 Heavy vehicle mitigation measures for Windsor	1,216	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	1,216
24 Capitalised debt charges	-	304	330	406	-	-	-	-	-	-	-	-	-	-	-	-	1,040
25 Capital Programme slippage in	20,157	10,003	8,743	6,990	6,139	2,228	2,446	2,489	2,498	2,500	2,500	2,500	2,500	2,500	2,500	2,500	79,192
26 Capital Programme slippage out	(10,003)	(8,743)	(6,990)	(6,139)	(2,228)	(2,446)	(2,489)	(2,498)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(2,500)	(1,500)	(60,535)
Total Capital Expenditure	40,012	34,973	27,961	24,556	8,911	9,782	9,956	9,991	9,998	10,000	10,000	10,000	10,000	10,000	10,000	6,000	242,141
Borrowing																	
L.T. debt at the start of the year	57,049	57,049	56,264	56,264	56,264	56,264	56,264	56,264	56,264	56,264	46,264	31,264	31,264	31,264	26,264	26,264	
Increases/reductions in debt	0	(785)	0	0	0	0	0	0	0	(10,000)	(15,000)	0	0	(5,000)	0	0	
Total debt at year end	57,049	56,264	56,264	56,264	56,264	56,264	56,264	56,264	56,264	46,264	31,264	31,264	31,264	26,264	26,264	26,264	
Average level of L.T. debt	57,049	56,645	56,264	56,264	56,264	56,264	56,264	56,264	56,264	49,389	36,473	22,931	31,264	26,264	26,264	26,264	
Net S.T debt at start of year	135,897	160,670	161,755	170,049	185,905	159,587	135,203	108,262	96,853	85,451	84,051	87,651	76,251	64,851	58,451	33,451	
Increases/Reductions in Debt	24,773	1,085	8,294	15,856	(26,320)	(24,384)	(26,942)	(11,409)	(11,402)	(1,400)	3,600	(11,400)	(11,400)	(6,400)	(25,000)	(28,600)	
Total S.T debt at year end	160,670	161,755	170,049	185,905	159,587	135,203	108,262	96,853	85,451	84,051	87,651	76,251	64,851	58,451	33,451	4,851	
Average Level of S.T. debt	138,799	161,212	165,902	177,977	172,745	147,395	121,732	102,557	91,152	84,751	85,851	81,951	70,551	61,651	45,951		
Total Debt	217,719	218,019	226,313	242,169	215,851	191,467	164,526	153,117	141,715	130,315	118,915	107,515	96,115	84,715	59,715	31,115	
Capitalised debt interest on specific projects	(346)	(304)	(330)	(406)	0	0	0	0	0	0	0	0	0	0	0	0	
Interest on L.Term Debt	2,733	2,701	2,669	2,669	2,669	2,669	2,669	2,669	2,669	2,318	1,867	1,472	1,472	1,352	1,232	1,232	
Revenue cost of S.T. debt interest	545	374	387	423	864	1,474	1,217	1,026	1,367	1,271	1,288	1,229	1,058	925	689	0	
Broker Fees	84	106	110	122	117	92	67	48	36	30	31	27					
Interest charge per MTFP	3,015	2,877	2,836	2,808	3,650	4,235	3,953	3,742	4,073	3,619	3,186	2,729	2,530	2,277	1,921	1,232	
MRP	2,210	2,991	2,938	3,071	3,137	3,204	3,273	3,236	3,243	3,310	3,295	3,370	3,447	3,526	3,607	3,690	
Total cost of Capital Finance	5,225	5,868	5,774	5,879	6,786	7,439	7,226	6,978	7,316	6,928	6,481	6,098	5,977	5,802	5,528	4,922	

Report Title:	Schools Condition Allocation 2021-22
Contains Confidential or Exempt Information?	Main report & Appendices A, B, D - Part I Appendix C – Part II Not for publication by virtue of paragraph 8 of Part 1 of Schedule 12A of the Local Government Act 1972
Member reporting:	Councillor Stuart Carroll, Lead Member for Adult Social Care, Children’s Services, Health and Mental Health
Meeting and Date:	Cabinet – 17 December 2020
Responsible Officer(s):	Kevin McDaniel, Director of Children’s Services
Wards affected:	All

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REPORT SUMMARY

1. This report seeks approval of Children’s Services’ bids to the 2021/22 capital programme, to be funded by the School Condition Allocation (SCA). This will allow planning and tendering of SCA schemes in time for delivery over the summer in 2021, before schools restart in September.
2. The Local Authority receives the SCA grant from the Department of Education (DfE) to help maintain and improve the condition of school buildings and grounds. This funding is for community and voluntary controlled schools only. Voluntary aided and academy schools (including free schools) receive funding for this via a different route.
3. In recent years the level of grant has been announced in spring, at the start of the financial year to which it applies. At the time of reporting, therefore, the level of SCA is subject to confirmation.
4. This report sets out the schemes in schools to be funded through the Schools Condition Allocation grant for 2021/22, see Appendix B.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **approves the Children’s Services 2021/22 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2021/22 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix B following confirmation of the level of grant.**
- ii) **approves the listed schemes being put out to tender.**
- iii) **delegates any variation of the list of schemes set out at Appendix B to the Director of Children’s Services, in consultation with the Lead Member for Adult Social Care, Children’s Services, Health and**

Mental Health.

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

Background

- 2.1 The Department for Education (DfE) allocates funding to help maintain and improve the condition of school buildings and grounds. This funding consists of:
- **Devolved Formula Capital (DFC)**, which goes to individual schools of all types, including academy, community, free, voluntary aided and voluntary controlled schools. The DFC is intended to allow schools to maintain their buildings and carry out small capital works.
 - **School Condition Allocations (SCA)**, given to eligible bodies responsible for managing an estate of school buildings. Eligible bodies include local authorities and large Multi-Academy Trusts (MATs). The SCA is intended to allow eligible bodies to fund larger schemes, which individual schools could not generally fund through their DFC and that are identified as a priority for improvement.
 - **Condition Improvement Fund (CIF)**, held by the Education, Skills and Funding Agency, and to which single academies and smaller multi-academy trusts can bid (as they do not have access to funding via the SCA).
- 2.2 This report is focused on the SCA allocation to the Royal Borough of Windsor and Maidenhead for the 2021/22 financial year. Appendix A [*electronic distribution only*] provides a more detailed summary of the grants relating to school places and buildings.
- Purpose of the School Condition Allocation
- 2.3 The SCA for the Royal Borough is intended to cover any works at community and voluntary controlled schools related to improvements to the school estate. This includes major replacements and improvements to the fabric of the buildings and grounds. The scheme includes compliance works to meet health and safety and building regulations. Schemes may, therefore, include works to:
- boilers, radiators and pipework
 - doors and windows
 - external areas such as playgrounds, paths and roads
 - floors
 - internal and external walls
 - kitchens
 - roofs, gutters and soffits
 - utilities
- 2.4 The SCA is not intended for use on new school places, as this is covered by the Basic Need grant, as set out in the separate *Demand for school places* report also going to Cabinet on 17th December 2020.

Timings and amount of School Condition Allocation grant

- 2.5 The level of grant allocated to the Royal Borough via the SCA is not usually announced until after the start of the financial year to which it applies – the 2020/21 SCA announcement was in April 2020. This means that the level of SCA funding for 2021/22 won't be known until after Council has approved its wider 2021/22 capital programme.
- 2.6 The Royal Borough's SCA for the 2020/21 financial year was £764,240. The level of grant is based on the number of pupils attending the borough's community and voluntary controlled schools, with different weightings according to the age of those pupils. As no more schools have become academies, it is expected that the 2021/22 SCA will remain roughly the same.
- 2.7 In June 2020 the government announced a further allocation of £345,927 to the local authority's School Condition Allocation. This has not yet been spent, and so can be added to next year's expected grant to provide a 2021/22 budget of around £1.12m. There is no time limit on spending SCA (either the main grant or the additional monies received this year), although the DfE will, in 2021, be relaunching their Condition Spend Return asking local authorities to confirm how the money has been spent.

Early consideration of the School Condition Allocation schemes

- 2.8 Many school improvement projects happen over the six-week summer holiday, in order to minimise disruption to teaching and learning.
- 2.9 This report seeks, therefore, provisional approval of the prioritised list of SCA schemes (attached at Appendix B). This will enable officers to proceed with the planning, design and procurement of projects in time to allow delivery in summer 2021.
- 2.10 It will also make it easier to achieve better prices from contractors. As many schools, MATs and local authorities will be carrying out improvement works over the summer, late tendering can lead to higher contract prices. Contractors can also reach capacity very quickly once decisions about the summer programme start to get made. Getting provisional approval of the programme now means that the procurement process can start in good time, maximising the likelihood of tenders attracting more competitive bids from good contractors.

Provisional schemes for the 2021/22 School Condition Allocation

- 2.11 Appendix B provides the list of schemes for 2021/22. Most of the schemes are school specific projects where, if provisional approval is given, the planning and design works can begin immediately. These schemes have been identified through school requests, use of the DfE school condition surveys and site visits by contracted engineers.
- 2.12 The list also includes a generic line for feasibility works, to fund the various investigative and feasibility works required to identify future school condition schemes.
- 2.13 Finally, there is a line for contingency, which will allow the borough to carry out any unplanned maintenance works, and also address any increased tender prices on estimated budgets.

- 2.14 The amounts set for the feasibility and contingency lines are based on previous experience of spending in these categories. Any unspent funding in either line will then be carried forward into following year to help fund the 2022/23 programme.
- 2.15 Due to the commercial sensitivities around budgets for individual schemes, the costs are omitted from Appendix B. Appendix C, which is a Part II paper, includes these costs.

Public Sector Decarbonisation Scheme

- 2.16 The Department for Business, Energy and Industrial Strategy's Public Sector Decarbonisation Scheme (PSDS) will be providing capital for projects that reduce carbon emissions and energy bills. All state schools (Community, Voluntary Controlled, Voluntary Aided, Academy and Free) are initially eligible for funding, provided that works could be carried out to reduce the carbon impact of heating; reduce overall energy demand or enable a future decarbonisation project. The highest priority appears to be for the replacement of coal and oil-fuelled heating systems with low carbon alternatives such as heat pumps.
- 2.17 The borough has seven Community and Voluntary Controlled schools with oil-fired heating systems. Five of these have already been identified as a priority for replacement next year, and are either already in the capital programme, or are in the list for approval at Appendix B.
- 2.18 The borough has successfully bid for funding under the PSDS for feasibility works to inform a full bid to the scheme by early January 2021. Feasibility works are underway on all seven schools, with an expectation that successful bids will be confirmed in early February. This means that it is possible that some, or all, of the boiler schemes in Appendix B, plus one already in the programme but not yet tendered, may be funded by the PSDS. This will then release funding from the SCA to fund other priorities further down the list in Appendix B.
- 2.19 A number of Voluntary Aided and Academy schools also have oil-fuelled boilers, which may be replaced under the PSDS programme as well. The schools are outside the scope of the SCA and so any successful schemes here will not impact on the borough's capital programme.

Managing the 2020/21 School Condition Allocation

- 2.20 The total cost of the schemes included in Appendix B is £1.60m which is significantly above the £1.12m SCA expected. This is not unusual – the initial bid for the 2020/21 programme sought £1.9m, well over the then expected £765k grant. This approach is possible, without overspending, because it is not always possible to deliver planned schemes within the financial year (e.g. due to lack of capacity with contractors and/or project managers. This is a particular risk with schemes that would disrupt teaching and learning, and so have to be completed over the summer holiday). This gives officers the opportunity to manage and prioritise the programme to ensure that it stays within the overall SCA. In addition, the Public Sector Decarbonisation Scheme could mean that up to £461k of planned works may not need funding from the SCA.

- 2.21 If the SCA is less than the £765k expected, then the schemes will need to be tailored according to overall affordability and priority, using the order set out in the Appendix B. It is likely that schemes slipping below the affordable budget line will then be included in the 2022/23 programme, with the next round of priorities, which will come back to Cabinet for approval in late 2021.

Table 1: Options arising from this report

Option	Comments
Approves the Children's Services 2021/22 capital bids for schemes to be funded by the School Condition Allocation, and includes them in the overall 2020/21 capital programme. This is subject to any changes that may be required to the list of schemes set out in Appendix B following confirmation of the level of grant and consideration of the overall capital programme by Council. Recommended option	Will allow the borough to begin the planning and design of schemes early, making it more likely that they can be delivered next Summer. This should also help keep costs down. If this is not approved, design and tendering will be delayed until approval is given, making delivery over the summer much less likely, and increasing costs.
Approves the listed schemes being put out to tender. Recommended option	This will allow officers to put the schemes listed in Appendix B out to tender without having to return subsequently to Cabinet for approval, whilst still ensuring that the overall cost of the programme remains in budget.
Delegated any variation of the list of schemes set out at Appendix B to the Director of Children's Services. Recommended option	This will allow for changes to be made to the schemes listed in Appendix B, particularly in response to any changes in the level of SCA (due to be announced in April 2021).

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Agreed schemes delivered by	01/4/2022	31/8/2021	01/5/2021 to 31/8/2022	30/04/2021	31/3/2022
Programme budget (under) / overspend	>+0.5%	+0.5% to -2%	-2% to -6%	< -6%	31/3/2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The 2021/22 School Condition Allocation (DfE grant) is estimated to be approximately £765k, which, together with an additional £346k grant in

2020/21, makes an available budget of £1.12m for new schemes. The 2021/22 allocation is expected to be confirmed in April 2021.

- 4.2 A significant number of schemes in the 2020/21 programme have not yet started, due in part to the Covid-19 crisis. Some of these may slip into the 2021/22 financial year. Work is still being carried out to assess which can go ahead now, and which will need to be delayed. Any underspends/savings in the School Condition Allocation are carried forward into the following financial year to fund that year's programme.
- 4.3 Although the cost of the schemes listed in Appendix B totals £1.60m, which is above the £1.12m expected, the programme will be managed so that the 2021/22 spend does not exceed the available grant.

Table 3: Financial Impact of report's recommendations

REVENUE COSTS	2020/21	2021/22	2022/23
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

CAPITAL COSTS	2020/21	2021/22	2022/23
Additional total	£0	est. £1.12m	£0
Reduction	£0	£0	£0
Net Impact	£0	est. £1.12m	£0

5. LEGAL IMPLICATIONS

- 5.1 The Council is required to produce a balanced budget that provides Service Directors with sufficient resource to meet their own statutory requirements.

6. RISK MANAGEMENT

Table 6: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Lower than expected School Condition Allocation in 2021/22, means that some or all of the programme set out in Appendix B cannot be carried out.	Medium	Although preparation for carrying these schemes will proceed, no contracts will be signed until the SCA allocation is approved. Current messages from the DfE are that the national spend on school condition works in 2021/22 will be higher than this year.	Low
Higher than expected costs and/or emergency works result in overspend on the programme.	Medium	The borough will carry out tendering exercises in accordance with Contract Rules to achieve best Value for Money. Monthly budget monitoring meetings are held to	Low

Risks	Uncontrolled risk	Controls	Controlled risk
		ensure that spending is tracked and within budget. The inclusion of a sum for contingency ensures that there is some capacity built in to address these risks.	

7. POTENTIAL IMPACTS

- 7.1 **Equalities:** An Equalities Impact Assessment (EqIA) is attached at Appendix D.
- 7.2 **Climate change/sustainability:** The government is placing increasing importance on the sustainability of school buildings. Many school improvement projects, including new boilers, windows and doors, and roofs can have a positive environmental impact. A number of projects, including some boiler replacements that are not immediately urgent could be completed under the Public Sector Decarbonisation Scheme, which will help further reduce carbon emissions.
- 7.3 **Data protection/GDPR:** There are no data protection or GDPR implications arising from this report.

8. CONSULTATION

- 8.1 Decisions about spending the SCA are based on a prioritisation of schemes by officers, taking into account requests from schools and surveys carried out by specialists.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 It is proposed that the design and planning works on the schemes listed at Appendix B begin immediately. Procurement will proceed once the availability of funding is confirmed. Projects will then be delivered over the 2021/22 financial year.

10. APPENDICES

Attached to report

- Appendix B – Provisional schemes for School Condition Allocation spending in 2021/22.
- Appendix C – Provisional schemes for School Condition Allocation spending in 2021/22, including estimated costs. Part II only.

Electronic only

- Appendix A – Summary of education capital
- Appendix D – Equalities Impact Assessment Form

11. BACKGROUND DOCUMENTS

11.1 None.

12. CONSULTATION (MANDATORY) REPORT HISTORY

Name of consultee	Post held	Date sent	Commented & returned
Cllr S Carroll	Lead Member for Adult Social Care, Children's Services, Health and Mental Health.	27/11/2020	30/11/2020
Duncan Sharkey	Managing Director	27/11/2020	02/12/2020
Russell O'Keefe	Director of Place	27/11/2020	
Adele Taylor	Director of Resources/S151 Officer	27/11/2020	01/12/2020
Kevin McDaniel	Director of Children's Services	27/11/2020	30/11/2020
Hilary Hall	Director Adults, Commissioning and Health	27/11/2020	29/11/2020
Andrew Vallance	Head of Finance	27/11/2020	
Elaine Browne	Head of Law	27/11/2020	30/11/2020
Mary Severin	Monitoring Officer	27/11/2020	30/11/2020
Nikki Craig	Head of HR, Corporate Projects and IT	27/11/2020	01/12/2020
Louisa Dean	Communications	27/11/2020	
Karen Shepherd	Head of Governance	27/11/2020	30/11/2020

Decision type: Key decision; entered into Forward Plan 20/10/2020	Urgency item? No	To Follow item? No
Report Author: Ben Wright, School Places and Capital Team Leader		

Appendix B: Provisional schemes for School Condition Allocation spending in 2021/22.

Shaded schemes could be funded by the government's Public Sector Decarbonisation Grant

Scheme Name	Directorate	Description
Courthouse Junior School boiler replacement.	C&YP	Replacement and upgrade of life expired oil-fired boiler, unreliable biomass boiler and obsolete heating controls.
Courthouse Junior School boiler replacement (swimming pool).	C&YP	Replacement of life expired boilers and repairs to water leak on cold water service.
Oakfield First School boiler replacement.	C&YP	Replacement of oil-fired boiler.
Alexander First School boiler replacement.	C&YP	Oil to gas conversion, replacement of life-expired boilers and obsolete heating controls.
Braywood First School boiler replacement.	C&YP	Replacement of life-expired boiler.
School kitchen oven upgrades.	C&YP	Ongoing programme of installing combi-ovens and removal of fat fryers.
Hilltop First School subsidence scheme	C&YP	Address building subsidence.
Alwyn Infant and Nursery School upgrade of air conditioning.	C&YP	Replacement of air conditioning units and condenser pump.
All Saints CE Junior School water pipework replacement.	C&YP	Replacement of obsolete copper piping, which is affecting the quality of hot and cold water.
Cookham Nursery electrical upgrade.	C&YP	Upgrade to the school's electrical distribution system.
Hilltop First School pipework upgrade.	C&YP	Replacement of general and plantroom pipework. Heating emitter replacement.
Hilltop First School boiler replacement	C&YP	Replacement of life-expired boiler and pumps.
Waltham St Lawrence Primary School cold water booster.	C&YP	Cold water booster tank system to address low water pressure at entry to school.

Appendix B: Provisional schemes for School Condition Allocation spending in 2021/22 (continued).

Scheme Name	Directorate	Description
Riverside Primary School new gas meter.	C&YP	Replacement of gas meter
Boyne Hill CE Infant and Nursery School hot and cold-water systems.	C&YP	New hot water heaters, and replacement of hot and cold-water distribution equipment.
Boyne Hill CE Infant and Nursery School electrical upgrade.	C&YP	Electrical upgrade including replacement of electrical switch gear, distribution equipment. Rewiring and new small power unit for the plant room.
Maidenhead Nursery School conversion to mains water.	C&YP	Conversion of cold-water system to mains, removing non-compliant cold-water tank.
Larchfield Primary School heating upgrade.	C&YP	Replacement of secondary heating pump, some pipework and heating emitters.
Woodlands Park Primary School heating upgrade.	C&YP	Replacement of heating pipework in the main school and plant room. Replacement of heating emitters.
Woodlands Park Primary School heating pipework replacement	C&YP	Replacement of secondary pipework associated with direct hot water service.
Eton Wick CE First School electrical works	C&YP	Replacement of incoming power supply service, switch gear, sub mains distribution cabling and earthing.
Eton Wick CE First School plant room works	C&YP	Replacement of power supply in plant room.
Boyne Hill Infant and Nursery School fire alarm works	C&YP	Fire alarm upgrade.
Larchfield Primary School fire alarm works	C&YP	Fire alarm upgrade.
Hilltop First School fire alarm works	C&YP	Fire alarm upgrade.
Woodlands Park Primary School fire alarm works	C&YP	Fire alarm upgrade.
SCA Contingency	C&YP	For any emergency repairs and to address any increased costs over estimated budgets



Report Title:	Demand for school places
Contains Confidential or Exempt Information?	Main report and appendices A, B, C, D, E, F, G and I - Part I Appendix H – Part II. Not for publication by virtue of paragraph 8 of Part 1 of Schedule 12A of the Local Government Act 1972.
Member reporting:	Councillor Stuart Carroll, Lead Member for Adult Social Care, Children’s Services, Health and Mental Health
Meeting and Date:	Cabinet, 17 December 2020
Responsible Officer(s):	Kevin McDaniel, Director of Children’s Services
Wards affected:	All

REPORT SUMMARY

1. This report sets out the latest, 2020, projections of demand for school places in the Royal Borough.
2. These projections indicate that additional school places may be required over the next four years to meet rising demand in Maidenhead primary schools and in Windsor upper schools.
3. This report proposes public consultation on a range of options for meeting this demand, including bringing the school site formerly occupied by Oldfield Primary School (the ‘Chiltern Road’ site) back into use as a primary school. Consultation is also proposed on options including expansion at Riverside Primary School, Larchfield Primary School, Lowbrook Primary School, St Luke’s CE Primary School and St Mary’s Catholic Primary School.
4. In Windsor, it is proposed to consult on options to provide new upper school places for girls at Windsor Girls’ School.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves public consultation on the options recommended in Appendix F to provide new primary school places in Maidenhead and new upper school places in Windsor.**
- ii) **Delegates authority to the Director of Children’s Services, in consultation with the Lead Member for Adult Social Care, Children’s Services, Health and Mental Health, to add any further options that may come forward into the consultation.**
- iii) **Requests that a report on the outcome of the consultation be brought back to Cabinet in Spring 2021, together with final recommendations.**

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

Background

2.1 The Royal Borough of Windsor and Maidenhead has a legal duty to ensure that there are sufficient school places to meet demand¹. This report provides:

- The 2020 projections for future demand for school places in the borough.
- An assessment of the options available to meet rising demand for school places.

The current school expansion programme

2.2 The Royal Borough is nearing completion of a secondary school expansion programme, providing 1,500 new secondary, middle and upper school places over the period 2017/18 to 2020/21, at a projected cost of £31m.

2.3 The final school in the agreed programme is St Peter's CE Middle School, Old Windsor. The new accommodation is expected to be completed early in 2021, with some additional works to the entrance and carpark to be completed in Summer 2021.

2.4 Appendix A summarises the progress on the projects in the secondary school expansion programme.

The medium-term need for places in 2019 to 2022

2.5 Projections of future demand are usually done annually and reported to the Department for Education (DfE) in the School Capacity (SCAP) survey in July. Due to the Covid-19 crisis, the DfE cancelled this year's return but officers have nevertheless carried out the projections work, in the knowledge that demand is rising in some parts of the borough.

2.6 The projections take into account the latest demographic data, changing parental preference and the latest available new housing information.

2.7 The projections and commentary are available on the borough's website at:

https://www3.rbwm.gov.uk/info/200168/schools_and_schooling/1117/school_organisation_places_and_planning/5

2.8 The commentary is also provided as Appendix B to this report, available by electronic distribution only. The data is summarised in Table 1: 2020-based projections and commentary for primary schools and Table 2: 2020-based projections and commentary for secondary schools.

¹ Section 14, Education Act 1996.

Table 1: 2020-based projections and commentary for intakes to primary schools (including first schools).

- White cells indicate a surplus of 5% or more.
- Grey cells indicate a surplus of between 0 and 4.9%.
- Black cells indicate a deficit of places.

		Actual				Projected				
		2016	2017	2018	2019	2020	2021	2022	2023	2024
Ascot Primary										
Number on roll in Reception:		122	128	134	132	136	137	131	124	138
Surplus/deficit	No.	+14	+22	+16	+18	+14	+13	+19	+26	+12
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	%	+10.3%	+14.7%	+10.7%	+12.0%	+9.3%	+8.7%	+12.7%	+17.3%	8.0%
Commentary:		No further action is currently proposed at present for Ascot. The projections show that there will be sufficient places until 2023 (at least). Demand from residents within Ascot is projected to remain low, although this has been offset in recent years by increased demand for borough schools (particularly Cheapside CE Primary School) from North Ascot, which is formally served by Bracknell Forest's Ascot Heath Primary School, and by higher numbers of out-borough children (0.9 forms of entry [FE]; 27 children). The surplus of places is expected to remain above the target of 5%. The projections are broadly similar to the 2019 numbers.								
Datchet and Wraysbury Primary										
Number on roll in Reception:		89	87	88	89	89	89	81	89	90
Surplus/deficit	No.	+1	+3	+2	+1	+1	+1	+9	+1	0
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	%	+1.1%	+3.0%	+2.2%	+1.1%	+1.1%	+1.1%	+10.0%	+1.1%	0.0%
Commentary:		No further action is currently proposed for Datchet/Wraysbury. Projections show that demand at least matches the available places during the forecast period. A small number of local applicants are offered places in schools outside Datchet and Wraysbury. There could potentially be a dip in demand in September 2020, when the surplus of places will rise to 10%. In most years the surplus is expected to be well below the target of 5%. The projections include approximately 0.4 FE (12 children) of out-borough demand. The projections are in line with those from 2019, with the exception of 2022, where the previous significant dip is now expected to be less severe.								

Table 1: continued...

a	b				c				d		
	Actual				Projected						
	2016	2017	2018	2019	2020	2021	2022	2023	2024		
Maidenhead Primary											
Number on roll in Reception:	929	902	864	889	939	927	1,020	987	1,041		
Surplus/deficit	No.	+69	+77	+107	+82	+32	+45	-48	-15	-99	
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	%	+6.9%	+7.9%	+11.0%	+8.4%	+3.3%	+4.6%			-10.5%	
								-4.9%	-1.5%		
Commentary:	<p>New primary school places will be required in Maidenhead. The projections show that there will be sufficient places overall in 2021, but not in subsequent years. There is set to be a deficit of 5% in September 2022, 1.5% in 2023 and, potentially, 10.5% in 2024. The increasing deficits are partially due to increased growth in demand, but also due to the 'mothballing' of places at two schools (where numbers have been reduced following lower demand in recent years). Finally, in 2024, one school will need to revert to a PAN of 30 (down from 60) unless further accommodation is provided. More details are provided in paragraphs 2.19 to 2.22 and 2.34 to 2.35 below. The projections include around 0.8 FE (24 children) of out-borough demand. These projections are significantly higher than those from 2019, largely due to increased inward migration between 2017/18 and 2018/19. See also paragraphs 2.11 to 2.12 for comments in relation to the very latest available pupil numbers.</p> <p>The overall projection masks significant variation within the town. Additional primary school places will be needed most urgently in South East Maidenhead, and specifically in the areas with significant amounts of new housing. There is also rising demand in North East Maidenhead and a bulge in Central Maidenhead for September 2022. There is more discussion of this in paragraphs 2.13 to 2.18 below.</p>										

Table 1: continued...

a	b				c				d			
	Actual				Projected							
	2016	2017	2018	2019	2020	2021	2022	2023	2024			
Windsor First												
Number on roll in Reception:	531	500	478	503	492	470	473	501	506			
Surplus/deficit	No.	+44	+45	+67	+42	+53	+75	+72	+44	+39		
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	%	+7.7%	+8.3%	+12.3%	+7.7%	+9.7%	+13.8%	+13.2%	+8.1%	7.2%		
Commentary:	No immediate further action is currently proposed for Windsor. The projections show that there will be sufficient places during the period to September 2023. The GP registration data over the past few years indicates that there was high inward migration between 2017/18 and 2018/19, which was subsequently reversed in 2019/20. This year's projections have been adjusted downwards to take this into account. The projections suggest relatively low demand, with surpluses reaching 13% in 2021 and 2022. This is well above the 5% surplus place target. The projections include approximately 1.8 FE (54 children) of out-borough demand, which is in line with previous years. The projections are broadly similar to last year's.											

Table 2: 2020-based projections for intakes to secondary schools (including middle and upper schools).

- White cells indicate a surplus of 5% or more.
- Grey cells indicate a surplus of between 0 and 4.9%.
- Black cells indicate a deficit of places.

a	b				c					
	Actuals				Projected					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Ascot Secondary										
Number on roll in Year 7:	240	270	271	302	270	270	270	270	270	270
Surplus/deficit	No.									
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	0	0	-1	-2	0	0	0	0	0	0
	%									
	0.0%	0.0%			0.0%	0.0%	0.0%	0.0%	0.0	0.0%
			-0.4%	-0.7%						
Commentary:	No further action is currently planned for Ascot secondary school provision. The projections indicate that there should be enough places for Ascot and designated area residents in the projection period. There is not expected to be a surplus of places during the projection period as any empty places are usually filled by out-borough applicants. The projections include approximately 4 FE of out-borough demand, a significant part of this is from within the school's designated area, which covers parts of Bracknell Forest. There is growth in the size of the cohorts as they move up through the school, as children moving into Ascot outside of the normal admissions round are often offered a place over and above the Published Admission Number. Charters School, the only secondary school serving the area, took a bulge class in September 2019, increasing its PAN to 300 for one year. The 2020 projections are in line with those from 2019.									

Table 2 continued...

		Actuals				Projected					
		2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Datchet and Wraysbury Secondary											
Number on roll in Year 7:		59	77	96	90	112	119	118	114	112	113
Surplus/deficit	No.	+81	+63	+14	+20	+8	+1	+2	+6	+8	+7
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:											
		+57.9%	+45.0%		+18.2%						
Commentary:	<p>No further action is currently planned for Datchet and Wraysbury secondary provision. The projections indicate that there should be enough places in the area for the projection period. The surplus is projected to be below 10% for most of the period. The school continues to attract more children transferring from the Datchet and Wraysbury primary schools, although the proportion has dropped in 2020. The projections include approximately 2.3 FE of out-borough demand, which is an increase on previous years, and a return to levels last seen in 2012. A significant part of the school's designated area covers Slough. The school has previously taken one teaching block out of use, reducing its PAN to 110. The PAN has been increased slightly for 2020, to 120. There is little or no growth as the cohorts move up through the schools. The 2020 projections are higher than those from last year, mainly reflecting higher out-borough demand.</p>										

Table 2 continued...

a	b				c						
	Actuals				Projected						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Maidenhead Secondary											
Number on roll in Year 7:	868	874	921	955	988	1,000	986	1,037	974	955	
Surplus/deficit	No.	+136	+130	+87	+62	+50	+64	+78	+27	+90	+109
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes.	%	+13.5%	+12.9%	+8.6%	+6.1%	+4.8%	+6.0%	+7.3%	+2.5%	+8.5%	+10.2%
Commentary:	<p>No further action is currently proposed for Maidenhead secondary schools. The projections show that there will be sufficient places to meet demand during the period to 2025. Although the surplus of places will be below 5% in September 2023, the number of pupils attending from out-borough means there is scope to address more local demand by taking fewer out-borough children, through the normal operation of the school admissions criteria. The projections include approximately 7.3 FE of out-borough demand, up from 6.9 FE last year, and 5.0 FE in 2015. Appendix C provides information about the applications made by borough pupils (mostly resident in Maidenhead). The number of Maidenhead resident children taking up selective school places in neighbouring local authorities remains high by historical standards, reaching 5.2 FE for September 2020. This compares to a 2010 to 2017 average of 90. There have been some changes to the designated areas of selective schools in Buckinghamshire but these do not appear to have had any significant effect on the numbers allocated places for September 2020. Over 70% of Maidenhead applicants to a selective school are already successful. There is not expected to be growth in the cohort sizes as they move up through the schools. The 2020 projections are in line with those from 2019 up until 2023, and lower afterwards. The projections assume that recent trends in the numbers of out-borough children attending Maidenhead schools, and Maidenhead residents attending out-borough selective schools, will continue.</p>										

Table 2 continued...

a	b				c						
	Actuals				Projected						
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025	
Windsor Upper											
Number on roll in Year 9:	403	456	420	449	476	492	463	484	495	499	
Surplus/deficit	No.	+49	+42	+78	+49	+22	+6	+9	-12	-23	-27
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:	%	+10.8%	+8.4%	+15.7%	+9.8%	+4.4%	+1.2%	+1.9%	-2.5%	-4.9%	-5.7%
Commentary:	<p>New upper school places will be needed in Windsor. The projections show that the surplus of places will be very low in September 2022. From September 2023, there is set to be a deficit of places, reaching 5.7% in September 2025. This is partially the result of increased demand moving up from the Windsor middle schools. In addition, Holyport College has recently approved changes to their admissions arrangements that end the Year 9 day pupil intake of 26 pupils from September 2022. Longer-term, demand would be expected to fall again as smaller cohorts move up through the middle schools. More detailed work indicates that there will be a shortage of places for girls from September 2022, and potentially as early as 2021 (depending on the gender split of (i) applications made by Windsor residents to Holyport College, and (ii) applications to the upper schools from areas outside Windsor). The projections include approximately 2 FE (60 children) of out-borough demand, most of whom will already be in a borough middle school. Initial analysis of applications made for Windsor Girls' School for September 2021 suggest that demand has risen in line with the projections. The projections are lower than those from 2019. This is partly the result of a technical change (removing the Holyport College Year 9 numbers) and partly due to changing staying-on rates as the cohorts move up through the middle schools.</p>										

2.9 In summary:

- Ascot Primary – no new school places currently needed.
- Ascot Secondary – no new school places currently needed.
- Datchet/Wraysbury Primary – no new school places currently needed.
- Datchet/Wraysbury Secondary – no new school places currently needed.
- Maidenhead Primary – new places needed from Sept. 2022.
- Maidenhead Secondary – no new school places currently needed.
- Windsor First – no new school places currently needed.
- Windsor Middle – no new school places currently needed.
- Windsor Upper – new places for girls needed from Sept. 2021 or 2022.

2.10 A comparison of previous pupil projections with actual numbers on roll, to give an indication of the level of accuracy is provided at Appendix D to this report, available by electronic distribution only.

2.11 There is a significant level of uncertainty around the projections going forward. In particular, a comparison of the school numbers on roll as at the October 2020 School Census and the numbers allocated places on National Offer Day shows some significant changes. The biggest change is in Maidenhead, where there are currently 51 fewer children in Reception than allocated places in March, and 40 fewer than had places on the 1st September 2020. This is still being investigated, but there appear to be three main reasons why this may have happened:

- increased use of working at home, which currently looks like it may be a permanent shift. Some families may no longer need to be close to commuting routes into London, for instance, and so are taking the opportunity to move further out from London, and so leaving the Royal Borough. The evidence for this is largely anecdotal at present, however.
- increased home schooling. The number of children registered as home schooling has increased from 104 in Autumn 2019, to 159 in October 2020, and 181 at the start of December. The Inclusion and School Support Service have advised that some of these families are keeping children at home due to the risks around Covid-19. Others have enjoyed the home schooling imposed during the first national lockdown period, and so are continuing to do so.
- Increased delays and deferrals for entry into Reception. Families of summer-born children can defer their start in Reception until January, and so won't show up in the October census. Parents/carers can also, with the agreement of the admissions authority, delay entry to school and so start in either Reception or Year 1 a year later. Discussions with the School Admissions Team and headteachers show that the incidence of both delays and deferrals has also been increasing in recent years, and may have been accelerated by the Covid-19 crisis.

2.12 It is possible that, together, these explain the drop in Reception numbers in Maidenhead, but it is not clear yet why a drop has not been seen elsewhere in the borough. Slough Borough Council have, however, reported a similar drop. Due to this information only becoming available at the end of November, the projections given in this report have not been changed. In addition, it is not

clear whether these changes will be temporary or permanent. This will need to be kept under review.

Further analysis of primary school requirements in Maidenhead

- 2.13 Table 1 indicates that new primary school places will be required in Maidenhead from September 2022. More detailed work has been carried out to look at demand at a local level. For the purposes of school projections work, the town is split into seven subareas (themselves then split into a further 33 localities). This makes it easier to identify areas of growth and compare that to the capacity in the local schools.
- 2.14 This work takes into account new housing and local growth, and also assumes that patterns of movement across the town will remain the same. This means that if, in the past, X% of children from one subarea went to school in another subarea then that movement is projected to continue. Patterns of parental choice may, of course, change in the future, but projections are necessarily based on the available data at present.
- 2.15 Table 3 sets out the resulting difference between project demand and available Reception places, therefore indicating where additional demand is needed.

Table 3: Projected Year R surplus/deficits in Maidenhead, by subarea

Subarea	Actual				Projected				
	2016	2017	2018	2019	2020	2021	2022	2023	2024
Bisham and Cookham	+6	+22	+21	+20	+7	+20	+8	+17	+5
Central Maidenhead	+1	0	+2	+3	-3	-5	-34	-7	-18
Maidenhead Villages	+21	0	+7	+6	4	5	-2	6	0
North East Maidenhead	+15	+14	+9	+5	-4	3	-19	-21	-23
North West Maidenhead	+5	+14	+17	+9	+7	-2	+1	-12	-10
South East Maidenhead	+13	+19	+34	+27	-9	-8	-25	-45	-50
South West Maidenhead	-10	1	7	-2	+20	+21	+11	+35	-15

- 2.16 Although patterns of parental preference will change over the period, it is clear that the largest projected, ongoing, deficits of places are in North East and South East Maidenhead. These areas are served by Riverside Primary, St Luke’s Primary and St Mary’s Primary (North East Maidenhead); and by Braywick Court Primary, Oldfield Primary and Holyport CE Primary (South East Maidenhead).
- 2.17 The projections also suggest need for a bulge class in Central Maidenhead (Boyne Hill Infants, Larchfield Primary and St Edmund Campion Catholic) for 2022, and potentially places in North West Maidenhead (Alwyn Infants and Furze Platt Primary Federation) from 2023.

- 2.18 Although the 2024 projections are not yet based on actual data (the cohort not being fully born at the time the base data for the projection was provided), a deficit of places is also expected in South West Maidenhead (Lowbrook Academy, Wessex Primary and Woodlands Park Primary) at that point.

Mothballed places in Maidenhead

- 2.19 Demand for primary school places in Maidenhead has dipped slightly in recent years, and two schools, Alwyn Infant and Holyport CE Primary School, temporarily reduced their Published Admission Numbers (PANs). Alwyn dropped from 101 to 90, and Holyport CE Primary from 60 to 30. In both cases the schools have continued to provide sufficient capacity for local demand.
- 2.20 One superficially attractive way to bring capacity back into the system would be to reverse these changes. When the changes were agreed to by the local authority, it was on the understanding that the temporary reductions would be reversed when required. The local authority is the admissions authority for Alwyn Infant School and so controls the admission number. Holyport Primary School is an academy, however, and its controlling academy trust, the Oxford Diocesan Schools Trust, would need to agree.
- 2.21 Alwyn Infant School have indicated that they would oppose an increase back to 101, as the resulting revenue costs would no longer be sustainable. When the school previously had 101 pupils per year group, it ran four classes with around 25 pupils in each. Changes to school funding mean that such an arrangement would no longer be possible, and the expectation financially is that each class should have 30 pupils. The alternative would be to mix year groups (so that Year 1 and Year 2 children are taught in the same class together). Over the past decade, the local authority has expanded schools in such a way to reduce the need for mixed year group teaching. Whilst a number of schools (particularly smaller village schools) still successfully run this way, it tends to be unpopular with parents when imposed. This report does not, therefore, recommend an increase back to 101 for Alwyn Infant School. There is some potential for the school (and its linked junior, Courthouse) to be expanded to 120 per year group (see the Alwyn and Courthouse options in Appendix E to this report, available by electronic distribution only).
- 2.22 Holyport CE Primary School have also indicated that they would oppose a return to a PAN of 60 without a corresponding increase in the numbers of children living locally, or a significant increase in the number of 1st preference applications being made. At present, there is only limited evidence of either. The number of children resident in the Holyport designated area and taking up a school place in the borough has fallen from around 60 in 2016 to 45 this year. It is not expected to increase significantly at all over the projection period. There were 33, on-time, 1st preference applications received for the September 2020 Reception intake. If the school were to be expanded to 60 places then it is likely that most of the additional places would be offered to families who had not expressed any preference for their child to attend the school. The main areas of growth from within Maidenhead are more than two miles from Holyport Primary School, which means that these children would likely be eligible for free home to school transport. This would increase pressure on the home to school revenue budget – one minibus for 12-16

pupils would currently cost around £30k per annum. This report does not, therefore, recommend seeking an increase to 60 at present for Holyport Primary, although this should be kept under review as parental preference may change as the school was graded 'Good' by Ofsted in April 2019, following a 'Requires Improvement' judgement in 2014.

Identifying options for new primary school places in Maidenhead

- 2.23 In August 2020, the Royal Borough's Cabinet received a report summarising the outcome of feasibility works on the potential for expansion at each state school site in the borough. 198 options were identified across the borough², and these were scored on deliverability, educational impact, disruption and planning/highways issues. A summary of the options was provided to Cabinet in August, and is reproduced here as Appendix E to this report, available by electronic distribution only.
- 2.24 These feasibility studies now underpin the development of specific options for future expansion, including for new primary school places in Maidenhead.
- 2.25 The borough wrote to all Maidenhead primary schools in early November with an update on the town's pupil projections, inviting initial expressions of interest from schools that would be interested in expansion. Those schools in and around areas of growth were also contacted directly.
- 2.26 Finally, the Royal Borough has also previously used a prioritisation model to guide the secondary school expansions programme. This model has been updated so that it uses the scores from the feasibility studies together with points for:
- Ofsted inspection judgements.
 - School attainment.
 - Oversubscription on places.
 - Commitment to inclusion.
 - Cost/value for money.
 - Geographical need (so new places are provided where they are needed).
- 2.27 Appendix F [*attached to this report*] provides a summary of the prioritisation of the Maidenhead primary school options (limited to the areas with the most demand). More detailed prioritisation for these options is given in Appendix G to this report, available by electronic distribution only. The model will be reviewed and updated ahead of the final consideration of the options by Cabinet next Spring.

Chiltern Road site

- 2.28 The Chiltern Road site is the former Oldfield Primary School site on Chiltern Road, Maidenhead. It is currently occupied by Forest Bridge School, who are due to move to their new site in Braywick Park in February 2021. The site is earmarked for continued primary school use in the draft Borough Local Plan, and any provision here would be well located to serve the significant number of new dwellings in the local area.

² This includes 47 options for changing the Windsor three-tier system (first, middle and upper schools) into a two-tier system (primary and secondary schools). This change is not currently being actively considered.

- 2.29 There are a number of potential options for the future use of the site. Both Braywick Court Primary School and Oldfield Primary School have expressed an interest in taking over the site and expanding. Other local primary schools may also be interested. The schools could choose to either:
- split vertically, so that the Chiltern Road site has one class for each primary year group, Reception to Year 6.
 - split horizontally, so the infant and junior children are taught on different sites.
- 2.30 It is not proposed that a brand-new school is opened on the site, given that both local schools are already very popular, and that small schools can have more challenges in achieving financial viability.
- 2.31 The various options have different implications for the accommodation to be provided on the Chiltern Road site. In addition, the school buildings were already in a relatively poor state of repair when Oldfield Primary School vacated the site in 2014. The buildings are leased to the DfE, who carried out some internal remodelling to make the accommodation suitable for a special school. A significant programme of internal repairs/remodelling/expansion or, alternatively, a complete rebuild will be necessary to bring the buildings back into use as a primary school.
- 2.32 This report recommends, therefore, that:
- the Chiltern Road site is brought back into use as a primary school to serve the increasing need in South East Maidenhead;
 - other Maidenhead primary schools in Maidenhead are given an opportunity to express an interest in expanding into the site;
 - public consultation on which school expands onto the site, and on options in terms of vertical or horizontal splits, is carried out early in 2021.
- 2.33 There may need to be some temporary accommodation, as the earliest completion date for a rebuild will be Summer 2023. A remodelling and refurbishment option could be completed more quickly.

Lowbrook Primary School

- 2.34 Lowbrook Primary School has previously been partially expanded, so that it has 11 classrooms. This allows the school to take 60 pupils in four year groups; and 30 pupils in three year groups. The school's PAN will fall to 30 for the September 2024 Reception intake (and the subsequent two years) unless further accommodation is provided.
- 2.35 This arrangement is not sustainable in the long term. This report recommends, therefore, that public consultation is carried out in early 2021 on the permanent expansion of Lowbrook Academy to 60 places per year group in time for September 2024, in line with the options outlined in the feasibility study. This will help ensure that there are sufficient primary school places in South West Maidenhead.

Other options for primary school places

- 2.36 There are a number of options for providing school places in North East Maidenhead, with St Mary's Catholic Primary School and St Luke's CE Primary School willing to go out to consultation. Riverside Primary School are

not currently in favour of expansion on their site, due to the potential disruption to the school whilst it seeks to improve following a 'Requires Improvement' Ofsted judgement. Consultation is not, therefore, recommended for this option.

- 2.37 Consultation is also not currently recommended on expansion plans for Boyne Hill CE Infant School and All Saints CE Junior School. For Larchfield Primary School, however, the proximity to the town centre, together with the poor current condition of its buildings, means that consultation is recommended on expansion there, through a complete rebuild on the existing site. At present, the immediate projected need is only for a bulge class in Central Maidenhead, but this would be a complicated project with a significant lead-in time. Public consultation now would allow plans to be further developed (if approved) whilst aiming for completion in 2024 or 2025 if high levels of demand are sustained. The school's Governing Body have agreed to be included in the consultation.
- 2.38 No consultation is required in relation to opening temporary bulge classes, and discussions will continue with schools in the area, so that any required class can be added if high demand is confirmed for September 2022.
- 2.39 Further options may come forward between now and the start of consultation, and so this report recommends that a decision to include these in the consultation be delegated to the Director of Children's Services, in consultation with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health.

Further analysis of upper school requirements in Windsor

- 2.40 Table 4 sets out the current gender split projection for upper school places in Windsor. There is some uncertainty around these, as the final balance will depend on the number of Windsor girls successfully applying for places in Holyport College's last Year 9 intake in September 2021. There is also no way of knowing the balance of applications from other areas, including from outside the borough. Taking these limitations into account, the projections suggest sufficient places overall in September 2021, but a shortage of places for girls. From September 2022 the deficit for girls becomes more marked, continuing through-out the projection period.

Table 4: Projected Year 9 surplus/deficits in Windsor Uppers, by gender

Gender	Actual				Projected					
	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Overall	+49	+42	+78	+49	+22	+6	+9	-12	-23	-27
Boys	+50	+29	+40	+41	+12	+18	+35	+14	+1	-2
Girls	-1	+13	+38	+8	+10	-12	-26	-26	-24	-25

- 2.41 Places should continue to be available for boys throughout most of the projection period. A small deficit is projected for 2025, which will have to be kept under review. From 2026 smaller cohorts should start to feed through from the middle schools. If any further expansion becomes necessary during the projection period, therefore, it is proposed that it is temporary.

Options for providing new upper school places in Windsor

- 2.42 With the closure of the Year 9 intake for day pupils at Holyport College in September 2022, Windsor Girls' School will be the only school in Windsor able to offer places to girls (the same will apply with boys, for The Windsor Boys'

School). As the local authority has a statutory duty to ensure that there are sufficient places to meet demand Windsor Girls' School will need to be expanded.

- 2.43 As with the Maidenhead primary schools, feasibility works were carried out on the potential for expansion at upper schools in Windsor, including Windsor Girls' School. Only one option was identified for a single form of entry expansion at Windsor Girls' School. More details about this option, and its prioritisation scoring, are given in Appendix G to this report, available by electronic distribution only, and summarised in Appendix F.
- 2.44 Temporary arrangements may be needed for September 2021 if demand is as high as projected. The school may be able to admit an extra form of entry without any immediate additional accommodation.

Next steps

- 2.45 If the recommendations in this report are approved, then consultation document will be drafted in consultation with the relevant schools. Further feasibility and investigation works will be carried out to support the final appraisal of options for this round of expansions and further develop them for implementation.
- 2.46 Public consultation will start in late January 2021, finishing in early March. The outcome will then be considered by Cabinet in late Spring.

Options

Table 5: Options arising from this report.

Option	Comments
Public consultation be carried out on the options recommended in Appendix F, to provide new primary school places in Maidenhead and new upper school places in Windsor. Authority is delegated to the Director of Children's Services, in consultation with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health, to add any further options that may come forward into the consultation. Recommended	Public consultation is the first stage of a statutory process to create new school places. It will assist with narrowing down options. A decision not to carry out public consultation will mean a very high risk that the borough cannot meet its statutory duty to meet local demand for school places. Delegation of authority to add additional options into the consultation will allow the local authority to react to any new suggestions from schools (and others) without delaying the timetable.
Bring a report on the outcome of the consultation back to Cabinet in Spring 2021, together with final recommendations. Recommended	This will allow Cabinet to consider the outcome of the consultation and decide which, if any, options should proceed.
Do nothing. Not recommended	The local authority has a statutory duty to ensure that there are sufficient school places to meet local demand. Doing nothing will make it significantly more likely that some children and

Option	Comments
	young people are left without a school place.

3. KEY IMPLICATIONS

Table 6: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Consultation is carried out, resulting in an appropriate response rate.	<3% response rate	3% response rate	4% response rate	5% response rate	31/03/2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no immediate financial implications arising directly from this report, as there are no specific school place decisions. The cost of carrying out public consultation will be carried out within existing budgets. Any further feasibility and investigation works required on the options ahead of a decision to proceed can also be met within existing budgets.

4.2 Appendix H includes estimated costs of the options discussed in this report, based on the school expansions feasibility work. This is a Part II appendix only.

Basic Need Grant

4.3 Basic need funding is the money given by the DfE to local authorities each year to help them fulfil their duty to make sure there are enough school places for children in their local area.

4.4 Basic Need can be spent at any state school (e.g. academy (including free schools), community, voluntary controlled and voluntary aided). Allocations are reduced proportionally, however, if projected need for new school places is partially or wholly met by a centrally funded free school.

4.5 The figures allocated are based on the pupil projections and school capacity information submitted by local authorities each July in the annual School Capacity (SCAP) survey. In the past, this survey also collected information about how the grant had been spent/how new school places had been funded. That element of the survey has now been separated out into the Capital Spend Survey.

4.6 Due to the Covid-19 crisis, the 2020 SCAP return has been cancelled, whilst the Capital Spend Survey has been delayed until 2021. In April, following cancellation of this year's SCAP, the DfE indicated that they intend to use the data from the 2019 SCAP to calculate 2022-23 grant allocations.

4.7 Recent Basic Need allocations for the Royal Borough are set out below:

- 2016-17: £2,763,424
- 2017-18: £2,435,239
- 2018-19: £1,164,054
- 2019-20: £1,226,537
- 2020-21: £0
- 2021-22: £790,954

4.8 The Basic Need grant from previous years has been spent, leaving only the £791k allocation for 2021/22. The DfE is not currently able to indicate when it will announce the 2022-23 Basic Need allocations. Based on the projections submitted in the 2019 SCAP (on which the grant calculation will be based), additional funding could be forthcoming for additional upper school places. Funding is less likely to be available for additional primary school places in Maidenhead, as, at that time, those projections were lower, having not yet picked up the increased demand resulting from high inward migration³.

Condition Improvement Fund

4.9 Academies and Voluntary Aided schools have access to the government's Condition Improvement Fund. This is primarily aimed at keeping school buildings safe and in good working order, but it does also support a small proportion of expansion projects where Ofsted has rated the school either good or outstanding, and which need to expand their existing facilities and floor space to increase the number of admissions or address overcrowding. The current round for funding in 2021/22 closes in early January, but this is an annual process and another round can be expected next Autumn.

4.10 It is proposed that any academy or voluntary aided school approved for expansion by the Royal Borough should also submit a Condition Improvement Fund bid, to get funding from the DfE for all or part of the expansion works.

Capital expenditure

4.11 The scale and timing of capital expenditure for any proposed school expansions is not currently clear. The recommended report to Cabinet in Spring 2021 will provide more information about this, taking into account any options for school expansion that are recommended for implementation.

5. LEGAL IMPLICATIONS

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

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

Expansion at community, voluntary controlled & voluntary aided schools

5.3 The options at Appendix F include expansion at Larchfield and Oldfield schools, which are both community schools. Any expansion of more than 30

³ The GP registrations data, upon which the projections are based, becomes available in the September after the academic year it refers to. At the time of producing the 2019 projections (in June), therefore, only the 2017/18 was available, so the increased inward migration into Maidenhead between 2017/18 and 2018/19 was, unfortunately, not yet apparent.

pupils and, 25% or 200 pupils (whichever is the lesser) requires the local authority to carry out the 'statutory process'. This would apply for all options under consideration for the two schools (except for a temporary bulge class). The statutory process is also required for expansion onto a second site (e.g. Chiltern Road).

5.4 Under the statutory process informal consultation is strongly advised⁴. This is then followed by a four-stage process:

- Stage 1: Publication of statutory notice, setting out the details of the agreed proposal. This would happen after Cabinet has considered the outcome of the consultation and agreed to implement specific proposals.
- Stage 2: 4-week representation period, during which interested parties can respond to the proposals.
- Stage 3: Decision. Cabinet would usually delegate the power to 'determine' the proposals following the representation period to the Director of Children's Services, in consultation with the Lead Member for Adult Social Care, Children's Services, Health and Mental Health. This would need to happen within 2 months of the end of the representation period, otherwise it is passed to the Office of the Schools' Adjudicator for a decision.
- Stage 4: Implementation. The implementation of the proposal(s) would usually be on the date specified in the statutory notice published in Stage 1. In some circumstances, the decision-maker can vary the implementation date (e.g. if planning permission is delayed).

Expansion at academy and free schools

5.5 The options listed at Appendix F include expansion at Braywick Court, Lowbrook, St Luke's, St Mary's and Windsor Girls' schools, all of which are academies/free schools. For these schools, a consultation is required if a significant expansion – defined by government guidance⁵ an increase by at least 30 pupils – is proposed. This excludes temporary bulge classes.

5.6 The government does not expect underperforming schools to be expanded unless there is a strong case that this would help raise standards and/or there are no other feasible ways to create new places in the area. Academies that are rated 'good' or 'outstanding' at their last inspection, have a most recent Progress 8 score of at least the national average, are in good financial health and are proposing a change that is not contentious can propose to be expanded using the fast track process. Proposals not meeting these criteria will require the submission of a full business case, as will any proposal to expand onto a second site (i.e. Chiltern Road).

5.7 In both cases, a "fair and open local consultation"⁶ is required (see section 8).

5.8 The Regional Schools Commissioners will then consider the proposals, taking into account whether:

- the necessary consultation has taken place.
- capital funding has been secured.
- the expansion is in line with local pupil place planning.

⁴ Page 26, [Making significant changes \('prescribed alterations'\) to maintained schools](#), DfE, October 2018.

⁵ Page 13, [Making significant changes to an open academy](#), DfE, November 2019.

⁶ Page 27, [Making significant changes to an open academy](#), DfE, November 2019.

- planning permission has been obtained⁷.

5.1 Where a full business case is required, further information about the educational track record of the academy, local context, the financial health of the academy and potential issues/risks will also be considered by the RSC. Experience with previous fast track applications suggests that the RSC will often request this additional information anyway. The borough will need to approve the capital funding for the scheme in order for it to receive approval.

6. RISK MANAGEMENT

Table 6: Impact of risk and mitigation

Risks	Uncontrolled risk	Controls	Controlled risk
Accuracy of pupil projections, with the risk that actual demand is significantly different to that expected. This appears to be a higher risk in 2020, due to uncertainty about the demographic impact of the Covid-19 crisis.	High	Annual production of pupil projections to take account of the latest information, adjusting proposed actions as necessary. Inclusion of a surplus of places in planning, to provide capacity in the system in case projections are lower than actual demand. Monitoring of a wide range of sources of information to help make sense of emerging trends.	Low
Low response rate to the consultation.	High	The consultation will be available mainly electronically, but paper copies will be available for residents without access to electronic documents. The consultation will be publicised widely.	Medium
Following consultation, not all schools may be willing to proceed with an expansion.	High	Consulting on a number of options, and allowing new options to come forward for consideration, means that there is flexibility over which schemes are implemented.	Medium

⁷ Page 17, [Making significant changes to an open academy](#), DfE, November 2019.

7. POTENTIAL IMPACTS

- 7.1 **Equalities:** An Equalities Impact Assessment (EqIA) is attached at Appendix I.
- 7.2 **Climate change/sustainability:** The government is placing increasing importance on the sustainability of school buildings. The borough already meets high carbon reduction targets in its new school buildings, and officers will be looking at how to minimise environmental impact with future building schemes.
- 7.3 **Data protection/GDPR:** Any personal data received by the council as part of the formal consultations will be processed in accordance with the requirements of the Data Protection Act 2018.

8. CONSULTATION

- 8.1 Headteachers of primary schools in Maidenhead and upper schools in Windsor have been provided with the projections given in this report and asked whether they want to be included in options for public consultation.
- 8.2 As set out in Section 5, all of the options under consideration, with the exception of any temporary bulge classes, require public consultation. It is proposed that one consultation is carried, regardless of the type of school, and that this is run by the local authority. This consultation will be largely online, with a small number of documents printed for residents without access to electronic documents.

9. TIMETABLE FOR IMPLEMENTATION

Table 7: Timetable for implementation

Date	Details
17 December 2020	Approval to consult.
January 2021	Informal consultation starts.
March 2021	Informal consultation finishes.
Late Spring 2021	Cabinet consideration of outcome of consultation.
Summer 2021	Publication of proposals and start of four-week representation period
Summer 2021	End of representation period.
Summer 2021	Decision by the Royal Borough on whether to proceed.

- 9.1 Implementation date if not called in: 'Immediately';

10. APPENDICES

Contained in paper copies

- Appendix A - Approved school expansion programme.
- Appendix F - Summarised prioritisation of options for Maidenhead primary and Windsor upper.
- Appendix H - initial estimated costs of options (Part II)

Electronic only

- Appendix B - SCAP Commentary.
- Appendix C - summary of grammar school applications.
- Appendix D - summary of projections accuracy.
- Appendix E - summary of all feasibility options (previously reported in August 2020).
- Appendix G – More detailed prioritisation of options for Maidenhead primary and Windsor upper schools.
- Appendix I – Equalities Impact Assessment Form

11. BACKGROUND DOCUMENTS

- [Outcome of work on potential school expansions](#), Report to Cabinet, August 2020.
- *Feasibility studies on school expansions in the Royal Borough, RBWM & HLM, 2018 to 2020*
- [Making significant changes \('prescribed alterations'\) to maintained schools](#), DfE, October 2018.
- [Making significant changes to an open academy and closure by mutual agreement](#), DfE, November 2019.
- [Condition Improvement Fund 2021-22](#), Information for applicants, DfE, November 2020.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Commented & returned
Cllr S Carroll	Lead Member for Adult Social Care, Children's Services, Health and Mental Health.	03/12/2020	04/12/2020
Duncan Sharkey	Managing Director	03/12/2020	08/12/2020
Russell O'Keefe	Director of Place	03/12/2020	
Adele Taylor	Director of Resources/S151 Officer	03/12/2020	
Kevin McDaniel	Director of Children's Services	02/12/2020	03/12/2020
Hilary Hall	Director Adults, Commissioning and Health	03/12/2020	03/12/2020
Andrew Vallance	Head of Finance	03/12/2020	
Elaine Browne	Head of Law	03/12/2020	
Mary Severin	Monitoring Officer	03/12/2020	
Nikki Craig	Head of HR, Corporate Projects and IT	03/12/2020	04/12/2020
Louisa Dean	Communications	03/12/2020	
Karen Shepherd	Head of Governance	03/12/2020	03/12/2020

REPORT HISTORY

Decision type: Key decision; entered into Forward Plan 29/07/2020	Urgency item? No	To Follow item? Not applicable.
Report Author: Ben Wright, Education Planning Officer, 01628 796572		

Appendix A: Approved school expansion programme

Table A1: Approved school expansion programme sets out the current approved expansion programme.

Table A1: Approved school expansion programme

<i>a</i>	<i>b</i>	<i>c</i>	<i>d</i>	<i>e</i>		<i>f</i>
Area	School	Current PAN	PAN post expansion	Increase on original PAN		First year of increase (Sept.)
				No.	FE*	
Secondary Phase 1						
Ascot	Charters School	240	270	+30	+1.0	2017
Maidenhead	Cox Green School	176	206	+30	+1.0	2017
	Furze Platt Senior School	193	223	+30	+1.0	2017
Windsor	Dedworth Middle School	120	150	+30	+1.0	2017
	The Windsor Boys' School	230	260	+30	+1.0	2017
	Windsor Girls' School	178	208	+30	+1.0	2017
Ascot Primary						
Ascot	Cheapside CE Primary	16	30	+14	+0.5	2017
Secondary Phase 2						
Maidenhead	Furze Platt Senior School	193	253	+60	+2.0	2018
Windsor	Dedworth Middle School	120	180	+60	+1.0	2018
Secondary Phase 3						
Windsor	St Peter's CE Middle	60	90	+30	+1.0	2019

*FE means Form of Entry. 1 FE = one class of 30 children per year group.

A further 6 places per year group were also been added at Newlands' Girls School. This scheme, funded largely by S106 contributions, was not part of the formal secondary expansion programme but nevertheless increased the number of places available. Cox Green School has also further increased its PAN to 210, adding a final six additional places per year group.

These schemes are proceeding as follows:

- Cheapside completed.
- The Windsor Boys' School completed.
- Windsor Girls School completed.
- Charters School completed.
- Cox Green School completed.
- Newlands Girls' School completed.
- Dedworth Middle School completed.
- Furze Platt Senior School completed.
- St Peter's CE Middle School under construction, completion due in 2021.

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 1).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score		School willing to consult	Comments
Options for new primary school places in South East Maidenhead											
1	Oldfield Primary School	2	Expansion to 3 FE primary school, with the infants on the Chiltern Road site, and Juniors on the current site.	1	Infant provision at Chiltern Road.	Minor	Highly Feasible	96.1%	Both scores together average 80.8%	Yes	Recommended for public consultation. Remodelling/refurbishment and an extension is the most cost-effective way to provide additional places on this site, subject to a full survey of requirements once the building is vacated. It is likely that this could also be completed more quickly. Oldfield is a very popular school, and there would be limited distance for children, staff and parents to travel between the two sites.
	Chiltern Road Site	3	Remodelling/refurbishment of existing building, with a two-storey extension, to provide a 3 FE infant school, with juniors at Oldfield Primary School.	1	No	Major	Feasible	65.4%			
2	Oldfield Primary School	2	Expansion to 3 FE primary school, with the infants on the Chiltern Road site, and Juniors on the current site.	1	Infant provision at Chiltern Road.	Minor	Highly Feasible	96.1%	Both scores together average 78.9%	Yes.	Recommended for public consultation. This is likely to prove more expensive and could take longer. The end result, however, would be brand new buildings with less compromise on size and layout. This option could also offer better drop-off and parking arrangements. Oldfield is a very popular school, and there would be limited distance for children, staff and parents to travel between the two sites.
	Chiltern Road Site	4	Demolition and rebuild of the whole school building as 3 FE infant school, with juniors at Oldfield Primary School.	1	No	Major	Feasible	61.7%			
3	Oldfield Primary School	1	Expansion to 3 FE primary school, on existing site only, by adding new wing.	1	No	Minor	Feasible	76.2%		No	Not recommended for public consultation. Although technically feasible, flood plain and green belt issues would make this a very difficult proposal to getting planning permission for.
4	Braywick Court School	1	Expansion to 2 FE primary school, with the juniors on the Chiltern Road site, and infants on the existing site.	1	Junior provision at Chiltern Road.	Major	Highly Feasible	97.5%	Both scores together average 75.3%	Yes.	Recommended for public consultation. Remodelling/refurbishment and an extension is the most cost-effective way to provide additional places on this site, subject to a full survey of requirements once the building is vacated. It is likely that this could also be completed more quickly. Braywick Court is popular, although the two sites are not immediately adjacent, which could create additional traffic. Junior school places require more outdoor space, and so the school would be slightly underprovided for.
	Chiltern Road Site	5	Remodelling/refurbishment of existing building, with a two-storey extension, to provide a 2 FE junior school, with infants at Braywick Court Primary School.	1	No	Major	Less feasible	53.1%			
5	Braywick Court School	1	Expansion to 2 FE primary school, with the juniors on the Chiltern Road site, and infants on the existing site.	1	Junior provision at Chiltern Road.	Major	Highly Feasible	97.5%	Both scores together average 73.5% .	Yes.	Recommended for public consultation. This is likely to prove more expensive and could take longer. The end result, however, would be brand-new buildings with less compromise on size and layout. This would be particularly beneficial due to the increased space requirements for junior children. This option could also offer better drop-off and parking arrangements. Braywick Court is popular, although the two sites are not immediately adjacent, which could create additional traffic. Junior school places require more outdoor space, and so the school would be slightly underprovided for.
	Chiltern Road Site	6	Demolition and rebuild of the whole school building as 2 FE junior school, with infants at Braywick Court Primary School.	1	No	Major	Less feasible	49.4%			

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 2).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score	School willing to consult	Comments
New primary school places in South East Maidenhead (continued).										
6	Chiltern Road Site	1	Remodelling/refurbishment of existing building, with a two-storey extension, to provide a 1 FE primary school.	1	No	Major	Less feasible	67.9%	N/A	Not recommended for consultation. There are already two successful schools in the area, and smaller schools can find it more challenging to achieve financial viability.
7	Chiltern Road Site	2	Demolition and rebuild of the whole school building as 1 FE primary school.	1	No	Major	Less feasible	53.1%	N/A	Not recommended for consultation. There are already two successful schools in the area, and smaller schools can find it more challenging to achieve financial viability.
8	Holyport C of E Primary School & Foundation Unit	1	Expansion to 3 FE primary school, demolishing existing accommodation and providing a new two storey building.	1	No	Major	Unfeasible	36.5%	No	Not recommended for consultation. Holyport Primary School is not currently in an area of growth. The site would be extremely cramped. This option, which requires the demolition of the existing 2FE building, would also be extremely expensive.
New primary school places in North East Maidenhead.										
1 411	Riverside Primary School and Nursery	1	Expansion to 3 FE primary school with new single storey teaching block.	1	No	Major	Highly Feasible	74.8%	No	Not recommended for consultation. The details of this option have been superseded slightly, as the classrooms formerly used by Braywick Court School are still on site. These provide most of the additional classroom space required for an expansion. This option would not address any of the longer-term issues with the existing accommodation and layout, nor easily allow for future expansion to 4 FE. The school is graded 'Requires Improvement' by Ofsted, and any expansion could be disruptive to efforts to improve. Accordingly, the school oppose expansion at this point.
2	St Luke's Church of England Primary School	1	Expansion to 2 FE primary school, demolishing former St Edmund's House building and creating new two storey block. This option can no longer be delivered, as the St Edmund House site is no longer available.	0.5	No	Minor	Less feasible	68.8%	N/A	Not recommended for consultation. This option relied on the availability of St Edmund House, which is no longer owned by the local authority.
3	St Mary's Catholic Primary School	2	Expansion to 2 FE primary school, building a new two storey block where the swimming currently is. A variation of this scheme may be possible that locates the building elsewhere, however.	0.5	No	Major	Feasible	66.3%	Yes	The school and the diocese are keen to support Children's services and the Royal Borough of Windsor and Maidenhead in the consultation process.

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 3).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score	School willing to consult	Comments
New primary school places in North East Maidenhead (continued).										
4	Riverside Primary School and Nursery	2	Expansion to 3 FE primary school, demolishing and relocating the Children's Centre elsewhere on site, and building a new 2 storey teaching block.	1	No	Major	Highly Feasible	66.3%	No	Not recommended for consultation. The details of this option have been superseded slightly, as the classrooms formerly used by Braywick Court School are still on site. These could provide accommodation for the relocated Children's Centre, allowing for the creation of the new 2 storey teaching block. This option would not address most of the longer-term issues with the existing accommodation and layout. The school is graded 'Requires Improvement' by Ofsted, and any expansion could be disruptive to ongoing efforts to improve. Accordingly, the school oppose expansion at this point.
5	Riverside Primary School and Nursery	3	Expansion to 3 FE primary school, allowing for a further expansion to 4 FE, demolishing and relocating the Children's Centre elsewhere on site, and building a phased new 2 storey block.	2	No	Major	Feasible	59.2%	No	Not recommended for consultation. This is a variant of option 2 for the school, with the new buildings repositioned to allow for the phased creation of a further form of entry, taking the school to 4 FE.
6 12	St Luke's Church of England Primary School	2	Expansion to 2 FE primary school, demolishing existing modular block and replacing it with a two-storey teaching block.	0.5	No	Minor	Unfeasible	52.5%	Yes	Recommended for consultation. The main issue with this option is that the school would be significantly under provided for in terms of outdoor space (by as much as 32%). Arrangements would need to be made for the school to have convenient access to offsite playing field provision on a weekly basis. The school does, however, directly serve the main areas of growth in North East Maidenhead, and is close to major developments in the town centre.
7	Riverside Primary School and Nursery	4	Expansion to 4 FE primary school, demolishing most of the existing buildings and providing, in phases, two new two-storey blocks. The Children's Centre could be rebuilt on the southern portion of the site.	2	No	Major	Less feasible	50.0%	No	Not recommended for consultation. The details of this option have been superseded slightly, as the classrooms formerly used by Braywick Court School are still on site. These could provide accommodation for the relocated Children's Centre, allowing for the creation of the new 2 storey teaching blocks. Although more expensive, this option would provide the school with modern accommodation, and allow for future expansion to 4 FE. The school is, however, graded 'Requires Improvement' by Ofsted, and any expansion could be disruptive to ongoing efforts to improve. Accordingly, the school oppose expansion at this point. This is probably the best long-term option for the school.

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 4).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score	School willing to consult	Comments
New primary school places in North East Maidenhead (continued).										
8	St Luke's Church of England Primary School	3	Expansion to 2 FE primary school, demolishing existing buildings and providing a new two-storey school.	0.5	No	Minor	Unfeasible	48.2%	Yes	Recommended for consultation. This seek to maximise the use of space on site by replacing the existing layout with a more compact two-storey building. The revised configuration would maximise the amount of outdoor space available, but at considerable expense.
9	St Mary's Catholic Primary School	1	Expansion to 2 FE primary school, adding an extra floor to an existing teaching block and additional teaching block.	0.5	No	Major	Unfeasible	45.0%	Yes.	The school and the diocese are keen to support Children's services and the Royal Borough of Windsor and Maidenhead in the consultation process.
New primary school places in Central Maidenhead										
413	Larchfield Primary and Nursery School	2	Expansion to 2 FE primary school, demolishing existing buildings and providing new two storey school. The Children's Centre would remain on site in their current location, but the private nursery would be removed.	1	No	Major	Feasible	56.7%	Yes	Recommended for consultation. This would be a complicated and costly scheme, but it does provide places close to the town centre. The condition of the existing building is quite poor, and a rebuild would provide modern facilities for the pupils. Removal of the private nursery would allow the school to take over the whole site, effectively removing any overall deficit of space. A home would, however, need to be found elsewhere for the nursery.
	Larchfield Primary and Nursery School	3	Expansion to 2 FE primary school, demolishing existing buildings and providing new two storey school. The Children's Centre and private nursery would be relocated into a new, attached. Building onsite.	1	No	Major	Feasible	54.6%	Yes	Recommended for consultation. This would be a complicated and costly scheme, but it does provide places close to the town centre. The condition of the existing building is quite poor, and a rebuild would provide modern facilities for the pupils. The Children's Centre and private nursery would be retained, but relocated into new buildings to make the best use of space. There would only be a very small overall deficit of space.
	Larchfield Primary and Nursery School	4	Expansion to 2 FE primary school, demolishing existing buildings and providing new two storey school. The Children's Centre would be relocated into a new attached building; the private nursery into a new separate building onsite.	1	No	Major	Feasible	54.6%	Yes	Recommended for consultation. This would be a complicated and costly scheme, but it does provide places close to the town centre. The condition of the existing building is quite poor, and a rebuild would provide modern facilities for the pupils. The Children's Centre and private nursery would be retained, but relocated into new buildings to make the best use of space. There would only be a very small overall deficit of space.

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 5).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score	School willing to consult	Comments	
New primary school places in Central Maidenhead (continued).											
4	Boyne Hill C of E Infant and Nursery School	1	Expansion to 2.5 FE infant school, building a new Foundation stage building.	0.5	No	Minor	Less feasible	57.9%	Both scores together average 54.3% .	No	Not recommended for consultation. Expansion at Boyne Hill is achievable, but does leave the school short on space, even for an infant school. The age of the children means it is less feasible to take the pupils offsite to use playing elsewhere. Expansion into a new block at All Saints would also leave that school with insufficient onsite playing field space, although the older children could be taken offsite more easily. This option also provides a more efficient use of space to reduce, but not eliminate, the deficit in external space. This would be very costly.
	All Saints Church of England Junior School	2	Demolition and rebuild of the whole school as a 4 FE junior school in a new two storey building.	1	No	Minor	Feasible	50.7%			
5	Boyne Hill C of E Infant and Nursery School	1	Expansion to 2.5 FE infant school, building a new Foundation stage building.	0.5	No	Minor	Less feasible	57.9%	Both scores together average 51.8% .	No	Not recommended for consultation. Expansion at Boyne Hill is achievable, but does leave the school short on space, even for an infant school. The age of the children means it is less feasible to take the pupils offsite to use playing elsewhere. Expansion at the All Saints would also leave the school with insufficient onsite playing field space, although the older children could be taken offsite more easily.
	All Saints Church of England Junior School	1	Expansion to a 4 FE junior school, with a new two-storey block.	1	No	Minor	Less feasible	45.7%			
6	Larchfield Primary and Nursery School	1	Expansion to 2 FE primary school, demolishing existing buildings and providing new two storey school. The Children's Centre and private nursery would remain in their currently locations onsite.	1	No	Major	Less feasible	49.6%	Yes	Recommended for consultation. This would be a complicated and costly scheme, but it does provide places close to the town centre. The condition of the existing building is quite poor, and a rebuild would provide modern facilities for the pupils. This option would leave the school with a deficit of space, by retaining the Children's Centre and private nursery in their current locations.	
7	Boyne Hill C of E Infant and Nursery School	2	Expansion to 3 FE infant school, building a new Foundation stage block and replacing the dining room with a new hall.	1	No	Minor	Unfeasible	41.3%	Both scores together average 46.0% .	No	Not recommended for consultation. Expansion at Boyne Hill is achievable, but does leave the school short on space, even for an infant school. The age of the children means it is less feasible to take the pupils offsite to use playing elsewhere. Expansion at All Saints would also leave the school with insufficient onsite playing field space, although the older children could be taken offsite more easily.
	All Saints Church of England Junior School	2	Demolition and rebuild of the whole school as a 4 FE junior school in a new two storey building.	1	No	Minor	Feasible	50.7%			
8	Boyne Hill C of E Infant and Nursery School	2	Expansion to 3 FE infant school, building a new Foundation stage block and replacing the dining room with a new hall.	1	No	Minor	Unfeasible	41.3%	Both scores together average 43.5% .	No	Not recommended for consultation. Expansion at Boyne Hill is achievable, but does leave the school short on space, even for an infant school. The age of the children means it is less feasible to take the pupils offsite to use playing elsewhere. Expansion into a new block at All Saints would also leave that school with insufficient onsite playing field space, although the older children could be taken offsite more easily.
	All Saints Church of England Junior School	1	Expansion to a 4 FE junior school, with a new two-storey block.	1	No	Minor	Less feasible	45.7%			

Appendix F: Summary of prioritised options for new primary school places in Maidenhead (page 6).

Rank	School Name	School option no.	Option description	Increase in FE	New land required?	Highways issues?	Deliverability	Overall prioritisation % score	School willing to consult	Comments
New primary school places in South West Maidenhead										
1	Lowbrook Academy	2	Expansion to 2 FE primary school in all year groups, providing a new two storey teaching block including a new hall.	0.4	No	Minor	Highly Feasible	76.2%	Yes	Recommended for consultation. Completion of the expansion at Lowbrook Academy would allow the school to offer 60 places per year group permanently. The school is very popular, and this would be relatively cost-effective. The inclusion of a new hall in the additional teaching block would be a better solution.
2	Lowbrook Academy	1	Expansion to 2 FE primary school in all year groups, providing a new two storey teaching block, and internal remodelling to enlarge the hall.	0.4	No	Minor	Feasible	69.1%	Yes	Recommended for consultation. Completion of the expansion at Lowbrook Academy would allow the school to offer 60 places per year group permanently. The school is very popular, and this would be relatively cost-effective. Internal remodelling to increase the size of the existing hall would be possible, but would be disruptive and result in a long, narrow hall.

New upper school places for girls in Windsor										
1	Windsor Girls' School	1	New Build 2 Storey Teaching Block on existing school site	1	No	Minor	Feasible	66.5%	Yes	Recommended for consultation. Expanding the school would ensure that there are sufficient places for girls in Windsor. The addition of a new teaching block is relatively straightforward, although the feasibility study also proposes extensive internal remodelling that will need to be reviewed in response to cost pressures.

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Agenda Item 8

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