

## NOTICE OF MEETING

# CABINET

will meet on

**THURSDAY, 24TH JUNE, 2021**

**At 7.00 pm**

by

**GREY ROOM - YORK HOUSE, ON [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, Corporate & Resident Services, Culture & Heritage, 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, Infrastructure, and Digital Connectivity

Councillor Coppinger, Planning, Environmental Services and Maidenhead

Councillor Hilton, Finance and Ascot

Councillor McWilliams, Housing, Sport & Leisure, and Community Engagement

Councillor Stimson, Climate Change, Sustainability, Parks and Countryside

Karen Shepherd – Head of Governance - Issued: Wednesday, 16 June 2021

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](http://www.rbwm.gov.uk) or contact the Panel Administrator **David Cook** 01628 796560

**Recording of Meetings** – In line with the council's commitment to transparency the Part I (public) section of the 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. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

## AGENDA

### PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence	-
2.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest	7 - 8
3.	<u>MINUTES</u>  To consider the minutes of the meeting held on 27 May 2021.	9 - 22
4.	<u>APPOINTMENTS</u>	-
5.	<u>FORWARD PLAN</u>  To consider the Forward Plan for the period July 2021 to October 2021	23 - 28
6.	<u>CABINET MEMBERS' REPORTS</u>  Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor	-
	i. Library Transformation: Consultation and Recommendations  Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property	29 - 146
	ii. Asset Review and Disposal  Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor	147 - 154
	iii. 2020/21 End of Year Data and Performance Report  Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	155 - 190
	iv. Sufficiency Strategy for Children Looked After, 2020 To 2025  Transport, Infrastructure, and Digital Connectivity	191 - 252
	v. Bus Enhanced Partnerships  Leader of the Council and Chairman of Cabinet, Business, Economic	253 - 380

	Development, and Property	
	vi. Appointments to Outside and Associated Bodies	381 - 384
	Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property	
	vii. Affordable Housing Maidenhead	385 - 390
	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	
	viii. New upper school places in Windsor	391 - 688
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u>	-
	To consider passing the following resolution:-	
	"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on 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"	

## PART II

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
8.	<p><u>CABINET MEMBERS' REPORTS</u></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property</p> <p>i. Asset Review And Disposal</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property</p> <p>ii. Land Option</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health</p> <p>iii. New Upper School Places In Windsor</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p> <p>Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property</p> <p>iv. Affordable Housing Maidenhead</p> <p><b><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b></p>	<p>-</p> <p>689 - 698</p> <p>699 - 716</p> <p>717 - 718</p> <p>719 - 734</p>





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## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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# Agenda Item 3

## CABINET

THURSDAY, 27 MAY 2021

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

Also in attendance: (virtually unless specified) Cllr Jones, Cllr Bhangra (in person), Cllr Werner, Cllr Baldwin, Cllr Tisi, Cllr Brar, Cllr Singh, Cllr Larcombe, Cllr Price.

Officers: (virtually unless specified) Duncan Sharkey, Hilary Hall, Emma Duncan, Adele Taylor (in person), Ian Mourtal, Louisa Dean, Andrew Durrant, Andrew Vallance and David Cook (in person).

### APOLOGIES FOR ABSENCE

There were no apologies for absence.

### DECLARATIONS OF INTEREST

There were no declarations of interest received.

### MINUTES

**RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 29 April 2021 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:

- Sufficiency Strategy for Children added to June Cabinet.
- Asset Review and Disposal added to June Cabinet.

### YOUTH COUNCIL WORKING GROUP UPDATE

Cabinet received a presentation on the progress of the development of a RBWM Youth Council.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health informed Cabinet that Cabinet had previously approved the creation of a Youth Council, one of the recommendations was to establish a working group. The presentation was to provide an update on the progress of this group, he welcomed Imogen Cobbold (RBWM Youth Ambassador) and Catie Holden (RBWM Girls Forum Member) who were presenting on behalf of the working group.

The girls informed Cabinet that the working group had been established to plan the governance and the structure and accountability of the Youth Council. Looking at processes

that allowed consultation on issues that affected young people and a process of communication and question sessions with Cabinet members.

The working group was driven by young people with the assistance of Cllrs Carroll and McWilliams, Karen Shepherd (RBWM Head of Governance) and excellent support from Elaine Keating.

The had drafted 18 rules and regulations. Each meeting would have standing items including looking at the Cabinet Forward Plan and scrutiny Panel's work programmes so they could see if there are item they wish to comment upon.

Cabinet Members and other councillors would be invited to their meetings to help develop policy and enhance the council's aims and objectives. This can include Q&A sessions on pre-arranged topics.

The Youth Council can raise any problems or concerns with Democratic Services and challenge the administration on areas that affect young people.

The working group had advertised the Youth Council using the council's social media channels, had press releases and been in the RBWM residents newsletter.

There was still more work to be done and they would be responding to all applications to join, 18 so far, continue to promote the council and establish a work programme and manifesto.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health thanked the young ladies for their comprehensive update and work of the working group. There was a clear blueprint and structure that was being lead by young people.

The Chairman also thanked the girls for their presentation and that he was please to see them having a flying start with 16 applicants to join the council.

The Cabinet Member for Finance and Ascot made reference to the five objectives highlighted within the letter contained in the presentation and highlighted the one about producing campaigns and projects. He was informed that this could include issues such as climate change and that they would be trying to get representatives from all secondary schools so there would be a broad range of issues and topics.

The Cabinet Member for Planning, Environmental Services, and Maidenhead informed that he had a paper later on the agenda regarding the Maidenhead Vision and he would be looking to engage with the Youth Council to get young peoples views on the future of the town.

The Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor said it had been an excellent presentation and she looked forward to working with the Youth Council. She asked how often they planned to meet and how many members were planned. She was informed that it had not yet been decided how often they would meet but at least one per month and maybe every two weeks. There was currently no limits on membership but at least one from every borough school and other appropriate groups such as Kickback.

Cllr Tisi said that it was striking to see that the working group had three young women on it which was fantastic to see women interested in politics as the Council was dominated by men. She asked what they were doing to make sure minority groups and ethnic backgrounds were included and feel safe.

She was informed that they would be working to make the Forum diverse and inclusive, young people from different groups would be encouraged to join. Getting representatives from as many schools as possible would help.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health said that he would make sure the Youth Council was published widely including faith groups and stakeholders. This would be open to everyone and encouraged those interested to apply. He again thanked the working group for getting us to this point.

Cabinet noted the presentation.

## CABINET MEMBERS' REPORTS

### A) BOROUGH LOCAL PLAN - NEXT STEPS

Cabinet considered the report regarding an update on the Borough Local Plan.

The Cabinet Member for Planning, Environmental Services, and Maidenhead informed that following the Stage 2 hearings held in late 2020, the Inspector had issued a post hearings advice letter. The Inspector had agreed with the council's proposals to amend some policies; had proposed that three allocations previously removed are reinstated and that one current allocation be deleted (Housing by Maidenhead Train Station). At every stage of the process the plan adds more weight to the planning system.

The plan did include sites that were in the green belt, that was not liked, however there was a need for family homes and 80% of the borough would remain green belt.

The next steps was the Schedule of Proposed Main Modifications for public consultation. To reduce the risk of delay, delegated authority is sought for the Head of Planning in consultation with the Lead Member for Planning, Environmental Services and Maidenhead to agree the detailed wording of the schedule under the direction of the Inspector. The consultation would only be on the changes made by the Inspector and he was also recommending that the consultation be extended by one more week.

The Cabinet Member for Finance and Ascot said that he was delighted to see that the BLP would soon be complete. The future of development within the Royal Borough needed a robust plan.

The Cabinet Member for Climate Change, Sustainability, Parks and Countryside asked for clarification that the consultation would only be on the changes the Inspector had asked for and that the content would be discussed with Cabinet Members. The Cabinet Member responsible confirmed that this was correct and that there would be no change in policy.

The Chairman endorsed the necessity to get the BLP in place not only to protect from unwanted speculative development but also to provide the blueprint going forward. The impact of not having a BLP would be unwanted.

Cllr Baldwin mentioned that the report requested more key decisions being delegated to the Head of Planning and Cabinet Member, he asked what would be the alternative. He noted the long delay in getting the plan in place and asked how many speculative developments had been granted since 2013 without a BLP. He also said that between £25m to £75 million had been lost since 2016 without CIL being applied in Maidenhead Town Centre, how would needed infrastructure be paid for.

The Cabinet Member responded that as said there were no changes to policy and that the consultation was on amendments only. There were no sensible alternatives, if we were changing policy then the recommendations would be different. With regards to unwanted speculative developments he did not have the figures at hand but would ask for them to be provided. With regards to CIL there other funds available such as S106 and we were only talking about the centre of Maidenhead. There was no issue about raising money.

Cllr Werner mentioned that the climate change emergency was passed one year ago yet there was no mention of it in the BLP, this was a concern as planning was a major vehicle in dealing with the emergency. The Cabinet Member responded that the plan was set in stone and at this stage could only change areas set by the Inspector. We did have planning design statements in place for climate change. The Chairman also added that once the BLP had been adopted work could commence on the next one with enhanced focus on climate change.

Cllr Brar mentioned that one of her constituents, named in the Inspectors response, had shown why the plan was flawed especially in Cookham, he had not received any response to his letters. Concerns had been raised about congestion and not responded to. The Cabinet Member reiterated that the current plan was set in stone and only those areas raised by the Inspector could be considered. He was happy to meet with the resident mentioned.

Cllr Singh raised concerns about planned development in Maidenhead centre, policies on height were not adhered to, too much emphasis was placed on flats that there was not demand and what about employment. A lot of work was being carried out by the RBWM Property Company. He made reference to current live planning applications that Cabinet informed would not be discussed. The Cabinet Member also said that developers would not build properties if there was no demand. It was important to make Maidenhead attractive to employers. The Chairman said that as well as flats there was also affordable family homes.

Mr Hill addressed Cabinet and said that he would like to focus on paragraph 2.3 where it says the inspector had no concerns about the Golf Club development. Paragraph 29 of the inspectors report named Mr Hill where he said that based on the public information available there was a clear risk of the deliverability on the site. He said that contrary to paragraph 2.3 there was a risk.. the Council had said that the land was available and that the terms of the release of the land was confidential; withheld under FOI and denied to the planning, however it was lodged with the land registry and publicly available. The Golf Club had stated that under the agreement until the BLP the proposals could be rescinded. The Inspector has said the authority should inform her if there was something that she did not know at the time that may impact the plan. He asked why this had not been done due to the surrender agreement.

In response the Chairman said that there was no risk to the BLP due to the Golf Club proposals and the Inspector had been satisfied. A response to the Golf Clubs letter had been sent and he refuted that the Council had not engaged with them. The Golf Club site would be delivered even if this required compulsory purchase orders. We have a sound BLP that will meet required tests.

**Resolved unanimously: that Cabinet notes the report and:**

- i) Delegates authority to the Head of Planning in consultation with the Lead Member for Planning, Environmental Services and Maidenhead, to publish the Schedule of Proposed Main Modifications to be agreed with the Inspector for public consultation.**

**B) 2020/21 DRAFT OUTTURN REPORT - REVENUE AND CAPITAL**

Cabinet considered the report that set out the final outturn position of the Council in respect of the 2020/21 financial year.

The Cabinet Member for Finance and Ascot informed that Cabinet Members to cast their minds back to June last year when in the face of the impact of Covid general reserves stood at less than £2 million and there were calls from some quarters for the director of resources to issue a section 114 notice. How this had changed as this outturn report is in a favourable variance with general reserves above £7 million. But these headline figures did not tell the full story of this administration's management of a very challenging financial year.



As a consequence of the impact of Covid a revised MTFS was published in October last year. This projected a need for savings of £8.7 million in 2021-22. With considerable foresight, in November last year the Director of Resources proposed establishing a Covid earmarked reserve to smooth any cost increases and income loss in 2021-22. The budget report to Council shows that £3.17M would be required from the reserve in order to balance this year's budget. The reserve stood at £3.8 million providing a buffer of just over £600k, although some of this is for specific newly acquired responsibilities.

There was also the opportunity to improve the resilience of our finances by adding to our reserves and provisions. Having funded some IT provision through existing budgets that was required due to COVID changes in working practices, £300k of funding was set aside to replace business as usual IT work that will be delivered during 21/22, and a £300K Optalis reserve is established to manage some uncertainties in overhead costs.

Provisions had also been increased with £400K set aside for potential redundancy costs related to the budget setting process, in conformance with prudential advice from our external auditors that the provision for debt should be reviewed an additional £1.7 million provision is made for Adult Social Care and Housing benefit bad debt provision that has been recognised as an area of risk throughout the financial year, and £393K is set aside for adult social care, a total upside approaching £7M.

The outturn report tells us that stripping out covid we would have achieved a favourable variance of £4.2M in service expenditure. Government have been helpful and funded all but £630K of Covid revenue losses so we were able to bank £3.6M of this. As a result of a capital slippage of £44M interest charges are £900K less than budget. There were several other upsides the most significant were the receipt of £500K compensation for loss of rent at Sienna Court and invaluable assistance from the Frimley CCG and better Care Fund with funding for Adult Social Care to facilitate hospital discharges and to prevent hospital admissions.

We have come through 2020/21 in much better shape than I thought possible. He acknowledged the support received from Government without which all Councils would have been in severe financial difficulties, but our administration's achievement was made possible by setting a robust budget and with great work from officers delivering services and our finance team capitalising on all opportunities to not only save money but opportunities for additional funding.

The administration's financial capacity and competence has grown and in a difficult year we have also been thinking and planning for next year and beyond, ensuring that whilst managing the immediate and urgent we have our eyes firmly fixed on the important, which augers well for the future. He thanked all Council Officers and specifically the Finance team for an incredible job well done.

On behalf of Government in the past year our Revenues and Benefits team have made financial awards totalling £46 million to small businesses from more than 30 different grants. They did so whilst being just marginally above target in their day job of processing a Covid driven surge in new and changed circumstance benefit claims.

Cllr Jones asked with regards to the revenue outturn statement there were some very large inward movements over the last two months. One of these was nearly £1 million from property services, this could be because an asset was sold or leases sold back. In the DSG there was also a significant amount that has come in over the last two month. Without these one-off payments the outturn would be worst. There was also a number of capital slippage and it was not known if this was due to poor monitoring.

The Cabinet Member responded that with regards to the property payment this was made up of payment from Sienna Court and companies buying out of their leases. It was not known which years budget these would have fallen into.

The Director of Resources reiterated that in terms of property it was not clear which year the money would fall into. Due to transparency we were showing the movements coming in even though some are set aside for future years. A tenant asking to walk away from a lease is not unusual. A property provision has been set up to recognise incoming funds that is used in other years. With regards to the DSG page 65 shows that the movement is the transfer in the reserves, this was money we were expecting in but are now only getting it in for 2021/22 and were only informed this in March. With regards to Capital there has been some slippage coupled with low borrowing / interest rates. The paper also showed the level of general reserves as well as other reserves put aside.

Cllr Jones asked if the money going into reserves had been allocated or if there was room to use some of it to offset savings within this year. She was informed that now was not the time to take money out to cover savings given the uncertainty of the future.

The Chairman endorsed what has been said many times that we need to build back our reserves. They were committed to do this and now was not the time to go soft on these plans. Having strong sustainable reserves was important.

Cllr Baldwin said he wished to thank the officers who had made the financial position happen especially during the difficult 15 months. Their demotion and commitment to residents should not be lost in the numbers. The Chairman agreed with this statement and said that is why they were backing staff with a pay rise.

Mr Wilson addressed Cabinet and said that the report showed that the Council had underspent by £4.2 million, he asked if this was due to better budgeting and financial controls or the council doing less due to Covid. There was an extra £6 million going into reserves. This was residents money, so if financial competence was improving why was some of this money not being used to re-introduce parking discounts that would help the highstreets. The Cabinet Member reiterated that now was not the time to spend this money as reserves needed to be built back up. It was important to get through the uncertainties in a good financial position.

Mr Hill addressed Cabinet and said that with regards to paragraph 6.9 facilities, it mentioned the £28k pressure on the Desborough Suite. He asked if this was linked to the vaccination roll out and if this could be recovered from the Government. Paragraph 13.26 says the general fund reserve starts at £8 million and goes down to £7 million, in the next five years will the reserves need to be prioritised over say a day centre. Paragraph 13.28 it mentions that the council was borrowing temporarily pending capital receipts, are these receipts from the golf club as he had already raised concern about the validity of that project. There was also reference to over £300k from the Nicholson's Centre and he asked what this was. There was also zero spending from CIL allocation.

The Cabinet Member responded by saying that £500k had been spent from CIL with further spend expected when appropriate, the reserves had reduced but this was to offset the budget, in terms of borrowing that was just a statement of fact and behind this was the capital cash flow that showed when we would be expecting capital receipts. The Director of Resources also mentioned that the pressure on the Desborough Suite was down to loss of income from hall hire where possible this has been recovered. With regards to reserves they can only be used as a one off spend and a minimal level does not equate to an optimal level.

**Resolved unanimously: that Cabinet:**

**i) Notes the report including:**

- a. The final Net Revenue Outturn position for the year showing an underspend of £1,043,000 including Sales, Fees and Charges compensation of £8,016,000 (Appendix A) and the implications for the authority's reserves position (Appendix H).**

- b. The delivery against the savings approved within the 2020/21 base budget (Appendix B)
- c. Net Capital Outturn figures showing a net £44,890,000 underspend (Appendices C – E) and the subsequent impact on Borrowing (Appendix F)
- d. The Outturn position on the Schools Budget (Appendix G)
- e. The summary of the Covid-19 funding and expenditure during 2020/21 (Appendix I).
- f. The level of Aged Debt as at 31 March 2021 (Paragraph 14.11 Table 25 within the report).
- g. The in-year collection levels for both Council Tax and NNDR (Paragraph 14.3 Table 24 within the report).
- h. The levels and return on the cash investments (Paragraph 14.28 Table 28 within the report).

ii) Approves the following:

- a. Creation of new Earmarked Reserves totalling £3,485,000 reflecting the service underspends to be carried forward into 2021/22, as shown in Appendix A. This includes the earmarked reserve in relation to Covid-19 expenditure that will be utilised in 2021/22 as approved as part of the budget in February 2021
- b. Movements in existing Earmarked Reserves following the review of the S151 Officer.
- c. The Capital variances and slippage. Slippage will be carried forward into 2021/22.

c) MAIDENHEAD VISION CHARTER

Cabinet considered the report regarding the adoption of the Maidenhead Vision Charter and the recruitment of a Maidenhead Town Team.

The Cabinet Member for Planning, Environmental Services, and Maidenhead informed that for every elected member there was one project that defined their career; he felt lucky as he had two, the BLP and this report. A town was defined by its people and not just its buildings. Unlike many towns Maidenhead was growing and attracting new residents. Examples of projects underway or planned were given but he also raised the importance of all residents having their say.

JTP Architects had been appointed to undertake consultation to capture all stakeholder and community views, and for them to have an input into the shape of the town going forward. Due to the pandemic there was the need for a placemaking vision demonstrating inspiration, ambition, and confidence in the future of our town centre has taken on the new significance, that of helping steer a course for the town centre's post-Covid recovery.

The document sets out the Vision for Maidenhead Town Centre for the next 15-20 years. The Maidenhead Town Team will be established by the council, with representations from a wide selection of groups, making it as inclusive as possible. The team will be supported by Andrew Durrant, the Cabinet Member, member of the opposition and five residents.

Maidenhead town centre will be our proud heart, a place of leisure, living and working. The Vision and Charter had 12 Charter points that had been agreed through the community and stakeholder engagement process. The Maidenhead Town Team would be monitoring and reviewing all activity for the Town Centre through these key points.

The Team will have five priorities, economic recovery, transport strategy, a green Maidenhead, maximising the waterways and the southern expansion providing much needed family homes. There would be a full communication plan.

The Town Team would work in partnership with the council and other key action groups, stakeholder, and community groups to ensure that all projects address the charter points where possible. The charter was not a planning document, but an aspiration of the town that our residents, and business have said they want to live in.

The Vision Charter has initially focused on Maidenhead due to the volume of regeneration activity that is underway and planned. Further down the line it may be appropriate to also consider a Vision Charter for other major towns such as Windsor and Ascot.

The Cabinet Member for Climate Change, Sustainability, Parks and Countryside informed that the document was very important and came about with consultation of a wide variety of interested groups. It was positive to see resident involvement.

The Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor said that Maidenhead had fantastic culture and heritage and diversity she was glad this had been picked up in the document. She looked forward for a similar engagement for Windsor.

The Cabinet Member for Housing, Sport & Leisure, and Community Engagement informed that when he was first elected residents asked what was being done about the town centre, he was pleased to see that action was now being taken. We have already seen major developments being delivered and investment into the town. Engagement with residents had been fantastic and we will see a modern town respecting its history.

The Cabinet Member for Transport, Infrastructure, and Digital Connectivity expressed his support for this comprehensive piece of work especially as it included sustainable integrated transport, increased infrastructure and digital connectivity. He read out part of an email from a resident about the importance of regeneration for the future.

Mr Hill addressed Cabinet and said that this was a good positive piece of work and was pleased to see arts and culture included, he asked if the promised spend on the Desborough Theatre was still to be refurbished.

Mr Hill said that with regards to cars, everyone wants to move towards electric cars and walkable towns. However during the consultation there was talk about 20mph limits on the ring road, is this the plan. There needs to be a transition as people still need their cars. He asked if electric scooter lanes had been considered. With regards to the Team he asked if this would be a scrutiny panel, who were they, what will be the interview process, will it be the usual supporting people or critical friends. Will families be represented on the panel, we have already lost bowling and will soon lose our nightclub. Young people need to be involved. There is conflict between the document and tall buildings strategy, the Nicholson's development does not comply. You mention the importance of green and blue assets yet you are planning to develop on the gold club.

The reporting Cabinet Member responded that the team was being formed to reach out to every single group, there will be 8 people but the process had not been agreed. Their key role was to talk to groups in Maidenhead. We are not dictating we will be listening to what they say, we want this to be democratic in its truest sense.

Cllr Singh liked the document even if it was late. He has seen the effect of scruples development, the prison blocks being put up, there has been a big backlash with a live petition ongoing. Why would the council go ahead with a scheme with so many objections, the Chairman said we would not discuss live planning applications. Cllr Singh was concerned that

this was an aspiration not a planning document that could be enforced, was this to compensate for the lack of a neighbourhood plan.

The presenting Cabinet Member replied that this was not a planning document but allowed residents to have a say in the way the centre was going. This was recognising everyone's right to have a say. This will be driven by the people and not Cabinet.

The Chairman said that this was the start of a process for the long term aspirations for the town. He agreed that Cabinet did not want to see unscrupulous development or developers. This vision document was about raising standards. This would be going forward on a cross party basis.

**Resolved unanimously: that Cabinet notes the report and:**

- ii) **Approves and adopts the Maidenhead Vision & Charter document.**
- iii) **Delegates authority to the Chief Executive in consultation with the Lead Member for Planning, Environmental Services and Maidenhead, to set up a recruitment panel to establish the membership of the Maidenhead Town Team.**

### 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.

### CABINET MEMBERS' REPORTS

#### A) COUNCIL FUNDING FOR LOCAL ORGANISATIONS 2021/22

Cabinet considered the approval of the recommendations from the Grants Panel for grants to voluntary organisations. Although the discussion took place in Part II, it was agreed that the decisions of the Grant Panel should be minuted in Part I.

The Cabinet Member for Finance and Ascot provided an overview of funds available and the amount the Grants Panel were recommended for approval. He thanked the officers for their work and recommendations made to the Panel.

**Resolved unanimously: that Cabinet notes the report and:**

- iv) **Approves the recommendations of the Grants Panel held on 11 May 2021, as detailed in the attached minutes (Appendix A).**
- v) **Approves the recommendation of the additional grant to Age Concern Windsor for £750.00.**
- vi) **That the Cabinet decision is minuted in Part I.**

### BCF '3' FUND

**(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)**

Anita Herbert from BCF went through the five applications that they had considered and made recommendations for the award of a grant.

The Panel considered, for recommendation to Cabinet, noting of the award of BCF '3' Fund grants to local organisations for the forthcoming financial year.

**RESOLVED UNANIMOUSLY: That the applications listed below for the allocation of RBWM / '3' Grassroots Funding be recommended for noting by Cabinet.**

Organisation	£
Old Windsor District Guides	1,000
Chattertots	5,000
Windsor Horse Rangers	5,000
Maidenhead United Juniors FC	3,000
Clewer Scout and Guide Group	6,000
<b>Total Proposed Awards</b>	<b>20,000</b>

The remaining £5,000 would be available for allocation as interim payments.

### COMMUNITY GRANTS

**(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)**

The Panel considered, for recommendation to Cabinet, the award of Council grants to local organisations for the forthcoming year.

**RESOLVED UNANIMOUSLY: That the grants as detailed below be recommended to Cabinet for approval, subject to**

- a) The organisations receiving the Community Grants for capital projects obtaining any requisite planning or building regulations consents and producing copies of audited accounts and evidence of the availability of finance for the remainder of the schemes. Organisations receiving Community Grants for Revenue costs or Service Level Agreements being required to complete an Annual Return Form which should demonstrate written evidence that the money had been spent according to their application and to identify the specific outcomes achieved as a result of the grant awarded.
- b) The organisations receiving Kidwells Trust Grants:-
  1. Providing suitable acknowledgement for the grant assistance in all publicity material.
  2. Ensuring that there is adequate insurance cover for items purchased with grant assistance.
  3. Continuing to look for other forms of sponsorship for special events.
- c) Organisations should, wherever possible, seek funding from other sources to ensure that they were not solely reliant on funding through the Royal Borough and it be noted that those organisations would not necessarily be automatically awarded funding year on year.

### **CAPITAL GRANTS**

Organisation	£
19th Maidenhead Scout Group	400
Ascot District Day Centre Trust	1,750
Berkshire Lowland Search and Rescue	500
Boyn Grove Community Allotment	250
CAB East Berkshire	1,600
Champney Hall Management Committee	1,000
Cheapside Village Hall	500
Clewer Non-Ecclesiastical Charity	500
Cookham Dean Cricket Club	500

Cox Green Community Centre Pre School	500
Earleywood Scout Campsite part of South East Berkshire District Scout Council	750
*Eton Community Association	1,000 - The relevant Grants Officer to request the organisation share any learnings from this project
Furze Platt Senior School Parent Teachers and Friends Association	500
Holyport Community Trust	2,000
Holyport Football Club	500
Maidenhead Sea Cadets	500
Norden Farm Centre Replacements and Renewals	4,000
Oakley Green Fifield District Community Association Ltd	500
Pickles Hedgehogs	250
Public Hall (The Cordes Hall)	2,000
Samaritans Slough Windsor Maidenhead	1,500
South Ascot District Guide Association	216
St Marks Crescent Methodist Church	750
The Autism Group (TAG)	3,000
The Baby Bank	3,000
The Old Court CIC	3,500
The Parish of All Saints, Boyne Hill Maidenhead	6,000
Trevelyan Middle School PTA	500
White Waltham Village Association	350
Wickwood Campsite (Windsor Division Girlguiding)	500
Wild Eton & Eton Wick and Wild Windsor	1,000
WildCookham	500
WildCookham - Wildflowers	500
Windsor Festival Society Ltd – Youth Concert	1,000
Windsor Horse Rangers	500
Windsor Talking Newspaper	500
Wraysbury & Horton Voluntary Care	500
Wraysbury Matters	500
<b>TOTAL RECOMMENDED TO CABINET</b>	<b>43,816</b>

It is with regret that the following organisations were not awarded any funding:

- Clewer Scout and Guide Group
- The Sunninghill Reading Room Trust
- Windsor Festival Society Ltd – Grassroots Arts Session for young children

**N.B:** *Out of a total capital budget of £50,000, £43,816 was allocated which left £6,184 unallocated. The Panel agreed that this funding should be made available for allocation as interim payments under delegated authority during 2021/22.*

#### REVENUE GRANTS

Organisation	£
Adult Dyslexia Centre (Thames Valley)	1,000
Alexander Devine Children's Hospice Service	500
Assisting Berkshire Children to read	500
Autism Berkshire (Berkshire Autistic Society)	1,500
Berkshire County Blind Society (Berkshire Vision)	750
Chatterbox	1,000
Driven Forward	2,000
Elizabeth House Cookham	2,500
Eton Allotment Society - (note, the allotment is privately leased by a community group and is not the allotment supported by Eton Town Council)	475
Eton Wick Village Association	1,000
Family Action	5,000
Maidenhead & District Stroke Club	500

Maidenhead Choral Society	500
Maidenhead Community Book Festival	2,000
Maidenhead Drama Guild	1,000
More Than A Shelter (MTaS)	2,500
*Norden Farm Centre for the Arts	5,000 – The relevant Grants Officer to provide a detailed breakdown of how the Grant is to be spent
Re:Charge R&R	2,500
Slough Windsor & Maidenhead Theatre Company	1,000
*St Michaels School PTA	500 – The relevant Grants Officer to provide more information on funding for school and library
Sunningdale Bowling Club	1,000
*The Conservation Warriors	3,500 – The relevant Grants Officer to provide detail on where they operate and for how long
The Dash Charity	2,500
The Rotary Club of Maidenhead Bridge - Health Awareness day	250
The Rotary Club of Maidenhead Bridge - Summer Family Fun Day 2021	250
The Thames Valley & Great Western Omnibus Trust (TV&GWOT)	400
Windsor & Maidenhead Community Forum (WAMCF)	2,000
Windsor and Maidenhead SMILE Club	600
Windsor Old Peoples Welfare Association	2,500
<b>TOTAL RECOMMENDED TO CABINET</b>	<b>44,725</b>

It is with regret that the following organisations were not awarded any funding:

- 4Motion CIC
- Art Beyond Belief
- Aspire and Shine
- The Inner Wellness Project
- The Rotary Club of Maidenhead Bridge for Maidenhead Downhill races 2021

**N.B:** *Out of a total revenue budget of £50,000, £44,725 was allocated which left £5,275 unallocated. The Panel agreed that this funding should be made available for allocation as interim payments under delegated authority during 2021/22.*

#### KIDWELLS PARK TRUST GRANTS

**(Not for publication by virtue of Paragraph 1, 3 of Part 1 of Schedule 12A of the Local Government Act 1972)**

Organisation	£
*The Old Court CIC	5,000 - The relevant Grants Officer to provide further detailed breakdown of how the grant would be spent
*Windsor Festival Society Ltd	2,000 - The relevant Grants Officer to provide further detailed breakdown of how the grant would be spent
<b>TOTAL RECOMMENDED TO CABINET</b>	<b>7,000</b>



***N.B: Out of a total budget of £13,500 for Kidwells Park Trust, £7000 was allocated which left £6,500 unallocated. The Panel agreed that this funding should be made available for allocation as interim payments under delegated authority during 2021/22.***

Councillor Baskerville requested that it be noted that although he had been able to hear the debate at the meeting, he had been unable to comment on a number of applications due to technical issues. He has confirmed he was in agreement with all the recommendations made above.

B) PROVISION OF LEGAL SERVICES

Cabinet considered the report that provided an update on the provision of legal services for the Royal Borough.

The report was noted.

The meeting, which began at 7.00 pm, finished at 9.30 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
Nicholsons Quarter Appropriation	New Item	22 July 2021	n/a
Berkshire Records Office – extension	New Item	26 Aug 2021	n/a

## FORWARD PLAN OF CABINET DECISIONS

CABINET Member, Councillor Johnson Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property, Councillor Rayner Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, 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, Infrastructure, and Digital Connectivity, Councillor Coppinger Planning, Environmental Services, and Maidenhead, Councillor Hilton Finance and Ascot Councillor McWilliams Housing, Sport & Leisure, and Community Engagement, Councillor Stimson Climate Change, Sustainability, Parks and Countryside

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

### FORWARD PLAN

ITEM	Private Meeting - contains exempt/confidential information? See categories below.	Short Description	Key Decision, Council or other?	REPORTING MEMBER (to whom representations should be made)	REPORTING OFFICER / DIRECTOR (to whom representations should be made)	Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings	Date and name of meeting	Date of Council decision (if required)
24 Boulters Lock, Maidenhead	-	Asset review of Boulters Lock Maidenhead	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Andrew Durrant	Internal process	Cabinet 22 Jul 2021	
Community Facilities Review	Fully exempt - 3	Strategic Asset Management and Assessment of community assets.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Duncan Sharkey	Internal process	Cabinet 22 Jul 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)
Corporate Plan	-	To note the draft Corporate Plan for public consultation.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Emma Duncan	Internal process	Cabinet 22 Jul 2021	
25 Re-Tender of the Council's Building Cleaning Contract	Fully exempt - 3	Award of the Contract for the cleaning of the Council's operational buildings.	No	Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor (Councillor Samantha Rayner)	Emma Duncan	Internal process	Cabinet 22 Jul 2021	
Finance Update	-	Latest financial update.	No	Cabinet Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 22 Jul 2021	
Revised Medium Term Financial Strategy	-	To recommend the new MTFS	Yes	Cabinet Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 22 Jul 2021	
Corporate Plan	-	To note the draft Corporate Plan for public consultation.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Emma Duncan	Internal process	Cabinet 22 Jul 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)
Nicholsons Quarter Appropriation	Open	Appropriation of rights and interests in land as part of the land assembly process for the Nicholsons Quarter Regeneration Scheme	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Duncan Sharkey	Internal Process	Cabinet 22 Jul 2021	
26 New primary school places in Maidenhead	Fully exempt - 3	This report provides the outcome of public consultation on a proposal to provide new primary school places in Maidenhead, and recommends next steps to be taken with regard to the proposal.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel		Cabinet 26 Aug 2021	
Berkshire Records Office – extension	Open	To recommend to Council the Royal Borough's capital contribution to build an extension on the Berkshire Records Office which is managed as a joint arrangement between the six Berkshire authorities.	No	Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor (Councillor Samantha Rayner)	Hillary Hall	Internal process	Cabinet 26 Aug 2021	

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

<b>ITEM</b>	<b>Private Meeting - contains exempt/confidential information? See categories below</b>	<b>Short Description</b>	<b>Key Decision, Council or other?</b>	<b>REPORTING MEMBER (to whom representations should be made)</b>	<b>REPORTING OFFICER / DIRECTOR (to whom representations should be made)</b>	<b>Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings.</b>	<b>Date and name of meeting</b>	<b>Date of Council decision (if required)</b>
Finance Update	-	Latest financial update.	Yes	Cabinet Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor		Cabinet 30 Sep 2021	

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 28	<p>Information which reveals that the authority proposes</p> <p>(a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or</p> <p>(b) to make an order or direction under any enactment.</p>
7	Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

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



Report Title:	Library Transformation: Consultation and Recommendations
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Rayner, Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor
Meeting and Date:	Cabinet - 24 June 2021
Responsible Officer(s):	Adele Taylor, Director of Resources Angela Huisman, Library and Resident Contact Lead Louise Freeth, Head of Revenues, Benefits, Library and Resident Services
Wards affected:	All

## **REPORT SUMMARY**

This report seeks Cabinet approval to implement the recommended changes to the Library Service delivery model and to adopt the revised Library Transformation Strategy.

The original proposals recommended closing certain Libraries and further reducing the opening hours of others to provide a total 217.5 opening hours per week. The final recommendation is to keep all Libraries open and deliver 314.5 opening hours per week. This will include a Select and Deliver Service / Home Library Service supported by 50 volunteers, which will replace the Mobile Library vehicle, and an Accessibility Service to support people with disabilities, in particular autism, dementia, and other hidden disabilities.

The recommended opening hours will be dependent on the establishment of approved Service Level Agreements with potential funders with whom discussions were held during the Consultation and Engagement period.

Implementation will deliver savings of £292,000 for the Council. If approved, implementation will commence in October 2021 with the aim to be fully operational by April 2022. The LTS will run through to 2025 and will be regularly reviewed by the relevant Cabinet Member and Head of Service/Lead Officer to ensure alignment with Corporate and Community priorities.

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION: That Cabinet:**

- i) Notes the outcome of the Consultation and the Comprehensive Needs Analysis**
- ii) Approves the adoption of the Library Transformation Strategy, the recommended changes to the service and the associated savings**

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

**Options**

**Table 1: Options arising from this report**

Option	Comments
Approve the adoption of the Library Transformation Strategy, the recommended changes to the Library Service and the associated savings. <b>This is the recommended option</b>	This will allow the Council to deliver a Comprehensive and Efficient Library Service in line with its Public Sector Equality Duty (PSED) and statutory obligations that meets the needs of residents while confirming changes that will deliver savings of £292,000 in total, split between 2021-22 and 2022-23.
Do not approve the Adoption of the Library Transformation Strategy, the recommended changes to the Library Service and the associated savings. This is not recommended	This will not enable changes that meet the needs of our residents. This will not allow the council to deliver savings of £292,000.

**3. KEY IMPLICATIONS**

- 3.1 This report seeks to advise Cabinet of the outcome of the recent consultation and engagement exercise and requests approval to implement subsequent changes to statutory library provision in the Royal Borough of Windsor and Maidenhead (RBWM) in line with the revised Library Transformation Strategy (LTS) while delivering savings for the Council.
- 3.2 The recommended savings and the impact on statutory library provision are detailed in Appendix B.
- 3.3 The findings of the refreshed Comprehensive Needs Analysis alongside the feedback from the Consultation and Engagement exercise have shaped the recommendations. Significant changes have been made to the final recommendations, alternative income streams have been explored and sustainable funding options have been identified.
- 3.4 The new proposals have been shaped by conversations with partners and stakeholders which have potentially secured £60,500 in additional support made up of reductions in rent, reductions in cleaning costs and funding for staffing should the changes proposed in this report be agreed.
- 3.5 Taking into account the results of the refreshed Comprehensive Needs Analysis, a re-examination of the library estate and the retiring of the Mobile Library vehicle, which is end of life, and its replacement with a volunteer-supported Select and Deliver service, it has been possible to revisit the proposals relating to Boyn Grove and Dedworth libraries.
- 3.6 Residents will continue to benefit from a comprehensive and efficient library service that meets their needs, drives aspiration and remains accessible to all

including the most vulnerable whilst demonstrating excellent value for money for the council taxpayer.

3.7 Councils are statutorily responsible for 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.

3.8 In reaching its decision, Cabinet should be able to demonstrate that it has considered the legislation that governs the Public Library Service and be certain that its new decision would result in a “comprehensive and efficient library service” as required by Section 7 of the Public Libraries and Museums Act 1964. Appendix E explains the Role of the Secretary of State in Library Superintendence and the risks relating to Judicial Review and challenge when Councils undertake significant changes to Public Library Services.

3.9 The Library Transformation Strategy (LTS), Appendix D, will facilitate delivery of corporate and community priorities through a sustainable and resilient Library Service. It will provide direction for the Library Service so that it can help to release the power and assets within communities by working closely with partners, stakeholders and residents to meet local need.

3.10 The Library Service Vision outlined in the LTS can be summed up in the following statement and is underpinned by the six strategic priorities found in the LTS itself:

*We will provide physical and virtual spaces that build connections and facilitate access to knowledge, resources, and support so that residents are equipped to aspire and thrive*

3.11 The Royal Borough of Windsor and Maidenhead’s Library Service has demonstrated that low cost, high impact support and expertise from trained library staff has encouraged communities to develop and implement their own mitigations against isolation, disadvantage, and digital exclusion. Evidence from national studies show that this approach contributes to Health and Wellbeing, lowers costs in Adult Social Care, Children’s Services, Housing, the NHS and other Public Services, and empowers local communities.<sup>1</sup>

3.12 The recently refreshed Comprehensive Needs Analysis in Appendix C has informed the recommendations to ensure that, where need has been identified, impact has been reviewed and changes to the original proposals applied.

3.13 The Comprehensive Needs Analysis identified the Ward of Clewer and Dedworth East as having high levels of disadvantage in terms of employment, education, and health while Boyn Hill Ward was ranked at the bottom of the table for Index of Multiple Deprivation. Clewer and Dedworth East and Boyn Hill Wards also had the highest percentages of residents aged 0-24.

3.14 These factors have been taken into consideration and even though neither library location has the support of a local parish council or established Trust to help them achieve an element of financial independence from the Council, the

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<sup>1</sup> <https://www.artscouncil.org.uk/sites/default/files/download-file/The%20health%20and%20wellbeing%20benefits%20of%20public%20libraries.pdf>

original proposals to close Boyn Grove Library and substantially decrease the opening hours at Dedworth Library have been changed

- 3.15 It is now proposed that Boyn Grove should remain open for 13 hours per week and Dedworth Library should retain its current opening hours of 23 hours per week. These changes will be funded by reinvesting the savings achieved by re-designing the Home Library / Select and Deliver Service which will retire the Mobile Library and recruit up to 50 additional volunteers. The Service will seek support from the proposed Windsor Town Council to support Dedworth Library, in line with support provided by other Parish Councils, and will work closely with residents from Boyn Grove to explore opportunities to gain revenue from hiring out the library space.
- 3.16 Another key finding of the Needs Analysis is that more residents arrive at a library on foot than by car and only 4% use public transport. The report notes that the evidence suggests that: “it is a reasonable assumption that a proportion of residents will find it difficult to travel distances to libraries and this is likely to be in those households without a vehicle and where income deprivation makes public transport unviable. For some, at least, increased distance to a library offering suitable facilities and opening times will be a disincentive to use”.
- 3.17 Eton Wick Library in particular is mentioned in this context while Clewer and Dedworth East featured highly for households without access to a vehicle. It is important, therefore, that these two communities continue to benefit from access to a local community library that remains accessible to residents.
- 3.18 By keeping the Container Library in one location the Council can save £55,000 per year on towing costs. The recommendation is to retain the Container at Wraysbury.
- 3.19 The Needs Analysis report suggests that increasing distance to libraries is likely to have an impact on access. The two locations where this could have the greatest impact are Holyport and Furze Platt where it is proposed that the Container Library will no longer visit. Instead, these two communities will be served by a Select and Deliver offer. This risk is therefore mitigated although the Service will continue to work with local community partners to seek to identify alternative options that can be explored, such as a pop-up library, should alternative resources and funding allow.
- 3.20 There is a revised recommendation to retire the Mobile Library Vehicle, which is end of life, and replace it with a comprehensive Select and Deliver / Home Library Service. Savings of £40,000 per annum can be achieved by transforming the service in this way. These savings will ensure that Boyn Grove can remain open and Dedworth Library will retain its current opening hours. An additional 50 library volunteers committing to 5 hours per month each will ensure the benefits of a hybrid model of professional expertise and volunteer support improves the customer experience.
- 3.21 The Library Volunteer Programme is managed by a highly qualified specialist in Community Engagement and Volunteering. The Consultation and Engagement process has encouraged a number of residents to come forward to offer their time and energy to support the library service. The service is confident that it will be able to recruit 50 additional volunteers to ensure no resident loses access to

library services because of the retiring of the Mobile Library vehicle. This will generate 3,000 additional volunteer hours per year.

- 3.22 Currently the service has 102 library volunteers. It has successfully managed 170 volunteers in the past. If 50 new volunteers are not forthcoming then current volunteers may be asked to increase their monthly contribution. The Service has a strong track record of recruiting volunteers and is confident that it will be able to achieve these additional volunteer hours, particularly following the consultation where renewed interest in the service emerged.
- 3.23 Volunteers will continue to be closely vetted and will undergo an enhanced DBS check. They will be required to attend safeguarding and other training and the expectation will be that they meet the high standards required of current volunteers.
- 3.24 It must be noted that volunteers are not a free resource and the service does not have the capacity to manage volunteers who cannot offer consistency, reliability and an element of self-direction whilst complying with all service standards. There are costs related to recruiting, training, coordinating, managing, and showing appreciation to volunteers. These costs will be carried by the Library Service which already runs a very robust volunteering programme.
- 3.25 Two trained library staff with appropriate expertise will coordinate the new volunteers and facilitate the taking of books to residents who cannot access a physical library. They will ensure that demand is met, and customers receive the books, information and support they need. This will include deposit collections and regular visits to people in residential homes, Select and Deliver services, and a Home Library Service.
- 3.26 The extended service will include digital support to tackle digital exclusion and will identify residents who may benefit from the Digital Device Loan Initiative.
- 3.27 Current customers of the Mobile Library Service will continue to have access to a wide range of books, both digital and physical, and volunteers will be able to spend more time with customers than staff currently can. The service will continue to be professionally led with volunteers supporting the delivery of the service resulting in an enhanced experience and contributing to the reduction of social isolation and loneliness.
- 3.28 An additional 97 opening hours per week have been added to the original proposals. The related costs will be covered by contributions from partners, primarily Parish Councils and local Trusts, by savings generated from re-shaping the Mobile Library Service and by efficiencies identified in cleaning regimes. Digital transformation has also contributed to staff efficiencies.
- 3.29 Income generation from hire of library spaces, charged at current rates, will continue to be encouraged as this remains an important element of the budget.
- 3.30 The overall recommended reduction in opening hours is 38.5 hours per week. This will be further reduced if alternative provision such as a pop-up library can be established at Holyport and Furze Platt and if additional funding can be secured from partners or from hire of library spaces. If funding commitments from partners are reduced then opening hours will be impacted.

- 3.31 The financial support from partners will be based on the establishment of approved Service Level Agreements (SLAs) to enable the service to plan for the future.
- 3.32 RBWM Libraries are community hubs that operate as a gateway to physical and digital information and are used by a range of partners to bring people together, giving them access to a greater breadth and depth of services and support. They are also trusted safe spaces.
- 3.33 The aim in redesigning the overall library service is to continue to grow this capacity and resilience within the community whilst ensuring partners who use library spaces contribute to running costs of the buildings to support a sustainable library delivery model.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Confirm a saving of £145,000 in 2021-22 and a further saving of £147,000 in 2022-23 to meet the savings target of £292,000.	Savings target not achieved	01 April 2022	Dec 2021	Sept 2021	01 April 2022
Deliver on the six Strategic Priorities that underpin the Library Service Vision as outlined in the LTS	Fail to deliver on all Priorities during the life of the Strategy	01 April 2025	01 April 2024	01 April 2023	01 April 2025
Deliver against the six outcomes in Section 11 of the LTS	Fail to deliver on all outcomes during the life of the Strategy	01 April 2025	01 April 2024	01 April 2023	01 April 2025

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 This report seeks approval to confirm a saving of £145,000 for 2021-22 and to make a further £147,000 reduction in the budget in 2022-23 while designing a library service that is sustainable, resilient, and able to adapt to changing circumstances, opportunities and demands.

- 4.2 This saving is made up of £183,000 in staff costs and £109,000 in building costs against the bottom line for the authority. The total savings are £292,000.
- 4.3 These recommendations are dependent on new funding commitments to the value of at least £60,500 from partners as a result of the engagement sessions carried out during the Consultation period. Prior to this the library service received £276,000 pa in fees, charges, and hires.
- 4.4 Partner funding will be tied to Service Level Agreements (SLAs) ranging from three to five years. This will give the Library Service an element of stability.

**Table 3: Financial impact of report’s recommendations**

<b>REVENUE COSTS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Additional total	£0	£0	£0
Reduction	-£145,000	-£147,000	£0
Net Impact	-£145,000	-£147,000	£0

**5. LEGAL IMPLICATIONS**

- 5.1 Full details of the potential implications are outlined in Appendix E but are summarised here.
- 5.2 Library services must comply with the Public Libraries and Museums Act 1964 and other legal obligations, including the Equality Act 2010 (under which the Public Sector Equality Duty arises).
- 5.3 When considering any change to statutory library provision Cabinet should have due regard to its Public Sector Equality Duty (PSED). To have due regard means that in making decisions it must consciously consider the need to do the things set out in the general equality duty: eliminate discrimination, advance equality of opportunity and foster good relations.
- 5.4 In providing this service, a library authority must secure adequate stocks sufficient in number, range and quality to meet the general requirements and any special requirements of adults and children; and encourage adults and children to make full use of the library service.
- 5.5 Equality Analysis must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on those with protected characteristics in line with the Equality Act 2010.
- 5.6 The Secretary of State for Digital, Culture, Media and Sport (DCMS) has a duty under the Act to superintend and promote the improvement of the public library service provided by councils in England and also to secure the proper discharge by councils of their functions as library authorities.
- 5.7 The Act provides the Secretary of State with the statutory power to intervene and call a local inquiry when a library authority fails (or is suspected of failing) to provide the required service.
- 5.8 If a representation is made to the Secretary of State about a library service not meeting its legal obligations, the library authority will be required to demonstrate

that it has met its obligations to provide a comprehensive and efficient library service that meets local need and is shaped by consultation and engagement.

## 6. RISK MANAGEMENT

**Table 4: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
A representation is made to the Secretary of State about the library service not meeting its legal obligations.	High	An extensive consultation and community engagement process has shaped the Library Transformation Strategy and reduction proposals. A rigorous and comprehensive analysis of need has informed these recommendations.	Medium
An individual or group challenges the lawfulness of decisions relating to the Library Transformation Strategy through a Judicial Review	High	During a judicial review, the courts will examine the council's decisions and the process the council took in reaching those decisions, including the council's approach to equality considerations. Therefore, Councillors must be able to demonstrate that they have made their decisions based on the statutory requirements of the relevant legislation, and that they have clearly met their Public Sector Equality Duty obligations.	Medium
Delivery of the outcomes and strategic priorities of the strategy are not achieved.	Medium	A phased Delivery Plan will be developed with indicative timescales. The Library Lead Officer will drive delivery and report on progress to the Cabinet Member at regular intervals.	Low
The strategy is not aligned, conflicts with or does not complement other strategies and policies resulting in	High	Two-way communication between the Library Lead Officer and senior officers across the Council will be established enabling consultation and input	Low



lack of clear objectives, inefficiencies and mixed messaging to residents.		into the development of Corporate Strategies and Delivery Plans and ensuring the Library Service adapts to support emerging priorities across the Council.	
Savings are not achieved due to unforeseen events or a withdrawal of funding from partners	High	Robust Service Level Agreements are established, and contingencies put in place in good time where shortfalls are identified because of robust budget monitoring. Financial forecasts have been based on pre-covid income levels.	Medium
The enduring impact of Covid-19 alters the library and community 'landscape' significantly.	High	The strategy will be reviewed and updated dynamically as the impacts of Covid-19 become clearer.	Medium

## 7. POTENTIAL IMPACTS

7.1 Equalities. A full EQIA has been carried out and this should be read and considered by Councillors before taking the decisions identified in this report . The Council has to give due regard to its Equalities Duties, in particular with respect to general duties arising pursuant to the Equality Act 2010, section 149. Having due regard to the need to advance equality involves, in particular, to the need to remove or minimise disadvantages suffered by persons who share a relevant characteristic that are connected to that characteristic. Further details about the Equalities Duties are set out in the Equality Impact Assessment which is published on the [council's website](#).

7.2 Climate change/sustainability. The Green Agenda is central to the Library Service's strategic approach to service development which it aligns to the Corporate Climate Strategy.

7.3 Data Protection/GDPR. The Library Transformation Strategy does not relate to personal data and a DPIA is not required. However a DPIA will be completed for individual elements of the action plan as they are developed and delivered if required.

7.4 Staff. Should the recommendations be approved a new staffing model that aligns to the new LTS will be introduced. Changes to contractual working hours and patterns will be required. Consultation with affected staff will follow once a formal decision has been taken.

7.5 Property Services. Support from Property Services will be sought to assist with the development of Licences to Occupy and negotiated changes to lease agreements such as reductions in rent.

**8. CONSULTATION**

8.1 An extensive twelve-week Consultation and Public Engagement exercise was carried out between 6 February 2021 and 30 April 2021

8.2 Over 1000 responses were received in total through both the online consultation form linked to from the RBWM website and via individual and group representations made directly to officers and the Cabinet Member.

8.3 Thirty-eight engagement sessions were held with a range of groups and organisations including the Girls Policy Forum, the Disability and Inclusions Forum, Parish Councils, Local Trusts, People with Learning Disabilities, People with Dementia and their Carers, as well as open public sessions. A British Sign Language video was also made available.

8.4 The Comprehensive Needs Analysis was considered alongside the extensive feedback received from residents, partners, stakeholders and library customers, and together shaped the final recommendations.

8.5 The Consultation generated some alternative proposals – these were all considered and taken into account when proposing the recommendations set out in this report.

Please note the full Consultation Report in Appendix A

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 Implementation date if not called in: October 2021 to April 2022

9.2 The full implementation stages are set out in table 5.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
24 June 2021	Consideration by Cabinet
1 July 2021	Staff Consultation
1 October 2021	Implementation Commences
1 April 2022	Implementation completed, Savings achieved, Library Transformation Strategy underway
31 December 2025	All outcomes achieved

**10. APPENDICES**

10.1 This report is supported by 5 appendices:

- Appendix A: Consultation Report
- Appendix B: Savings Recommendations

- Appendix C: Comprehensive Needs Analysis
- Appendix D: Library Transformation Strategy
- Appendix E: Role of Secretary of State in Library Superintendence and the Courts in relation to Judicial Review (Statutory obligations)
- 

10.2 This report is supported by 2 background documents:

1. Communications and Engagement Plan
2. Consultation Comments

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner	Councillor Rayner, Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor	01/06/21	03/06/21
Duncan Sharkey	Managing Director	18/05/21	27/05/21
Adele Taylor	Director of Resources/S151 Officer	18/05/21	25/05/21
Andrew Durrant	Director of Place	18/05/21	27/05/21
Kevin McDaniel	Director of Children's Services	18/05/21	
Hilary Hall	Director of Adults, Health and Commissioning	18/05/21	24/05/21
Andrew Vallance	Head of Finance	18/05/21	
Elaine Browne	Head of Law	18/05/21	26/05/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	18/05/21	27/05/21
Nikki Craig	Head of HR Corporate Projects and IT	02/06/21	
Louisa Dean	Communications	07/06/21	
Karen Shepherd	Head of Governance	07/06/21	
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	18/05/21	24/05/21

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision 25 February 2021	No	No

Report Author: Angela Huisman, Library and Resident Contact Lead, 07717 693031



## Royal Borough of Windsor and Maidenhead Library Transformation Strategy and Reductions

### Consultation Report

24 June 2021

1. The Library Transformation Strategy aims to set out the direction of travel for RBWM libraries, ensuring that the Council will continue to deliver a comprehensive and efficient library service which is creative, innovative, inclusive and affordable.
2. A savings target of £292,000 was set for RBWM Libraries. To ensure the Council continued to meet its statutory obligations and Public Sector Equality Duty (PSED) an extensive Public Consultation and Engagement exercise was carried out and a Needs Analysis commissioned. The results of both have informed the final recommendations to Cabinet.

### Consultation Principles

3. The RBWM Library Service takes its duty to consult with residents, partners and other stakeholders very seriously.
4. Each year the library service conducts an in-depth Customer Satisfaction Survey which receives close to 400 responses from library service users and partners. These responses are scrutinised by the Library Management Team and Cabinet Member and used to adapt the library service to ensure it remains responsive and agile, meeting the changing needs of residents as they arise and pre-empting demand wherever possible.
5. An Opening Hours Consultation was carried out in the Autumn of 2020. The results of this consultation can be viewed here: [Agenda for Cabinet on Thursday, 28th January, 2021, 6.15 pm \(modern.gov.co.uk\)](#)
6. A further Public Consultation and Engagement Exercise was carried out between 6 February 2021 and 30 April 2021. This consultation was based on the following essential principles:
  - a. **Inclusive** – The documentation was available in hard copy on request, and in British Sign Language. Bespoke engagement sessions were held with people with learning disabilities and dementia and their carers. Several Forums, Panels, Parish Councils, Partners, Trusts, schools and organisations were engaged with individually and public engagement sessions were held throughout the process on different days and at different times.
  - b. **Informative** – a substantial volume of information was provided to support the proposals and bespoke presentations were delivered to

partners, stakeholders and at the public engagement sessions, panels and forums. Questions were answered and, where the answers were not readily available, followed up.

- c. **Understandable** – A summary of impact was provided, and bespoke sessions were held for different groups.
- d. **Appropriate** – The engagement process was very intensive due to the statutory basis of the public library service, the importance of relevant needs analysis and the potentially costly risks involved in not meeting the requirements of the legislation and the expectations of the Secretary of State in his role as Public Library Superintendent.
- e. **Meaningful** – the aims and other information were presented in different ways to different groups to ensure the consultation was meaningful to those who wished to engage with it.
- f. **Reported** – this report aims to summarise the results. For those who wish to conduct further analysis, the detailed results of the Comprehensive Needs Analysis can be viewed in Appendix C.

## Approach

7. The Public Consultation and Engagement exercise was designed to elicit the views of the public, stakeholders and partners on:
  - a. Potential library closures
  - b. Potential further reductions in library opening hours
  - c. The removal of the Container stops (retaining a Container Service at one site only)
  - d. The proposed Library Transformation Strategy, including the Library Vision and Strategic Priorities
  - e. Alternative proposals
8. An opportunity to give feedback and comments was provided at the engagement sessions, through an online consultation and via email, letter and telephone.
9. Consultation commenced on 6 February 2021 and ran for 12 weeks, closing on 30 April 2021. Further representations will continue to be considered as the library service redesigns itself in line with the changing priorities of communities, other public services and library customers.
10. The extensive consultation and engagement period was intended to ensure that as many residents, customers, stakeholders and partners as possible had the opportunity to respond to the proposals.
11. A robust communications plan was developed to ensure that the pandemic did not prevent residents from responding.

## **Communications and Engagement Plan**

12. The consultation was promoted on the RBWM website, via the e-newsletter and on social media platforms such as Twitter and Facebook and was sent to 38,739 library customers electronically.
13. A British Sign Language Video was posted on the Libraries YouTube Channel.
14. Schools were asked to send the consultation to parents and older students via their newsletters.
15. Partners such as the Ascot Durning Trust, Library Volunteers including Library Teenage Volunteers, Reading Groups, Arts Centres, Book Festivals and Parish Councils were invited to participate. Mental Health, Learning Disabilities and Children & Young People partners were contacted as well as partners in Optalis and AfC. The Town Centre Managers team and the Community Influencers Group were also advised of the consultation.
16. Hard copy posters and leaflets were distributed in libraries and by the Mobile Library. Leaflets were made available to residents and Members, and several volunteers and library staff went from house to house to distribute leaflets. Posters were put up in pharmacies, GP Surgeries, Convenience Stores, Parish Council offices and at other locations.
17. The service was able to make Large Print options available on request, however no requests were received.
18. Responses that were submitted outside the provided online questionnaire format were also included and reviewed carefully.
19. Throughout the consultation every effort was made to ensure that despite the Pandemic as many people as possible were made aware of the proposed changes and had an opportunity to have their say.
20. Particular effort was made to communicate the proposals in a clear and easy to understand way. This included a sign language video posted on the library YouTube Account and bespoke consultation and engagement sessions, prepared with the assistance of Optalis, held for residents with learning disabilities and for people with Dementia and their carers.
21. Young People were approached and the Girls Policy Forum was consulted. The consultation was presented and discussed at the One Borough Group, the Autism Partnership Board, the Disability and Inclusions Forum and the Health and Wellbeing Forum.
22. Intensive engagement took place with individual Parish Councils. The Parish Council Forum, the Clerks Forum, Local Trusts and Charities, Windsor Town Forum, Maidenhead Town Forum and Ward Councillors were consulted.

23. Efforts were taken to engage colleagues across the Council as many customers of other Council services, including Adults, Children's and Health, are impacted by the breadth and quality of library service provision in the Royal Borough. Library Services also provide a full range of Council customer services.

### **Consultation Respondents**

24. Just over 1000 responses were received. Of these, 947 responses were received via the online form on the RBWM website and the rest were received by letter, email, over the phone or in person.

25. A total of 38 Engagement Sessions were held with partners, colleagues, residents and other stakeholders. Many of these were broadcast live on YouTube and remain available to view.

26. It should be noted that consultations that are open for anyone to answer will not necessarily be representative of the whole population or of the demographic that uses the Service. The 45+ age group tends to participate in consultations to a much greater degree, in general, than the under 30 age group. This was reflected in this consultation. Prior to Covid, the largest use of public libraries was amongst the under 24s and since the pandemic it has been the 18-34 age group. This, however, is not reflected in the consultation responses.

27. Almost 30% of the responders were over 65 years of age with only 5% under age 24. 20% of the responders were between 25 and 44 years old and 25% between 45 and 65 years of age.

28. 70% of responders were female.

29. 30% were employed full time, 18% worked part time, 10% were self-employed and 32% were retired.

30. Using the online form to respond, 757 answers were received for the first question which asked for feedback on the Library Transformation Strategy. 623 answers were received for the second question which asked for alternative suggestions to the proposed savings.

31. Active engagement sessions led to productive discussions between attendees, Library Service colleagues and the Cabinet Member. Notes were taken and the feedback received in this way has been carefully analysed and incorporated into the final recommendations.



32. The recommendations have been substantially altered as a result of the consultation process.

### **Consultation Themes**

33. Several themes emerged during the consultation period. These are outlined below.

34. It was clear, throughout both the consultation responses and the Engagement Sessions, how much the Library service was valued by residents, stakeholders and partners alike. Not only was the traditional Library offering seen as a vital service but the role of the Library service in economic recovery, as community connectors and specialist services such as the Reading Development Service and Digital Reading Development Offer were all recognised as essential services for the community.

35. Travel was raised consistently. Many responders stated that the expectation that residents should have to travel by vehicle to get to a library further afield conflicts with the principles of RBWM's Green Agenda. Furthermore, the high parking costs in Windsor and Maidenhead risk making those two locations prohibitive for some residents. Poor public transport links were also cited by residents.

36. The impact of the pandemic on the education of young people was highlighted by many respondents. The deficit in children's education will need a joined-up approach by council and other services and there was a plea to not compromise the excellent services delivered by libraries for children when they need them most. Many responders recognised the importance of libraries for young people and suggested that curtailing access to children's books when education has been so disrupted is unacceptable.

37. The risk of decisions being based on a "false economy" where the money saved would be vastly outweighed by the impact on communities was highlighted, especially in the context of libraries functioning as community hubs as the country comes out of the pandemic. It was pointed out that costs of individual libraries are low due to shared use of spaces and when compared to other council budgets, the savings proposed were negligible.

38. The poor promotion of library services was a constant theme, in particular at the Public Engagement Events, with many residents and even partners stating that they were unaware of the range, breadth and quality of services on offer. Much more work needs to be done to improve the way in which the service promotes Royal Borough libraries and library services.

39. Many responses suggested increased volunteer support. This has helped shape the final recommendations and the service will embark on a recruitment

programme for 50 new volunteers to deliver 3000 volunteer hours per year between them.

40. It was pointed out that the Library Access Policy would be obsolete should the proposed recommendations be carried out. Access would be significantly curtailed. This has been reviewed and changes have been made to the recommendations. The Access Policy will be reviewed, alongside all the other published Library Policies, and approval for updated policies will be sought from the Cabinet Member and from the relevant Overview and Scrutiny Panel. The Disability and Inclusions Forum will be consulted on the development of the renewed Access Policy.
41. The Girls Policy Forum discussed the library being a place that they would consider first to study. This is because it offers a safe environment, is not isolating, and they know no harassment will be tolerated. Libraries as a safe space for children to attend unaccompanied after school and for vulnerable adults to use as a safe haven was raised by several participants.

### **Consultation Results**

42. Respondents were asked to prioritise their top ten library services from a list of twenty. 914 people responded to this question. Library services were ranked in the following order:
1. Browsing for books
  2. Requests and reservations
  3. Reading and literacy activities
  4. Public PCs and free Wi-Fi
  5. E-loan Library (e-books, magazines, etc)
  6. Home Library Service / Mobile Library Service
  7. Library staff as community builders and connectors linking people to information, books, resources, services, advice, assistance and health and wellbeing activities and safeguarding
  8. Printing, scanning and copying facilities
  9. Local Studies
  10. Community Health and Wellbeing activities, support and services including dementia and hidden disabilities
  11. Maidenhead and Windsor Library Services
  12. Community Library Services
  13. Library events for children
  14. Online resources such as Ancestry, Cobra, Encyclopaedia Britannica
  15. Business Support, Skills development, free online training and resource such as FutureLearn, Learn my way, Niche Academy, Universal Credit "how to" guide, Oxford Resources, Access to research
  16. Quiet Study Space
  17. Council Customer Services Support

- 18. Library events for adults
- 19. Volunteering Opportunities
- 20. Online Digital Offer (YouTube, Minecraft, Social Media Rhyme times and Craft Events, Online Author sessions and Book Groups, etc)

- 43. It is very clear from the above and from the comments received during the engagement and consultation period that an online digital offer alone cannot meet the reading and learning, health and wellbeing or creativity needs of communities.
- 44. Take-up of the digital offer was very high during the pandemic but this was not seen to be due to a permanent change in behaviour or a reduction in human need for connections and contact. Instead this was viewed as a response to the very unnatural circumstances people found themselves in.
- 45. There is strong evidence that during the pandemic quality interaction, reach, support and access to physical resources have been significantly limited and have curtailed the library service's ability to deliver a curated social experience and a wider range of benefits to communities.
- 46. This was particularly felt in relation to opportunities for structured and unstructured forms of interaction and engagement, study space and access to browsing facilities.
- 47. In response to these findings the recommendations have been changed so that physical provision of RBWM library services will remain strong while the digital offer continues to be developed, curated and promoted. The Service will aim to achieve a fully blended offer.
- 48. Alternative options were reviewed, investigated and analysed, and a number of suggestions have been incorporated into the final recommendations or will be explored further, in line with the objectives of the Library Transformation Strategies.
- 49. Suggestions included library cafes, bookshops, FabLab arrangements and shared spaces. These options have all been explored in detail and, where a benefit has been identified, have been incorporated into the service.
- 50. Volunteer-run libraries, as opposed to volunteer-supported libraries, were reviewed once again. The evidence appears to remain that cost per transaction and long-term sustainability for this model is not always favourable.
- 51. Other models that have been reviewed include mutualisation, out-sourcing and consortium working. Some elements of these and other models have also been incorporated into the service.

52. The engagement exercise with a range of partners led to very positive commitments in terms of financial support for the council. As a result of this financial support residents will be able to continue to benefit from a comprehensive and efficient library service that meets their needs, drives aspiration and remains accessible to all including the most vulnerable whilst demonstrating excellent value for money for the council tax payer.

## **Conclusion**

53. The consultation did endeavour to engage with a wide range of residents and partners as outlined in the Communications and Engagement Plan but it was inevitable that the pandemic and the resulting closure of the libraries would have an impact.

54. Each response has been reviewed carefully and the feedback has had a direct impact on the final recommendations (See Appendix B).

55. This report empowers Cabinet to understand the views of residents as fed back through the Consultation and Engagement process and provides a sound basis on which to make decisions if read alongside the Comprehensive Needs Analysis and the Library Transformation Strategy.

**Savings Recommendations**

The savings proposals that went out to consultation

Table 1

<b>Total Savings</b>	<b>Staff Savings</b>	<b>Buildings</b>	<b>Retain for mitigations</b>
£292,000.00	£186,000.00	£182,000.00	£12,000.00

The new recommended savings

Table 2

<b>Total Savings</b>	<b>Staff Savings</b>	<b>Building Savings</b>	<b>New Partner contribution</b>
£292,000.00	£183,000.00	£109,000.00	£60,500.00

A summary of the impact of the new recommended savings on statutory physical library provision

Table 3

	<b>Pre pandemic</b>	<b>Current hours</b>	<b>Consulted on</b>	<b>Recommendations</b>	<b>Total Reduction</b>	<b>Change from original proposals consulted on</b>
Total opening hours	475.5	354	217.5	314.5	161	+97
Total sites / libraries	18	16	9	13	4	+5

Impact on each library / location

Table 4

<b>Library</b>	<b>Pre pandemic hours per week</b>	<b>Current hours per week</b>	<b>Consulted on, hours per week</b>	<b>Reductions proposed per location</b>	<b>Final Recommended opening hours</b>	<b>Final vs proposed hours</b>	<b>Commentary</b>
Boyn Grove Library	30	20	CLOSE	20	13	+13	Funded by Mobile vehicle retirement
Datchet Library	26	17	CLOSE	17	13	+13	Reduction in rent to Parish Council and staff efficiencies.
Sunninghill Library	26	20	CLOSE	20	20	+20	Funded by Sunninghill Reading Room Trust, Ascot Durning, S&A Parish Council
Old Windsor Library	20	14	CLOSE	14	6	+6	Opening hours and cleaning

							funded by Parish Council
Wraysbury - Deliver Container Library services from one site	8	7.5	7.5	0	10.5	+3	Additional opening hours funded by Parish Council
Sunningdale Container	17	9	CLOSE	9	9	+9	Funded by Parish Council
Furze Platt Container	6	6	CLOSE	6	0	0	Work with partners to seek an alternative
Holyport Container	8	7.5	CLOSE	7.5	0	0	Working with partners to seek an alternative
Woodlands Park Container	6	0	CLOSE	0	0	0	Closed as part of 2020 Consultation changes
Windsor Library	53.5	46	42	4	42	0	
Maidenhead Library	60	51	46	5	46	0	
Eton Wick Library	26	17	13	4	17	+4	Supported by EWVA and Eton Town Council
Dedworth Library	36.5	23	13	10	23	+10	Funded by Mobile Vehicle retirement
Cox Green Library	29.5	25	13	12	25	+12	Funded by Cox Green Parish Council
Cookham Library	26	20	13	7	20	+7	Funded by Cookham Parish Council
Ascot Library	45	35	35	0	35	0	Funded by Ascot Durning Trust
Eton library	17	0	0	0	0	0	Closed as part of 2020 Consultation changes
Mobile	35	35	35	0	35	0	Vehicle to be retired, hybrid model to be implemented
TOTAL	475.5	353	217.5	135.5	314.5	97.0	

1. A consultation that closed on 30 November 2020 led to a reduction in opening hours of 121.5 hours per week across the Service and to the closure of Eton Library and Woodlands Park Container site.
2. The Mobile Library currently visits Eton and Woodlands Park. The longer-term solution will be to replace the vehicle's visits with a Select and Deliver option at these two and other locations.
3. The proposals that went out to consultation presented the option to reduce opening hours by a further 136.5 hours per week which included the closure of three Container sites and four static libraries
4. As a result of the Consultation and Engagement Exercise and discussions with Parish Councils and local Trusts it has been possible to revise the proposals. The final recommendations have changed substantially.
5. The reductions recommended are for 39.5 hours per week which includes the closure of the Holyport and Furze Platt Container sites. Alternative options such as a pop-up library are currently being explored for the Sunningdale Container site. A Select and Deliver service will be available from all closed Container sites.
6. The Mobile Library vehicle, which is end of life, will be retired and replaced with an extensive, professionally managed Home Library and Select and Deliver Service which will be supported by up to 50 library volunteers.

**Analysis of Need**

**Royal Borough of Windsor and Maidenhead Library Service**



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## Contents

1. Introduction.....	5
What is a modern library service? .....	5
What is the legal position? .....	6
The Public Libraries and Museum Act 1964 .....	6
Public Sector Equalities Duty .....	8
How can a needs analysis help? .....	8
2. Comparative analysis of performance with other similar library authorities .....	10
Windsor and Maidenhead Library Service key performance indicators in 2019/20.....	11
Comparison with other authorities on the basis of population .....	11
Resources.....	17
Financial comparisons.....	21
CIPFA conclusions .....	23
3. The need for a library service in RBWM.....	25
Geography.....	25
Population.....	25
Age .....	25
Economic activity .....	26
Ethnicity .....	26
Deprivation .....	27
Business.....	27
Health.....	27
Education .....	27
4. Analysis of need within the borough.....	29
Population characteristics.....	30
Population.....	30

Age .....	30
Gender .....	33
Ethnicity .....	34
Economic activity and unemployment .....	35
Education .....	37
Health .....	38
Deprivation .....	38
Implications for the library service .....	42
5. Analysis of library usage .....	43
Usage by branch.....	43
Library uptake by ward .....	48
Gender .....	49
Age .....	50
Ethnicity .....	55
6. Transport linkages .....	61
The transport network.....	61
Access to vehicles .....	62
Library locations and travel times.....	63
What does this data tell us? .....	66
7. Analysis of changes to patterns of usage during the period of the pandemic .....	67
Library services during the pandemic.....	67
Library visits .....	67
Library issues.....	68
E-books.....	68
Electronic resources.....	69

Other library activities ..... 70

Conclusions to be drawn from library activity during the pandemic ..... 70

8. Recommendations..... 71

## 1. Introduction

We have been commissioned by you to produce a needs analysis of the Royal Borough of Windsor and Maidenhead, in relation to the borough's provision of library services. To do this we have:

- Considered the role of a modern library service
- Looked at the legal framework and considerations for public libraries
- Analysed the performance of RBWM compared to other library services
- Analysed the demographics to determine the needs of RBWM residents and where the library service can help to meet them
- Looked at changes of use during the pandemic
- Made recommendations for the service to meet any gaps in provision identified and suggested improvements

### What is a modern library service?

While the core functions of libraries are seen by many people to be the lending of books and providing access to reference materials, there has been a recent surge of innovation over the last 10 to 15 years. These changes have been motivated by both positive and negative drivers, such as declining book lending, budget reductions, or new ideas about the role of libraries in society and in the digital age.

The current pandemic has dramatically changed the ways people use libraries and it remains to be seen how this will affect future services. Certainly, the upturn in use of digital services and digital engagement will continue. The national recognition of the role that libraries play in supporting communities may well lead to closer partnerships with other council services and local agencies. We have tried to factor in the possibility of a change of emphasis where we can, but time will bring clarity.

Public libraries are widely valued, even by people who do not currently use them. Most people see libraries as an important community service. The research suggests that public libraries are valued because: they are trusted; they are one of the few public services that people often think of as 'theirs'; and they are widely perceived to be important for groups such as children, older people and people on low incomes. Furthermore, libraries are seen as a social leveller, with an ability to bring people together and combat social isolation.

The most successful modern libraries are those that understand their role as part of the wider council vision and, working with partners, deliver a range of opportunities that respond effectively and efficiently to the needs of their local community.

To do this they:

- Add value through links between libraries and other policy areas such as culture, health and wellbeing, business and economic growth;

- Communicate the value of libraries, highlighting innovation and good ideas
- Recognise the ongoing importance of traditional library services but also the key importance of digital enablement;
- Use the latest technology to support service delivery and increase access to services; and
- Build the skills needed to help the library workforce deliver these priorities and to take on new roles as part of wider service provision

As local government service delivery models evolve, libraries present new opportunities to serve a wider purpose and address broader social, cultural and economic outcomes for local authorities.

In 2016, the Department for Culture, Media and Sport (DCMS) produced a national strategy document for public libraries<sup>1</sup> that sets out seven outcomes for libraries to deliver against:

- cultural and creative enrichment;
- increased reading and literacy;
- improved digital access and literacy;
- helping everyone achieve their full potential;
- healthier and happier lives;
- greater prosperity; and
- stronger, more resilient communities

This has been a catalyst for a range of national programmes and initiatives, such as the development of the Universal Offers for public libraries by Libraries Connected and the Carnegie Trust's Engaging Libraries programme.

## What is the legal position?

### The Public Libraries and Museum Act 1964

First tier local authorities<sup>2</sup> have a statutory duty under the Public Libraries and Museum Act 1964 'to provide a comprehensive and efficient library service for all persons' in the area that want to make use of it. Local authorities have the power to offer wider library services beyond the statutory service to other user groups, and the Act allows for joint working between library authorities. In considering how best to deliver the statutory duty each library authority is responsible for determining, through consultation, the local needs and to deliver a modern and efficient library service that meets the requirements of their communities within available resources.

In providing this service, local authorities must, among other things:

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<sup>1</sup> Libraries Deliver DCMS 2016

<sup>2</sup> Counties, unitary authorities, Metropolitan and London boroughs

- have regard to encouraging both adults and children to make full use of the library service (section 7(2)(b))
- lend books and other printed material free of charge for those who live, work or study in the area (section 8(3)(b))

It is the statutory duty of the Secretary of State for Culture, Media and Sport to:

- superintend, and promote the improvement of, the public library service provided by local authorities in England (section 1(1))
- secure the proper discharge by local authorities of the functions in relation to libraries conferred on them as library authorities

The Secretary of State has the power to make a remedial order against a library authority following a local inquiry. Such an inquiry can be commenced either on receipt of a complaint that a library authority is failing to carry out its statutory duties or of the Secretary of State's own motion.

Before deciding whether to order an inquiry the Secretary of State will carefully consider a local authority's compliance with the duties of the 1964 Act. They will not hesitate to use the power where, having regard to the duties on himself/herself and the local authority, there is good reason in all circumstances to direct an inquiry. In determining whether to order an inquiry, the Secretary of State gives consideration to a number of factors, including:

- whether there is any serious doubt or uncertainty as to whether the authority is (or may cease to be) complying with its obligation to provide a comprehensive and efficient library service
- whether the local authority appears to be acting in a careless or unreasonable way
- whether the decision is or may be outside the proper bounds of the local authority's discretion, such as a decision to stop serving a particularly vulnerable group in the local community
- whether the local authority appears to have failed to consult affected individuals or to carry out significant research into the effects of its proposals
- whether the local authority has failed to explain, analyse or properly justify its proposals
- whether the local proposals are likely to lead to a breach of national library policy
- the advantages of local decision making by expert and democratically accountable local representatives
- whether there is any further good reason why a local inquiry should be ordered

To assist the Secretary of State in carrying out their statutory duty, the Department for Culture, Media and Sport (DCMS) carefully monitors and assesses developments concerning library services across England. Library authorities are also required to provide the Secretary of State with such information as he/she may require for carrying out their duties.

DCMS has stated:

We want library authorities considering changing their library service to inform the DCMS Libraries Team about their proposals prior to public engagement to assist the Secretary of State in the superintendence role. In providing this information, library authorities are asked to demonstrate:

- plans to consult with local communities alongside an assessment of their needs;
- consideration of a range of options (including alternative financing, governance or delivery models) to sustain library service provision in their area; and
- a rigorous analysis and assessment of the potential impact of their proposals

In addition to direct intervention by the Secretary of State, any individual or group can request a judicial review of proposed changes to determine compliance with the law and to ensure that due process has been observed. The Government and Courts understand that councils must make savings including by changing library services, but if the council cannot demonstrate that it has followed a fair and transparent process, any changes may be subject to a review on behalf of DCMS or legal action (judicial review or High Court case) with members of the public or other key stakeholders as plaintiff, or both. The consequences of an adverse result in either process can be severe, including reversal of changes already implemented.

### **Public Sector Equalities Duty**

Local authorities must also comply with the public-sector equality duty (PSED) set out in Section 149 of the Equality Act 2010. The duty relates to groups who share any of the “protective characteristic” of age, sex, pregnancy and maternity, disability, race, marriage, gender reassignment and civil partnership, religion or belief and sexual orientation. The Equality Act outlines that due regard involves:

- Removing or minimising disadvantages suffered by people due to their protected characteristics;
- Taking steps to meet the needs of people with certain protected characteristics where these are different from the needs of other people; and
- Encouraging people with certain protected characteristics to participate in public life or in other activities where their participation is disproportionately low.

### **How can a needs analysis help?**

A needs analysis is an essential element of the background information needed to enable the council to make decisions on the future direction of their library service.

A needs analysis considers the potential need for libraries on different sectors of the community and different localities, including the protected characteristics defined in the Equalities Act and other characteristics in line with the Public Sector Equalities Duty, and also ease of transport. A needs analysis is made more meaningful by an analysis of recent

patterns of library usage within the authority – this can sometimes reveal unexpected trends. A needs analysis can also include comparisons with other appropriate library authorities. A needs analysis can reach evidence-based conclusions which should then be used to develop options and priorities for future service delivery. Due consideration of a needs analysis can also mitigate any risk of legal challenge or intervention by the Secretary of State.



## 2. Comparative analysis of performance with other similar library authorities

This section focuses on comparisons between the Royal Borough of Windsor and Maidenhead Library Service (WMLS) and other selected library authorities. This gives an indication of the value for money which WMLS provides, and the relative performance of the service compared with other similar services.

The basis for this section is the CIPFA public library service statistics for 2019/20. This is the most recent data published and has the advantage of showing the position before the bulk of the impact of the current pandemic was felt. Most library services return a completed survey form to the Institute of Public Finance which gives a picture of their costs and activity over the last financial year and a snapshot of membership at the end of March. Not every library authority provides data on every variable and, since it is not obligatory, some authorities do not provide a return at all. Although there are standards for the way in which each variable is collected, some variations in methodology can creep in. Since the data forms a snapshot, the performance of individual authorities may have changed since the time when the data was compiled. Nevertheless, the CIPFA data is the best way of comparing the relative performance of library authorities.

Library services are largely transactional, which means that many aspects of their business can be measured and therefore compared. Nevertheless, there are some uses of libraries for which no transactions are completed, and therefore these will not affect at least some of the data that can be gathered. For example, a person who visits a library to borrow books will affect data on both visits and issues, but a person who visits to read a newspaper will only affect visits.

To establish relative performance, WMLS was compared with the twelve other library authorities. Eleven of these were chosen because they have, like Windsor and Maidenhead, overall low levels of deprivation, albeit with pockets of higher deprivation. Reading, Slough and West Berkshire have been included because they form part of the former county of Berkshire, although both Reading and Slough are outliers in terms of deprivation. Unfortunately, neither Bracknell Forest nor Wokingham made returns to CIPFA in the relevant year.

During the process of assembling the data for this report, we discovered that stock issues in WMLS had been under-reported in the submission to CIPFA, as web-based renewals and issues to the school library service had been omitted from the total. We have corrected this in our comparisons, but it should be noted that the figures we have used will therefore differ from those reported in the published CIPFA report. Since the data for the CIPFA report was collected, Eton library has closed.

The library services used in this comparison are:

- Buckinghamshire
- Hampshire
- Oxfordshire
- Reading

- Richmond on Thames
- Rutland
- Slough
- South Gloucestershire
- Surrey
- West Berkshire
- Wiltshire
- York

Throughout we have presented the data graphically in order to enable easy comparisons. Some authorities did not provide complete sets of data and, where data for an authority which would have been required for a particular comparison is missing, that authority is omitted from the relevant graph.

### **Windsor and Maidenhead Library Service key performance indicators in 2019/20**

WMLS's performance for the year 2019/20 is summarised in the table below:

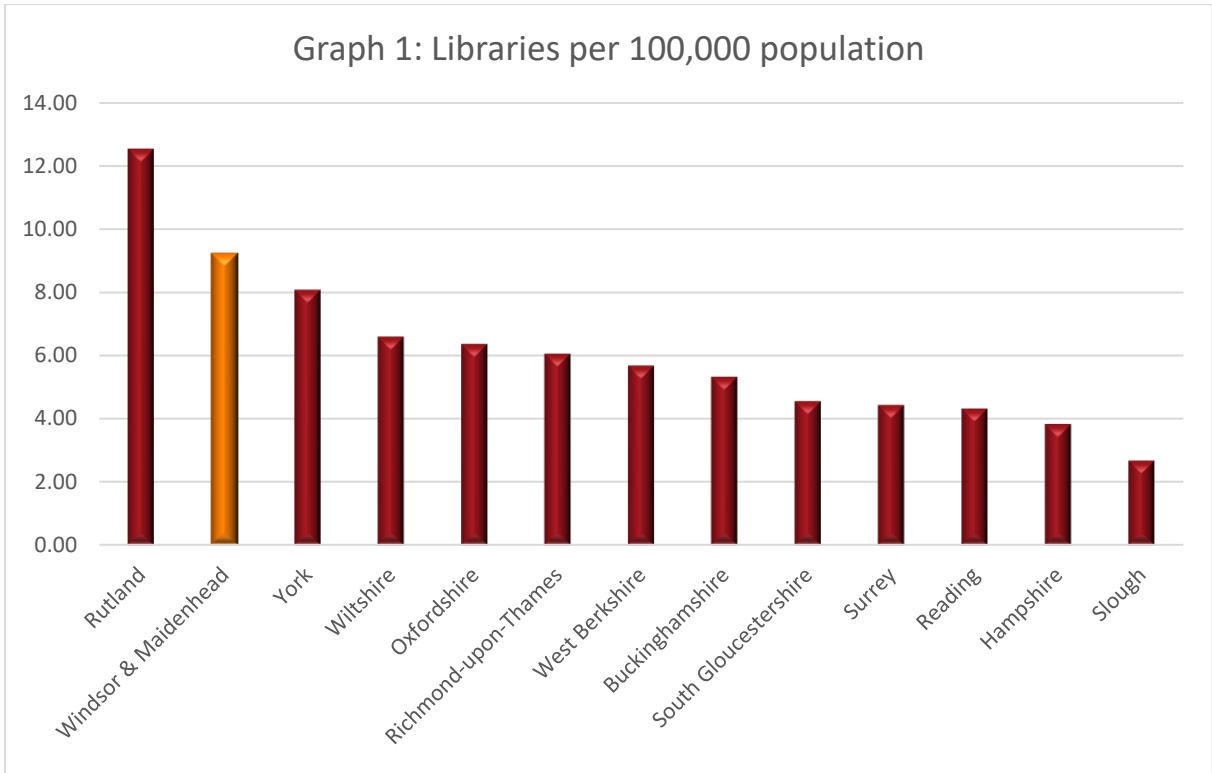
<b>Number of static libraries</b>	<b>14</b>
Total physical visits	656133
Total virtual visits	334621
Total issues	731001
Total PC bookings	53995
Total library book and other stock	180988
Total book and other stock acquisitions	32222
Total active borrowers <sup>3</sup>	20211
Staff in post (FTE)	54
Volunteer hours	7315
Population of authority	151400

### **Comparison with other authorities on the basis of population**

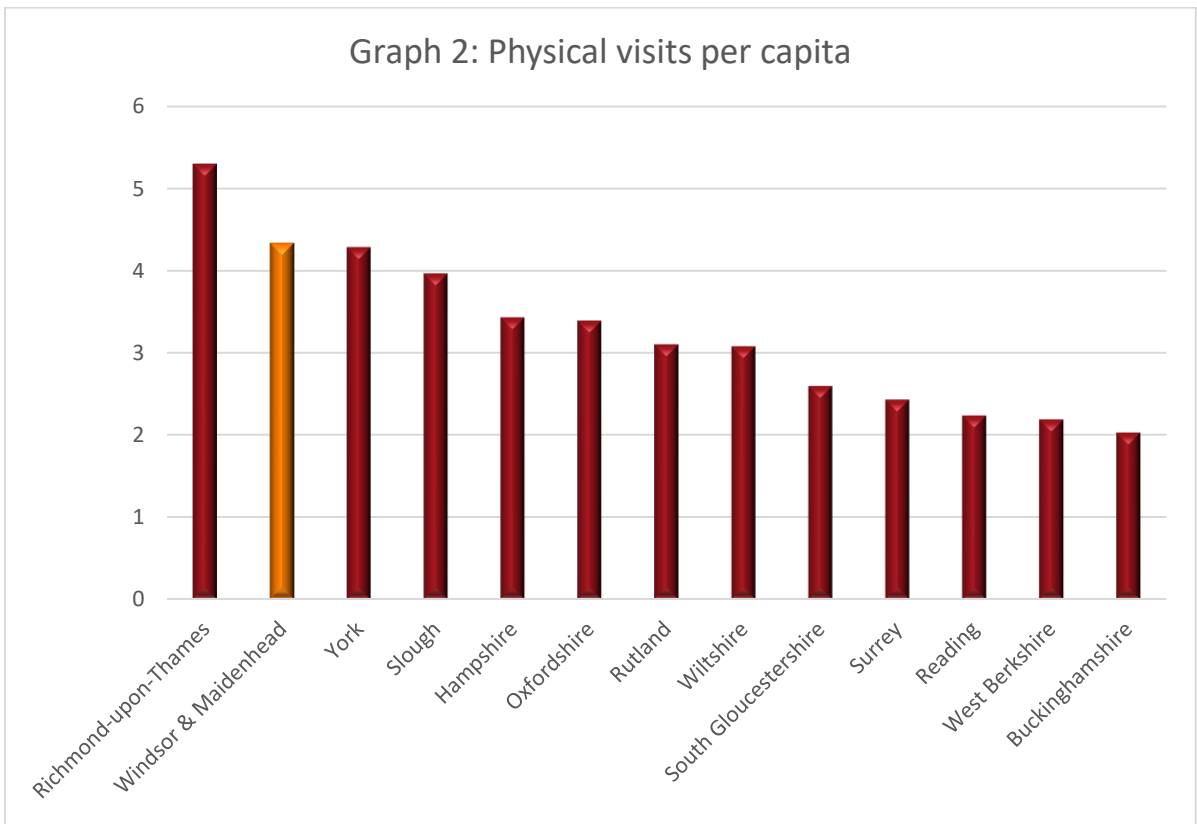
The populations of the comparator authorities vary from 33,000 to 1.38 million. In order to compare accurately the provision and performance of library services in each authority, we have presented the data below as a rate per head of population.

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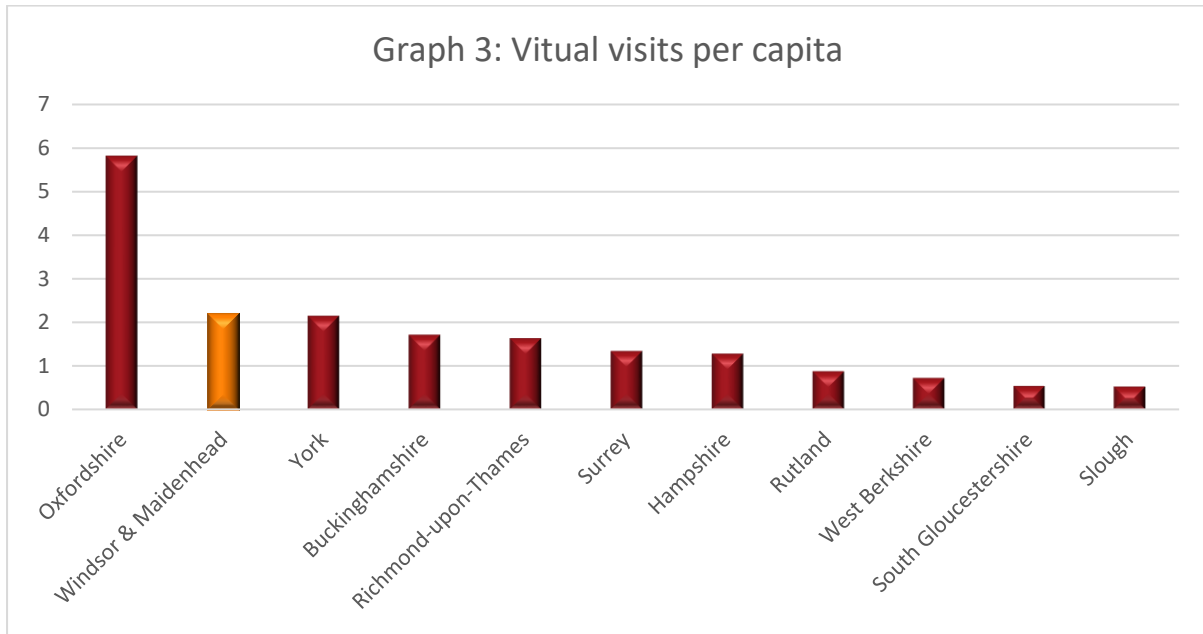
<sup>3</sup> Active borrowers are defined as those people who have borrowed during the last year



Graph 1 shows the number of libraries in each authority for every 100,000 people. Windsor Maidenhead has a rather higher number than the average.

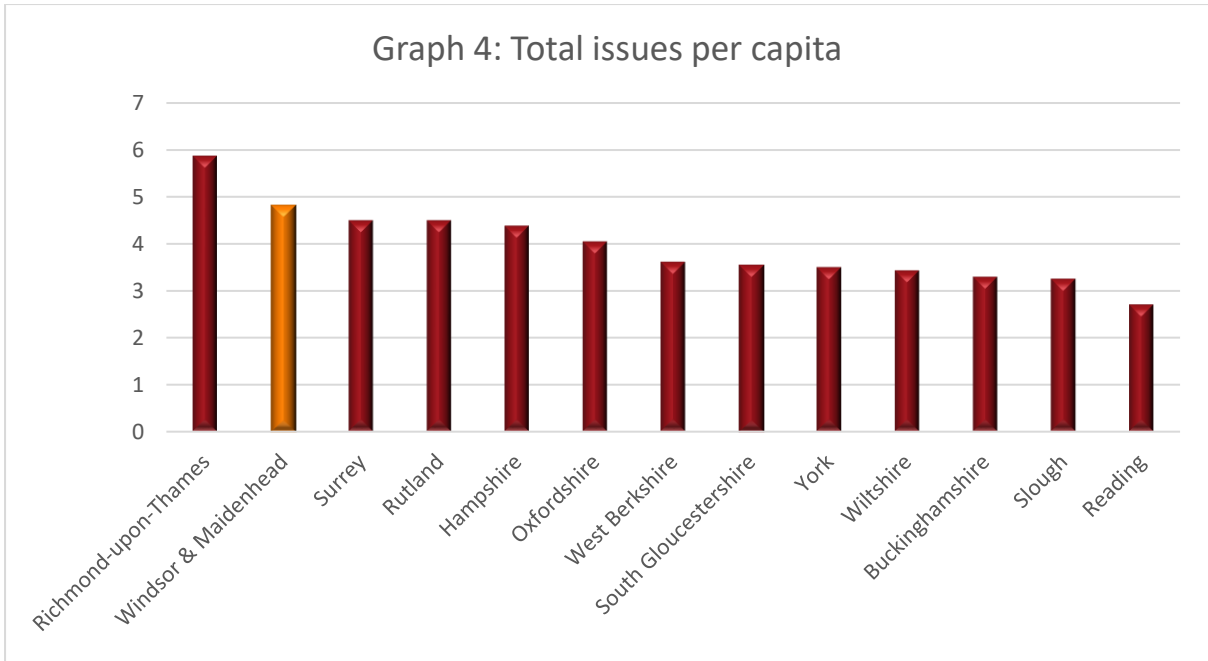


Graph 2 shows the number of physical visits per head of population for the authorities, in other words how well the library service is used by residents. Windsor and Maidenhead is exceeded only by Richmond on Thames and has an uptake of over twice that of Buckinghamshire. This is an indicator that WMLS is providing a service that is attractive to residents. It should also be noted that the comparator group generally performed well compared to the English average of 3.22 visits per capita.

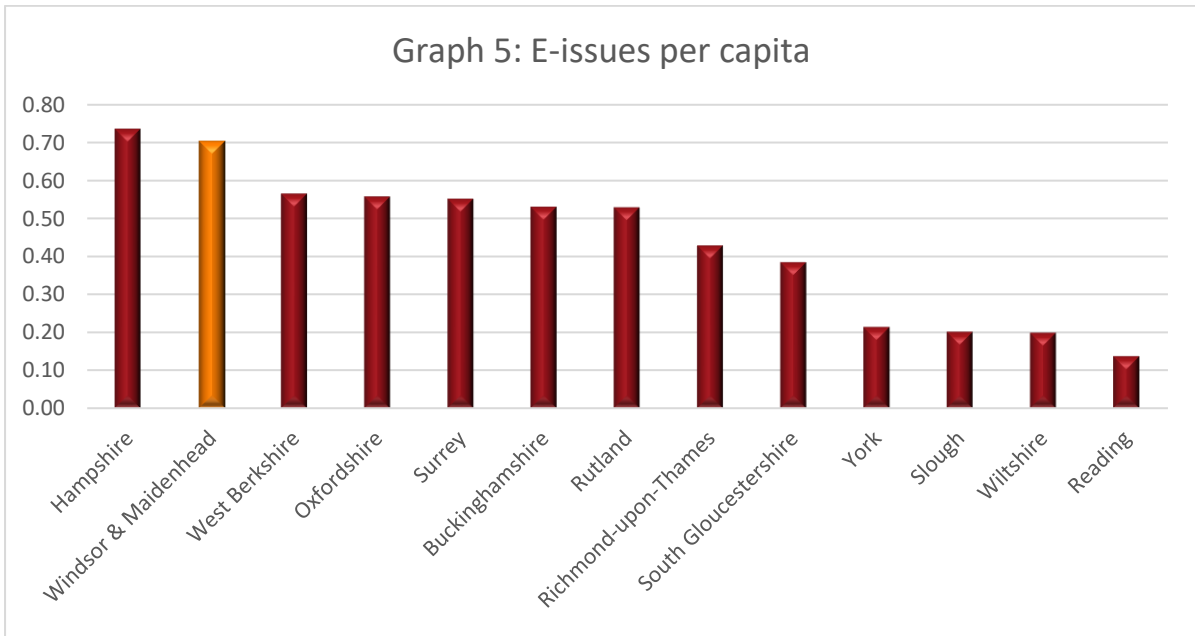


Graph 3 shows the number of virtual visits per capita in each authority<sup>4</sup>. Although considerably lower than Oxfordshire, WMLS outperforms all of the other comparator authorities.

<sup>4</sup> Reading and Wiltshire did not provide figures so it is not possible to aggregate physical and virtual visits to provide an overall rate of visits per capita.

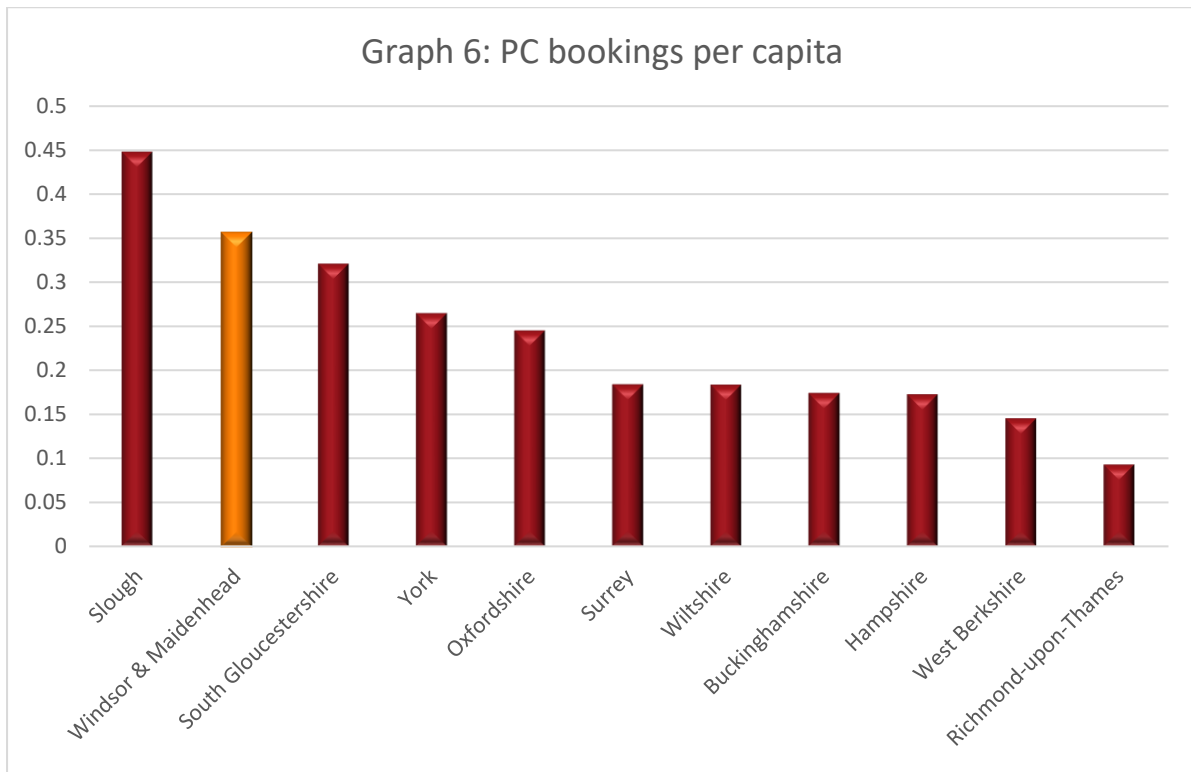


Graph 4 shows the comparative performance of issues of book, audio visual and electronic stock per head of population. Although libraries serve many functions, lending remains one of the most important. It can be seen that issues per capita are the second highest in the comparator group, reflecting the figure for visits per capita. Again, the comparator group was high performing compared to the English average, which was 2.64 issues per capita compared to 4.83 in WMLS.



To break this figure down further, we have examined issues of e-resources. Graph 5 shows the number of electronic issues per capita; this comprises e-books, e-magazines, e-audio and visual, and streaming services. WMLS's performance is high compared to most other authorities in this respect. Slightly over 16.4% of WMLS's issues were electronic, the second

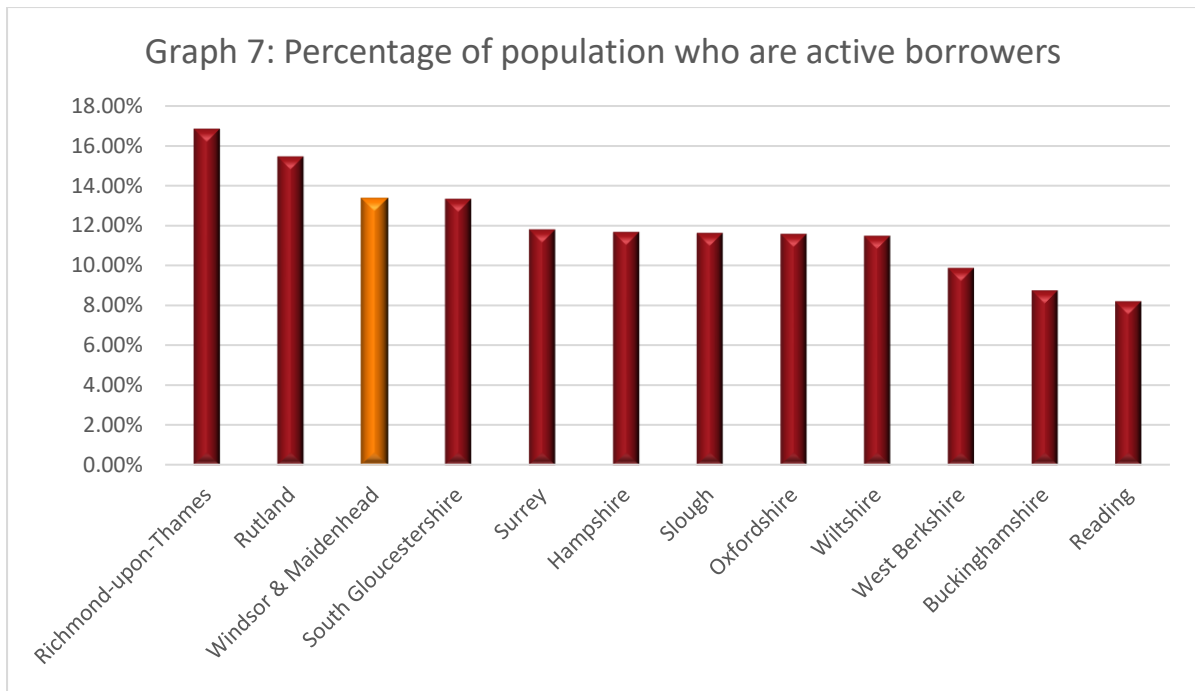
highest in the comparator group (after Richmond) and likely to be one of the highest in England.<sup>5</sup>



Since 2002, when the People’s Network programme in public libraries was completed, public libraries have been major providers of computer and internet access to the public; in many authorities they are the principal source of free access, exceeding private sector provision many fold. Graph 6 shows that WMLS has a high uptake of use of publicly available library computers compared to the comparator authorities with the exception of Slough. In our experience, this is a characteristic more commonly encountered in densely populated areas where access to space for study at home is limited.

Even in WMLS, the actual numbers of computer bookings is less than 10% of the number of issues.

<sup>5</sup> A considerable proportion of authorities did not submit figures on electronic issues to CIPFA and therefore it is not possible to calculate an average figure for the country.



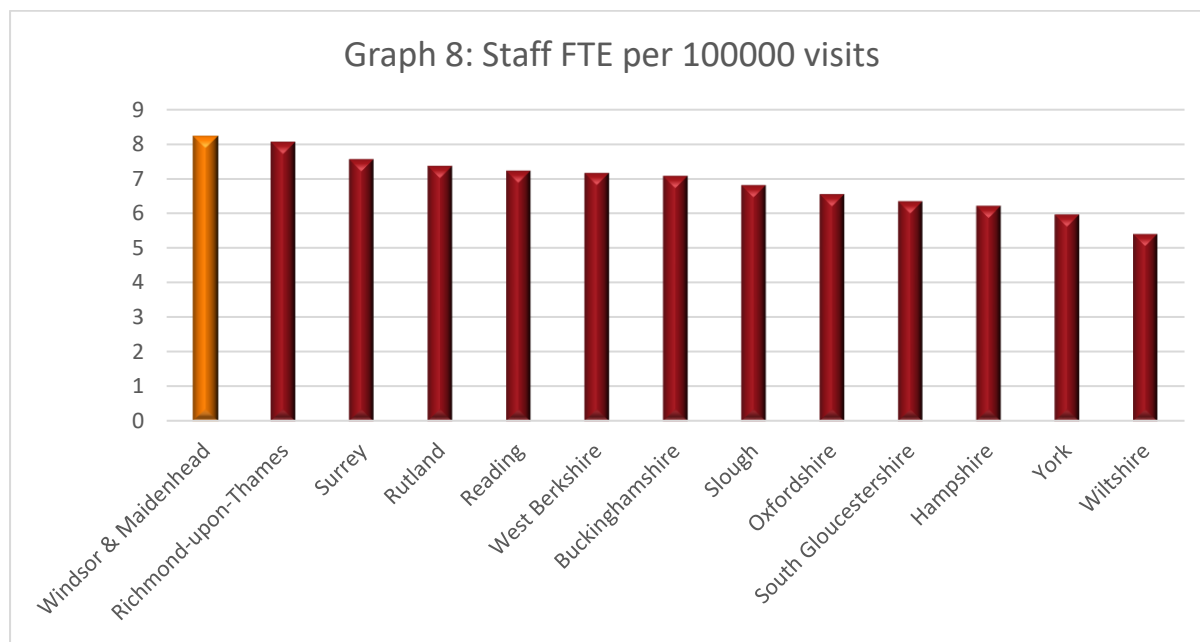
Active borrowers are those people who have borrowed from a library service within the last year. Graph 7 shows that WMLS is towards the higher end of the comparator group and well above the English average of 10.96%. As we have identified above, the rate of borrowing in Windsor and Maidenhead is amongst the highest in the comparator group, and it may be possible to infer from this that a significant proportion of library users visit the libraries in WMLS for purposes other than to borrow books – that is to use personal electronic devices via library Wi-Fi, to study or browse, to attend events and activities and to socialise.

WMLS also offers a range of corporate services, such as customer services, town hall reception and taxi licencing. None of these activities generate a transaction on library software and therefore cannot be included in this comparison.

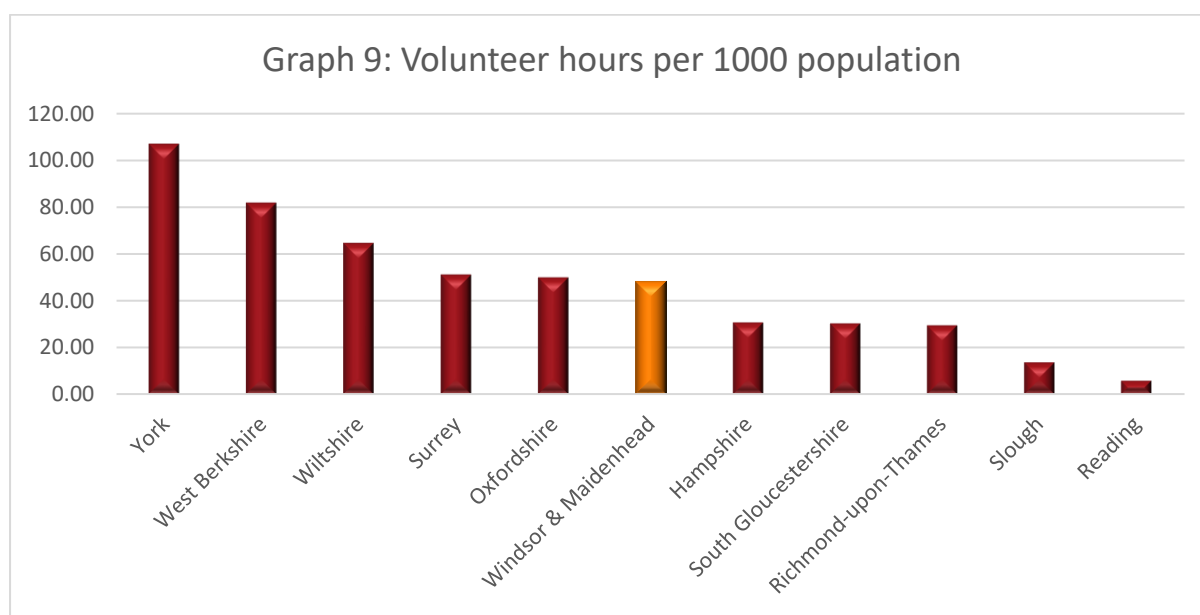
As we shall see later, not all active borrowers are actually residents of the authority in which they have borrowed, but CIPFA does not allow us to make this distinction and therefore the rates shown above are the total number of active borrowers divided by the authority population.

## Resources

This section compares the resources in each of the comparators with their performance.

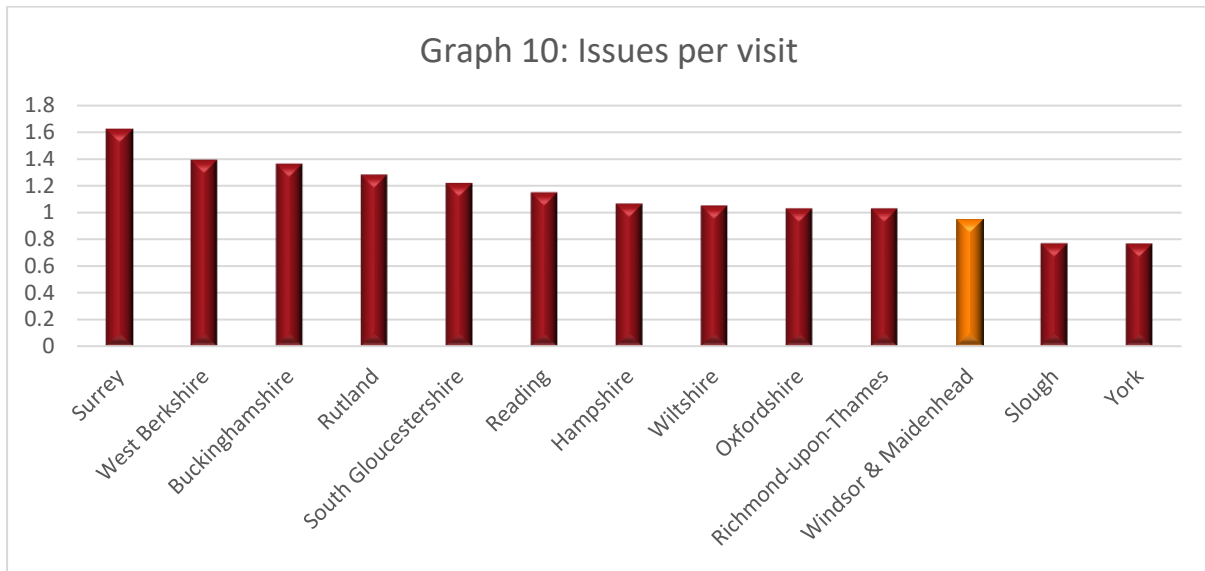


Graph 8 shows the total full time equivalent staff employed by each authority per visit, and that Windsor and Maidenhead has more staff per visit than the comparators. The way that library staffing is calculated can vary from authority to authority – for example, administrative support may be provided by another team, although this is not the case in WMLS – but these results suggest that WMLS’s current establishment is relatively high. This is due in part to the high number of library branches within the borough but also to the fact that library staff in Windsor and Maidenhead deliver a wide range of customer services. Issues are also high and the activity associated with issue, return and re-shelving can be staff intensive.

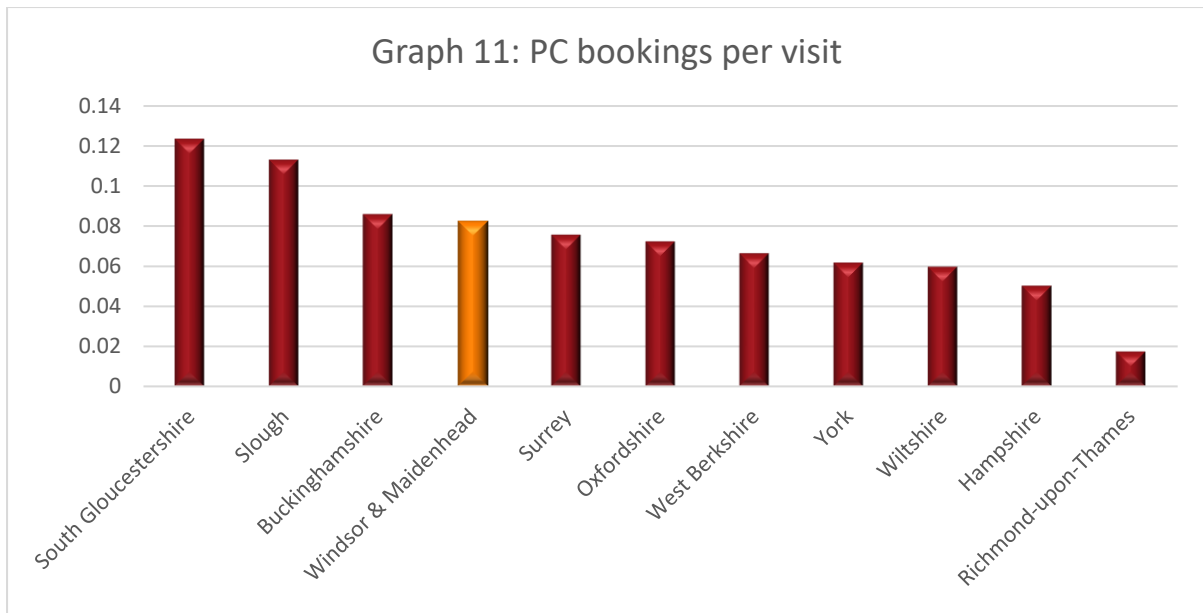




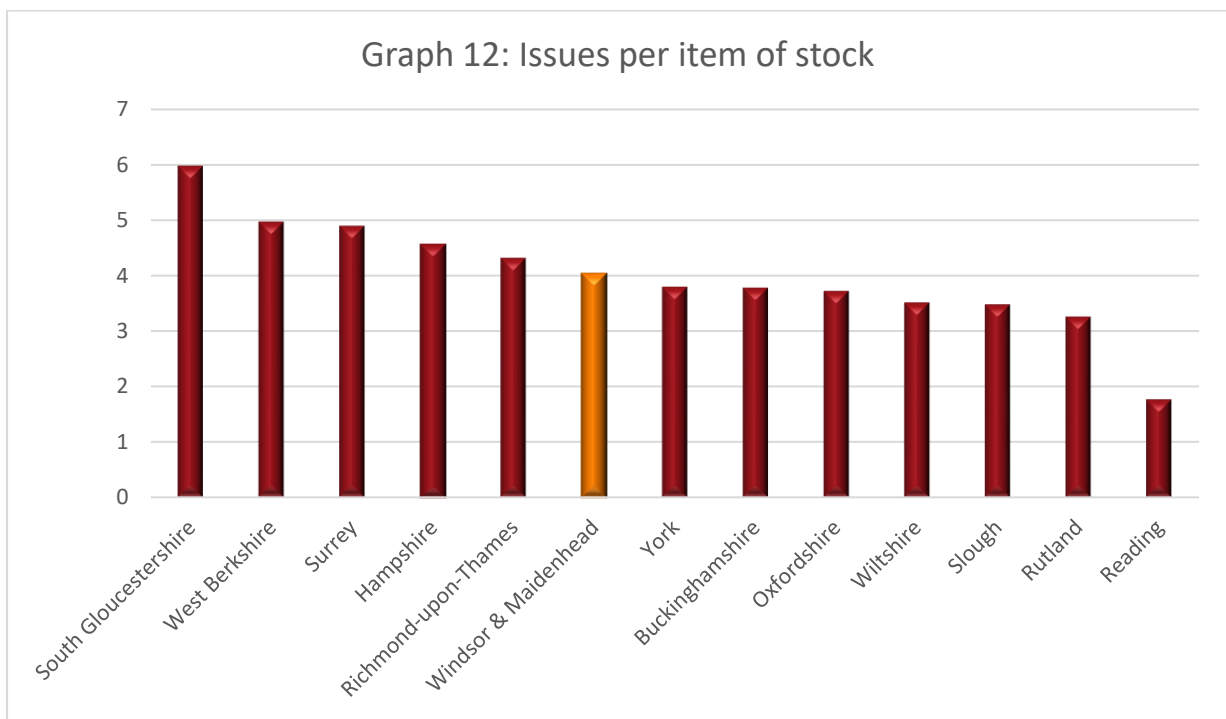
Increasingly, paid library staff are supported by volunteers, but the degree of use of volunteers varies widely between authorities. Graph 9 shows that WMLS is around average in its use of volunteers in the comparator group. It should be noted that York City Libraries is a staff mutual and not directly run by the local authority – it is possible that this increases its ability to attract volunteers. However, this graph shows that much higher levels of volunteer engagement are possible and have the potential to reduce the need for high levels of paid staff.



The ratio of issues to visits is useful in determining the proportion of library activity related to borrowing. In Windsor and Maidenhead there are 0.95 issues for every visit, above the English average of 0.82, but third lowest in the comparator group. This implies that many people are visiting WMLS libraries for a purpose other than to borrow or to use a library computer. This could include to use personal electronic devices via library Wi-Fi, to study or browse, to attend events and activities and to socialise. They could also be using the customer services functions provided at the libraries and described above.



Graph 11 shows that the ratio of public PC bookings is higher than in all but three of the comparator authorities.

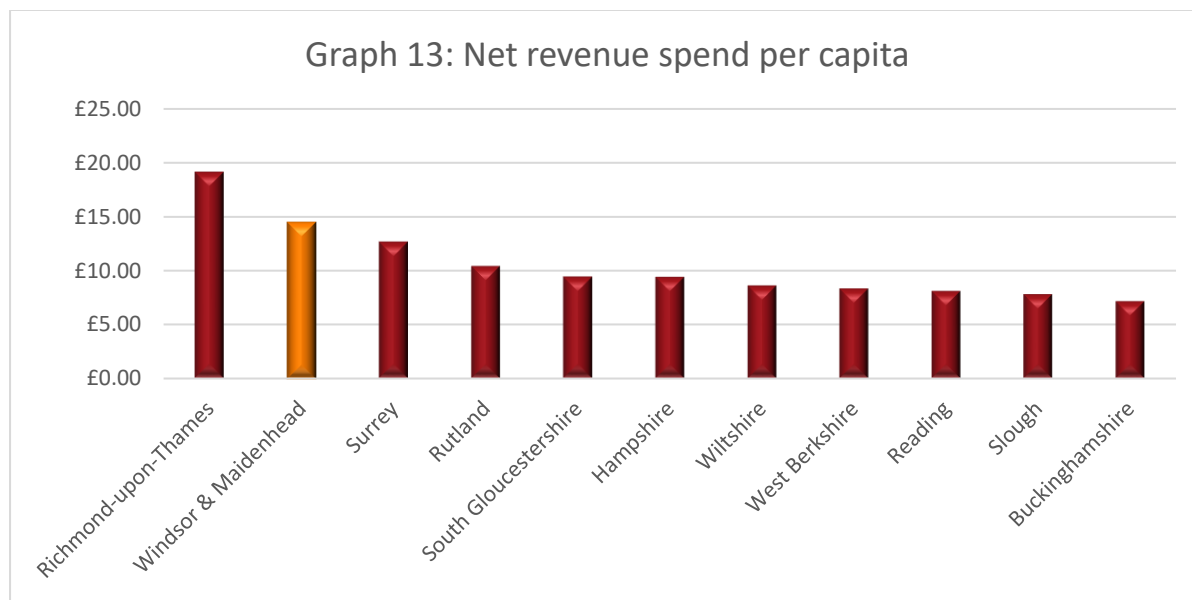


Graph 12 shows how well the stock within each library service is used. Stock in WMLS was issued on average at about the median point within the comparator authorities, despite the high overall numbers of physical issues, in other words each item of stock was not as well used as in some other authorities. This is doubtless in part due to the relatively high number of libraries in the borough. There is also a phenomenon of diminishing return on an increased range of stock – the greater the number of titles, the lower the average number of issues as a comparatively few titles account for a disproportionate number of issues.



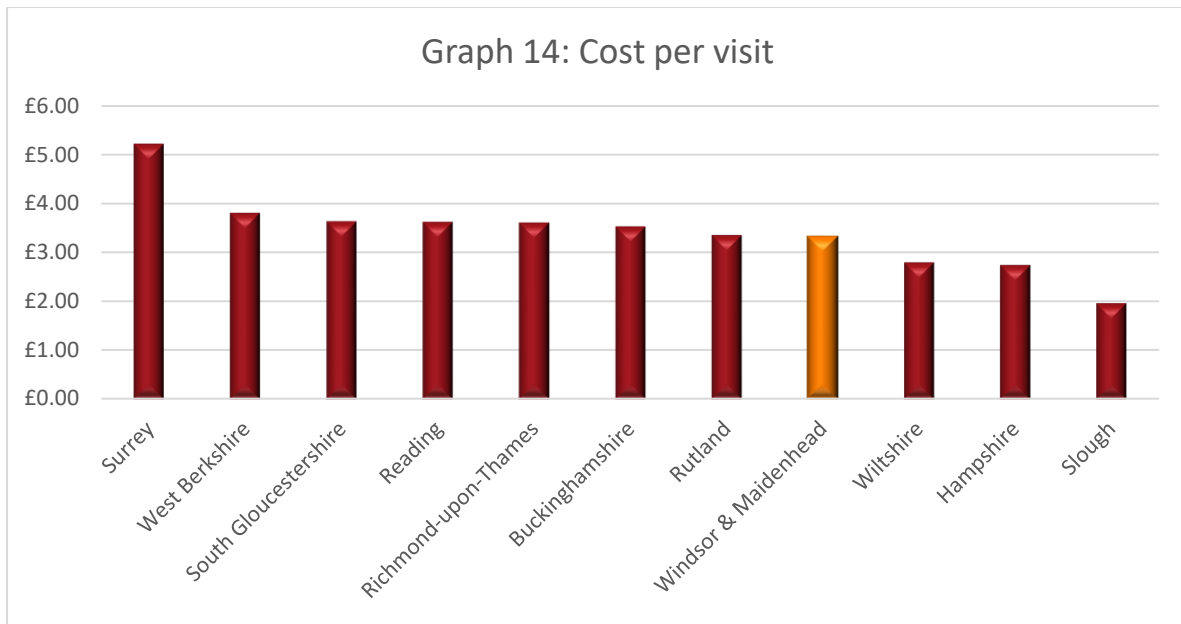
## Financial comparisons

In this section we compare the financial aspects of the comparator group<sup>6</sup>. WMLS also comprises customer services, town hall reception and taxi licencing; and staff work across all parts of the service so that the finance required to deliver library services cannot be disaggregated from the total.

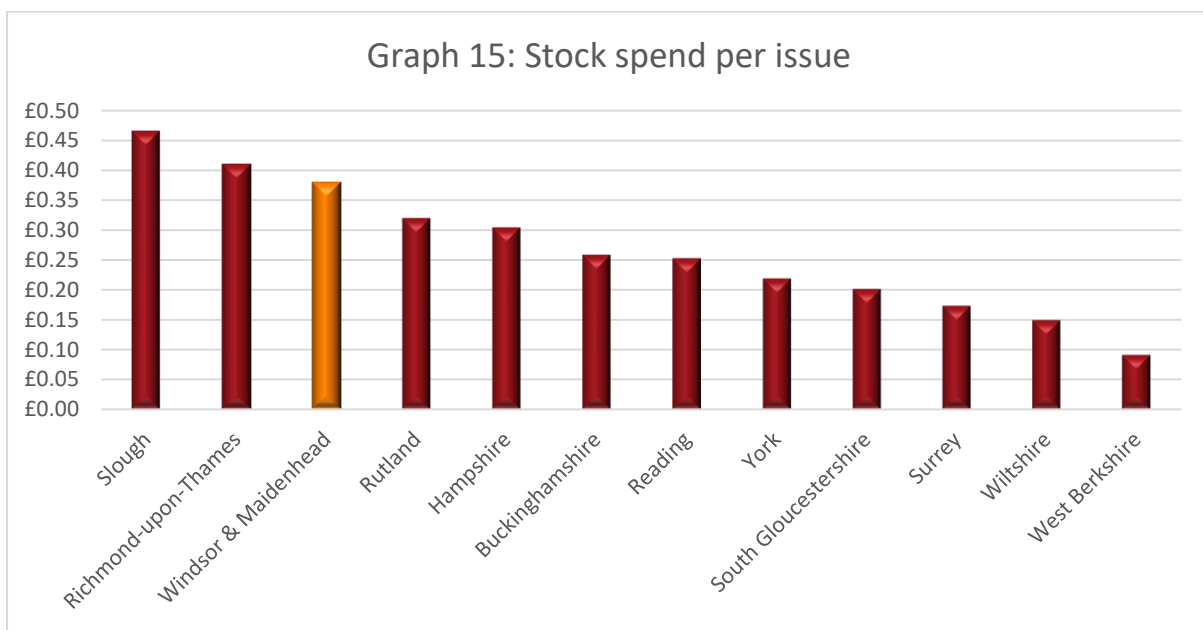


Graph 13 shows how much each authority spends on its library service adjusted for level of population. Within the comparator group, expenditure per capita was only exceeded by Richmond on Thames. However, as we have mentioned above, in WMLS the remit of library staff is greater than the delivery of library services and this may help to explain the higher investment.

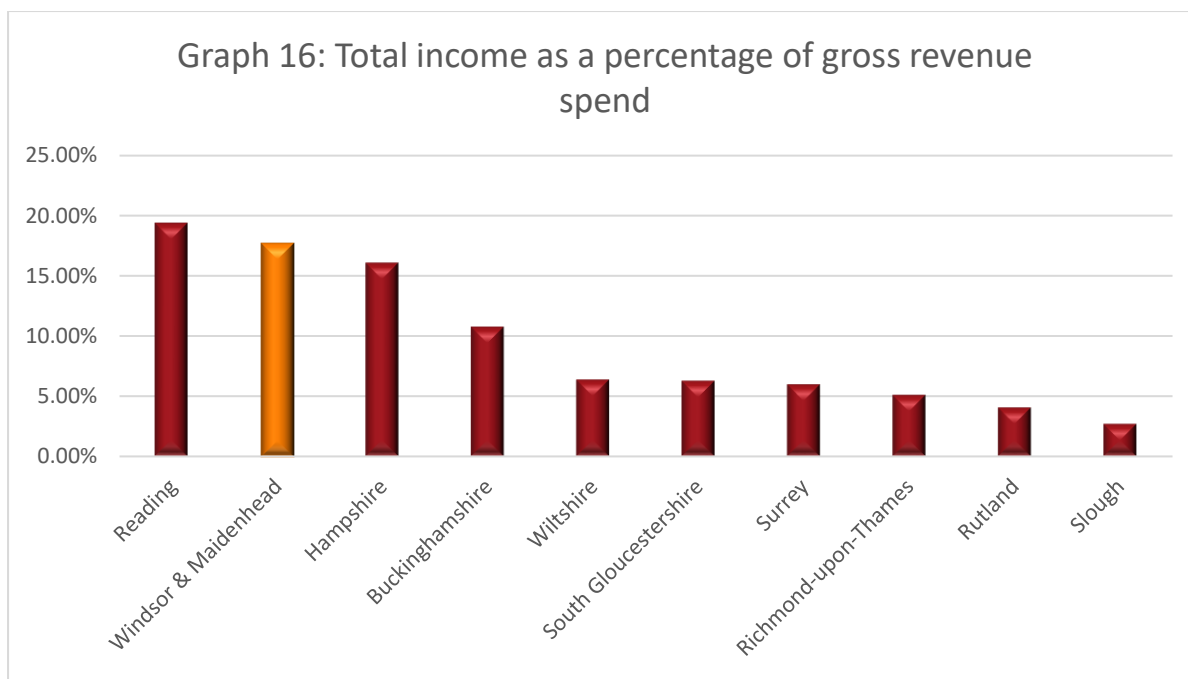
<sup>6</sup> For this analysis only ten authorities are included; this is because Oxfordshire did not provide financial data whilst York libraries, as a staff mutual, shows financial support from the City Council as income, which distorts their results.



Graph 14 shows the average cost of each visit to each library service (total net expenditure divided by total visits) and is a good indicator of the overall cost effectiveness of the service. WMLS is below the average for the comparator group, and therefore one of the more cost effective by this measure.



Graph 15 show the amount spent on new stock acquisition divided by the total number of stock issues and can be an indicator of the cost effectiveness of stock acquisition. Although issues were high in WMLS, the average cost per issue was the third highest in the comparator group. This may be partly due to the high number of library branches in WMLS compared to the population and the consequent need to purchase more copies of the same item.



Graph 16 shows the proportion of income generated compared to the total gross revenue spend and is an indicator of how efficiently the service generates income. Income is comprised of receipts from the public including fees and charges, grants and corporate income – income from other parts of the local authority. WMLS generated more income – about £470,000 – as a proportion of gross revenue spend than any other in the comparator group except Reading, and at 17.7% considerably better than the English average of 11%. Although about 40% of this income was corporate income, WMLS also performed better than all but two of the comparator group when receipts from the public were considered, and far better than the English average<sup>7</sup>.

### **CIPFA conclusions**

WMLS is an effective service in engaging with residents and has a high proportion of visits per head of population. Issues per capita are also high and lending in WMLS considerably exceeded the English average. This is true both of physical and electronic issues. Bookings of public computers were also high in WMLS. WMLS had the third highest proportion of active borrowers in the population within the comparator group. Issues per visits are towards the lower end of the comparator group, implying that many people are visiting WMLS libraries for a purpose other than to borrow or to use a library computer. This could include to use personal electronic devices via library Wi-Fi, to study or browse, to attend events and activities and to socialise.

WMLS has more library branches per head of population than the comparator group, and probably as a consequence of this, there were more staff per visit than elsewhere in the group. The number of volunteer hours given was around the average for the comparator group. Average issues per stock item was average within the comparator group.

<sup>7</sup> WMLS generated 10% of gross revenue spend; the English average was 4.7%.

The Royal Borough of Windsor and Maidenhead invested more in its library service per head of population than all but one of the comparators, but overall, the service demonstrated financial efficiency with a lower than average cost per visit. This is emphasised by the fact that WMLS delivers more than a traditional library service with certain corporate functions also undertaken; this may also be true of some of the comparator authorities. Stock spend per issue was high, indicating a lower level of cost effectiveness than the comparator group as a whole, but income as a proportion of overall spend was very high, indicating an effective service.

Overall, the service is performing well and although financial investment is high, this is justified by the level of usage and the range of services provided.

### 3. The need for a library service in RBWM

This section sets out a summary of the overarching need for library services in RBWM and identifies areas of need that could be addressed by the library service. The information here is at borough level, the next section analyses at ward level.

#### Geography

Windsor and Maidenhead is a royal borough and unitary authority, located about 30 miles west of central London. Most of the authority lies in the historic county of Berkshire, but it includes areas north of the River Thames that belong to the historic county of Buckinghamshire. The main towns of Windsor, Maidenhead (the administrative centre), and Ascot are surrounded by more than a dozen villages, many of which are linked by the Thames.

#### Population

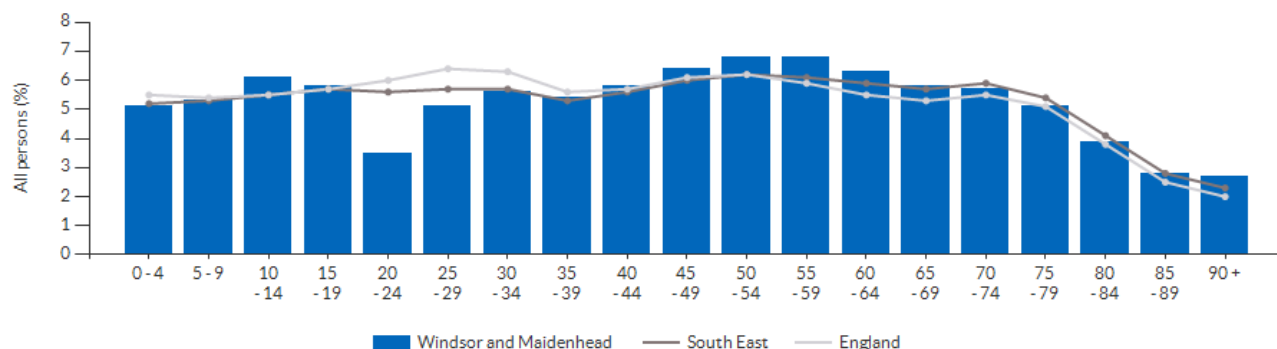
151,422 people live in the Royal Borough of Windsor and Maidenhead. (2019). The borough’s population as a whole is set to rise by around 5% by 2041, a growth of approximately 400 people per year. This is stable in comparison to some areas of the country. Around 16.5% of the population regularly use the library service

**What this means for the library service:** Consider how you might increase the percentage of the population that use the library service. Analysis later in this report will help you to target particular groups and communities.

#### Age

20.3% of the population are aged 0-15, 60.6% are aged 16-64 and over 65s make up the remaining 18.8%. This breakdown is within the average for both the south east and the whole of England. The age group predicted to rise the most by 2041 is the over 65s, with the other groups falling.

The graph below shows the projected rise/fall in comparison with the rest of the country. An important element to note from this graph is that the number of residents aged 20-30 is lower.



Date: 2041 Source: ONS



**What this means for the library service:** You will need to take into account the rise in over 65s when planning your services.

### Economic activity

The employment rate in RBWM is higher than the national average, with a higher proportion in managerial and professional employment. The average salary is significantly higher.

17% of RBWM's population between 16 and 64 are economically inactive (15% men, 20% women).

The percentage claiming all benefits is 4.7%. This has risen significantly (from 1.3%) since the beginning of the pandemic in March 2020.

**What this means for the library service:** Look at what support is needed for those looking for work. Although employment is high, this is likely to change significantly owing to the Covid pandemic.

### Ethnicity

The table below illustrates how the ethnic composition of the borough has changed from 2011 to the latest figures from 2017.

	Asian	Black	Mixed heritage	White British	All other white	Other background
2011	9.6%	1.2%	2.3%	77.5%	8.6%	0.8%
2017	12.0%	1.3%	2.1%	72.5%	10.7%	1.34%

**What this means for the library service:** Are there any considerations that make the library service less accessible to people from ethnic minorities?

## Deprivation

The Royal Borough of Windsor and Maidenhead was the 14th least deprived local authority in England, out of 317. Nevertheless, like almost all areas, there are pockets of deprivation within the borough.

**What this means for the library service:** Focus on the needs of those in deprived areas and see how libraries can support them. Even in relatively prosperous boroughs like RBWM, the Covid pandemic is likely to increase deprivation and child poverty, and this should be monitored.

## Business

There are almost 11,000 businesses operating in RBWM. A high proportion of them are small businesses.

**What this means for the library service:** The current economic situation may mean that businesses are struggling, and libraries can provide a range of support: resources, advice, working space.

## Health

Health for both adults and children are overall above the national average in RBWM and life expectancy is marginally higher. There will be, however, differences at ward level and in areas of deprivation. In a survey of adult visitors to libraries in 2018<sup>8</sup>, 34% of visitors responded that the library service had helped with their health and wellbeing.

**What this means for the library service:** Consider areas where health is poorer or where specific health issues, such as obesity or smoking are higher. Library services can provide support with information and advice, hosting clinics and workshops, as well as health related stock.

## Education

Levels of educational progress and attainment in RBWM are generally good. However, the level of black and ethnic minority children achieving a good level of development (69%) is lower than that of other children (75%). There is also a large gap in reaching expected standards at Key Stage 2 between disadvantaged pupils (35%) and other pupils (73%), a gap that is significantly larger than the national average. 61% of adult visitors responding to the

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<sup>8</sup> Public Library User Survey 2018

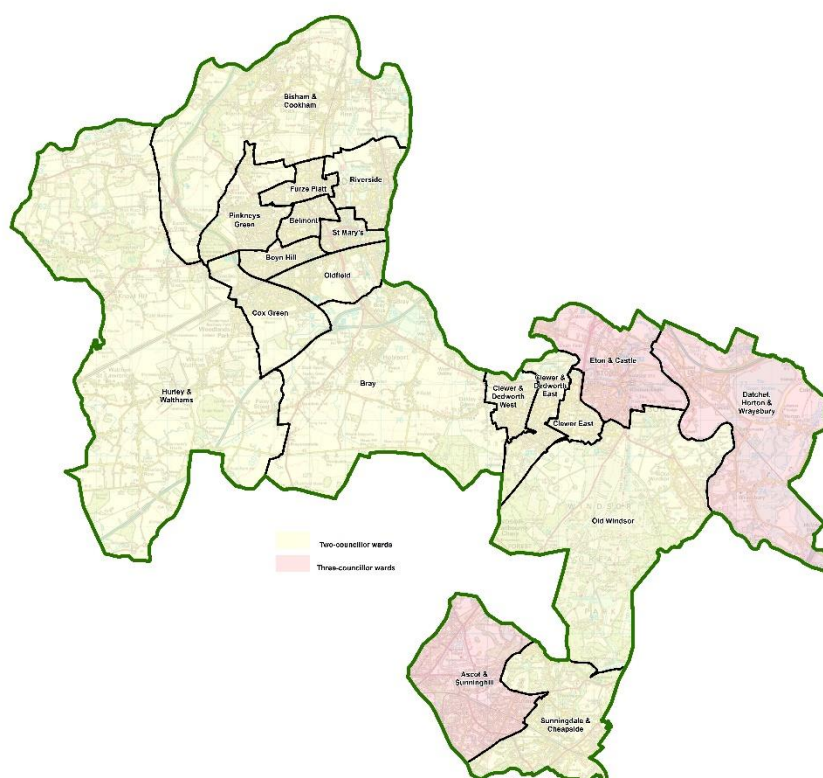
Public Library User Survey said that they used the library to learn or study, 17% said that they used the library to get online, and 9% said that the library helped with job seeking.

**What this means for the library service:** Identify where educational progress is less good and target children's services towards supporting improvement.

## 4. Analysis of need within the borough

In this section we analyse the demographic and socio-economic profile of Windsor and Maidenhead, focussing on those characteristics which can be most meaningfully affected by the provision of a library service, and which we have identified in the introduction.

We have undertaken our analysis at electoral wards level so that we are able to compare actual library usership to the population. We can therefore identify the strengths and weakness of current library provision and inform decisions for the future. A map of the wards within the borough is shown below.



Since this analysis is intended to be used to assist with the allocation of resources to different areas within the borough, we have conducted our analysis at a level where differences between areas within the borough can be identified. We have chosen ward level analysis because we compare this data with actual library usage by residents. Although data for smaller areas are available, the numbers of library users in within each subdivision is small, and this could lead to statistical anomalies. As we shall see below, it is not possible to divide the borough into library catchment areas accurately, as many residents are not members of the library geographically closest to their address.

Throughout we have used the most recent data available for each of the characteristics. Some of the data available at ward level (and indeed at any level below borough-wide) was collected at the 2011 census. This does mean that it may not perfectly reflect the current situation, but this is the only data available at this level. This data from the 2021 census is

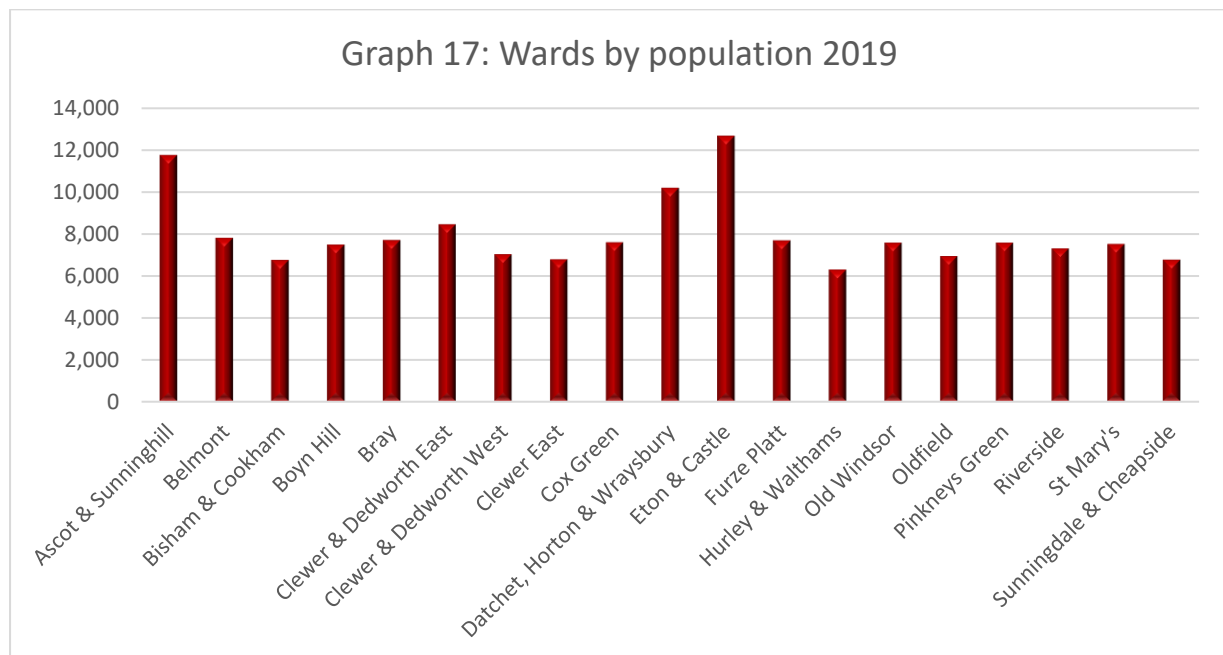
not likely to be published for at least two years. Since 2011, the wards in Windsor and Maidenhead have been altered; to address this we have used an Office of National Statistics (ONS) resource to ensure that modern boundaries are reflected.

Once again, we have presented our results graphically.

## Population characteristics

### Population

There are nineteen wards in the Royal Borough of Windsor and Maidenhead. They vary in population from 6,271 to 12,339<sup>9</sup>. Total resident population was 151,422. This is shown in graph 17 below.



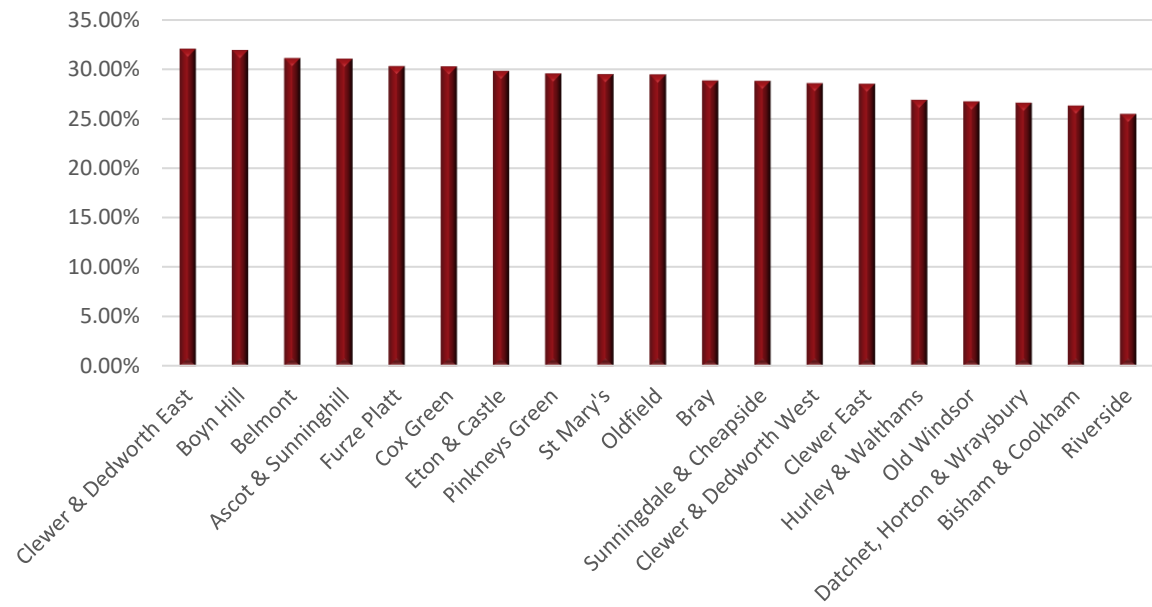
### Age

Whilst public libraries are a universal service and therefore provided for all, some age groups may experience more difficulty in travelling to a more distant library. Age is therefore a factor in determining local need.

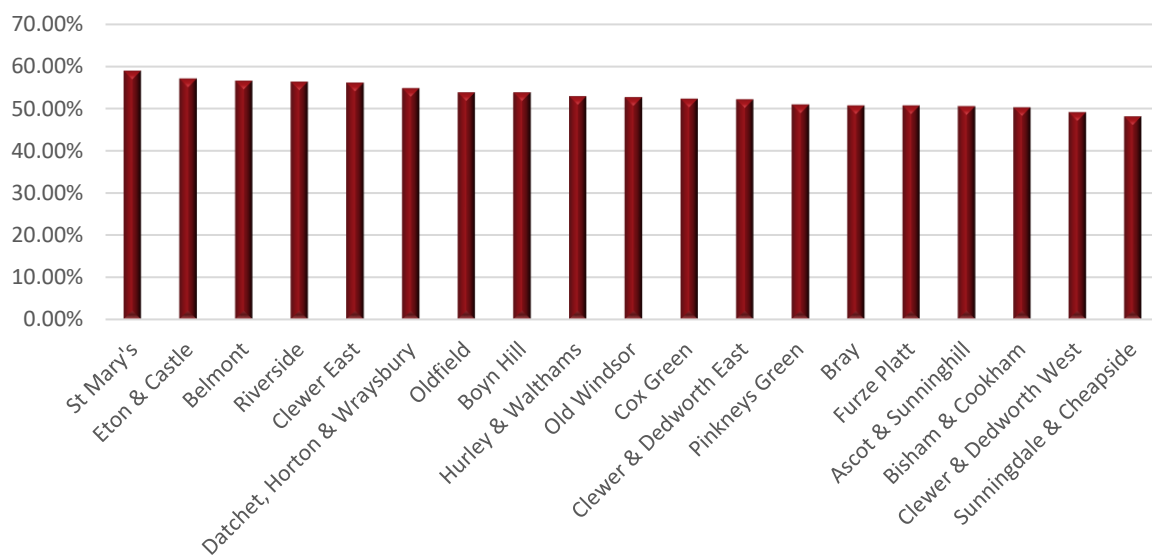
<sup>9</sup> ONS Ward level population estimates

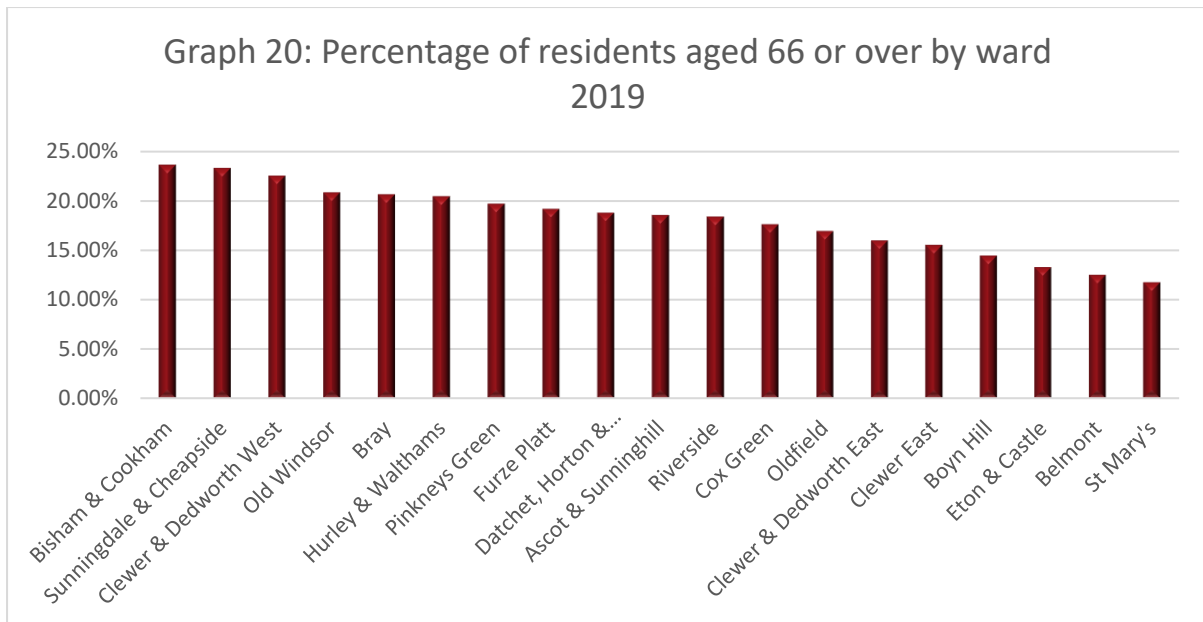
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/wardlevelmidyearpopulationestimatesexperimental>

Graph 18: Percentage of residents aged 0 - 24 by ward 2020



Graph 19: Percentage of residents aged 25 - 65 by ward 2020



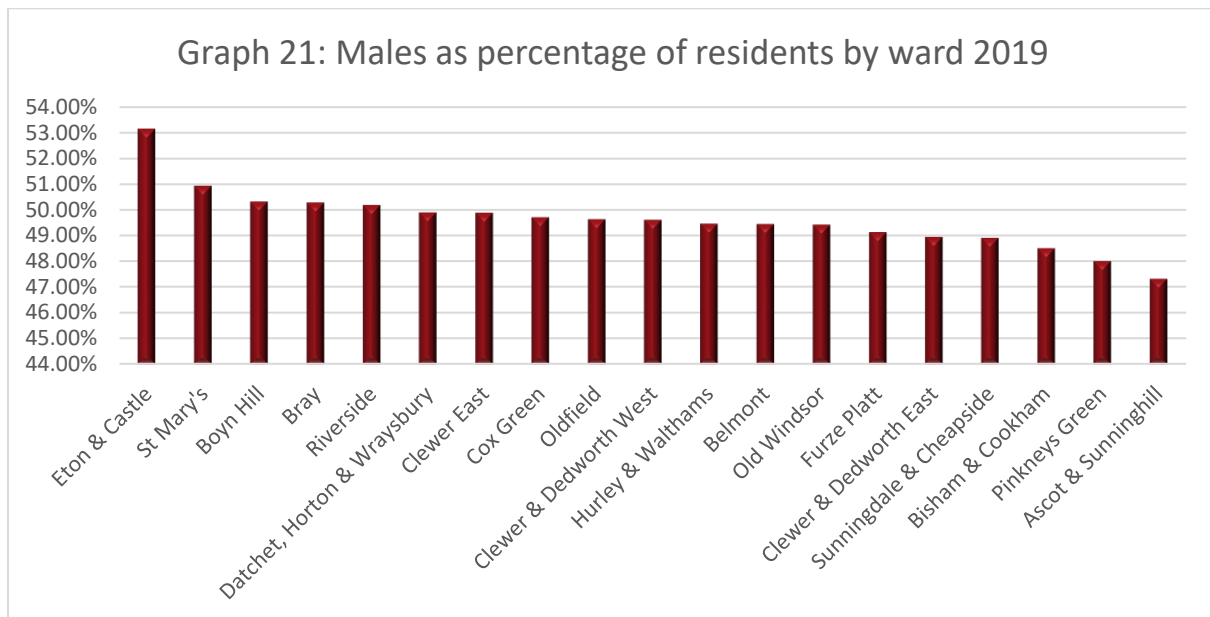


Graphs 18, 19 and 20 show the relative proportions of residents within each ward for age bands.

There are marked differences between the wards. There are high levels of young people in Clewer and Dedworth East, Boyn Hill, Belmont and Ascot & Sunninghill wards, and low levels in Riverside, Bisham & Cookham, Datchet, Horton & Wraysbury and Old Windsor wards. St Mary's and Eton & Castle wards had high levels of people aged between 25 and 65<sup>10</sup>, and Sunningdale & Cheapside and Clewer & Dedworth West had lower levels in this age group. Older residents were a higher proportion of the population in Bisham & Cookham, Sunningdale & Cheapside and Clewer & Dedworth West but there were very low proportions in Eton & Castle, Belmont and St Mary's wards.

<sup>10</sup> Eton & Castle ward contains the Victoria and Combermere Barracks, which will distort the figures somewhat.

## Gender

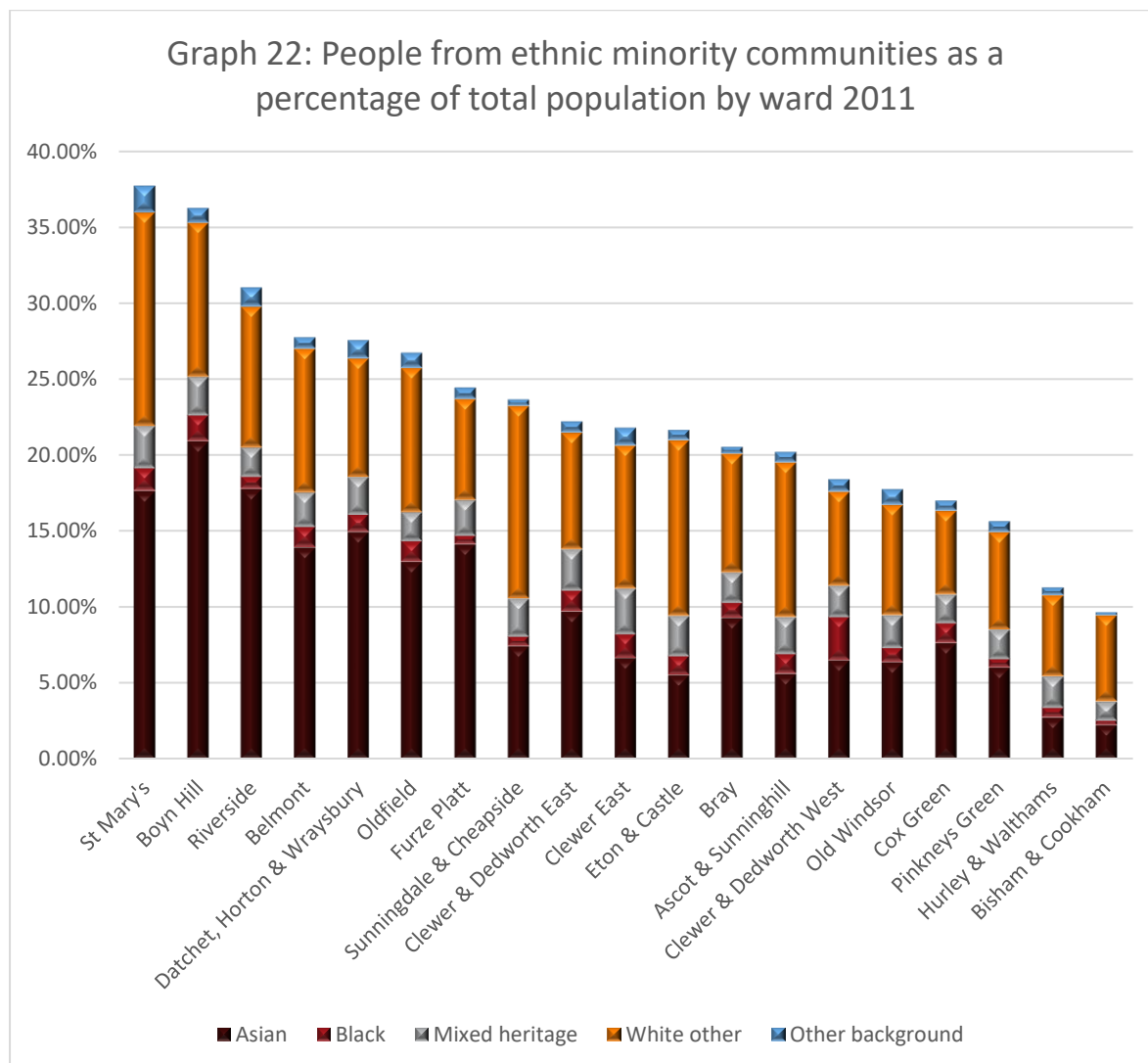


Graph 21 shows the proportion of males within the population of each ward. The x axis is truncated to exaggerate differences. The very high proportion in Eton & Castle is likely to be accounted for by the presence of two barracks. There is a very high correlation<sup>11</sup> between low proportions of males and high proportions of older people, no doubt due to the fact that life expectancy is higher for women.

<sup>11</sup> 0.97 Pearson correlation coefficient



## Ethnicity



Data on ethnicity at local authority level was most recently compiled in 2017<sup>12</sup>; at ward level the most recent source is the 2011 census<sup>13</sup>. In 2017 the borough has a slightly lower proportion of White British people than the average for England – 72.5% compared to the English and Wales average of 77.9%.

There had been some changes in the ethnic composition of the borough in the period 2011 – 2017. These are shown in the table below:

<sup>12</sup>

<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/methodologies/researchreportonpopulationestimatesbycharacteristics>

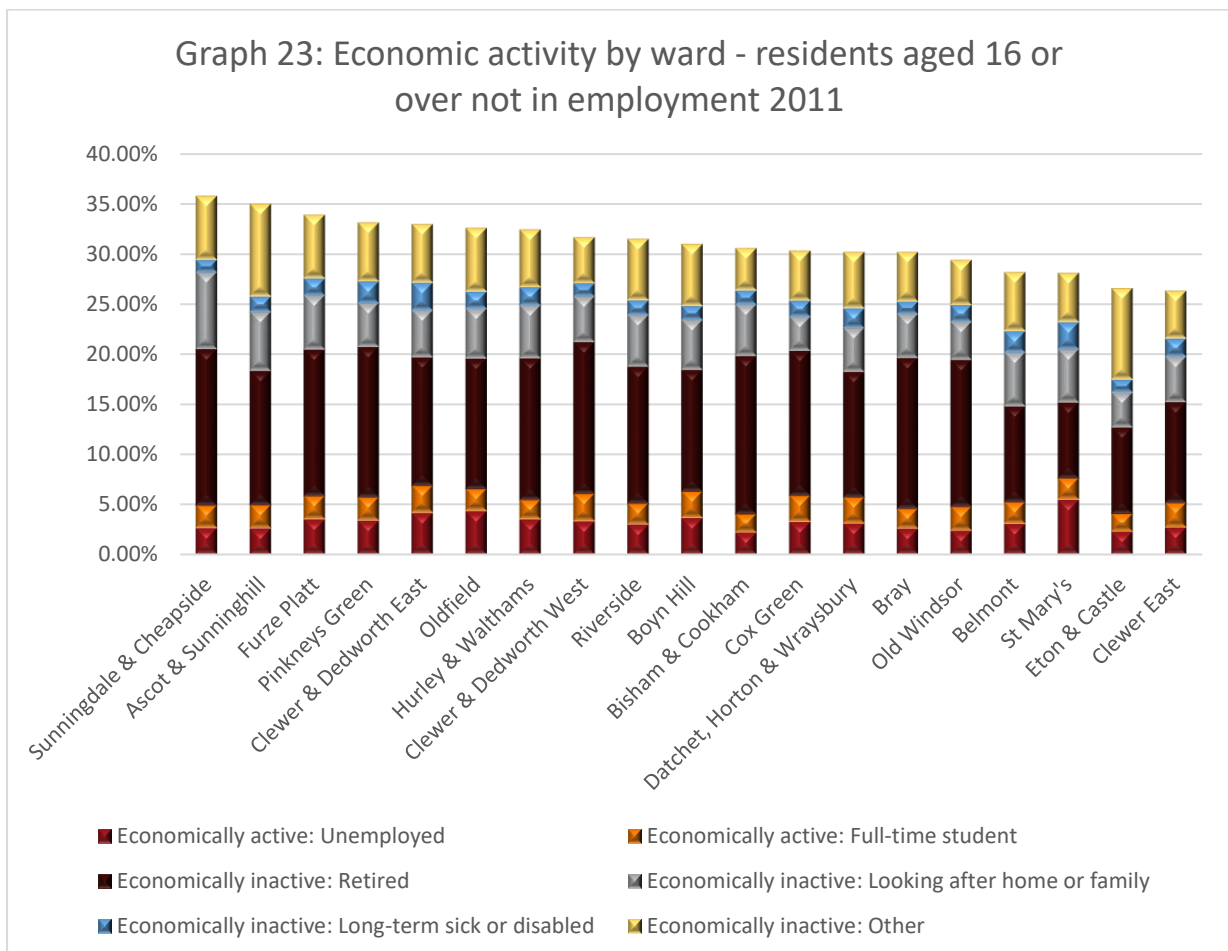
<sup>13</sup> 2011 Census table KS201UK

	Asian	Black	Mixed heritage	White British	All other white	Other background
2011	9.6%	1.2%	2.3%	77.5%	8.6%	0.8%
2017	12.0%	1.3%	2.1%	72.5%	10.7%	1.34%

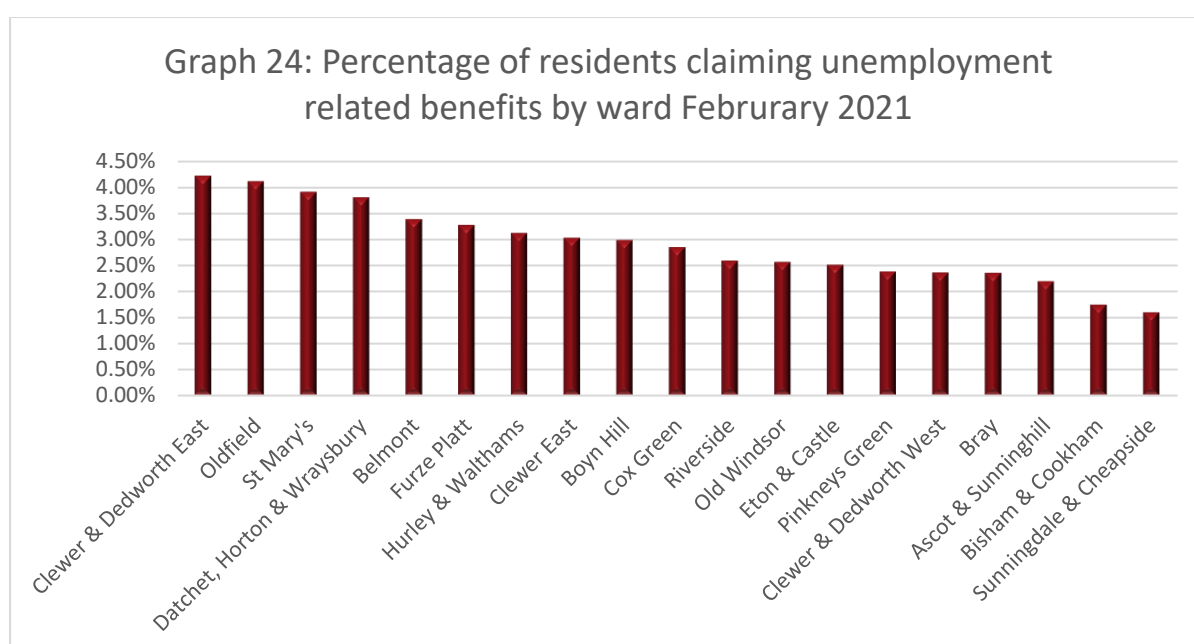
Although the proportion of Black people has remained about the same, the borough is more ethnically diverse than at the time of the census. This fact must be taken into account when considering the ward level data, which draws upon the 2011 census.

Graph 22 shows the composition of wards of people from ethnic minority groups in 2011. The most ethnically diverse communities were around Maidenhead and also Datchet, Horton & Wraysbury. Bisham & Cookham and Hurley and Walthams were the least ethnically diverse.

### Economic activity and unemployment



The most recent breakdown of economic activity at ward level is again from the 2011 census<sup>14</sup>. At that point 74.5% of the population aged 16 or above was economically active. By 2017 82.8% of residents aged 16 -64 was economically active<sup>15</sup>. Graph 23 shows those people who were not in employment by ward. The lowest levels of employment are observed on the left of the y-axis in St Mary’s, Eton & Castle and Clewer East wards. There are high levels of student in Clewer & Dedworth East, Clewer & Dedworth West, Cox Green and Datchet, Horton & Wraysbury wards. High levels of retired people are encountered in Bisham & Cookham, Sunningdale and Cheapside and Clewer & Dedworth West wards. Those wards with the highest proportions of people looking after the home or bringing up a family are in Sunningdale & Cheapside and Ascot & Sunninghill, with low rates in Eton & Castle and Cox Green. Clewer & Dedworth East and St Mary’s have high rates of long term sick.



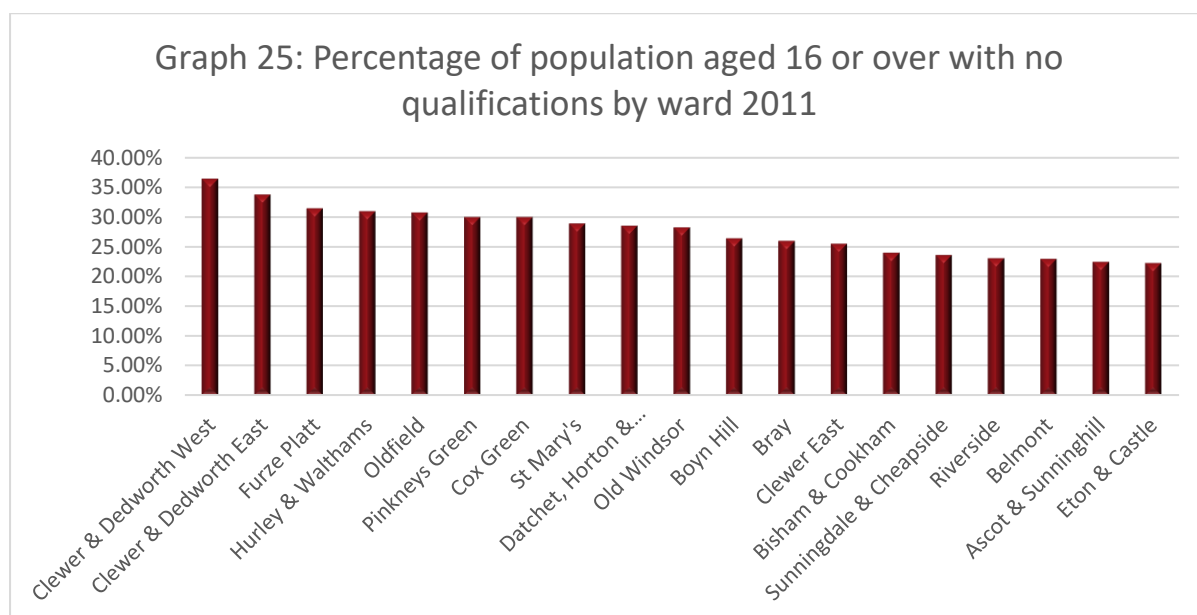
There is more recent data on unemployment<sup>16</sup>, shown in graph 24. The highest rates are in Clewer & Dedworth East, some parts of Maidenhead and Datchet, Horton & Wraysbury. This pattern is similar to that encountered in 2011, although overall rates of unemployment had fallen across the borough.

<sup>14</sup> 2011 census table KS601

<sup>15</sup> This figure excludes people aged over 65 and therefore it is to be expected that it is higher than the 2011 figure

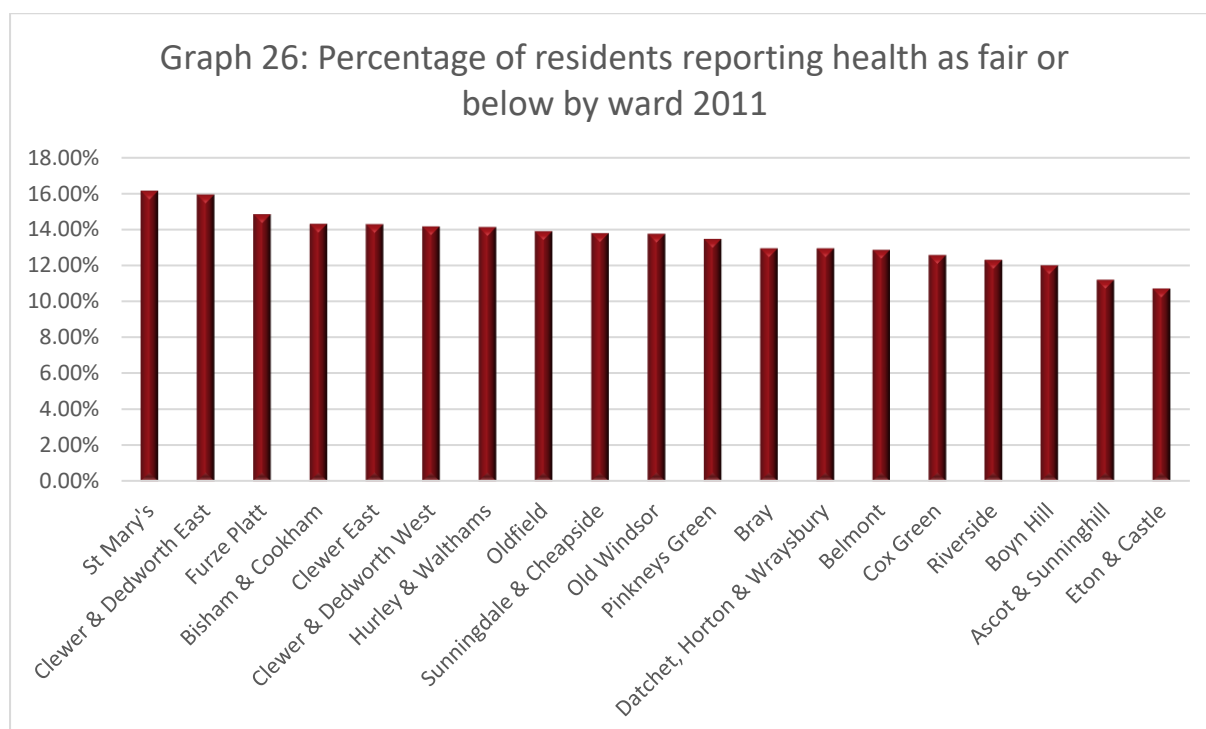
<sup>16</sup> <https://stat-xplore.dwp.gov.uk/>

## Education



Across the borough, 48.4% of key stage 4 students achieved 5 GCSEs or more, well above the national average of 43.4%. Once again, the most recent data for qualifications at ward level comes from the 2011 census. This is likely to have changed considerably since – In England 23% of the population aged 16 or over had no qualifications, but by 2020 the figure for those aged 16 – 64 was 6.2% (these figures are not directly comparable due to the difference in age range). Graph 25 shows a very considerable variation in the proportion of people with no qualifications between wards, with both Clewer & Dedworth East and Clewer & Dedworth West having high rates and well above the national average at that time.

## Health



The Health Index is an Experimental Statistic to measure a broad definition of health, in a way that can be tracked over time and compared between different areas. In 2020, the Royal Borough of Windsor and Maidenhead scored the third highest rating for health of all first tier local authorities in England, although it was below average in certain criteria such as access to housing and affordability, air pollution and noise.

In the 2011 census, respondents were asked to state how they rated their own health from very good to very bad. In Windsor and Maidenhead, 87% gave ratings of either very good or good. Graph 26 shows responses that fell outside this group. There is a strong correlation with the age profile of the wards, as is to be expected, but particular outliers are St Mary's, Clewer & Dedworth East and Clewer East wards where reported health is lower than the age profile might suggest, and Ascot & Sunninghill, Sunningdale & Cheapside and Bray wards where the converse is true.

## Deprivation

The most comprehensive and widely adopted overall measure of deprivation is the Department for Communities and Local Government's Index of Multiple Deprivation (IMD)<sup>17</sup>. This was updated in 2019.

The overall IMD combines indicators across 7 domains, each of which is scored separately:

- income
- employment

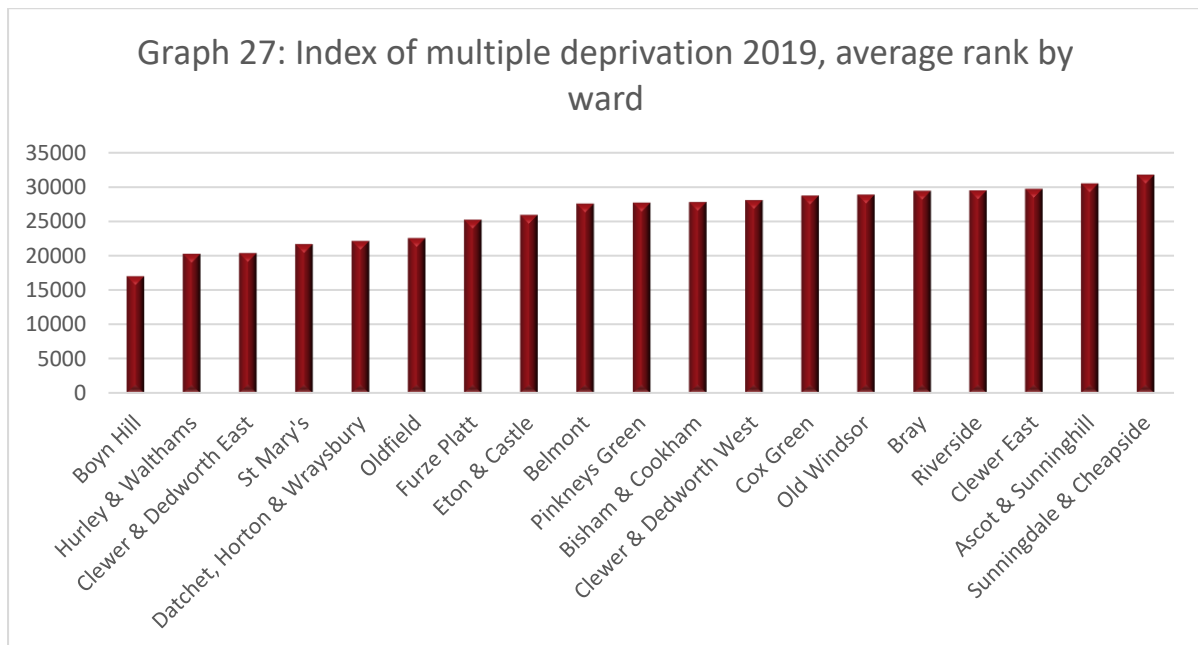
<sup>17</sup> <https://www.gov.uk/government/collections/english-indices-of-deprivation>

- health deprivation
- education/skills
- barriers to housing/services
- living environment
- crime

The IMD is calculated for each Lower Super Output Areas (LSOAs), which is a geographical area for which demographic statistics are available; several LSOAs comprise each ward in Windsor and Maidenhead. Each LSOA is given a rank to indicate how deprived it is in comparison to the other LSOAs in England, so that the LSOA with rank 1 is the most deprived in the country. The ranks are then arranged into deciles (so that the most deprived 10% is in the lowest quintile). In order to produce scores for wards we have averaged the ranking for each LSOA within that ward; this is a recognised way of processing this data.

The IMD only gives an indication of deprivation, so that a high degree of deprivation does not necessarily mean a lack of wealth in that area. Equally, the IMD can say that an area is more deprived than another, but not by how much.

The Royal Borough of Windsor and Maidenhead was the 14<sup>th</sup> least deprived local authority in England, out of 317. Nevertheless, like almost all areas, there are pockets of deprivation within the borough.



Graph 27 shows the average rank of each ward in the borough. The wards at the left of the y-axis are those which are on average most deprived. Deprivation within wards is not uniform; for example, Belmont ward consists of five LSOAs, for our which are in the least deprived decile, but one of which is in the fourth most deprived.

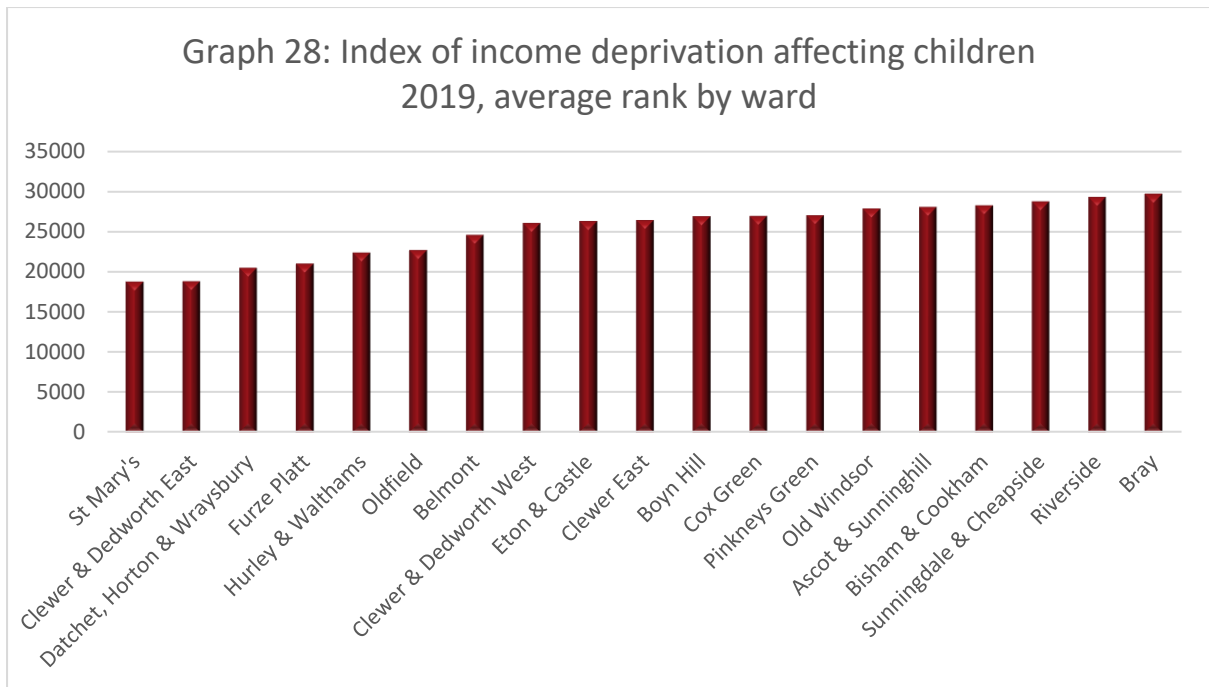
The LSOAs with the highest overall deprivation within the borough are in Clewer & Dedworth East, Oldfield and Belmont wards.

When the individual domains that constitute the IMDs are considered, there are significant<sup>18</sup> pockets of deprivation in the following areas

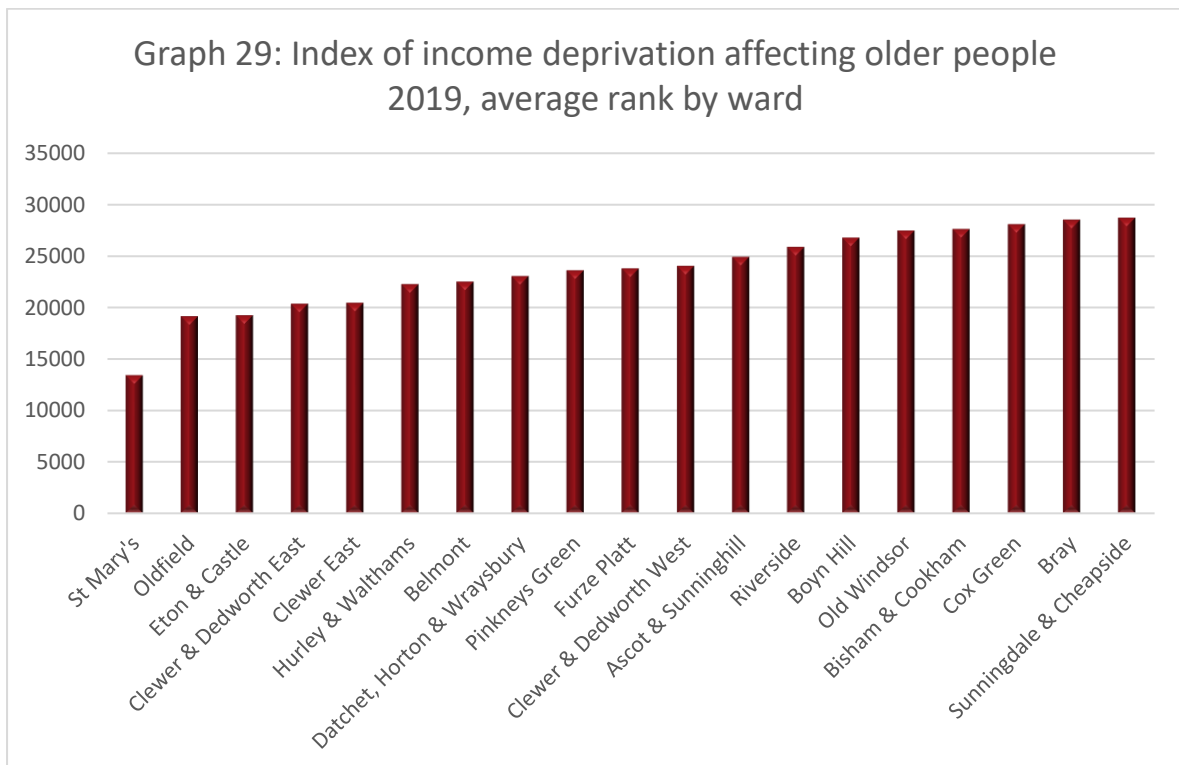
Domain	Ward
Income	Belmont, Clewer & Dedworth East
Employment	Clewer & Dedworth East, Oldfield
Education, Skills and Training	Belmont, Clewer & Dedworth East, Clewer & Dedworth West, Furze Platt, Hurley & Walthams, Oldfield, Pinkneys Green
Health Deprivation	Clewer & Dedworth East, Furze Platt
Crime	Datchet, Horton & Wraysbury, Eton & Castle
Barriers to Housing and Services	Ascot & Sunninghill, Bray, Clewer & Dedworth East, Datchet, Horton & Wraysbury, Eton & Castle, Hurley & Walthams, Pinkneys Green, Riverside
Living Environment <sup>19</sup>	Bisham & Cookham, Bray, Datchet, Horton & Wraysbury, Eton & Castle, Hurley & Walthams, St Mary's

<sup>18</sup> Within the lowest 30% in England

<sup>19</sup> Some of the low scoring wards included in this domain may seem surprising, but are calculated partly using data for air quality and road traffic accidents



Graph 28 shows the average rank for each ward of the index of income deprivation affecting children. Again the wards with the most pockets of deprivation are at the left of the graph. Those wards with pockets of deprivation<sup>20</sup> within this index are Belmont, Clewer & Dedworth East, Datchet, Horton & Wraysbury and Oldfield. Three out of the five LSOAs in Clewer & Dedworth East fall into this category.



<sup>20</sup> Within the 40% most deprived in England



Graph 29 shows the average rank for each ward of the index of income deprivation affecting older people, with wards with the most pockets of deprivation at the left of the graph. There are only two LSAOs in the borough in the lowest 20% within England; in Belmont and Clewer & Dedworth East. There are other pockets of deprivation in the lowest 40% in Clewer East, Cox Green, Eton & Castle, Hurley & Walthams, Oldfield and St Mary's wards.

### **Implications for the library service**

Libraries are universal services – that is, they are provided for everyone within the population. This is borne out by the usership of libraries – library customers include people from a wide range of backgrounds, ages and locations. Nevertheless, library usage is particularly important for those in certain groups. Children, especially those aged between 11 and 18, and the elderly are disproportionately well represented amongst library users. For pupils, libraries can provide a range of study aids and for younger people more generally, inspiration through reading, events and social activity. For some they provide a route out of social isolation. Libraries can contribute to the economic regeneration of the area by providing a range of business information and signposting to other services. Libraries can be of particular importance to the less affluent, not only in providing free access to the internet and resources but also in providing space to work, study and to access computers and online resources. Library services have a significant role to play in addressing health inequalities

The age profile of wards across the borough varies significantly. There are high levels of young people in Clewer and Dedworth East, Boyn Hill, Belmont and Ascot & Sunninghill wards and high numbers of older people in Bisham & Cookham, Sunningdale & Cheapside and Clewer & Dedworth West wards.

Whilst there is no direct evidence to suggest that libraries are of benefit to any particular ethnic group, it is likely that minority groups are disproportionately high users of libraries. The most ethnically diverse communities are in certain areas of Maidenhead and also Datchet, Horton & Wraysbury.

There are pockets of deprivation across the borough even though the borough is well above the national average, and in there is a close correlation to areas of higher unemployment, low qualifications and health deprivation. The most affected wards are Clewer & Dedworth East, several wards within Maidenhead and Datchet, Horton and Wraysbury.

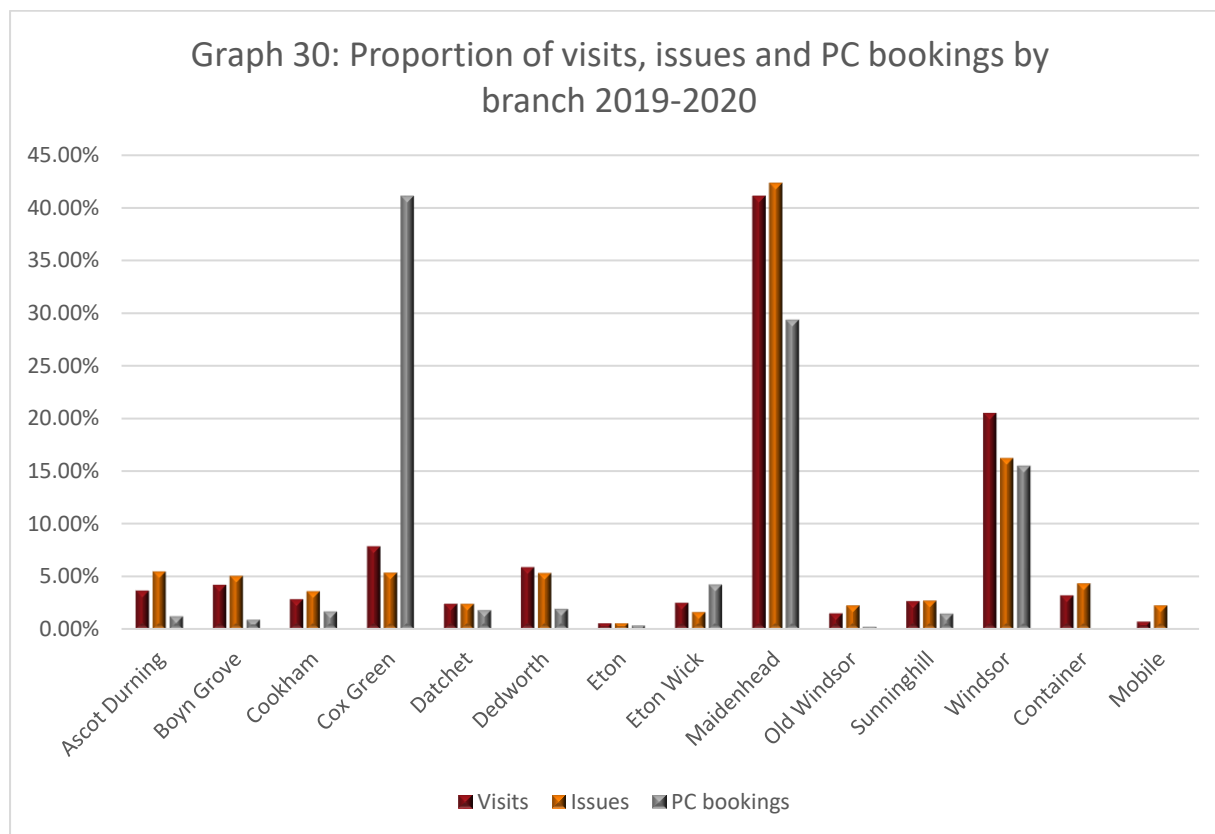
## 5. Analysis of library usage

This section analyses library usage by branch and looks at how well-matched library membership is to the population in the different wards of the borough and identifies gaps in provision to be addressed.

In 2019-20, the last financial year before the impact of Covid-19 was felt fully, a majority of library activity took place at two branches – Maidenhead and Windsor, reflecting the major centres of population in the area. Between them, they accounted for 61.7% of visits, 58.7% of issues and 44.9% of PC bookings.

### Usage by branch

At that point, there were twelve static libraries in the borough, a mobile library and a container library which called at four locations each week. Eton library has subsequently closed and one of the locations for the container library withdrawn. Graph 30 shows the proportion of visits, issues and computer bookings at each branch, but excludes e-issues and renewals made online, and virtual visits.



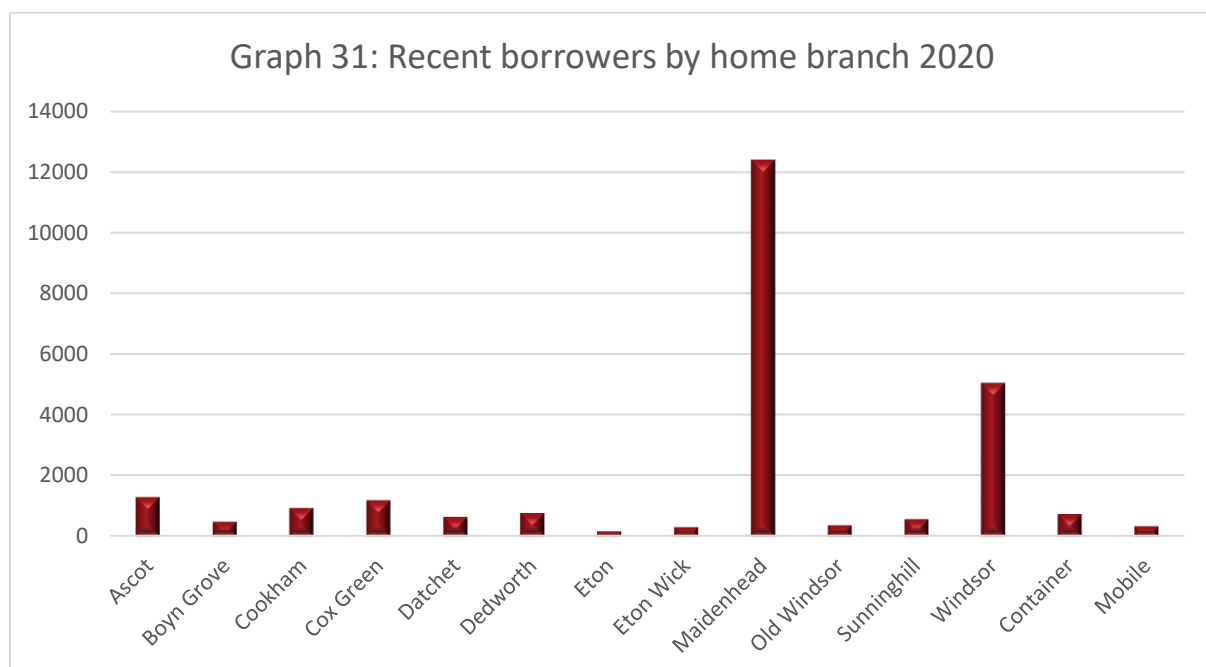
A striking feature is the degree of computer usage at Cox Green library.

Library membership is available by law to all who live, work or study in the area, and in Windsor and Maidenhead as in many other library authorities, it is not restricted to these categories. Of the total membership, there will be some who have not used the service for a long period but still remain members. This is normally addressed by using the twin

definitions of active borrowers and active members to ensure that only those actually making use of libraries are considered. Active borrowers are those people who have borrowed within the last year. However, the last year has been somewhat atypical and for that reason for the purposes of this section we have defined recent borrowers as those who have used the service within the last two years from the date of date capture – 12<sup>th</sup> March 2021<sup>21</sup>. This does mean that the number of people in this category is around 20% higher than the figures used in the CIPFA analysis.

Active members are all those who have borrowed, used a library computer or used the library Wi-Fi. Unfortunately, it is not possible for the library service to monitor Wi-Fi logins at any of the libraries as this service is provided corporately. This may have revealed some interesting patterns, as there is a general trend in libraries for customers increasingly to use their own devices when studying. Since library Wi-Fi data is not recorded, it is not possible to analyse active member statistics in this case.

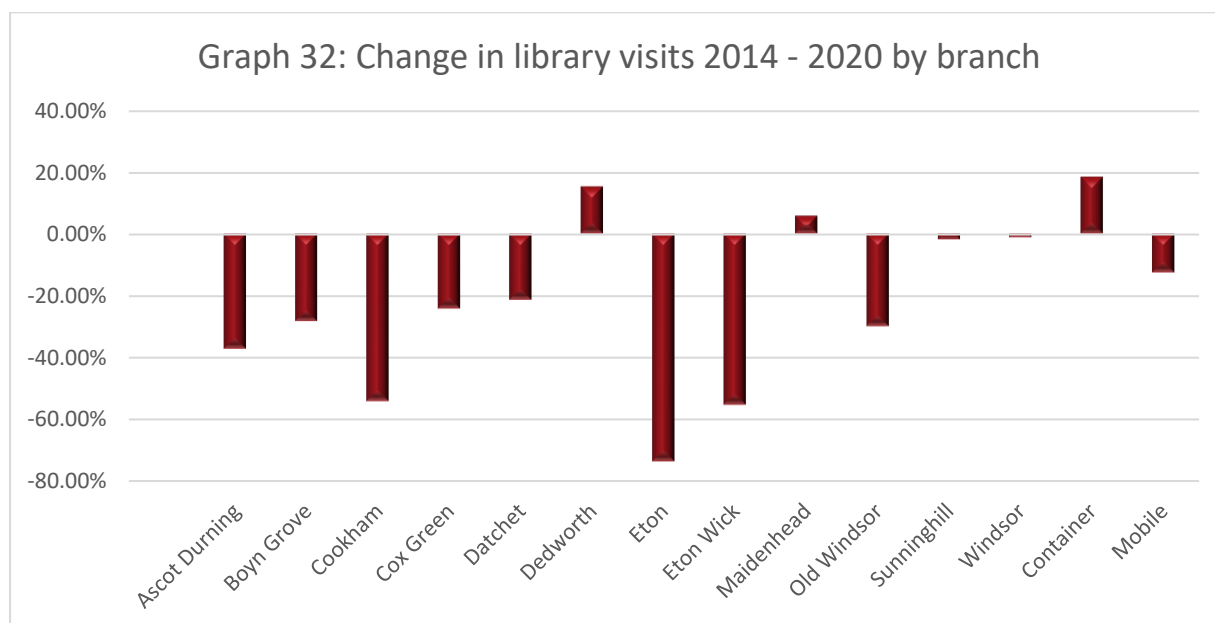
There were 25,250 recent borrowers in March 2021. Each member has a home branch allocated to them, normally the branch at which they joined the service or which they expected to use most often. Allocation to a branch does not mean that the member uses the branch all the time – many people use multiple branches and a change of address does not necessarily result in a change of home branch – but it is a good indicator of patterns of usage and does enable us to build a profile of use for that branch.



Graph 31 shows the home branches of recent borrowers. The degree to which membership is concentrated on the two busiest branches is more pronounced than the usage figures would suggest, with 69.2% having a home branch at either Maidenhead or Windsor.

<sup>21</sup> Since this data is only available from the library computer system as a real time snapshot, it is not possible to recreate the data as it would have been at the end of March 2020.

Library visits in person declined by 11.2% in the five years leading up to 2020. This change was not uniform across all branches. This was not as severe as the decline in visits in England as a whole, which was 15.1%<sup>22</sup>.



Graph 32 shows that there were significant increases at Dedworth library and across the four container sites, but large decreases at Eton, Eton Wick and Cookham libraries.

We have so far analysed library membership by branch. This gives us some useful data on which library members gave as their home branch, but it is not possible to be certain that their home branch is actually the library that they use most. However, membership data also includes postcodes. This means that the place of residence of library members can be established and comparisons made to the demographics of that area to see how well-matched library membership is to the population in the different wards of the borough, and hence where there are gaps in provision that need to be addressed.

Although some postcode data may be out of date, WMLS’s record keeping in this respect is to be commended as only 0.01% of postcodes could not be identified, far less than many library authorities, and we can be sure of the validity of this data.

The council has a duty to provide a service to all who live, work or study in the borough and 1.1% of active users live outside the borough. Many of these live in adjoining areas – and had Reading, High Wycombe or Guildford postcodes, but there are a few users from further afield – for example, from Blackpool, Belfast and Chelmsford.

The wards in which library branches are located are shown in the table below

<sup>22</sup> CIPFA public library service statistics

Library	Ward
Ascot Durning	Ascot & Sunninghill
Boyn Grove	Pinkneys Green, adjacent to Belmont and Boyn Hill
Cookham	Bisham and Cookham
Cox Green	Cox Green
Datchet	Datchet, Horton & Wraysbury
Dedworth	Dedworth & Clewer West, adjacent to Dedworth & Clewer East
Eton Wick	Eton & Castle
Maidenhead	St Mary's
Old Windsor	Old Windsor
Sunninghill	Ascot & Sunninghill
Windsor	Eton & Castle

The current container stops are in Sunningdale, Wraysbury, Holyport & Bray and Furze Platt.

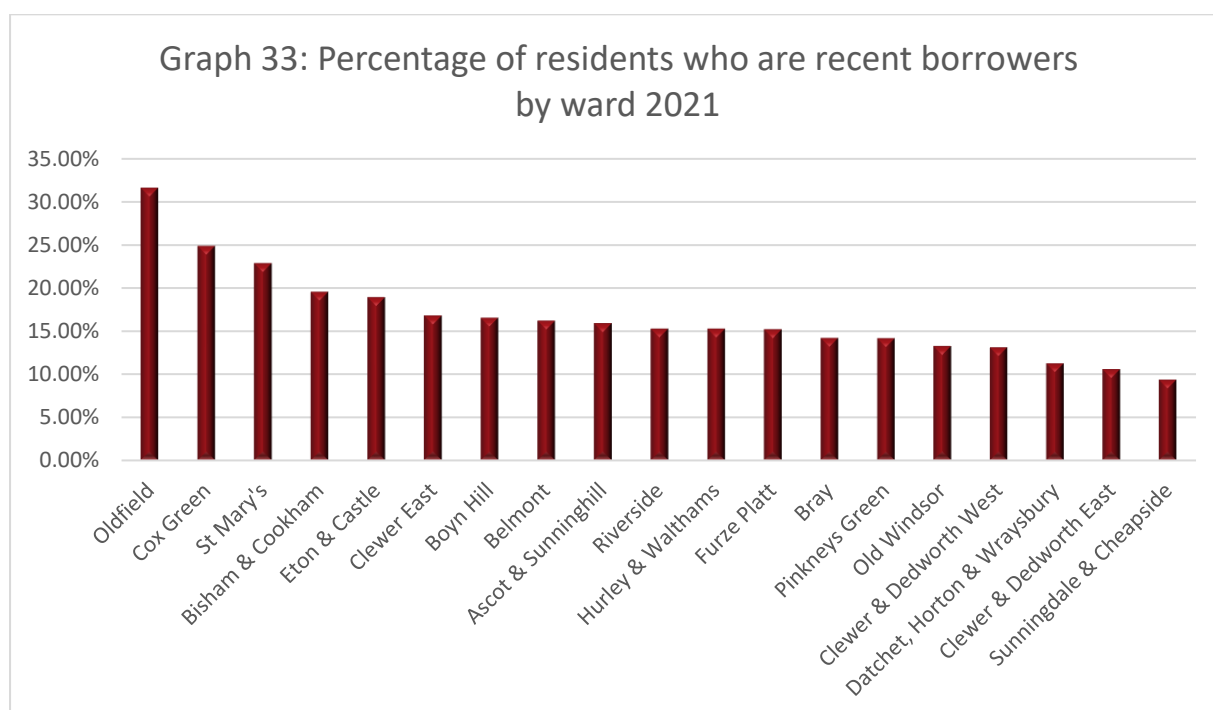
As we have mentioned above, analysis by home branch has its limitations – it does not present the full picture of patterns of usage, as borrowers may use more than one library, and their nominated home branch may not actually be the one that they use most frequently. Library usage may be related less to place of residence and more to the place where people work or study, do their shopping or even have friends and relatives. However, an analysis of the home branches nominated most frequently by recent borrowers in each ward does provide a useful analysis when this is borne in mind. The table below shows this, with the percentage of recent borrowers in that ward using particular libraries shown in brackets.

Ward	Most popular home branch	Second most popular home branch	Third most popular home branch
Ascot & Sunninghill	Ascot Durning (53%)	Sunninghill (24%)	Maidenhead (10%)
Belmont	Maidenhead (89%)	Cox Green (2%)	Cookham (1%)
Bisham & Cookham	Cookham (56%)	Maidenhead (39%)	Windsor (2%)
Boyn Hill	Maidenhead (83%)	Boyn Grove (13%)	Windsor (1%)
Bray	Maidenhead (68%)	Windsor (11%)	Holyport Container (9%)
Clewer & Dedworth East	Windsor (55%)	Dedworth (26%)	Maidenhead (14%)
Clewer & Dedworth West	Windsor (54%)	Dedworth (32%)	Maidenhead (10%)
Clewer East	Windsor (81%)	Maidenhead (8%)	Dedworth (7%)
Cox Green	Cox Green (52%)	Maidenhead (46%)	Windsor (1%)
Datchet, Horton & Wraysbury	Datchet (49%)	Windsor (25%)	Maidenhead (11%)
Eton & Castle	Windsor (68%)	Eton Wick (10%)	Maidenhead (10%)
Furze Platt	Maidenhead (91%)	Furze Platt Container (2%)	Boyn Grove (2%)
Hurley & Walthams	Maidenhead (66%)	Windsor (11%)	Cox Green (6%)
Old Windsor	Windsor (58%)	Old Windsor (30%)	Maidenhead (8%)
Oldfield	Maidenhead (86%)	Cookham (3%)	Cox Green (2%)
Pinkneys Green	Maidenhead (86%)	Boyn Grove (10%)	Windsor (1%)
Riverside	Maidenhead (92%)	Cookham (5%)	Windsor (1%)
St Mary's	Maidenhead (87%)	Windsor (5%)	Mobile (1%)
Sunningdale & Cheapside	Sunningdale Container (41%)	Ascot Durning (25%)	Sunninghill (3%)

Recent borrowers in nine wards most frequently nominated Maidenhead library as their home branch, and in five wards nominated Windsor. Ascot Durning, Cookham, Cox Green, Datchet and Sunningdale Container were the most frequently nominated in the wards in which the respective libraries are located. Dedworth and Old Windsor, whilst not the most frequently nominated in any ward, had significant proportions of nominations in the wards closest to the libraries.

### Library uptake by ward

Using the postcode data, we can examine where recent borrowers live, regardless of which branches that they use.



Graph 33 shows the percentage of residents within each ward who are recent borrowers at any library in the borough. There is a great variation between wards. This is not explained fully by proximity to a library, although the wards that are closest to the two busiest libraries tend to have higher levels of uptake than those further away.

There is also no obvious link to deprivation in this pattern. Some of the more deprived wards such as Boyn Hill have relatively high library uptake, others like Clewer & Dedworth East have lower uptake. It must be remembered that the data presented in graph 33 only relates to people who have borrowed from the library. There will also be other library users in all wards who use the libraries, but do not borrow. As we have referred to above, it has not been possible to obtain this data in WMLS, but our experience elsewhere suggests that the uptake of non-borrowing library use is higher in areas of relative deprivation close to library branches.

Library services also ask customers to provide information about themselves when they become members of the library service. In WMLS customers are asked about their gender,

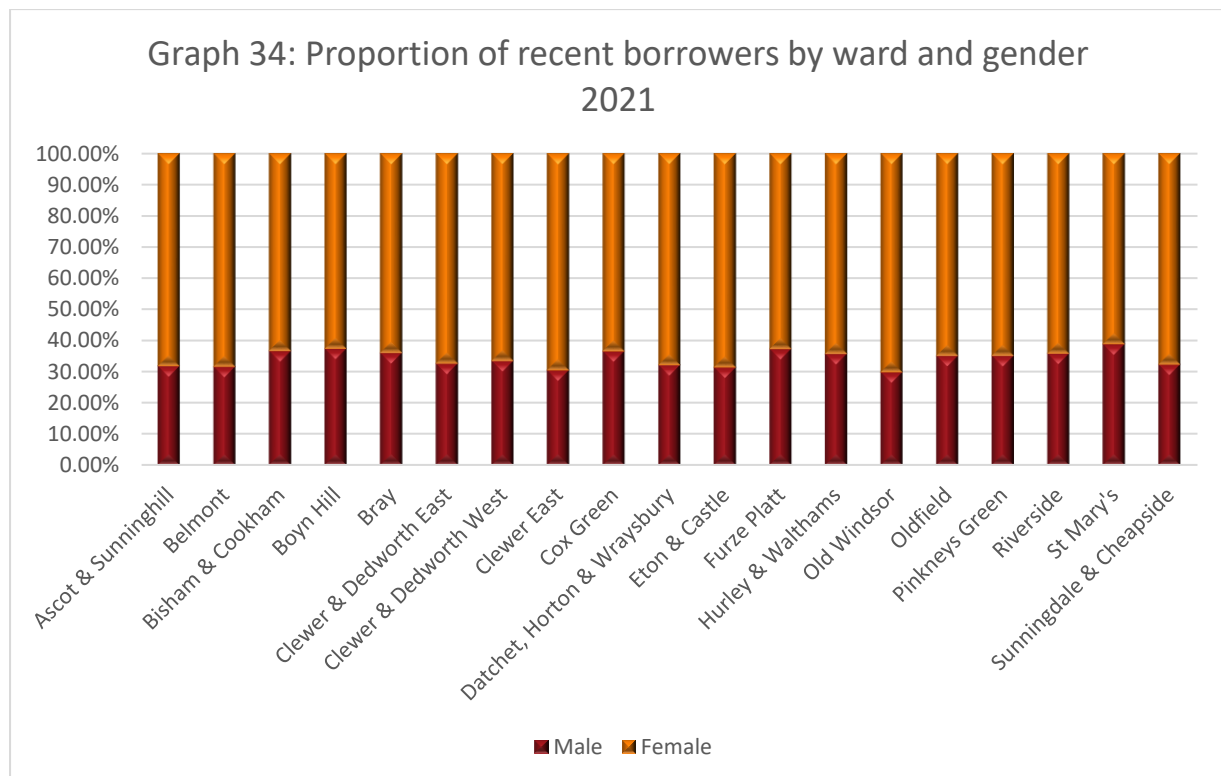
age and ethnicity. It is therefore possible to build up a picture of library users within each ward. We have been provided with anonymised data by WMLS for this purpose. However, library members may elect not to provide some or all of the data requested; in Windsor and Maidenhead these proportions are significant and so the picture is far from complete.

## Gender

Amongst recent borrowers across the borough, 54% stated that they were female, 28% male and 18% did not provide a gender. A considerably higher proportion of females being borrowers is not unusual in library services across the country. In our experience, the gender imbalance is less marked when library use for other purposes such as internet access is taken into account, but we do not have that data for WMLS so we cannot be sure that this is the case here.

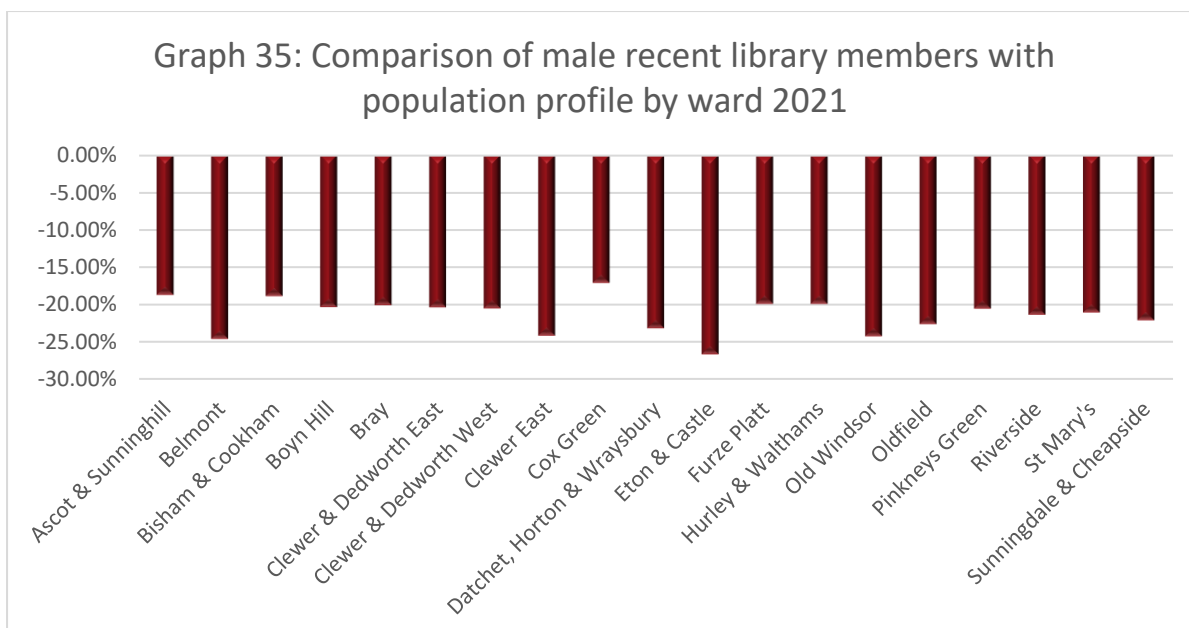
The Public Library User Survey (PLUS) is an elective survey of visitors to libraries most recently conducted for adults over one week in 2016; there were 1,872 respondents. This also includes demographic data, although we cannot be certain that respondents were representative of library users as a whole. It does however capture information on non-borrowers. 70% of respondents were female, 27% were male and the remainder declined to answer. This broadly supports the data from the recent borrowers.

Graph 34 shows the variations by ward for those recent borrowers that did provide a gender.



We can now compare these figures to the population at large using the data in section 4. To do this we have compared the percentage of recent borrowers in each ward with the percentage of males within the same ward. This is shown in graph 35 below.





As is to be expected from the borough wide figures, there are significant under-representations of males in every ward. This is particularly pronounced in Eton & Castle (although this may be partly accounted for by the significant military presence there), Belmont and Old Windsor wards. In Cox Green ward, where the library is adjacent to a secondary school, the under-representation is much lower.

As with all comparisons we make to the population demographics, these findings must be treated with some caution due to the number of non-respondents in the library data.

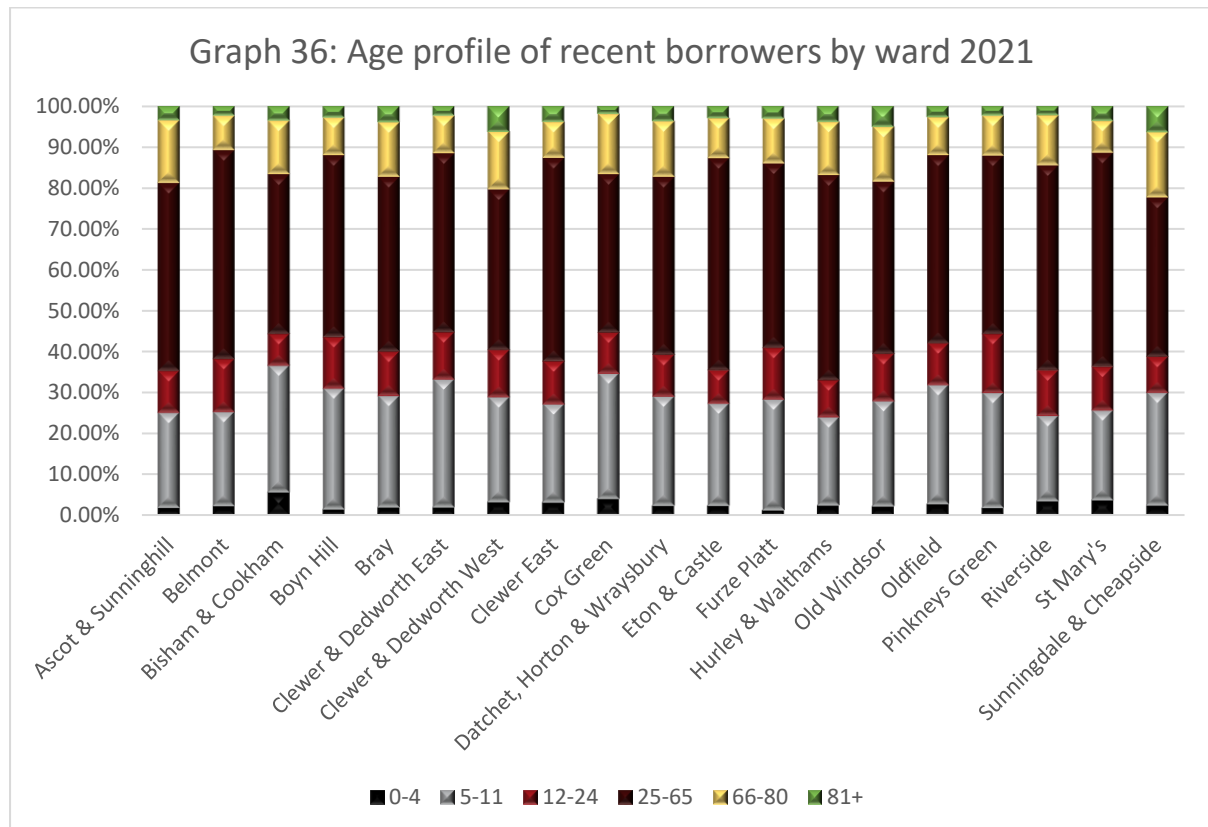
### Age

Across the borough, the age ranges of recent borrowers is shown the table below

Age range	Number	Percent
0 – 4	562	2.2
5 – 11	5544	22.0
12 – 24	2284	9.0
25 – 65	9831	39.0
66 – 80	2249	9.7
81+	686	2.7
Not provided	3885	15.4

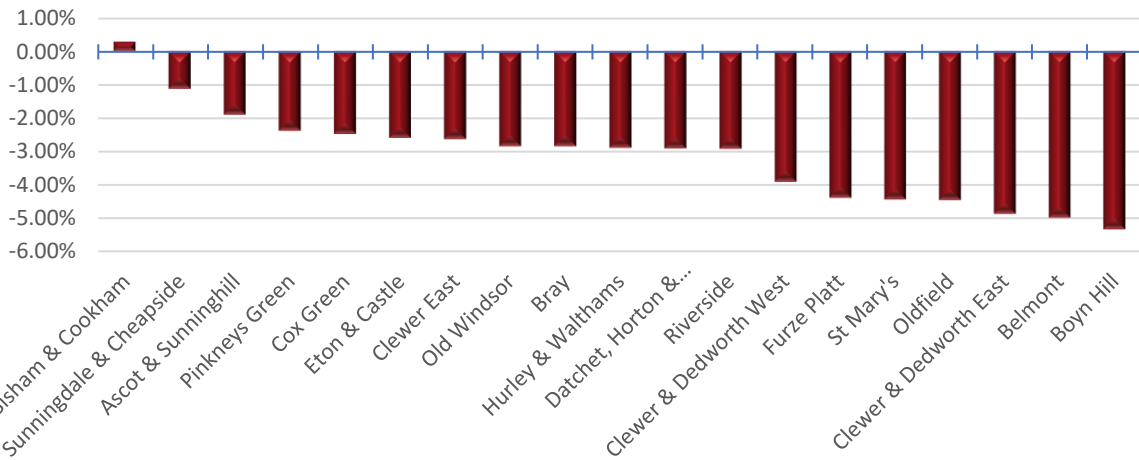
Once again, a significant proportion of recent borrowers did not provide data, and since the PLUS survey only included people aged over 17, we cannot validate this data with the PLUS survey results.

Graph 36 shows the age breakdown of recent borrowers by ward for those who did provide an age.



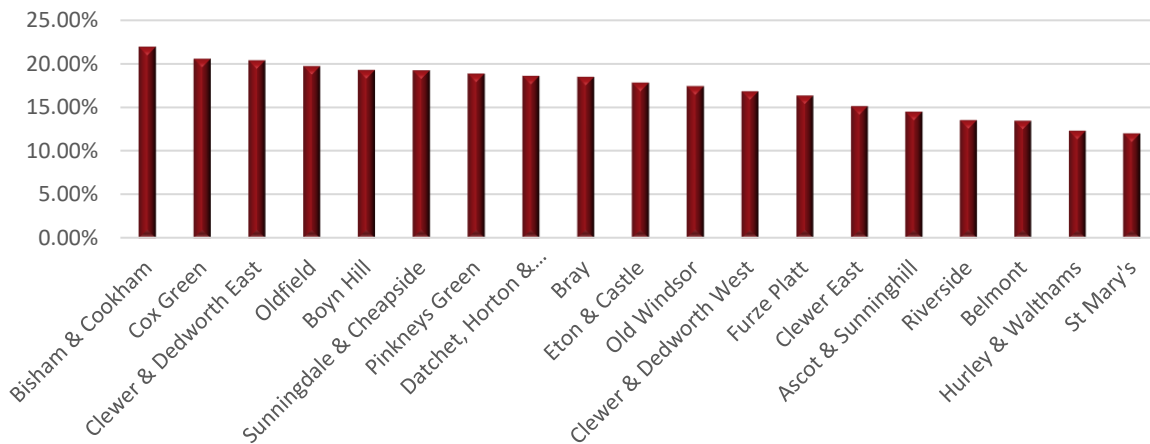
We can compare these figures to the population at large using the same methodology as we did for gender.

Graph 37: Comparison of recent library members aged 0 - 4 with population profile by ward 2021



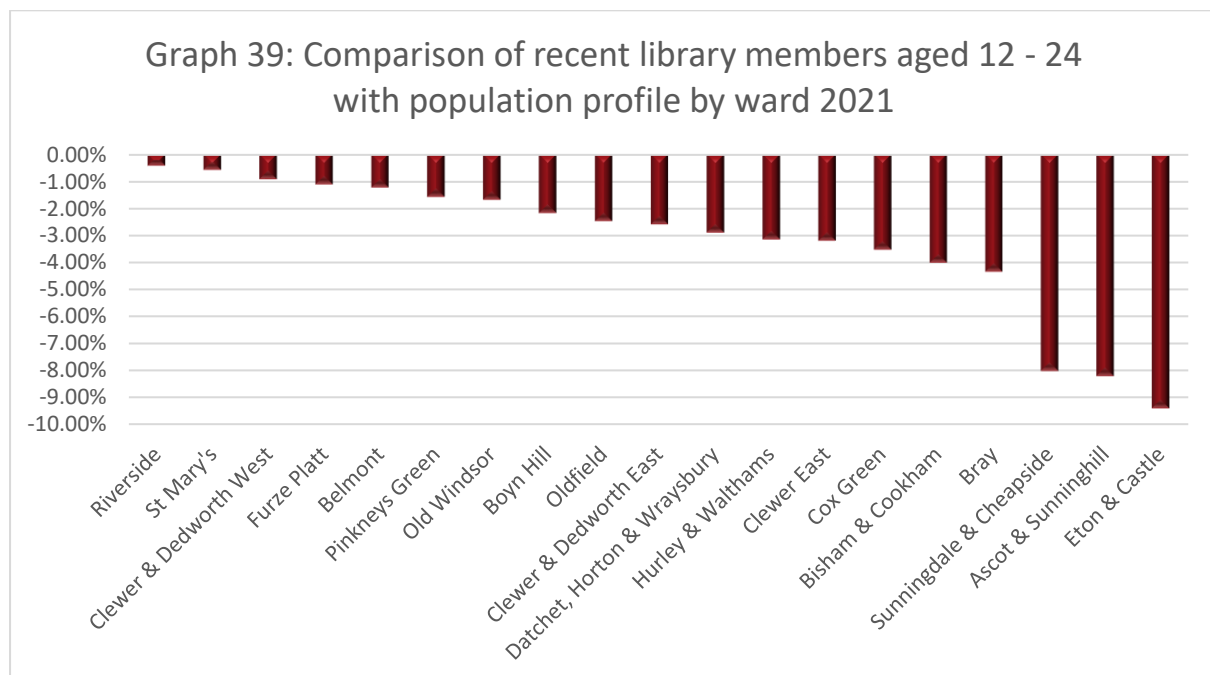
The age group 0 - 4 is under-represented amongst recent borrowers in all wards except Bisham & Cookham. Under-representation is to be expected partly because children do not join the library service at birth (although some authorities offer this to all new parents<sup>23</sup>), and partly because parents may borrow on behalf of their children using their own library accounts. However, it is notable that some of the greatest degrees of under-representation occur in the most deprived wards.

Graph 38: Comparison of recent library members aged 5 - 11 with population profile by ward 2021

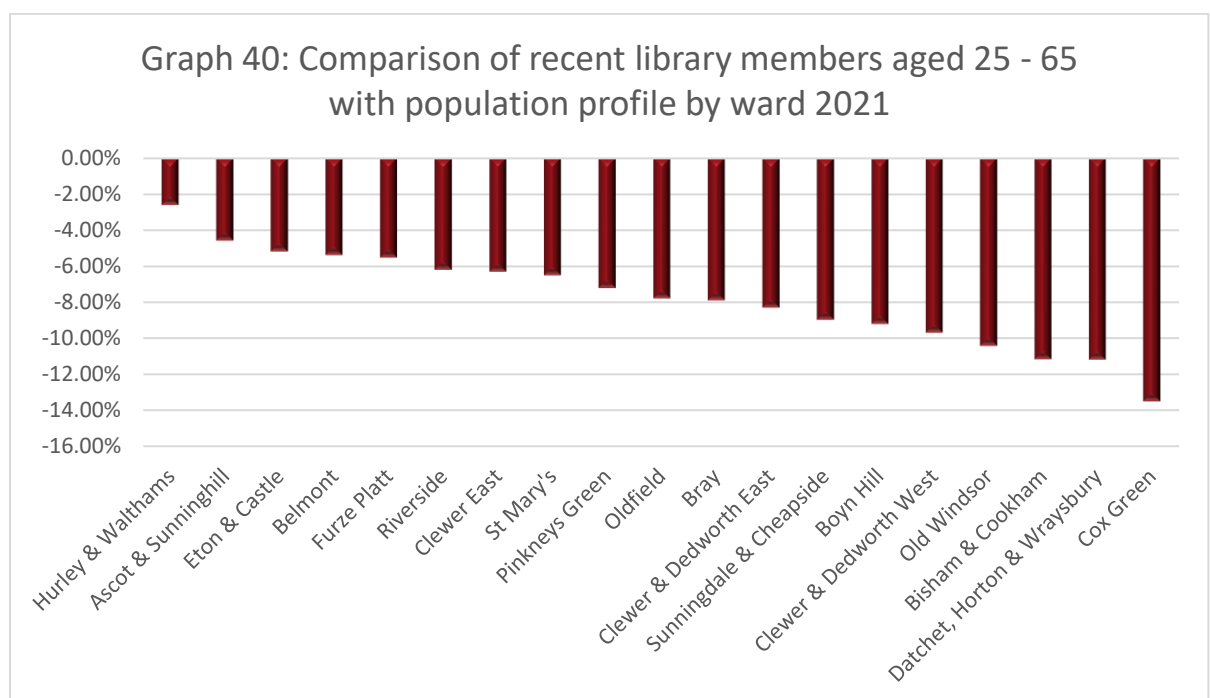


<sup>23</sup> The Automatic Library Card service takes place for all Reception age children rather than babies in WMLS

In comparison, the age group 5 – 11 is very well represented in the community. In this case, there is a less obvious link to deprivation, although Clewer & Dedworth East and Boyn Hill, both relatively deprived areas, have higher uptakes.

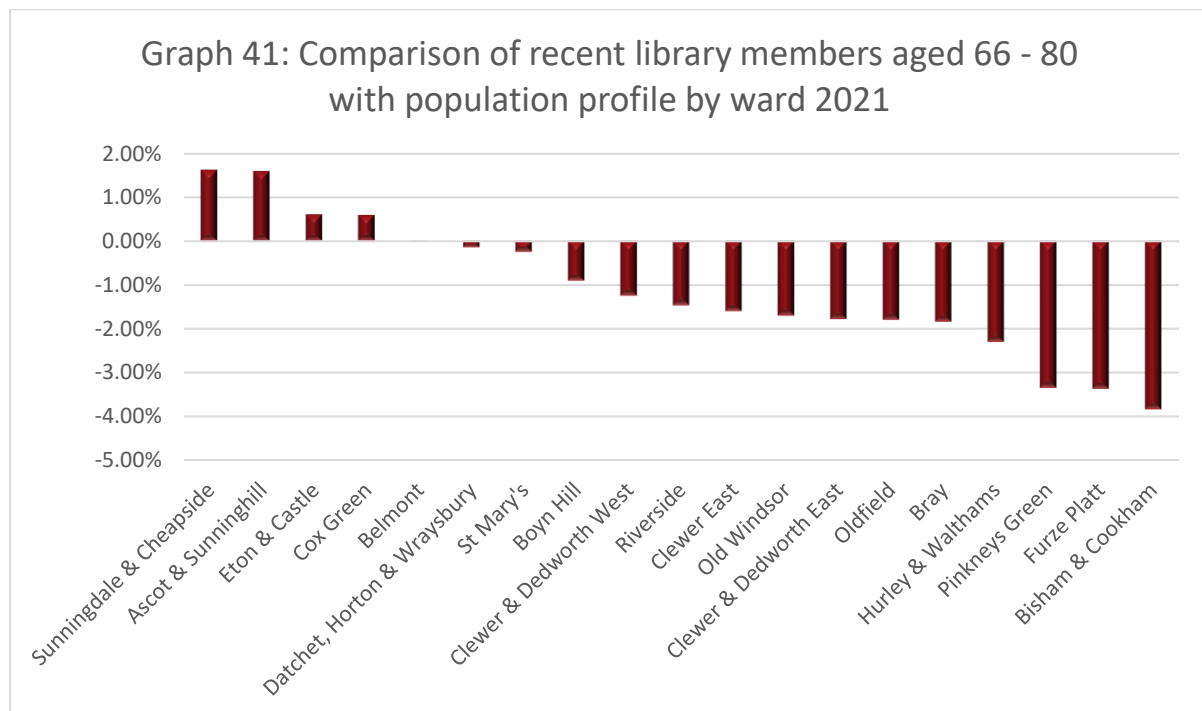


Nationally, library usership tends to fall during the later teen years and remains low throughout the 20 - 30 age bracket. In WMLS, this trend is less apparent. There is no obvious link to either deprivation or proximity to a library.

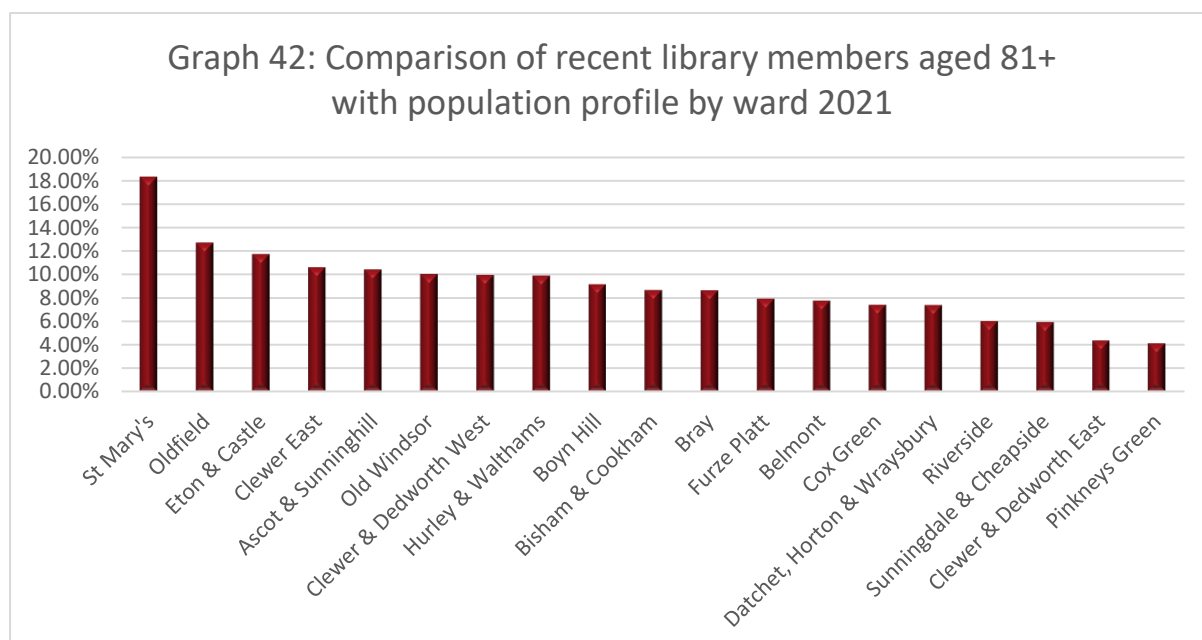


Library usage amongst those in the 25 -65 age group tends to be relatively low nationally. There are considerable variations between wards, and again without strong linkages to

deprivation or proximity to a library. People in this age group are more likely to be in employment and may have limited time to visit a library during the working day.



Nationally, library usage increases in the age group 66 – 80. In Windsor and Maidenhead, recent borrowers approximately match the profile of the borough with variations of between +1.5% and -4% within wards. Some wards at a distance from a library such as Hurley & Walthams, Bray and Furze Platt have a greater degree on under-representation within this age group, perhaps due to difficulties with transport.



In the oldest age group, it is often the case that library usage declines due to infirmity and difficulty in travel. This is not the case in WMLS. In all wards, on the data that we have, those aged over 80 are well represented within the population. This is particularly the case in the wards closest to the two large libraries, but there is over-representation in all wards.

We must again caveat the findings on age by the fact that we do not have complete data, and we do not know whether those who chose not to provide data are more prevalent in any particular age group. Nevertheless, the patterns that we have identified are likely to have some validity.

## Ethnicity

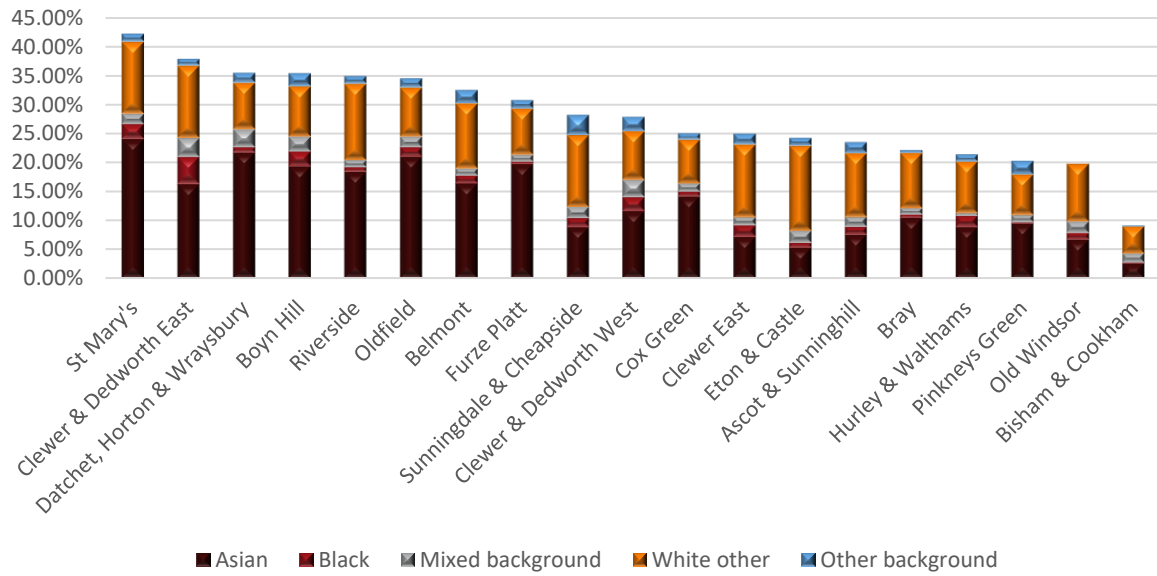
Nationally, library users are more reluctant to provide information on their ethnic background and in Windsor and Maidenhead, 61.1% of recent borrowers did not do so. However, in the PLUS survey, which only included adults, 89% of respondents provided an ethnic identity.

The borough wide results are shown in the table below. Ethnic group	All recent borrowers	Recent borrowers providing an ethnic identity	All PLUS respondents	PLUS respondents providing an ethnic identity
Asian	5.2%	13.3%	6.8%	7.6%
Black	0.6%	1.4%	2.0%	2.3%
Mixed heritage	0.7%	1.8%	1.3%	1.5%
White British	30.0%	72.0%	70.0%	78.3%
White other background	4.0%	10.1%	8.4%	9.5%
Other background	0.6%	1.5%	0.8%	0.9%
Did not provide an ethnic identity	61.1%	-	10.8%	-

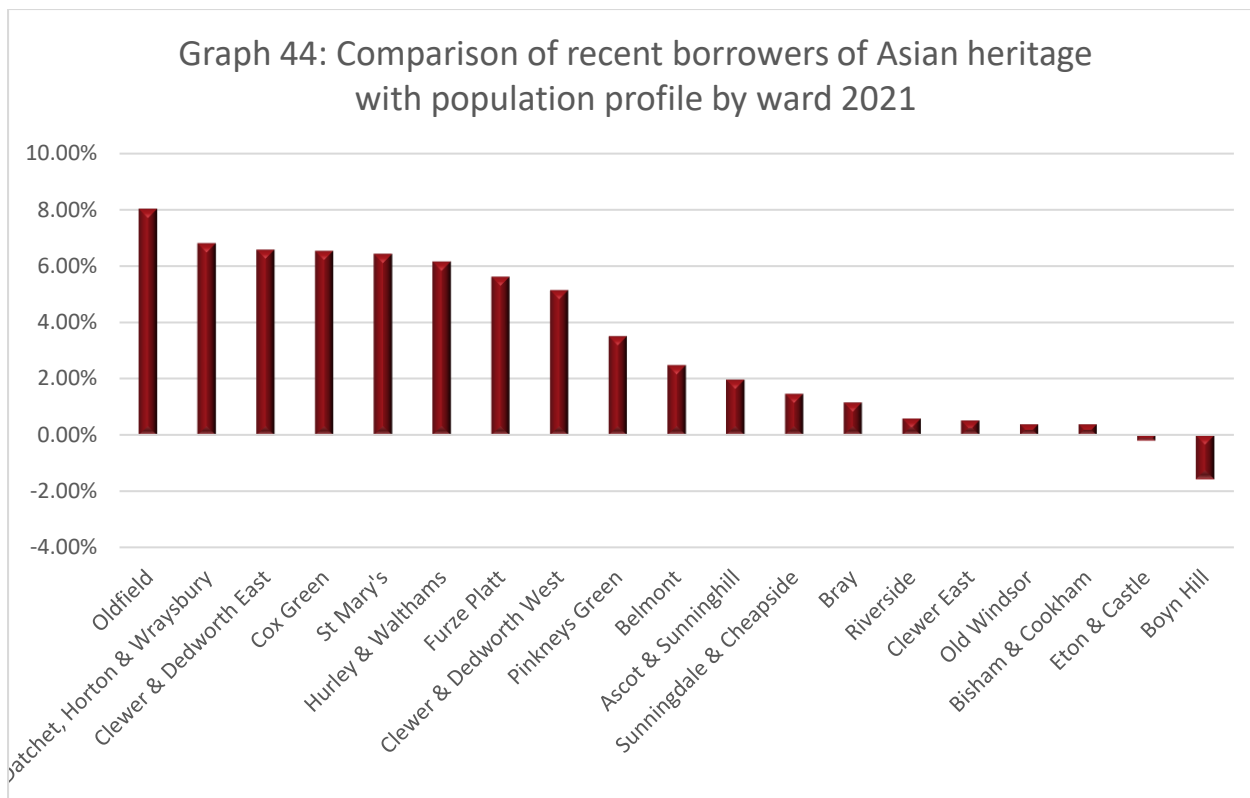
Whilst we cannot be sure that respondents to the PLUS survey were representative of library users as a whole, there is a broad comparability between the two sets of figures.

Using the figures from the recent borrowers, we can produce an analysis of the ethnic composition within each ward. Those people from minority groups are shown in

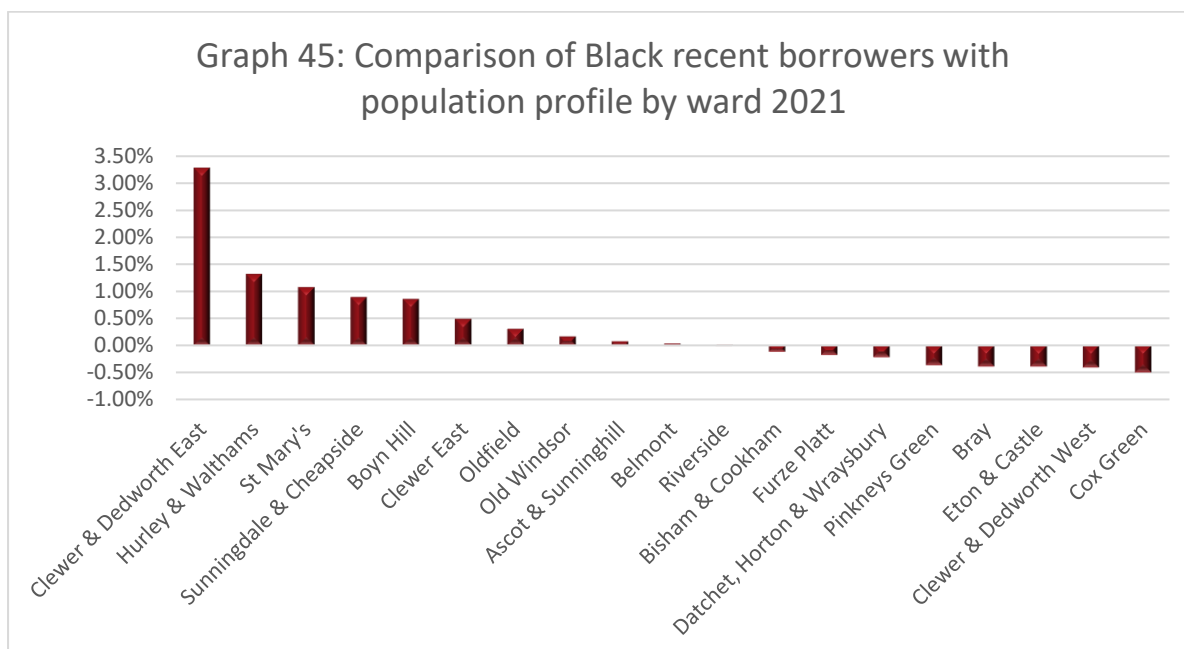
Graph 43: Library users by ward and ethnic group 2021



Taking this data, we can produce some analysis of representation of different ethnic groups in recent library users within each ward. However, this analysis must be approached with great caution. Firstly, this is calculated on data from only 39% of recent borrowers, and we do not know whether some ethnic groups provided more data than others; secondly, the comparative population figures are now ten years out of date and we know that the ethnic composition of the borough has changed since then; and thirdly, recent borrowers are not the same as the totality of library users. That said, we present the data below.

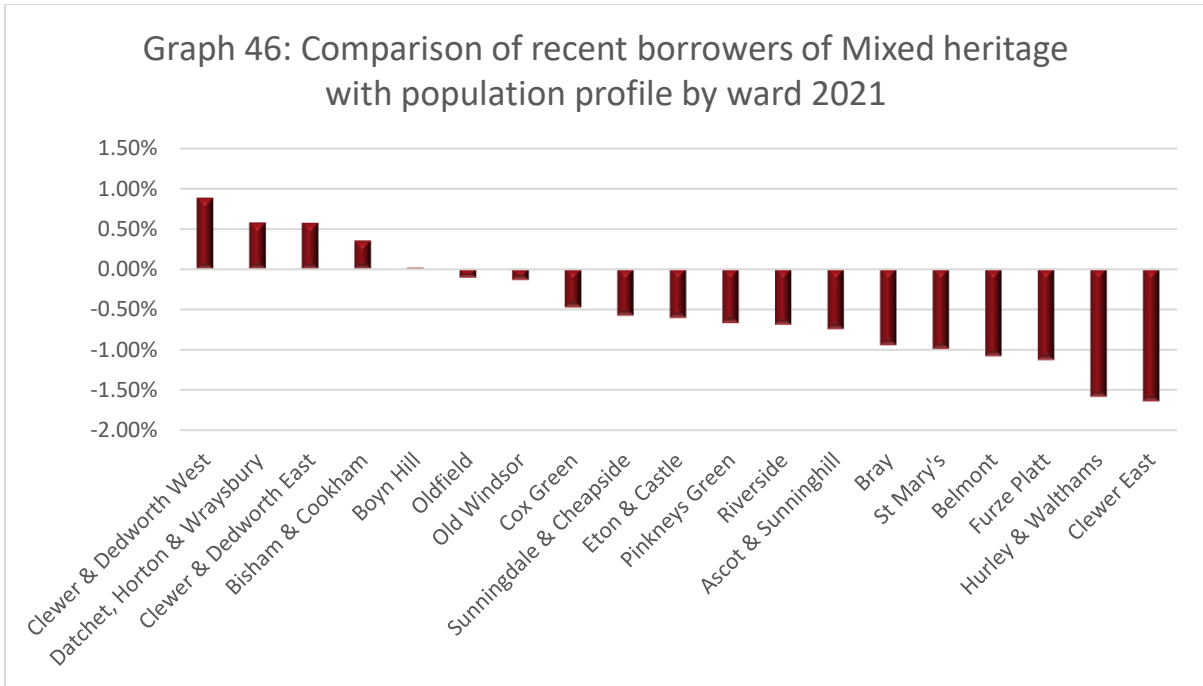


Graph 44 suggests that people from an Asian background are well represented amongst library users in all wards except Boyn Hill. This pattern is partially explained by the change in the population profile of the borough since 2011 identified in section 3, as people from an Asian background now form a greater proportion of the borough's population than in 2011.

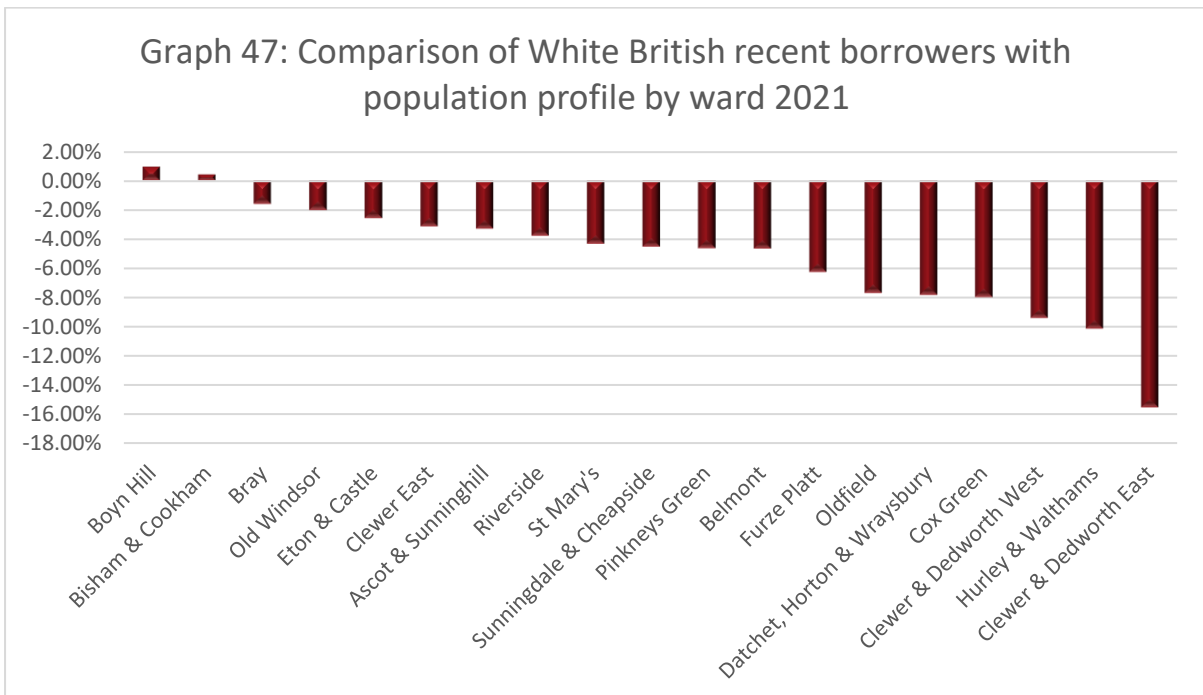


Graph 45 suggests that Black recent borrowers are well represented in Clewer & Dedworth East in particular, and elsewhere broadly match the population profile of the ward.



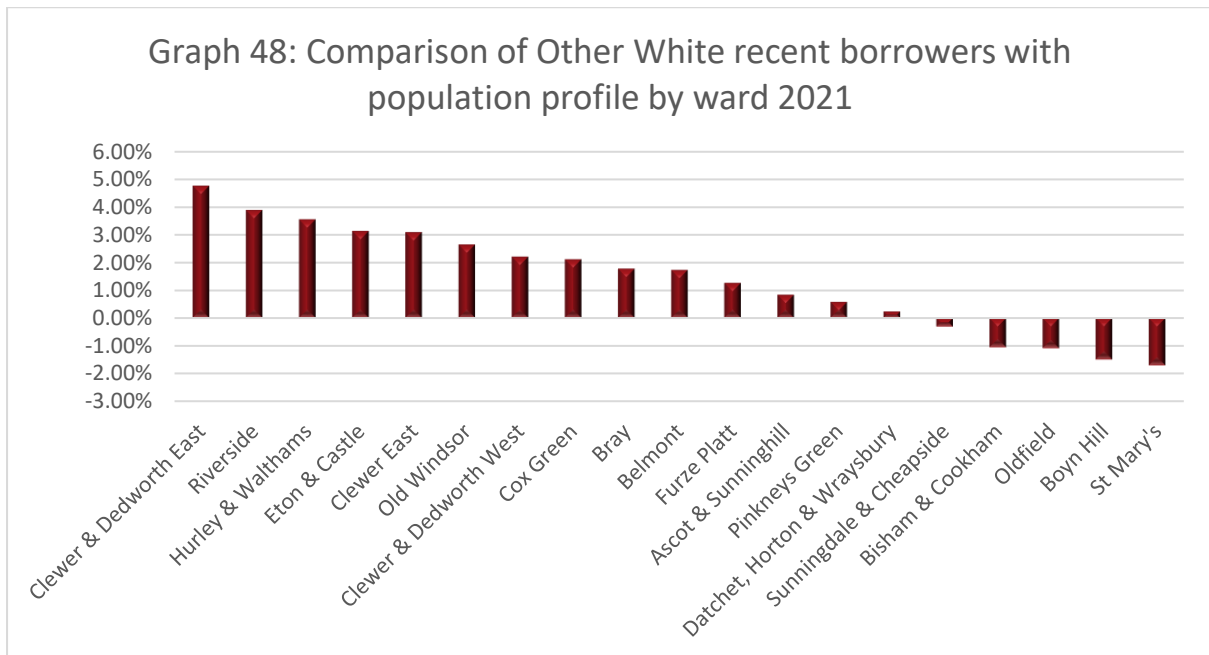


Graph 46 suggests that people of Mixed heritage are slightly under-represented in most wards, but well represented in the area closest to Dedworth library and in Datchet, Horton & Wraysbury and Bisham & Cookham wards.

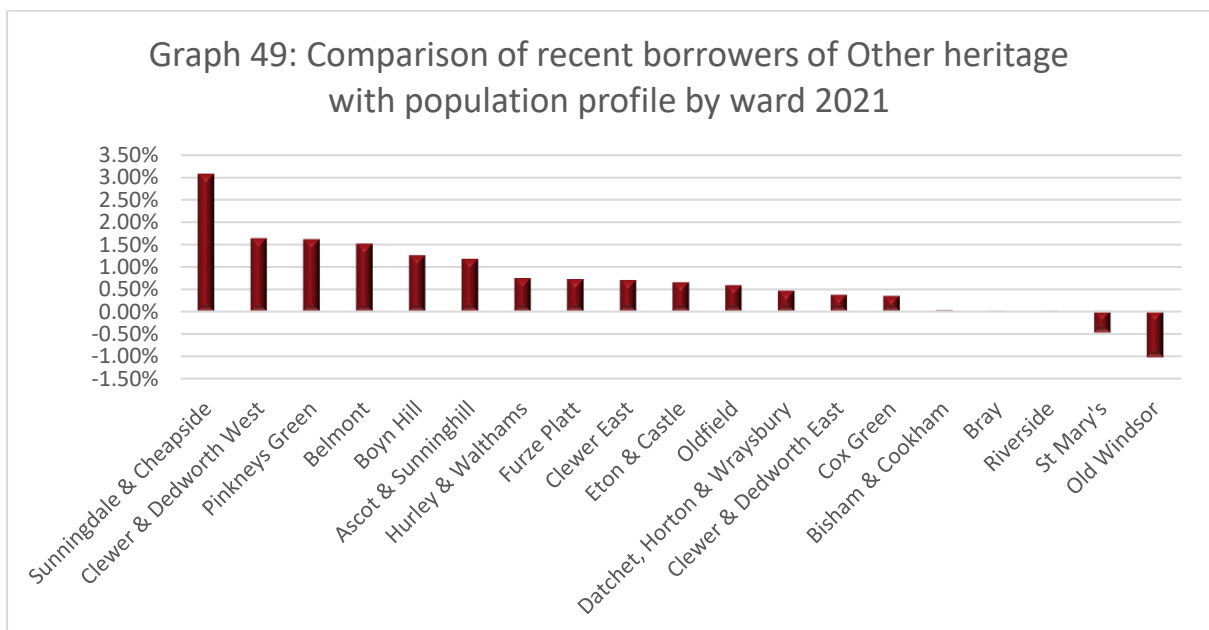


Graph 47 suggests that White British recent borrowers are under-represented in all wards except Boyn Hill and Bisham & Cookham. This pattern of under-representation within this group is one that we have observed elsewhere, especially in ethnically diverse communities. This pattern is particularly pronounced in the wards close to Dedworth library, and in Hurley & Walthams. This pattern is partially explained by the change in the population profile of

the borough since 2011 identified in section 3, as people from a White British background now form a lower proportion of the borough’s population than in 2011.



Graph 48 suggests that people from Other White backgrounds are generally well represented in most wards, although less well in parts of Maidenhead.



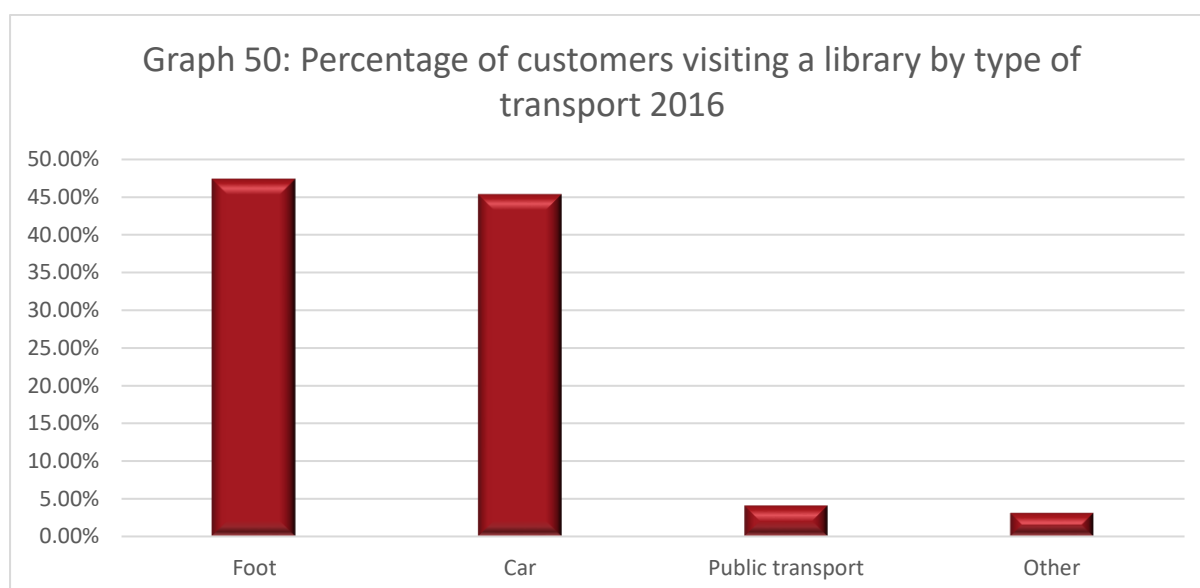
Graph 49 suggests that people from other ethnic backgrounds are well represented in most wards, although this group has seen a proportionately high increase across the borough population in the period 2011 – 2017, and this pattern may be explained partly by this factor.

Whilst drawing firm conclusions from the data that we have on ethnicity is not possible for the reasons explained above, it does appear that people from ethnic minority groups are generally well represented amongst recent borrowers across the borough and very well in particular areas, especially the two wards closest to Dedworth library.

## 6. Transport linkages

Understanding how customers reach libraries is important in planning future service delivery. We have seen that, prior to the pandemic, about one third of visits to WMLS were virtual and two thirds physical, and that about one sixth of issues were electronic. This does mean that a majority of customer interactions with the library service relied on a physical visit.

The 2016 PLUS survey of adult library visitors asked respondents how they had arrived at the library on the day of their visit. Of the 92% who gave an answer, 47% arrived on foot, 45% by car, 4% by public transport and the remainder reached the library by bicycle or other means.



The results in graph 50 only represent a sample week and only include responses from adults choosing to complete a survey. We can see from the data that the response rates were not uniform across the borough with some areas, notably Eton & Castle, Ascot & Sunninghill and Datchet, Horton & Wraysbury providing high levels of return and a number of wards where no responses gave a postcode in that ward. This data is therefore indicative rather than absolute.

We do not have any recent data on how under 18s travel to a WMLS library, but in this age group there is likely to be higher proportions of foot and public transport travel than for adults.

### The transport network

The principal settlements in the Royal Borough of Windsor and Maidenhead are Maidenhead (with a population of about 60,000), Windsor including Clewer and Dedworth (35,000), Ascot, Sunninghill and Sunningdale (18,000), the area between Datchet and Wraysbury (10,000), Old Windsor (7,000) and Cookham (6,000). The remainder of the borough (14,000) is largely rural.

The railway network in the borough is unusual in that there are no direct linkages from the north of the borough to the south. During the day, there are twice hourly services from Datchet, Sunnymeads and Wraybury stations to Windsor, and there is a twice hourly service and outside peak hours involving one change from Windsor to Maidenhead, but these services use different stations in Windsor and are not connected. There is an hourly railway service from Maidenhead to Cookham. Although there are stations at Ascot and Sunningdale, it is not possible to reach either Windsor or Maidenhead without a lengthy journey.

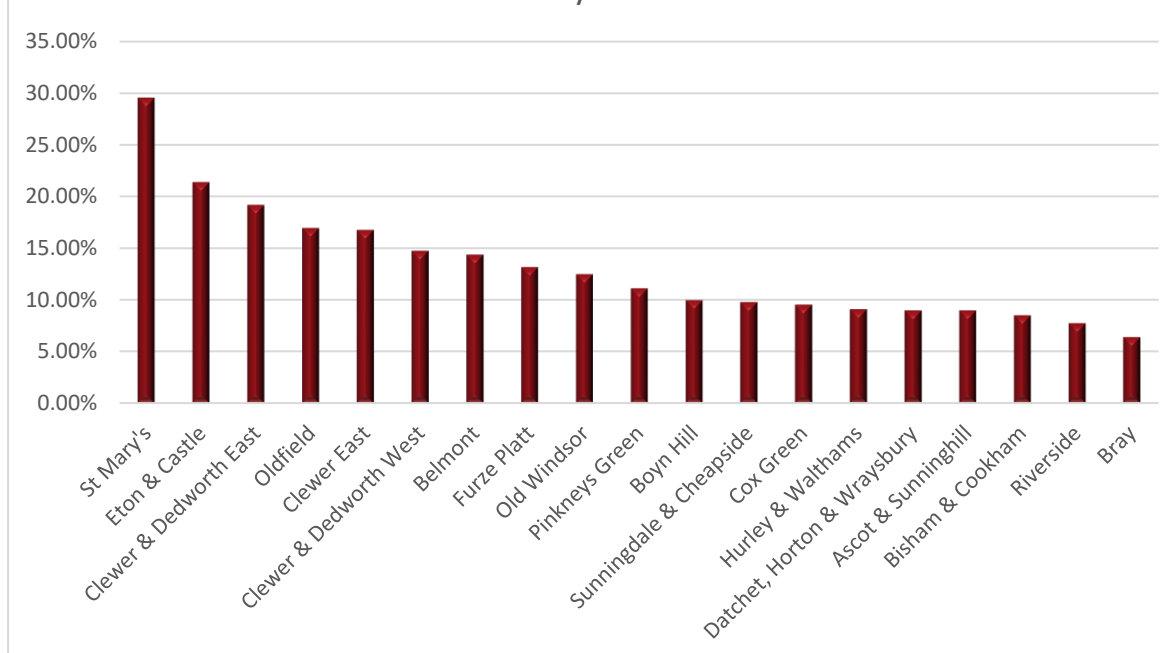
Buses run on a more frequent basis. There are hourly buses between Maidenhead and Windsor serving Bray, Holyport and Dedworth and these are supplemented by a second service following a similar route which runs seven times a day. Two further routes run between Dedworth and Windsor, one hourly and one five times a day. There are two buses an hour between Windsor and Old Windsor, and seven buses a day between Windsor, Ascot and Sunninghill. An hourly bus links Cookham and Maidenhead. There are five urban bus routes linking various parts of Maidenhead with the town centre and operating at either hourly or half hourly intervals.

The remainder of the borough is served more infrequently – there are four buses a day between the Walthams and Shurlock Row and Maidenhead, and four between Eton Wick and Maidenhead. In addition to these, there are other buses that run occasionally, especially as school services, and routes which link parts of the borough to towns outside the borough.

### **Access to vehicles**

Vehicle ownership in the borough is high, but there are areas where this is less so. The 2011 census is the most recent source of data on vehicle ownership at ward level, and the results of this are shown in graph 51. Unsurprisingly, urban areas tend to have lower rates of access to a vehicle, and there is also a possible link to deprivation.

Graph 51: Percentage of households without access to a vehicle by ward 2011



### Library locations and travel times

Libraries in the borough are quite closely spaced, due to the density of population in the area. The distance by road from each static library to its nearest neighbouring library within the borough is shown in the table below.

Library	Nearest library	Distance by road (miles)
Ascot Durning	Sunninghill	1.6
Boyn Grove	Maidenhead	1.7
Cookham	Maidenhead	3.5
Cox Green	Boyn Grove	1.9
Datchet	Old Windsor	1.9
Dedworth	Windsor	1.9
Eton Wick	Datchet	3.3
Maidenhead	Boyn Grove	1.7
Old Windsor	Datchet	1.8
Sunninghill	Ascot Durning	1.6

Windsor	Dedworth	1.9
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There are a few areas of the borough which are closer to a library in another authority than to a WMLS static library, although these are generally served by the mobile library service. These are Hurley village (closer to Marlow library), Knowle Hill (Wargrave), Waltham St Lawrence (Twyford) and Shurlock Row (Wokingham). In addition, parts of Ascot which lie in Windsor and Maidenhead are closer to Bracknell Forest's Ascot Heath library.

In order to calculate travel times between libraries, we have used the Google Maps application with the time set for 11am on a Monday morning. Travel time by car between the static libraries in WMLS are shown below, with the shortest travel time highlighted in green.

	Ascot Durning	Boyn Grove	Cookham	Cox Green	Datchet	Dedworth
Ascot		22	28	22	14	12
Boyn Grove	22		18	5	20	14
Cookham	28	18		16	26	20
Cox Green	22	5	16		20	14
Datchet	14	20	26	20		10
Dedworth	12	14	20	14	10	
Eton Wick	18	14	18	16	9	12
Maidenhead	22	6	10	10	18	14
Old Windsor	12	18	24	18	4	8
Sunninghill	4	24	30	24	16	16
Windsor	12	18	24	18	8	8

	Maidenhead	Old Windsor	Sunninghill	Windsor
Ascot	22	12	4	12
Boyn Grove	6	18	24	18
Cookham	10	24	30	24
Cox Green	10	18	24	18
Datchet	18	4	16	8
Dedworth	14	8	16	8
Eton Wick	12	12	20	12

Maidenhead		16	22	16
Old Windsor	16		12	6
Sunninghill	22	12		14
Windsor	16	6	14	

Travel times by public transport tend to be much greater. These are shown in the tables below.

	Ascot Durning	Boyn Grove	Cookham	Cox Green	Datchet	Dedworth
Ascot		85	101	77	49	77
Boyn Grove	85		51	18	88	62
Cookham	101	51		48	107	106
Cox Green	77	18	48		117	88
Datchet	49	88	107	117		35
Dedworth	77	62	106	88	35	
Eton Wick	84	43	74	78	40	63
Maidenhead	67	23	23	27	73	42
Old Windsor	44	74	78	83	44	37
Sunninghill	10	100	116	115	74	98
Windsor	45	65	52	51	22	25

	Eton Wick	Maidenhead	Old Windsor	Sunninghill	Windsor
Ascot	84	67	44	10	45
Boyn Grove	43	23	74	100	65
Cookham	74	23	78	116	52
Cox Green	78	27	83	115	51
Datchet	40	73	44	74	22
Dedworth	63	42	37	98	25
Eton Wick		27	71	46	41
Maidenhead	27		71	103	42
Old Windsor	71	71		12	16
Sunninghill	46	103	12		40
Windsor	41	42	16	40	



## What does this data tell us?

As we mentioned at the start of this section, it is important to take into account the way customers reach libraries when planning future service delivery. We have seen that, as far as we can tell, almost half of adults reach libraries on foot and nearly as many on by car. We believe that it is likely that the proportions of younger people reaching libraries by foot or public transport is higher than in adults. There is a fairly frequent public transport network linking the existing libraries, but few branches are within twenty minutes traveling time of their nearest neighbour although most are within ten minutes driving time.

The selection of which branch that individual library customers use is not simply a function of where they live. The branch used most may be because of proximity to work, study or shopping or it may be because of the facilities offered at that branch. From what we know about the residential addresses of recent borrowers and the predominance of physical visits to two libraries – Maidenhead and Windsor – we can be sure that at least a proportion of recent borrowers travel some distance to use a library and do not necessarily use the library closest to their home as much. We do not know whether this is true for people who use libraries for purposes other than borrowing because we do not have data on this group.

However, it is a reasonable assumption that a proportion of residents will find it difficult to travel distances to libraries and this is likely to be in those households without a vehicle and where income deprivation makes public transport unviable. For some, at least, increased distance to a library offering suitable facilities and opening times will be a disincentive to use.

## 7. Analysis of changes to patterns of usage during the period of the pandemic

The current pandemic has affected public libraries in the UK in a way unprecedented by any previous event in their history. From the beginning of the first national lockdown on 23<sup>rd</sup> March 2020, it was illegal for libraries to allow customer browsing, although collection and delivery of library material was allowed. This ban was removed on 15<sup>th</sup> June as the lockdown was gradually eased. During July, August and early September, cases of coronavirus dropped dramatically in the UK, and whilst patterns of behaviour did not return to normal, there was a general increase in activities involving social interaction across the country. With cases rising once again in the autumn, a second lockdown started on the 5<sup>th</sup> November and ran until 2<sup>nd</sup> December. During the second lockdown libraries were allowed to remain open for certain restricted purposes and once again collection and delivery was permitted. Cases rose rapidly in December and the current lockdown began on 6<sup>th</sup> January 2021. Similar restrictions applied to libraries as in the second national lockdown until 12<sup>th</sup> April when these were lifted.

In practice, as a precaution, some local authorities closed libraries earlier than they were required to by law and did not open all libraries even when permitted to do so, because of the decreased likelihood of physical visits at a time of national caution, the need to protect staff and a desire to prevent the spread of the disease.

### Library services during the pandemic

Windsor and Maidenhead was amongst this group. All libraries closed on the 18<sup>th</sup> March 2020 and the majority have remained closed since. From July onwards, it was possible for customers to continue borrowing using web access to the library catalogue and to collect books or to have them delivered. From the 6<sup>th</sup> July, Maidenhead library reopened for select and collect services and the mobile library offered the same service. On 20<sup>th</sup> August the mobile service was extended to select and deliver. On 17<sup>th</sup> August Windsor library also opened for select and collect. From 7<sup>th</sup> September both Maidenhead and Windsor libraries were fully open. With the start of the second national lockdown on 5<sup>th</sup> November, these libraries reverted to click and collect only. This remained the situation, together with click and deliver services from the mobile library, until 12<sup>th</sup> April 2021 WMLS branches began to reopen; all were open by 4<sup>th</sup> May with the exception of Eton library and one of the four locations served by the container library.

### Library visits

Unsurprisingly physical visits to WMLS were catastrophically affected by the changes wrought by the pandemic. Although the last few days of the financial year 2019-20 had been affected by the lockdown, there had been 656,133 physical visits in that year; in the following twelve months there were 48,859, a fall of 93%. Even when the two main libraries reopened between September and early November visits never exceeded 30% of the previous year.

## Library issues

The impact on issues was much less striking. During the same period, overall issues declined from 731,001 to 422,914, a fall of 42%, which is much lower than the fall in physical visits.

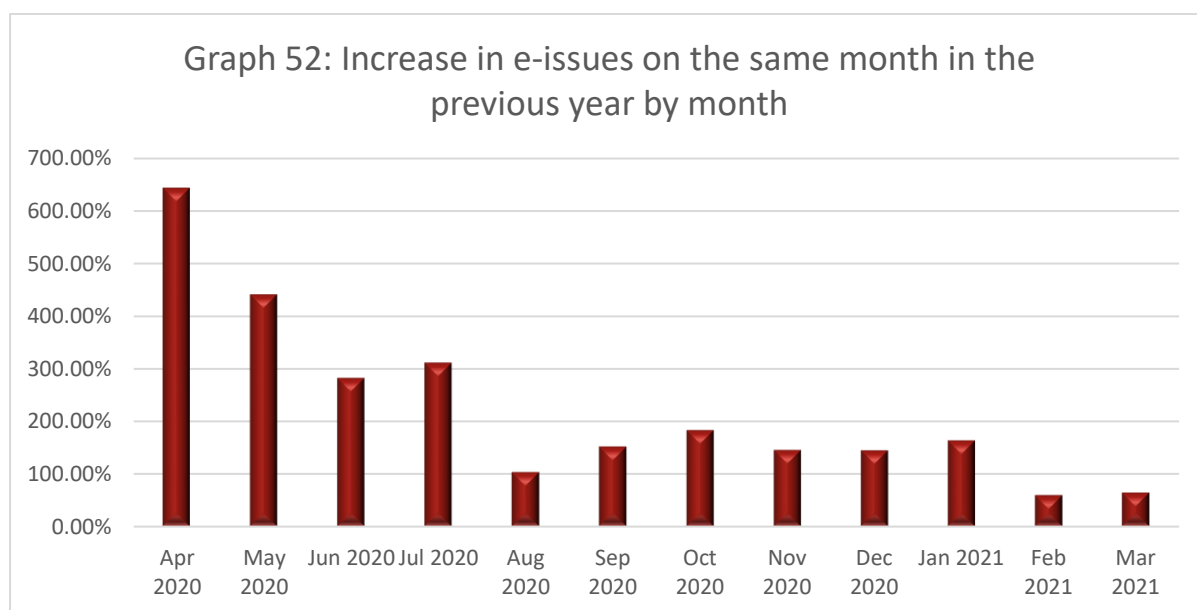
Of these, physical issues (that is those made in person at a library) fell from 503,612 to 95,702 and accounted for 22.6% of all issues in 2020-21 instead of 68.9% in the previous year. This was a reduction of 79%.

Online renewals of the same stock fell from 118,898 to 30,649, a fall of 74%, but this represented an increase in the proportion of all issues from 7.3% in 2019-20 to 16.3% in 2020-21. This is to be expected with the reduction in physical issues and the fact that loan periods were extended during lockdown.

## E-books

The most striking change was in the use of e-books and resources. Issues of these grew from 106,662 to 296,336 during the period, an increase of 277%. WMLS's performance was considerably higher than the national figure of an increase of 146%<sup>24</sup>; this may be due to the established number of e-book borrowers within the borough and the range of titles provided by WMLS. The proportion of electronic issues changed from 14.6% to 70.1%. During the lockdown, additional e-books, e-magazines and e-audio resources were added to library stock.

This change in borrowing patterns was most apparent at the beginning of the period. Not surprisingly, when comparisons on a month-by-month basis are made, physical and web issues fell most dramatically in the period from March to June 2020, and in June 2020 issues were 99.6% lower than in June 2019. Thereafter they recovered reaching a peak in October 2020 when issues were 45% of the previous October.

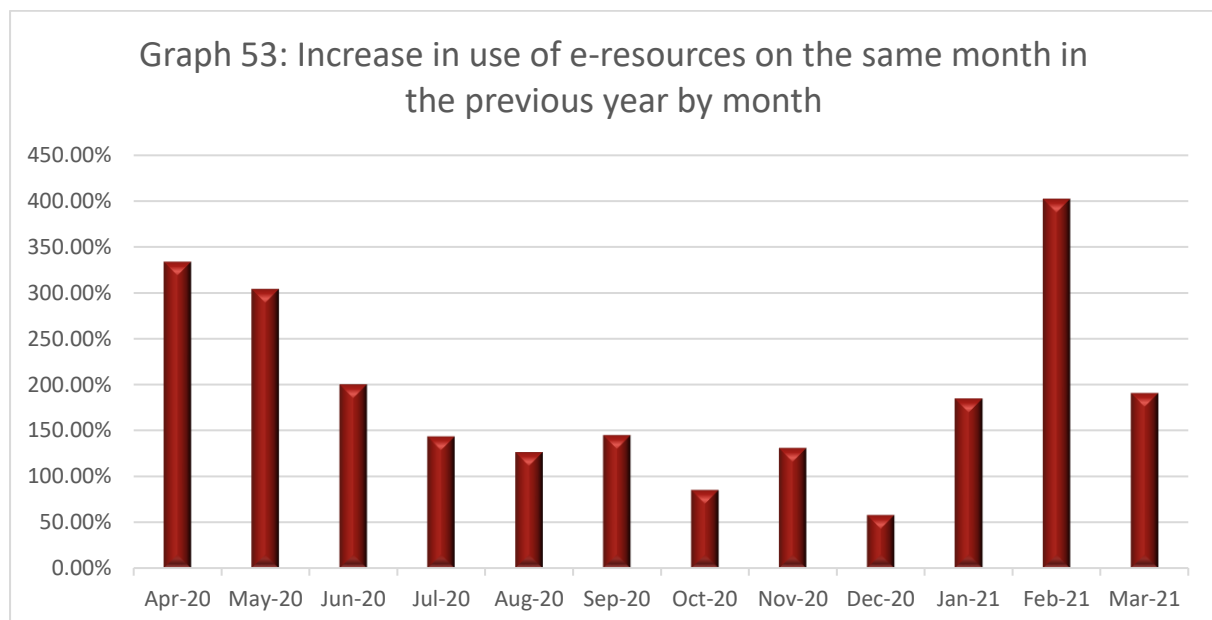


<sup>24</sup> <https://www.librariesconnected.org.uk/resource/libraries-lockdown-connecting-communities-crisis>

Graph 52 shows the percentage increase of all e-issues by month when compared to the same month in the previous year. The greatest growth was during the first lockdown when all libraries were closed and when the greatest proportion of the population were not allowed to go to their workplace. With the easing of restrictions and the opening of libraries, this dropped considerably, but interestingly this pattern continued during both the second and the third lockdowns. Nevertheless, even in February 2021 when the change on the same month a year earlier was at its lowest, the increase was still 59%.

### Electronic resources

WMLS also offers a wide range of online resources which library members can access without charge. These include Ancestry, the Oxford English Dictionary, theory driving tests and other reference sites. At the start of the first lockdown some of these were only available for use at library branches but most were made available from home during the period of the pandemic. Growth in the use of these exceeded even those of e-issues with an increase of 190% over the previous year to 28,550 transactions. The best performing resource was ancestry with an 1172% increase to 8,294 transactions.



However, the pattern of this increase was not the same as that for e-issues. Graph 53 shows the same strong increase during the first lockdown followed by lower increases from July to October, but with greater increases during both the second and the third lockdowns. A possible explanation for the difference between patterns of e-book and e-resource lending is that the range of e-books is limited in the UK, and that many textbooks and study aids available electronically are intended for the American market. It is also possible not all library customers have access to appropriate devices to use e-books.

With all the additional traffic online, virtual visits to the WMLS website increased by 133% on the previous year to 444,155 in 2020-21.

## **Other library activities**

During the period of the pandemic WMLS developed a programme of 66 remote programmes events and activities which were delivered online. Some of these, for example Rhymetime, Storytime and Craft Videos, replaced regular face to face offers normally provided in the libraries. Many involved live interaction with members of the public, for example online quizzes, talks and forums, others brought in authors and poets. National and local events and programmes were celebrated and promoted, including the Summer Reading Challenge and Windsor Fringe Festival. Events were promoted through social media and often delivered through an online interactive platform. Several events attracted over 100 participants, most notably the celebration of World Book Day online where there was a total of 1,629 attendees at a series of author events.

## **Conclusions to be drawn from library activity during the pandemic**

The remarkable growth in electronic issues demonstrates both their potential and limitations. E-issues certainly increased dramatically during 2020-21 but the level of growth was not maintained. Overall, issues were down by 42%, indicating that whilst e-books are a useful addition to the library offer, they cannot be a full substitute for physical lending.

The impressive range of online activities demonstrates the flexibility of the service, but such activities are staff intensive, and it is unlikely that they could be maintained at this level when normal face to face service is resumed fully.

## 8. Recommendations

This section sets out our recommendations on the basis of our research. From the data analysis and our conversations with you, we believe that the following will help you ensure that your service continues to meet the needs of its communities:

- **Ensure that areas of high need have adequate services.** Focus on wards with high levels of deprivation or other adverse facts, e.g., Oldfield, Boyn Hill, Clewer & Dedworth East. Consider targeting activities and events to encourage particular groups to use the library.
- **Address under-representation in audiences**  
Our analysis shows that working aged white males are the most underrepresented group. This is a familiar statistic but also look at areas where there is significant underrepresentation in terms of overall uptake and by demographic characteristics. Plan your services to attract these groups.
- **Consider transport access when planning.** Some places have poor transport links (for example, Eton Wick). People living there without access to vehicles may find it difficult to travel.
- **Collect data for computer logins and Wi-Fi.** There are people using your libraries that do not borrow and it would be useful to find out who they are.
- **Match services provided to target audiences.** When planning future services, consider your target groups and their locations.
- **Ensure that the public and stakeholders help shape library service.** Continuous and meaningful engagement with your users (and non-users) is the key to understanding their needs.
- **Use more volunteers.** Our analysis showed that many comparator authorities use more volunteers in libraries than RBWM. As well as adding value to your day-to-day activities, volunteers can be powerful community advocates. Volunteering gives people work experience and confidence and can improve health and loneliness issues.
- **Improve the Public Computer Network** Library computers can be a lifeline for some, especially those needing to apply for jobs or benefits and fill in government forms.
- **Is there over provision in Ascot?** There are libraries at Ascot Durning and Sunninghill in RBWM, and at Ascot Heath in Bracknell Forest. Look at overall provision in the area and discuss possible mergers or alternatives with Bracknell Forest and how changes would affect residents.
- **Recognise the impact of Covid and the importance of physical visits as well as online.** Lockdown showed that whilst online transactions went up, overall issues and engagements went down. Visits to libraries fulfil many social benefits for all ages that cannot be replicated online. Look at national research on Covid and public libraries to find examples of how libraries are adapting to the new realities.
- **Consider how the library service relates to corporate objectives** and can contribute to meeting local priorities on health, education and employment. Partnerships with other council departments have already delivered substantial economies as well as bringing new audiences to libraries.



# Library Transformation Strategy

2021-2025

Angela Huisman

24 June 2021

# Royal Borough of Windsor and Maidenhead

## Library Transformation Strategy

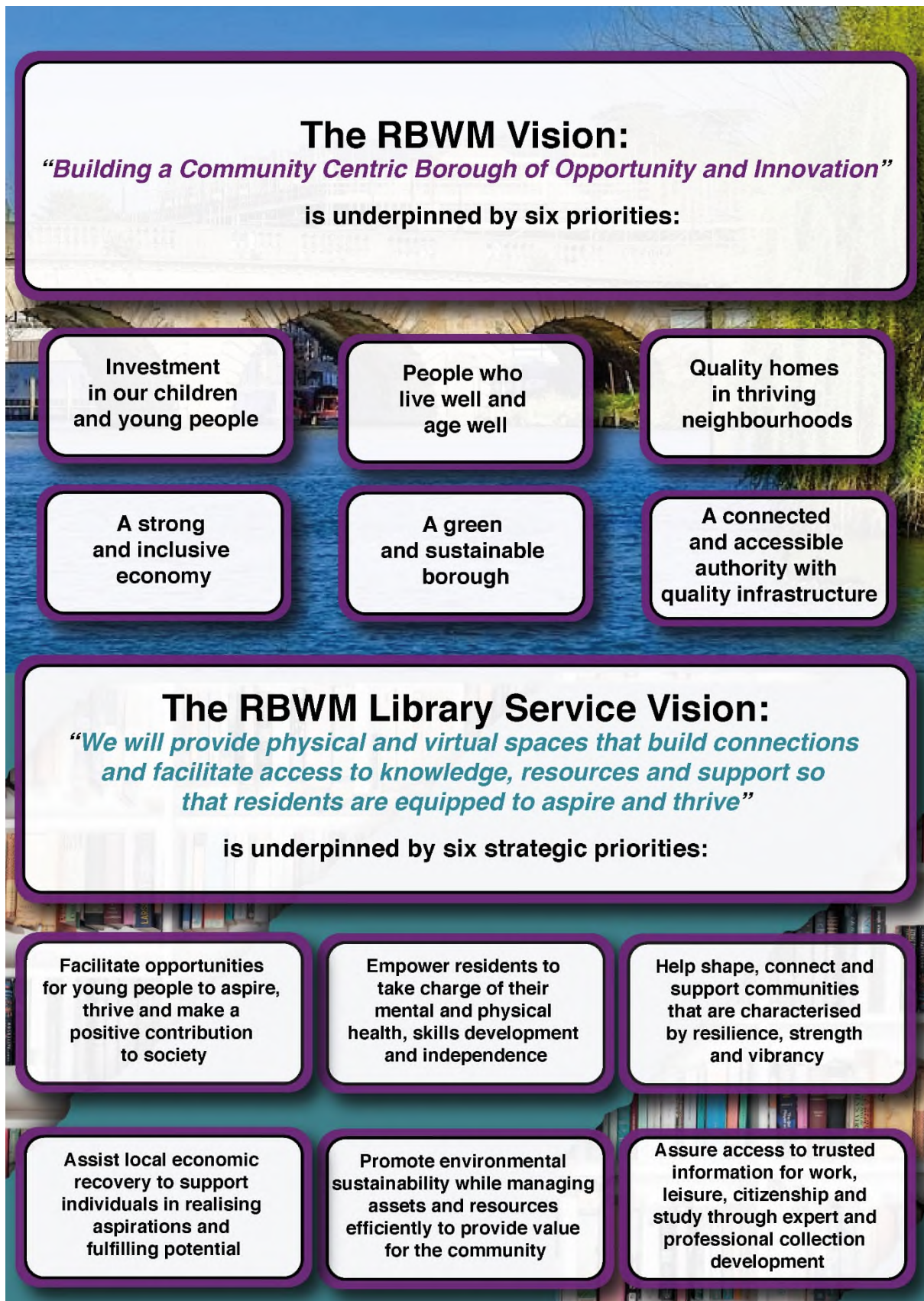
### 2021-2025

#### CONTENTS

1. Vision and Strategic Priorities	3
2. Executive Summary	4
3. Introduction	5
4. Background	6
5. Legal and Statutory Framework	8
6. The future of RBWM Library Provision	8
7. Key priorities to be delivered by RBWM Libraries	9
8. RBWM's "Best Practice" Community Library Model	12
9. Outcomes, Impact and Key Performance Indicators	13
10. Next Steps	13



## 1. Vision and Strategic Priorities



## **2. Executive Summary (Deputy Leader of the Council)**

*This Library Transformation Strategy shows a strong, resilient and agile service adapting and changing to meet the demands of the community.*

*There are 11 library buildings across and in all corners of the Royal Borough in Ascot, Boyn Grove, Cookham, Cox Green, Datchet, Dedworth, Eton Wick, Maidenhead, Old Windsor, Sunninghill and Windsor.*

*Each one has its own identity and unique place in its community, whether it's next to a school, near shops or part of the Day Centre. The main libraries are in the centre of our two largest towns Windsor and Maidenhead. The buildings are the Royal Borough's presence and pivot to reach out to the community for many things such as literature, reference, mental health, economic assistance, digital and much more as well as a space that can be hired for activities bringing people together and into the libraries.*

*This strategy recognises how the libraries are evolving using their unique strength as a trusted provider of information and resources to be a critical part of the community.*

*The biggest resource are the staff, teams and volunteers who have incredible professional skills, empathy, a genuine desire to help and regularly adapt the service as needed. The teams will continue to look at diversity, need and technology to grow and shape the libraries.*

*Books are at the heart of the library and this is a key priority for the Royal Borough libraries so continually evolving and promoting literature and culture will be key to the success. Residents who are unable to visit physical library locations will continue to benefit from an enhanced Select and Deliver / Home Library Service which will ensure they have access to all the books they wish to read.*

*The Royal Borough sees its work with partners as being a key part of its future to support needs close to each location and tailor resources.*

*The Royal Borough aims for high quality, value for money and exceptional service for residents and partners. This strategy sets out the vision for 2021-2025.*

***Cllr Samantha Rayner***

*Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor*

### 3. Introduction

- 3.1. A robust, objective and evidence-based Library Transformation Strategy (LTS) is required to help deliver corporate and community priorities through a Library Service that helps release the power and assets within communities to meet local need.
- 3.2. This strategy outlines how the library service will continue to adapt in an agile way to changing circumstances, opportunities and demands, and will assist councillors, senior officers, library professionals, stakeholders, communities and customers to understand the role that library services can play in delivering council and public service objectives, community priorities and place-shaping aspiration.
- 3.3. As demographic, technological and financial challenges increase so Councils must give communities more power to develop their own resilience and independence.
- 3.4. The Royal Borough of Windsor and Maidenhead's Library Service has demonstrated that low cost, high impact support and expertise from trained library staff, has encouraged communities to develop and implement their own mitigations against isolation, disadvantage, and digital exclusion.
- 3.5. Evidence shows that this approach lowers costs in Adult Social Care, Children's Services, Housing, the NHS and other Public Services while empowering communities.<sup>1</sup>
- 3.6. Councils remain statutorily responsible for overseeing and ensuring the delivery of a 'comprehensive and efficient' library service<sup>2</sup> and are also responsible for supporting the overall health and well-being of their communities.
- 3.7. This strategy will promote books, digital resources, reading and literacy.



*School Library Visit*

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<sup>1</sup> <https://www.artscouncil.org.uk/sites/default/files/download-file/The%20health%20and%20wellbeing%20benefits%20of%20public%20libraries.pdf>

<sup>2</sup> <https://www.legislation.gov.uk/ukpga/1964/75>

## 4. Background

- 4.1. The Royal Borough's Library Service initiated an Asset-Based Community Development (ABCD) approach in 2013.
- 4.2. The aim of the new initiative was "*Volunteering that creates Opportunities*" and the objective was to "*Maintain and plan for a sustainable delivery of extended services offered by volunteers*".
- 4.3. To support the ABCD programme Library staff are trained to use NHS approved MECC (Making Every Contact Count) skills to encourage the people they interact with to come up with and implement their own solutions and changes in behaviour to effect a positive impact on their health and wellbeing.<sup>3</sup>
- 4.4. Up until the start of the Pandemic, more people visited libraries than attended Premier League football games, the cinema, and the top 10 UK tourist attractions combined. Maidenhead Library regularly had more than a thousand visits a day with residents using the versatile and flexible space to access a wide variety of information, resources, books, support and services.
- 4.5. Under 24s made up the largest demographic of library users prior to the pandemic. The 18-35 age group used library services more during the pandemic. This may be accounted for by the withdrawal of access to spaces for study or a safe space for young people to be. As soon as Windsor Library was permitted to open again bookings for study spaces were over-subscribed and young people had to be turned away.



*Young People in Maidenhead Library*

- 4.6. RBWM libraries are supported by a large cohort of volunteers, many of whom are young volunteers. During the consultation and engagement period many more residents stepped forward to offer their services to their communities through the library service. This support will be coordinated by a highly trained professional to ensure the best outcomes for communities.

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<sup>3</sup> <https://www.makeeverycontactcount.co.uk/>





*Library Volunteer*

4.7. Through libraries, partners also have recourse to significant reach into local communities, providing a cost-effective way to link capacity with need.

4.8. RBWM Library Partners include

- Age Concern
- DASH and the RBWM Domestic Abuse Coordinator
- Cards for Good Causes and other charities
- Public Health, Mental Health Recovery College and MIND
- The National Autistic Society
- RBWM Learning Disability and Dementia Support Teams
- Education, Schools, Children's Centres and CLASS (Community Learning),
- Broom Farm
- BookTrust and The Reading Agency,
- Braywick Rangers and Braywick Nursery,
- The Citizen's Advice Bureau
- Registrars
- Community Wardens and Thames Valley Police,
- Maidenhead Book Festival, Windsor Festival and Windsor Fringe,
- Economic Growth and Sustainability Services
- Family Friends
- Parish Councils and local Trusts
- A range of other organisations and groups who use library spaces for exercise classes, clubs and associations, hobbies, crafts, meeting spaces, after school activities and exhibitions.



*Partnership working with Thames Valley Police at Dedworth Library*

- 4.9. As well as access to books, information, sign-posting and digital support Royal Borough residents access library spaces in large numbers for study, social contact, community group exercise and council services support. Library staff are trained in the full range of Council Customer Services and can assist residents at every library location during all library opening hours.
- 4.10. There is strong evidence that during the pandemic quality interaction, reach, support, and access to physical resources have been significantly limited and have curtailed the library service's ability to deliver a curated social experience and a wider range of benefits to communities. This was particularly felt in relation to opportunities for structured and unstructured forms of interaction and engagement, study space and access to browsing facilities.

## **5. Legal and Statutory Requirements**

- 5.1. Library services must comply with the Public Libraries and Museums Act 1964 and other legal obligations, including the Equality Act and Public Sector Equality Duty (PSED). In providing this service, a library authority must secure adequate stocks sufficient in number, range and quality to meet the general requirements and any special requirements of adults and children; and encourage adults and children to make full use of the library service<sup>4</sup>.
- 5.2. When making changes to the Library Service, equality analysis must be carried out to demonstrate that decision-makers are fully aware of the impact that changes may have on those with protected characteristics.
- 5.3. Library services must be delivered efficiently, within the resources available.
- 5.4. If a representation is made to the Secretary of State about a library service not meeting its legal obligations, the library authority will be required to demonstrate that, in drawing up its strategy, it had
- consulted with local communities alongside assessing their needs using robust evidence to make its judgements about local need
  - considered a range of options to sustain library service provision in its area
  - undertaken a rigorous analysis and assessment of the potential impact of its proposals
  - considered accessibility, quality, availability, and sustainability.

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<sup>4</sup> <https://www.legislation.gov.uk/ukpga/1964/75>

## **6. The future of RBWM Library Provision**

### **6.1. Statutory Library Provision in the Royal Borough will consist of:**

- Three Town Centre Libraries open 7 days per week: Maidenhead Library, Windsor Library and Ascot Library
- Three dual use community libraries linked to local schools: Cox Green Library, Cookham Library and Dedworth Library.
- Five Community Libraries at Old Windsor, Boyn Grove, Datchet, Sunninghill and Eton Wick.
- A Container Library at Wraysbury.
- The establishment of pop-up libraries in Sunningdale, Holyport and Furze Platt will be explored with potential partners.
- The service will work with partners to secure financial support to fund library opening hours.
- A digital offer that includes e-books, magazines, newspapers, films, music and training courses.
- An online reference service that includes Genealogy, Business Support and a wide range of reference resources.
- A programme of activity both digital and physical to reflect the four national universal offers to support Reading, Information & Digital, Culture & Creativity and Health & Wellbeing
- A commitment, as expressly laid out in the legislation, to encourage both adults and children to make full use of the library service, and to provide advice as to its use, making available such bibliographical and other information as may be required. A Communication and Engagement Plan will be developed and implemented to ensure this element of the Service is prioritised.
- A commitment, as expressly laid out in the legislation, to securing, by the keeping of adequate stocks, that facilities are available for the borrowing of, or reference to, books and other materials, sufficient in number, range and quality to meet the general requirements and any special requirements both of adults and children who live, work or study in the Royal Borough of Windsor and Maidenhead

## **7. Key priorities to be delivered by RBWM Libraries**

### **7.1. *Traditional Library Services***

- Customers will visit RBWM Libraries to browse and borrow books.
- Requests, reservations and Inter Library Loans will be provided.
- The HouseBound and “Select and Deliver” Service will be expanded to ensure vulnerable residents and those in more remote communities have access to books, human contact, and digital support.

- Provision of e-resources (e-mags, e-books, e-newspapers, films, music, training options and online reference tools) will be carefully curated to ensure quality, range, and value for money.
- IT and digital support will be provided including Public PCs, Hublets, Wifi, Printing, scanning, and copying facilities.
- Virtual Reality, Interactive and Immersive Experiences, Library Minecraft, Lego Robotics, Coding Clubs, and similar activities will continue to be delivered.
- IT training, drop-in sessions and digital support from volunteers and staff will be expanded.
- Digital Devices for Loan, Synaptic Tablets for residents with visual impairment and a Library App will be introduced.
- The library volunteer and ABCD (Asset Based Community Development) programme will be directed to emerging priorities. Young volunteers will continue to be supported.
- The Inclusions Service will be delivered in a targeted manner, alongside partners, to ensure all Royal Borough children and vulnerable adults have access to reading for enjoyment.
- Curation and professional stock development, including maintenance and development of a high-quality Local Studies collection will ensure resources are accessible to all residents.
- The Green Agenda will run through all library initiatives.
- The RBWM Library Offer will be underpinned by the Libraries Connected Universal Offers.<sup>5</sup>
- Libraries will continue to be place based – in the locality with resources and spaces attuned to the unique needs of individual communities designed to create spaces that are fully flexible to accommodate changing requirements during the annual cycle and to allow the building to host cultural events, exhibitions and other community activity.

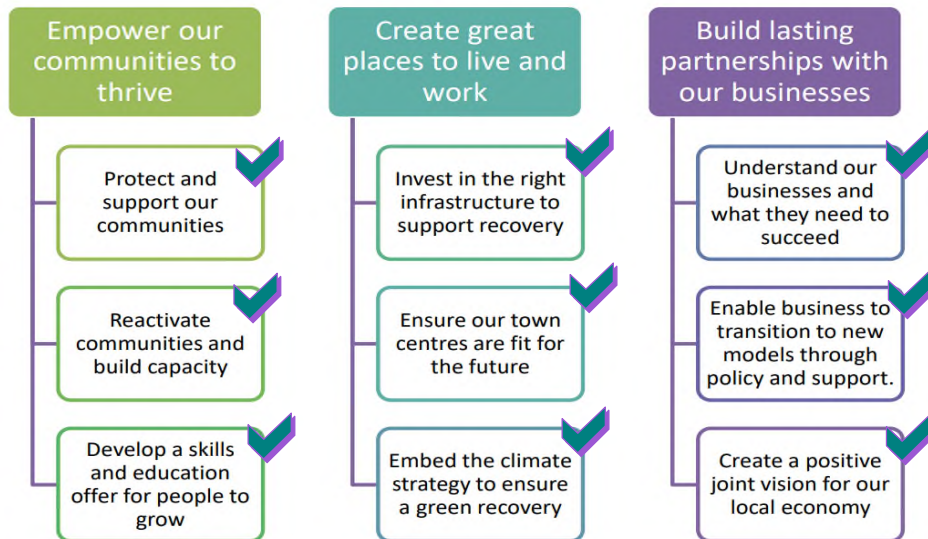
## 7.2. *Economic Recovery, Business Support, Training and Skills Development*

- The Service will work closely with the Economic Recovery Team to support the borough recovery strategy by developing the online information offer.
- It will focus on young people who have been adversely affected in their education and employment prospects.
- It will build on partnerships with Berkshire Opportunities, Job Centre, Kickstart, Further Education Centres and schools, to create signposting pathways to help young people navigate available resources effectively.
- It will develop the RBWM jobs, skills and business support webpages, adding links to Library business resources, jobs and skills resources and library online resources

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<sup>5</sup> <https://www.librariesconnected.org.uk/page/universal-library-offers>





 = Library Transformation Strategy Work Strands delivering against these renewal priorities

### 7.3. *Developing Library Staff as Community Builders and Connectors to promote health and wellbeing, support aspiration and reduce dependency*

- Library staff will ensure exclusion is avoided, safeguarding is robust, health and safety regimes are compliant and efficient, signposting is effective and individual privacy is protected.
- Staff will be trained in Making Every Contact Count (MECC), Asset Based Community Development (ABCD), Domestic Abuse, Sensory and Autism Awareness and Safeguarding as well as professional library and information skills.
- They will help residents navigate access to digital and physical information sources and books to enrich lives, reduce dependency and encourage good decision-making.
- With assistance from trained library staff support services will emerge from within the local community to meet the unique needs of that community (“what the community cares enough about to do something about”).

### 7.4. *Reading Development Schools (RDS) Service:*

- The Reading Development Schools Service is a charged for professional library service that makes thousands of books and Topic Boxes available to Royal Borough of Windsor and Maidenhead schools with unlimited options to exchange titles.
- The Service currently engages with over 40 schools. Just under half of this number subscribe to the RDS Service.
- Schools can access reading group and other special collections, online resource sessions and reader development sessions related to the Library Universal Offers.

- Demand for the Royal Borough's Reading Development Schools Service has increased as children and parents turn to books to support mental and emotional health as well as academic achievement after significant disruption to young people's education because of the pandemic.



*Library Service Summer Reading Challenge supporting literacy*

#### 7.5. *Digital Reading Development Offer (DRD Offer)*

- The DRD Offer has been extended to meet increasing demand due to the pandemic.
- A programme of Author and Mental Health digital events for young people is underway.
- Social media has been a key element of this offer which includes Library Instagram and YouTube accounts as well as Facebook and Twitter, with thousands of followers.
- The e-lending offer has also been extended through expanding current collections and investing in new collections from different suppliers.
- The Service will continue to try to meet the increase in demand for digital library services but the significantly higher cost of e-books and digital reference resources, prohibitive licencing restrictions and the very limited range of titles to choose from does not make it possible to meet statutory requirements through a primarily digital offer. This is a challenge for the sector that is being brought to Government attention via appropriate Government Select Committees.
- It must also be noted that the digital offer is not a replacement for the physical library. There is no evidence that digital library services can deal effectively across the board with equality, loneliness, accessibility and mental health challenges or that it complies fully with the Public Sector Equality Duty (PSED) or Public Library legislation. However, it must be acknowledged that there are many people in the community who benefit significantly from digital library services.
- A blended offer is required to fulfil the Council's obligations to its residents and its statutory duties.

## 8. RBWM's "Best Practice" Community Library Model

- 8.1. RBWM Libraries are community hubs that operate as a gateway to physical and digital information and are used by a range of partners to bring people together, giving them access to a greater breadth and depth of services and support
- 8.2. The community library model requires one single part-time staff member on site for a limited number of hours per week to facilitate and coordinate the range of activities and support services delivered by volunteers, charities and other organisations while helping residents navigate access to digital and physical information sources and books.



*Library Volunteer assisting customer*

- 8.3. The aim in redesigning the overall library service is to continue to grow its capacity and resilience within the community while ensuring partners who use library spaces contribute to running costs of the buildings to support a sustainable library delivery model.
- 8.4. Library spaces will be available to the community 7 days a week during and outside of opening hours.
- 8.5. Each community library will provide statutory library services for all published opening hours with a trained library officer on site to support volunteers, deal with complex enquiries, manage the building, take escalations and ensure safeguarding is robust.
- 8.6. There is strong evidence that the Community Library approach boosts communities' resilience and independence. As a trusted partner within the community the Community Library delivers high quality services and value for money while keeping residents safe and supporting their aspirations

## 9. Outcomes, Impact and Key Performance Indicators

- 9.1. The LTS has been developed through an extensive consultation and engagement process with stakeholders, partners, residents, and library customers.
- 9.2. The pandemic has had and will continue to have an impact on library services and all services will be delivered in a covid-safe way.
- 9.3. The primary aim of the Library Transformation Strategy is to deliver sustainable and resilient library services that support Corporate and Community priorities in the most cost-effective way possible. To achieve this the RBWM Library Service will
- support cultural and creative enrichment
  - support increased reading and literacy
  - improve digital access and digital literacy
  - help everyone achieve their full potential
  - contribute to healthier and happier lives
  - contribute to greater prosperity
  - help build stronger, more resilient communities
- 9.4. The impact of the above will be measured in terms of
- Audience participation and feedback
  - Feedback from partners in Education and Achieving for Children, partners who work with vulnerable and digitally excluded residents, the Economic Recovery Team and community engagement partners
  - Feedback from residents in terms of their health and wellbeing
  - Numbers of volunteers and number of volunteer hours delivered via the service
  - Transactions: Loans and visits to libraries (both physical and digital)



*Children's craft activity*

## 10. Next Steps

- 10.1. Develop Local Partnerships to add community asset value to serviced locations.
- 10.2. Develop and implement a Communications and Engagement Plan to promote library services effectively.
- 10.3. Raise awareness amongst Elected Members, partners, senior leaders and residents of the opportunities to make use of library spaces during and outside of library opening hours.
- 10.4. Take advantage of library design which has ensured maximum flexibility to facilitate multiple potential uses of the space for cultural activities, educational services, health and wellbeing events, community support and volunteering opportunities.
- 10.5. Make every effort to ensure the digital offer is inclusive to all and fully blended with the physical offer.
- 10.6. Work to ensure digital inclusion continues to be a priority across the service.
- 10.7. Develop the Housebound / Select and Deliver service to ensure all residents are able to access library services regardless of mobility, disability, distance from a static library or any other barrier.
- 10.8. Agree Service Level Agreements with all funders to ensure the libraries remain viable and sustainable and that the agreed objectives of funders are measured and met.
- 10.9. Explore pop-up library options within communities, initially focused on Holyport, Sunningdale and Furze Platt communities, and elsewhere should demand arise.
- 10.10. Review all Library Policies and Standards with a view to updating them in line with the Library Transformation Strategy
- 10.11. Work with the Disability and Inclusions Forum to ensure no residents are negatively impacted during the implementation of the Strategy.



# Online Resources

www.rbwm.gov.uk



**Meet Libby.**  
The one-tap reading app  
from your library

**Oxford Dictionaries**  
Language matters

**pressreader™**

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Windsor and  
Maidenhead  
Libraries

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## **Role of Secretary of State in Library Superintendence and the Courts in relation to Judicial Review**

### **1 BACKGROUND**

1.1. The Secretary of State for Digital, Culture, Media and Sport (DCMS) has a duty under the “Public Libraries and Museums Act 1964 (the Act)” to:

1.1.1. superintend and promote the improvement of the public library service provided by councils in England

1.1.2. secure the proper discharge by councils of their functions as library authorities

1.2. The Act also provides the Secretary of State with the statutory power to intervene and call a local inquiry when a library authority fails (or is suspected of failing) to provide the required service.

1.3. The Libraries Team at DCMS is responsible for the superintendence and promoting the improvement of libraries across England on behalf of Ministers. To support this duty, they closely monitor developments in library services across England. Library authorities are required to provide DCMS with such information as the Secretary of State may require for carrying out their duties.

1.4. Arts Council England (ACE) is the national development agency for public libraries in England. ACE works with the leaders of library services and other partners and stakeholders, using its influence and convening power to help shape the future development of public libraries in England. It also funds Libraries Connected as the Sector Support Organisation.

1.5. Libraries Connected is the membership body for all public library services in England. Its focus is on shaping a positive operating environment for libraries, fostering innovation and sharing good practice across the sector. Its core asset is its members’ wealth of expertise as library leaders and practitioners, and their willingness to share this with their peers. It is particularly well-placed to broker strategic advice to decision-makers.

1.6. The DCMS Libraries team works closely with Libraries Connected. The Royal Borough of Windsor and Maidenhead is an active participant in Libraries Connected.

## 2 KEY IMPLICATIONS

- 2.1. The Local Authority is required to provide a 'comprehensive and efficient' library service under the Act. It must do so in a way which meets the needs of local library users taking into account the resources available.
- 2.2. It is the role of councillors and officers at a local level to determine how much they spend on libraries and how they manage and deliver their service. However, this must be done:
  - 2.2.1. in consultation with their communities
  - 2.2.2. through analysis of evidence around local needs
  - 2.2.3. in accordance with their statutory duties
- 2.3. Councils can take their available resources into account when deciding how to deliver their public library service. Councils therefore have the freedom to design their library service based on their analysis and assessment of local needs.
- 2.4. In coming to a decision about future library provision DCMS will expect the council to act reasonably and rationally.
- 2.5. A council must be able to evidence the link between the design and delivery of its library service and identifiable local need. They should be able to demonstrate:
  - 2.5.1. how well the strategy meets local needs, now and in the future, using documented evidence held locally, as well as local knowledge
  - 2.5.2. an assessment of the equality impact on all 'protected groups' as specified in the Equality Act 2010.
  - 2.5.3. a careful consideration of feedback received before making a definitive decision
  - 2.5.4. a demonstration of how steps have been taken to mitigate the impact
  - 2.5.5. an openness to new options
  - 2.5.6. another consultation, if appropriate, before implementing changes
  - 2.5.7. an investment in working with communities and other partners to put new solutions in place, drawing on learning from elsewhere



- 2.6. When reviewing library service provision, councils are encouraged to seek early advice from DCMS and other sector bodies if they are contemplating major changes to the service.
- 2.7. If anyone believes a council is in breach of its duties under the Act they can make an official complaint to the Secretary of State. This is not restricted to residents, nor is the complainant required to follow the Council's Complaints Process in the first instance. DCMS has considered 20 formal complaints since 2010.
- 2.8. DCMS will consider investigating:
- 2.8.1. following a final decision taken by the council on library service provision
  - 2.8.2. a representation about the effect of the proposals on overall area provision
  - 2.8.3. a representation about the library service as a whole
  - 2.8.4. a representation about the effect of proposed changes on particular groups within the community, such as those sharing a protected characteristic set out in the Equality Act 2010

### **3 DETAILS**

- 3.1. DCMS will consider each complaint on its own merits and following careful consideration against a number of factors. These include:
- 3.1.1. Whether the local authority appears to be acting in a careless or unreasonable way.
  - 3.1.2. Whether the decision is or may be outside the proper bounds of the local authority's discretion, such as a capricious decision to stop serving a particularly vulnerable group in the local community.
  - 3.1.3. Whether the local authority appears to have failed to consult affected individuals or to carry out significant research into the effects of its proposals.
  - 3.1.4. Whether the local authority has failed to explain, analyse or properly justify its proposals.
  - 3.1.5. Whether local proposals are likely to lead to a breach of national library policy.
  - 3.1.6. The advantages of local decision making by expert and democratically accountable local representatives.

3.1.7. Whether there is any further good reason why a local inquiry should be ordered.

- 3.2. The process of consideration of a complaint is in two stages. The first is a thorough analysis of the evidence resulting in DCMS officials submitting advice and recommendations to Ministers to consider before issuing a Ministerial “minded to” letter setting out the reasons for the decision and indicating whether or not they are minded to order an inquiry. The second stage is a final decision by the Secretary of State which follows careful consideration of further representations submitted in response to the “minded to” letter. If the Secretary of State considers that there has been a failure by the library authority to meet its statutory duties, they may make an order declaring this and directing the library authority to carry out any actions required to meet the duties within a specified time.
- 3.3. If the council fails to comply with any requirement of the order, the Secretary of State, instead of enforcing the order, may make an order providing that the function of the council relating to the public library service shall be transferred to the Secretary of State.

## **4 RISKS**

### **DCMS Inquiry**

- 4.1. The Wirral Inquiry stated that “it becomes a rational impossibility for a library authority to design a service which comprehensively and efficiently meets those needs in a demonstrable way” in the absence of a comprehensive Needs Assessment. The Inquiry stated that the implicit and explicit interpretation of the 1964 Act is that a comprehensive and efficient service is one that is based on local needs. It went on to say “I have found that due to the absence of an assessment of needs and a strategic Library Service review, the Council has displayed a lack of logic around why some facilities were recommended for closure and not others.”
- 4.2. The Royal Borough has commissioned the development of an independent Needs Analysis to meet this stated requirement which has informed the recommendations put to Cabinet on 24 June 2021. Cabinet should be able to demonstrate that it had due regard for the analysis of need when making decisions that impact the library service.
- 4.3. The Secretary of State also cited the following: “that without adequate plans for outreach services, the Library Service as whole will not be compliant, and in particular that the Library Service in deprived areas will not meet the Council’s statutory duties.”

- 4.4. The Library Transformation Strategy re-integrates the Digital, Specialist, Promotional and Outreach function into the mainstream library service after a number of years of detachment and contraction of that element of the service.
- 4.5. With regard to 3.1.2 an action is arbitrary and capricious if the agency (1) fails to use reasonable diligence to determine facts necessary to its decision, (2) fails to give proper consideration to facts relevant to the decision, or (3) bases its action on conclusions reasonable people would not reach on the same facts.
- 4.6. The Service Lead and Lead Member undertook a deep examination of the Needs Analysis and Consultation responses, reviewed different approaches and options adopted across the Sector and also held a number of transparent engagement sessions with a wide range of residents, stakeholders and partners. Statistics were analysed and those with stories to tell were heard. The final recommendations have been developed as a direct result of this engagement process.

### **Judicial Review**

- 4.7. Individuals or groups can also challenge the lawfulness of a council decision (whether due to a breach of the Act or for other reasons) through a Judicial Review (JR).
- 4.8. The judge in the Northampton Library Service JR said that the council's decision-making processes around its library provision broke down under increasing financial pressure. The council's Cabinet initially chose the least severe of three options presented to it following a review of its library services and a consultation. Then when the council's precarious financial situation worsened, with the council issuing a Section 114 Report saying that its expenditure would exceed its resources, the Director of Finance recommended Cabinet change to a more severe option 2 for its library service savings.
- 4.9. In her judgement the Mrs Justice Yip said: "They [Cabinet] were told in the Finance Director's report... that they had "no choice" but to consider proposals which ... were now being put before them". The judge said "this was serious error infecting the decisions of the Cabinet and that her "provisional view is that the Cabinet decisions ... should be quashed."
- 4.10. The judge said the cabinet failed to apply a statutory test – to make sure that its new decision would result in a "comprehensive and efficient library service" as required by Section 7 of the Public Libraries and Museums Act 1964. She said: "This judgement is a clear warning to local authorities contemplating similar decisions. Decisions have to be made in a lawful manner and cannot be based solely on financial considerations."

- 4.11. During a judicial review, the courts will examine the council's decision and the process the council took in reaching that decision, including the council's approach to equality considerations. The PSED (Public Sector Equality Duty) bar for library services is high.
- 4.12. A complainant can submit a formal complaint to DCMS in respect of the Public Libraries and Museums Act 1964 as well as request a Judicial Review.

## **5 NEXT STEPS**

- 5.1. In the light of the above, DCMS suggests that councils should seek their own legal advice on any proposed changes they wish to make to their library service.
- 5.2. Under the Act, the Secretary of State can order a local inquiry of their own motion (section 10 of the Act) or following a complaint that a library authority is failing to carry out its statutory duties.
- 5.3. It is strongly recommended that this paper is noted and that Cabinet is clear about the drivers and the risks associated with the recommendations and is cognisant of its statutory duty with regard to the legislation governing the library service, national policy with regard to DCMS and the PSED elements as they apply to the recommendations.



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Report Title:	<b>Asset Review and Disposal</b>
Contains Confidential or Exempt Information	Main Report Part I, All Appendixes - Part II <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Cabinet Member:	Councillor Johnson, Cabinet Member for Business, Economic Development & Property.
Meeting and Date:	Cabinet – 24 <sup>th</sup> June 2021
Responsible Officer(s):	Duncan Sharkey- Chief Executive
Wards affected:	Oldfield

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## **REPORT SUMMARY**

*The Trustees announced the closure of the Sports Able Charity early in 2021 due to a significant reduction in the number of volunteers able to offer time and assistance to keeping the charity operational and a significant reduction in funding resulting in the charity no longer being sustainable.*

*Under the terms of the lease dating back to 1983 the Trustees were able to surrender the lease of the clubhouse premises back to the Council with the Council having pay £100,000 towards the initial construction of the building. The building was vacated at the end of May 2021.*

*This paper sets out several options for the future use of the building including disposing of the building to Maidenhead Heritage Centre in return for the acquisition of the current Heritage Centre on Park Street.*

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Approves the disposal of the former Sports Able Building to Maidenhead Heritage Centre in return for the acquisition of the current Heritage Centre on Park Street.**
- ii) Approves the leasing of the former Sports Able building on a commercial basis in the event that the transaction to the Maidenhead Heritage Centre does not proceed.**
- iii) Delegates authority to the Chief Executive in consultation with the Cabinet Member for Business, Economic Development & Property to negotiate the legal contracts required to complete the transactions.**

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

### Options

**Table 1: Options arising from this report**

Option	Comments
Option 1 – lease building to voluntary or community group at peppercorn rent. <b>This is not the recommended option</b>	The Council will incur significant costs in repairing the building in addition to the £100,000 paid to Sports Able and generate nil income
Option 2 or 3 Dispose of the building to Maidenhead Heritage Centre in return for the acquisition of the current Heritage Centre in Park Street or lease the building on a commercial basis. <b>This is the recommended option</b>	The Council will receive an additional capital receipt from freeing up the site on Park Street without having to reprovide the building in central Maidenhead or will generate a substantial rental income if the building is leased which will support the Council's budget..

- 2.1 The former Sports Able building is in Braywick Park, and is a single storey building originally built in 1983 which has been extended several times since. The building comprises a number of large activity rooms, a bar, kitchen, offices, and storage facilities with a gross internal area of 8,250 sq ft although the lettable floorspace is smaller. A location plan is included in Appendix A and a floorplan in Appendix B.
- 2.2 The building is dated, and the asset survey carried out by Kempton Carr Croft (KCC) has highlighted significant repairs that are required over the short to medium terms of £191,450. A copy of KCC's report is contained in Appendix C.
- 2.3 The building is surplus to any RBWM operational requirements.
- 2.4 A number of parties have expressed an interest in taking occupation of the building including charitable and voluntary organisations, community groups and commercial occupiers. In addition, the building may prove a suitable relocation option for Maidenhead Heritage Centre from their current property on Park Street, freeing up phase III of York Road regeneration project.
- 2.5 **Option 1** is to lease the building to a voluntary group or community groups including
- The St John Ambulance
  - Maidenhead Hindu Society
  - Sporting Mind



- CycleHub

These groups are seeking the use of this building under a lease at a peppercorn rent however the Council would need to undertake significant capital investment into the building in line with the recommendations of the KCC survey which would be £120,000 in year 1, followed by over £71,000 in the following 4 year period. This investment would be in addition to the £100,000 premium paid to the Trustees of Sportsable.

- 2.6 **Option 2** is the potential disposal of the building to the Maidenhead Heritage Centre as a relocation option from their current building on Park Street.

The current Heritage Centre forms part of Phase III of the York Road development project that is being delivered in the Joint Venture between the Council and Countryside Properties. In order to deliver a vacant site, the Heritage Centre will need to be relocated. Whilst their current building is c4,000 sq ft, the Heritage Centre's trustees have ambitions for a larger property of up to 6,000 sq ft. A like for like provision would cost c£1.2m (£300psf) to construct plus the purchase price of the land required to accommodate the new building.

Relocating the Heritage Centre to Braywick Park would therefore make available a net land receipt from Phase III of circa £1.7m. Land receipts from Phase III are currently forecast for FY 2024/25, and if we could not relocate Heritage Centre then this land receipt would be at risk.

- 2.7 **Option 3** is to lease the building on a commercial basis to generate a rental income for the Council to support its budget. Initial marketing advice has identified the potential use of the building by pre-schools and nursery occupiers with rental figures of between £65,000 and £100,000 pa being achievable. It is likely that any rental agreement would provide for rent free as a contribution towards the repairs of the building that would be undertaken as part of the reconfiguration of the building by an occupier thereby saving the Council the Capital requirement to improve the building.

A commercial use would require a change of planning consent but initial views from the LPA are favourable given the recent opening of the Leisure Centre and Forest Bridge School and the onsite car parking that the building enjoys.

### 3. KEY IMPLICATIONS

- 3.1 Initial discussions have taken place with the Maidenhead Heritage Centre's Trustees to explore whether the relocation to Braywick Park is a viable option. The initial feedback is very positive, and depending on appropriate terms, seems like a relocation option that would be suitable to the trust, that would enable them to achieve their ambitions for growth into a museum that is reflective of all aspects of the borough. It is anticipated that a decision will be forthcoming by the end of August with a further 2 months required to conclude the legal process if terms are acceptable to the trustees. We would envisage a transitional period for a relocation if it was to proceed, to make sure that the business can continue to run smoothly during any relocation.

- 3.2 Should the Heritage Centre decline then the Council would seek to lease the building to a commercial operator. It is assumed that it would require 6 months to identify a tenant and conclude a letting

3.3 **Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Option 2	Heritage Centre Decline to relocate	31 <sup>st</sup> October 2021	2 weeks before	4 weeks before	31 <sup>st</sup> October 2021
Option 3 if Option 2 not pursued	Property not leased	30 <sup>th</sup> April 2022	2 weeks before	4 weeks before	30 <sup>th</sup> April 2022

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

- 4.1 Relocating the Heritage Centre would produce a capital receipt of £1,730,000 in 2024/25 from Phase III of the York Road Development Project. This is already factored into the MTFP as a capital receipt from our JV Partner Countryside.
- 4.2 During negotiations the Council will be exposed to the costs of holding the vacant building in Braywick Park such as business rates, utilities, insurance, and security fees. These are treated as a revenue cost and will be taken from a property reserve budget that has been set up for vacant community buildings that get handed back to the Property Services Team. Although we will try and keep these costs to a minimum. This property reserve budget is already identified in the MTFP.
- 4.3 Legal fees and valuation fees will be required to document the transfer of the building to the Maidenhead Heritage Centre, these cost will be taken from the regeneration improvement budget cost code, which has been set up to bring forward the regeneration schemes.
- 4.4 The acquisition of the Heritage Centre will be offset, by the value of our asset, in practical sense there would be an asset swap, however, SDLT and Land Registry fees would still be payable, based on the calculated value, along with some fit out cost of the new museum. York Road development has s.106 funds specifically for community facilities and their relocation costs, these are made available by our JV Partner Countryside when we release York Road phase II, which will be later this year.
- 4.5 The council will take on the running costs of the vacant heritage centre or the cost of demolishing the building, this cost is assumed below in total £108,000 not currently included in the MTFP. In preparing this site for vacant possession, it gives us the ability to bring it forward for construction, which also means that both the private and affordable homes will be built out and ready for occupation ahead of programme.

<b>Option 2</b>				
<b>Revenue Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Additional total	8,000			
Reduction				
<b>Net Impact (income)</b>	<b>8,000</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Capital Costs</b>				
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	
Additional total	100,000			
Reduction				1,730,000
<b>Net Impact (income)</b>	<b>100,000</b>	<b>-</b>	<b>-</b>	<b>1,730,000</b>

- 4.6 If Option 2 is not progressed and the building is leased as set out in Option 3 again the Council will be exposed to vacant property costs and will incur leasing and legal fees to secure an occupier. A rent-free period of 18 months is assumed so that the building would become income producing in October 2023. A worst-case rental of £65,000 pa is assumed in income. The building does not currently produce any income/rent on the basis that its previous lease arrangements were on a peppercorn rent. So, there is only income gain in this scenario, however, there are holding cost as listed below to prepare the building before a commercial let could take place.

<b>Option 3</b>				
<b>Revenue Costs</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>
Additional total	41,000			
Reduction			32,500	65,000
<b>Net Impact (income)</b>	<b>41,000</b>	<b>0</b>	<b>32,500</b>	<b>65,000</b>
<b>Capital Costs</b>				
<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	
Additional total				
Reduction				
<b>Net Impact (income)</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>

## 5. LEGAL IMPLICATIONS

- 5.1 The Council has the power to dispose of land in its ownership (disposal including the grant of a lease) under s123 of the Local Government Act 1972 provided the land is sold at a consideration not less than the best that could reasonably be obtained in the market, unless Secretary of State Approval is obtained to transfer at a value below market value for the use as affordable housing or some other social good
- 5.2 A S123 valuation report will be required for the disposal of the former Sports Able building to the Maidenhead Centre and the acquisition of the Heritage Centre Building on Park Street by the Council.
- 5.3 A new lease will need to be agreed with an occupier if option 3 is progressed. Any letting will be at a market rent following a comprehensive marketing campaign.

## 6. RISK MANAGEMENT

6.1 The project will be managed by the RBWM Property Company and Property Services with oversight from the PropCo Board.

### 6.2 Table 3: Risks

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Agreement of terms with Maidenhead Heritage Centre	Medium	Early engagement to assess viability of option to Heritage Centre and avoid prolonged discussion	Low
Valuation Report	Medium	Obtain S.123 report to obtain market value	Low
Option 3 – planning risk	Medium	Early engagement with LPA	Low
Option 3 – prolonged marketing period	Medium	Full marketing campaign to be progressed – initial interest being registered.	Low

## 7. POTENTIAL IMPACTS

7.1 Equalities. An Equality Impact Assessments screening form has been completed and is available on the [council's website](#).

7.2 Climate change/sustainability. The building will need investment in refurbishment which will include the electrical and heating services and insulation properties of the building. As part of negotiations it will be a requirement to improve the energy efficiency of the building.

7.3 Data Protection/GDPR. No personal information has been used or stored.

## 8. CONSULTATION

8.1 Internal consultation with CLT and Cabinet Member. Report also taken and discussed with Capital Review Board and approved.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediate. The full implementation stages are set out in table 3

### Table 4: Implementation timetable

<b>Date</b>	<b>Details</b>
1 <sup>st</sup> July 2021	Commence formal negotiations with Maidenhead Heritage Centre
31 <sup>st</sup> October 2021	Conclude legal process and complete property transfers
If Option 2	
1 <sup>st</sup> September 2021	Commence marketing of building to occupiers
1 <sup>st</sup> April 2022	Complete lease to new occupier
1 <sup>st</sup> October 2023	End of Rent-Free Period and income commences

## 10. APPENDICES

10.1 This report is supported by four appendices – all Part II - **Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972:**

- Appendix A – Location Plan
- Appendix B – Building Floorplan
- Appendix C – Kempton Carr Croft Stock Condition Survey
- Appendix D – Vision from Maidenhead Heritage Centre

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by 1 background document:

- Equality Impact Assessment Screening Form

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Johnson	Cabinet Member for Business, Economic Development & Property.	25/05/21	27/5/21
Duncan Sharkey	Chief Executive	25/05/21	26/5/21
Adele Taylor	Executive Director of Resources/S151 Officer	25/05/21	27/5/21
Andrew Durrant	Executive Director of Place Services	25/05/21	27/5/21
Kevin McDaniel	Executive Director of Children's Services	25/05/21	01/6/21
Hilary Hall	Executive Director of Adults, Health and Housing	25/05/21	25/5/21
Andrew Vallance	Head of Finance	25/05/21	07/6/21
Elaine Browne	Head of Law	25/05/21	27/5/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	25/05/21	27/5/21
Nikki Craig	Head of HR Corporate Projects and IT	25/05/21	02/6/21

Louisa Dean	Communications	25/05/21	
Karen Shepherd	Head of Governance	25/05/21	26/5/21

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
First entered on the Cabinet Forward Plan: 23 <sup>rd</sup> April 2021	No	No

Report Author: Chris Pearse, Head of Capital Projects, and Asset Management, RBWM Property Company Ltd Tel 07825 430969
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Report Title:	2020/21 End of Year Data & Performance Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor
Meeting and Date:	Cabinet, 24 June 2021
Responsible Officer(s):	Emma Duncan, Deputy Director of Law and Strategy
Wards affected:	All

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## **REPORT SUMMARY**

1. *The Council Plan 2017-21 and associated strategic priorities 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 is currently operating.*
2. *The Interim Council Strategy clarifies the three revised priorities to which the council is responding. All performance reports for the remainder of 2020/21 have therefore been refocused to provide insights into the Interim Council Strategy's delivery as fully as possible, see Appendix A for the End of Year Data & Performance Report. It is acknowledged that the council is currently developing its new Corporate Plan, against which a new suite of performance indicators will be set. With this work ongoing, it is considered appropriate to continue to deliver performance reports in their current format until such as time as the new Plan is approved.*

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Notes the End of Year Data & Performance Report in Appendix A.**
- ii) Notes the intention to continue to deliver performance reports in their current format until such time as the new Corporate Plan and associated performance management framework is in place.**
- iii) Delegates responsibility to Directors in conjunction with Cabinet Members to review and amend targets for existing measures as appropriate.**
- iv) Requests relevant Cabinet Members, Directors and Heads of Service to maintain focus on performance.**

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

**Options**

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Accept the recommendations in this report. <b>This is the recommended option</b>	This will allow continuing insight into the delivery of the council’s agreed priorities in order to aid decision-making and maintain focus on continuous improvement.
Not accept the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council’s agreed priorities impedes the council’s ability to make informed decisions and seek continuous improvement.

- 2.1 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 has significantly altered the context in which the council is currently operating. The Interim Council Strategy clarifies the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported. The three revised priorities for 2020/21 are:
  - **Covid-19 objectives:** focusing on the immediate response, long-term recovery, and new service requirements.
  - **Interim Focus Objectives 2020-21:** focusing on revised service operating plans, development of the Transformation Strategy, Climate Strategy, Governance, and People Plan.
  - **Revised Medium Term Financial Strategy:** focusing on the impact of Covid-19, economic downturn, and government policy.
  
- 2.2 All performance reports for Q2 2020/21 onwards have been refocused to provide insights into the Interim Council Strategy’s three priorities and how they are progressing. Performance of measures previously reported to Cabinet as part of the former Performance Management Framework (PMF) is also included in order to continue to provide insights into current service delivery and maintain visibility of future trends. It is acknowledged that the council is currently developing its new Corporate Plan, against which a new suite of performance indicators will be set. With this work ongoing, it is considered appropriate to continue to deliver performance reports in their current format until such time as the new Plan is approved.
  
- 2.3 Appendix A sets out the End of Year Data & Performance Report. It details the council’s response to the Covid-19 pandemic and the development of major workstreams such as the Transformation Strategy and Climate Strategy,



alongside the requirement to step services back up and make necessary adaptations in order to be Covid-19 secure.

- 2.4 The global pandemic was a situation that no one envisaged and would ever have wished for. It did, however, galvanise the community into action to work together to support those that were clinically extremely vulnerable and others who needed support. Within weeks of the outbreak, RBWM was home to some 76 community-based initiatives, with localised community hubs comprised of public sector partners (e.g. Local authority, GPs, Social Prescribers), faith groups, charities, businesses, Elected Members and local neighbours, all working in unison to support local need. Supported by a new centralised call-centre, set up within just 10 days, over 20,000 calls were made to vulnerable residents and the council facilitated – both practically and financially – the running of localised hubs with the power for decision-making largely decentralised amongst these groups.
- 2.5 This “grass roots” model of localised support has not only allowed the needs of the vulnerable to be adequately supported during the pandemic but has stimulated an increase in local resilience and connectivity in a way that traditional “command and control” responses are unable to. In total, the support for residents covered 374 days and was delivered by more than 150 council staff, backed up by more than 1,000 volunteers, 150 community information champions and 70 community groups.
- 2.6 The impact of Covid on the community and the economy has been felt in a number of areas of the council’s operations, and this has been reflected in the council’s key performance indicators throughout the year. For example, the resilience of families was significantly tested during the Covid restrictions which led to an increase in referrals to children’s social care; our care leavers’ ability to secure employment was impacted by businesses – particularly in the leisure industry – being closed; and changes in people’s personal circumstances led to increased claims for benefits. A key issue across the borough has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre, most particularly in September 2020. The council continues to work with its contractor to improve the service and bring in strategies to help with climate change.
- 2.7 Despite these challenges it is encouraging to note that, with one exception, all performance indicators are on or near target at the end of the year (Table 2). Of particular note is the sustained improvement in the average number of days to process new claims and changes in circumstances for Housing Benefits, the increase in household waste sent for reuse and recycling compared to previous annual outturns, and the high volumes of households where the prevention duty has been ended successfully. There was an increase in people requiring temporary accommodation as a result of central government’s “Everyone In” requirement and the wider impact of Covid-19 on homelessness. The council responded positively to the requirements and ensured that everyone was housed but this remains an area of significant pressure.
- 2.8 Appendix A sets out performance trends and related commentary for each indicator, acknowledging where the pandemic has impacted performance. All

indicators continue to be monitored and reported to relevant Overview and Scrutiny Panels on a quarterly basis as part of an ongoing performance dialogue.

**Table 2: Summary KPI Q4 Position**

	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non- targeted performance</b>
Percentage emergency 2hr orders responded to on time (Highways)	X			
Parks and open spaces: Consolidated Performance Score		X		
Percentage household waste sent for reuse, recycling	X			
Percentage safeguarding service-user satisfaction	X			
No. permanent admissions to care for those aged 65+yrs		X		
Percentage rehabilitation clients still at home after 91 days		X		
Percentage care-leavers in education, training and employment (19-21yr olds)	X			
Percentage of re-referrals to Children's Social Care (within 12mths)		X		
Percentage children subject to a Child Protection Plan for 2+yrs on ceasing		X		
Percentage eligible children receiving a 6-8wk review within 8wks	X			
No. homeless households in temporary accommodation				X

	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non- targeted performance</b>
No. households where prevention duty has been ended successfully	X			
Percentage of Major planning applications processed in time	X			
Percentage of Minor planning applications processed in time	X			
Percentage of Council Tax collected		X		
Percentage of Non-Domestic Rates (Business Rates) collected			X	
Percentage of calls answered within 60 seconds		X		
Percentage of calls abandoned after 5 seconds	X			
Average no. days to process new claims (Housing Benefits)	X			
Average no. days to process changes in circumstances (Housing Benefits)	X			
<b>TOTAL (20)</b>	<b>11</b>	<b>7</b>	<b>1</b>	<b>1</b>

### 3. KEY IMPLICATIONS

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

**Table 3: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
The council is on target to deliver its priorities	< 100% priorities on target	100% priorities on target			31 March 2021

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

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

**5. LEGAL IMPLICATIONS**

5.1 There are no legal implications arising from the recommendations.

**6. RISK MANAGEMENT**

6.1 The risks and their control are set out in table 4.

**Table 4: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Poor performance management practices resulting in lack of progress towards the council's agreed priorities.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

**7. POTENTIAL IMPACTS**

7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

**8. CONSULTATION**

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to Cabinet Members, Directors and Heads of Service as part of an ongoing performance dialogue.

**9. TIMETABLE FOR IMPLEMENTATION**

9.1 The full implementation stages are set out in table 5.

**Table 5: Implementation timetable**

<b>Date</b>	<b>Details</b>
Ongoing	Comments from Overview and Scrutiny Panels will be reviewed by Cabinet Members, Directors and Heads of Service.

## 10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: End of Year Data & Performance Report 2020/21

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Interim Council Strategy 2020/21:  
<https://rbwm.moderngov.co.uk/ieListDocuments.aspx?CId=132&MId=7763&Ver=4....>

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr S Rayner	Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor	17.05.21	18.05.21
Duncan Sharkey	Chief Executive	17.05.21	18.05.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	17.05.21	26.05.21
Adele Taylor	Executive Director of Resources/S151 Officer	17.05.21	24.05.21
Andrew Durrant	Executive Director of Place	17.05.21	24.05.21
Kevin McDaniel	Executive Director of Children's Services	17.05.21	21.05.21
Hilary Hall	Executive Director of Adults, Health and Housing	17.05.21	21.05.21
Andrew Vallance	Head of Finance	17.05.21	
Elaine Browne	Head of Law	17.05.21	19.05.21
Nikki Craig	Head of HR Corporate Projects and IT	17.05.21	24.05.21
Louisa Dean	Communications	17.05.21	
Karen Shepherd	Head of Governance	17.05.21	19.05.21

### REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Rachel Kinniburgh, Strategy and Performance Team Leader, 01628 796370

## 2020-21 End of Year Data & Performance Report

April 2020 – March 2021

### Contents

1. Executive Summary.....	2
2. <b>Interim Council Strategy: Delivery of priorities</b> .....	3
3. <b>Service Performance Summary Report (YTD)</b> .....	7
4. <b>Commissioning – Infrastructure: Performance Trends</b> .....	9
4.1 Highways.....	9
4.2 Parks and Open Spaces.....	10
4.3 Waste and recycling .....	11
5. <b>Adult Social Care: Performance Trends</b> .....	12
5.1 Adult safeguarding.....	12
5.2 Permanent admissions to care .....	13
5.3 Reablement.....	14
6. <b>Children’s Services: Performance Trends</b> .....	15
6.1 Care Leavers .....	15
6.2 Children’s social care .....	16
6.3 Health visiting .....	18
7. <b>Housing: Performance Trends</b> .....	19
7.1 Homelessness and temporary accommodation.....	19
8. <b>Planning: Performance Trends</b> .....	20
8.1 Planning applications: Major .....	20
8.2 Planning applications: Minor .....	21
9. <b>Revenue, Benefits, Library and Resident Services: Performance Trends</b> .....	23
9.1 Council Tax and Business Rates.....	23
9.2 Customer contact centre calls.....	25
9.3 Processing times for Housing Benefits.....	27

## 1. Executive Summary

- 1.1 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 has significantly altered the context in which the council is currently operating.
- 1.2 In the interests of good governance and transparency, the Interim Council Strategy gives clarity to the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported. The three revised priorities for 2020/21 are:
  - **Covid-19 objectives:** focusing on the immediate response, long-term recovery, and new service requirements.
  - **Interim Focus Objectives 2020-21:** focusing on revised service operating plans, development of the Transformation Strategy, Climate Strategy, Governance, and People Plan.
  - **Revised Medium Term Financial Strategy:** focusing on the impact of Covid-19, economic downturn, and government policy.
- 1.3 With the introduction of the Interim Council Strategy, performance reports for 2020/21 have necessarily been refocused to respond to this strategy as fulsomely as possible at the current time. This report is therefore structured to provide insight into the three priorities and how they are progressing (section 2).
- 1.4 Performance of measures previously reported to Cabinet as part of the former Performance Management Framework (PMF) are also included (see section 3) on the basis that these measures provide some insights into service delivery (priority 2). These measures are grouped in this report by the lead service.

## 2. Interim Council Strategy: Delivery of priorities

2.1 This section provides a brief overview of key activities and milestones achieved by the council in 2020/21.

PRIORITY:	COVID-19 OBJECTIVES
Item	Achievements and key milestones
<p><b>Response (immediate)</b></p>	<p><b>Community response and Clinically Extremely Vulnerable (CEV) Residents:</b> Official shielding was lifted for more than 8,000 residents – some 6% of the population – in April 2021. This brought to an end an innovative community partnership protecting our CEV residents from Covid-19. From the outset of the first lockdown in March 2020 a coordinated team of staff, drawn from all services in the council, maintained regular contact with residents who were shielding and took any appropriate action to ensure that these individuals’ needs were met.</p> <p>A <a href="#">public-facing online directory of Covid-19 Support Groups</a> was quickly developed to direct residents to community-based support options for particular needs, and a series of financial grants were provided to community groups for their ongoing projects of collecting prescriptions, running shopping services and befriending schemes. A new, flexible digital telephony solution was set up from April 2020 to support redeployed staff’s long-term contact with CEV residents and over 20,000 calls were made. A new database (Lyon) was developed to manage interactions with CEV residents and anyone seeking help and support in the community. Lyon also enabled registration of individuals wishing to volunteer their time to the community effort and enabled the council to make required data returns to central government.</p> <p>Local community hubs of public sector partners (including GPs and social prescribers), faith groups, charities, businesses, Elected Members, and local neighbours were established and worked in unison to support local need. We gave these local hubs practical and financial help to get up and running, and the power to make decisions themselves as they were better suited to know exactly what their communities needed. In total, the support covered 374 days and was delivered by more than 150 council staff, backed up by more than 1,000 volunteers, 150 community information champions and 70 community groups.</p> <p>The Winter Support scheme provided £45,000 to seven local groups to support vulnerable families and individuals through the worst of the cold weather. A further £230,000 was distributed through food vouchers to families registered for free school meals to cover Christmas, winter half-term and Easter holiday times. These vouchers supported 2,037 unique children in the borough.</p>
<p><b>Response (immediate)</b></p>	<p><b>Outbreak Control Plan and Local Outbreak Engagement Board:</b> The <a href="#">Outbreak Control Plan Summary</a> was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public’s health. The first public meeting of the Local Outbreak Engagement Board was held on 18 January 2021. The Engagement Board convenes monthly and is a subgroup of the Health</p>



	and Wellbeing Board, established to provide public-facing engagement and communication for outbreak response.
<b>Response (immediate)</b>	<b>Community Influencers and Community Information Champions:</b> In October 2020 a new “community influencers” group was established with representatives from across various RBWM departments, including Achieving for Children, Libraries and Environmental Health. The group’s aim is to communicate key Covid-19 messages to the wider community, whilst targeting messaging to specific demographic groups based on analysis of key data-sets. The group launched its “Community Information Champion” scheme in November 2020, through which members of the community can volunteer themselves to receive regular information from the council regarding Covid-19 and then share this information with their family, friends and other contacts. This approach ensures greater transmission of key Covid-19 messages across the community where other council communication methods may not have reached. Champions can also feedback to the council any questions or requests for clarity from the community. This two-way relationship helps the council to refine its Covid-19 messages and to also dispel any myths that may be circulating regarding the virus. To date, a network of 150 Champions has been established.
<b>Recovery (long-term)</b>	The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.  <b>RBWM Recovery Strategy:</b> On 24 September 2020 Cabinet approved the <a href="#">RBWM Recovery Strategy</a> (targeted at borough-level) to move into delivery phase. The strategy sets out the council’s approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses
<b>Recovery (long-term)</b>	<b>Local Contact Tracing Service:</b> The council set up a local contact tracing service which started operating in November 2020 to complement the national NHS Test and Trace service. Operating 7 days a week, the service reaches out to residents who have tested positive for Covid-19 but who have not been successfully contacted by the national NHS Test and Trace system. The purpose of LCT is to ensure they get in touch with as many positive cases as possible, to aid them in their isolation and in order to obtain details of their contacts and specific high-risk locations that they visited, therefore potentially reducing further transmission within the community and the spread of Covid-19. As of the end of March 2021 there were 847 cases in total which had been contacted by the LCT team, which amounted to 1,290 calls.
<b>Recovery (long-term)</b>	<b>Lateral flow tests:</b> From 8 February 2021 rapid Covid-19 test centres opened in Braywick Leisure Centre and Windsor Leisure Centre, offering 30-minute lateral flow tests (LFDTs) initially to people working in public-facing roles who do not have Covid-19 symptoms. The purpose of the tests is to identify asymptomatic carriers of the virus. In the first week of operation 1,210 people were tested across both sites.  Following an announcement by the Prime Minister in April 2021, anyone is now able access the LFDT at the centres, or to pick up a home-testing kit or get a rapid Covid-19 test at Braywick or Windsor Leisure Centre as

## Cabinet PMF: 2020-21 End of Year Data & Performance Report

	lockdown restrictions are eased. A mobile unit now provides for the public to collect home-testing kits is also operating from the Ascot Racecourse carpark on Mondays and Wednesdays, 8-12pm. The arrangements for the LFDT centres at Braywick and Windsor Leisure Centres is provisionally set until 30th June, however this is kept under review as progress along the government Roadmap is tracked and restrictions are eased. It is expected that home testing kits will continue to be available after this date, but the details of the arrangements for the various strands of community-based testing are continuing to evolve.
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<b>PRIORITY:</b>	<b>INTERIM FOCUS OBJECTIVES 2020-21</b>
<b>Item</b>	<b>Achievements and key milestones</b>
<b>Revised Service Operating Plans</b>	<p>As part of the organisational recovery strategy, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially-distanced and safe way. One example has been our new alternative operation in the library service to be able to provide a Covid-safe environment. We introduced a phased opening up of services, focussing on a “click and collect” and “click and deliver” service initially alongside a resumption of home-delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p> <p>A key concern of the last 12 months has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online “report it” function. The council continues to work with its contractor to improve the service and bring in strategies to help with climate change.</p>
<b>Transformation Strategy</b>	<p>The <a href="#">Transformation Strategy 2020-2025</a> was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. The strategy's development responds to key challenges surrounding the council's financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. The Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (culture, environment, prevention, digital, process redesign and finance).</p> <p>Action plans by which to deliver the Strategy are presently being developed. Whilst Covid-19 has impacted progress, a number of projects have been implemented, proving that design and innovation can be done quickly and in an agile fashion. Asset Based Community Development methods have been used to deliver the Embedding Community Response project in Clewer and Dedworth. This project has created a blueprint for the council to work with communities to co-produce and co-design ways of delivering community projects. As the year progresses this will be rolled out in all areas of the borough. The Transformation Team is also engaging with other strategies to inform and understand how the framework can help with delivery of corporate plans.</p>
<b>Environment and Climate Strategy</b>	<p>Following a public consultation, the updated Environment and Climate Strategy was approved by Cabinet on 17 December 2020. We are now working across different council services and with stakeholders to deliver</p>

**Cabinet PMF: 2020-21 End of Year Data & Performance Report**

	<p>the actions set out within the strategy's 5-year delivery plan. We have already been successful in securing over £1.2m in grants to support delivery of the strategy.</p>
<b>Governance</b>	<p>A new full-time Monitoring Officer and Deputy Director of Law and Strategy joined the council in February 2021 to lead a new Governance, Law and Strategy Directorate and to bolster the council's governance capability. The Directorate is currently leading the development of the council's new Corporate Plan. A Statutory Officers Group has been formed and meets on a regular basis to action issues of concern and promote a strong governance and decision-making culture at the authority. This Group reviews the effectiveness of current arrangements and champions best practice whilst feeding into the Annual Governance Statement.</p> <p>Following the CIPFA financial governance reviews and detailed action plans that were developed during the year in relation to finance and pension fund governance, detailed action plans have been developed, monitored and reviewed throughout the year. All actions for the finance governance review have been started and almost all actions completed in year. For the pensions action plan these are reported to the Pensions Fund Committee and over half have already been completed and the rest are expected to be completed to the timelines agreed.</p>
<b>People Plan</b>	<p>A key foundation of the council's future People Strategy is the agreement of organisational values to govern how we work and behave everyday. Following extensive staff consultation, a suite of new values was launched on 19 June 2020, each underpinned by illustrative positive behaviours. The new values are:</p> <ul style="list-style-type: none"> <li>• Invest in strong foundations</li> <li>• Empowered to improve</li> <li>• One team and vision</li> <li>• Respect and openness.</li> </ul> <p>An activity plan will incorporate all of the initiatives that are developed to deliver against our People Strategy. This will be a dynamic tracker and will include the outcomes and/or outputs of initiatives such as those to implement the values. For example, "Crucial Conversations" training on how to challenge behaviours contrary to our values was rolled out for all staff between November 2020 and January 2021.</p> <p>The staff survey was conducted in November 2020, and the results analysed. A further staff survey was launched by the staff-led Equality, Diversity and Inclusion Network in March 21 to gain specific insights into perceptions of equality, diversity and inclusion in the council. The results are presently being analysed. Both sets of results will feed into the activity plan underpinning the People Strategy as appropriate.</p>

<b>PRIORITY:</b>	<b>REVISED MEDIUM TERM FINANCIAL STRATEGY</b>
<b>Item</b>	<b>Achievements and key milestones</b>
<b>Revised Medium Term Financial Strategy</b>	<p>An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in</p>

## Cabinet PMF: 2020-21 End of Year Data & Performance Report

	assumptions around central government funding, inflation assumptions and other emerging issues. This formed the start of the budget-setting process for 2021/22 and the supporting Medium term financial plan. The draft budget for 2021/22 was discussed at Cabinet on 17 December 2020 and subsequently published on 22 December 2020 for consultation. This draft budget was also considered by all Overview and Scrutiny Panels in January 2021 and approved at Full Council on 23 February 2021.
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### 3. Service Performance Summary Report (YTD)

- 3.1 Performance of measures previously reported to Cabinet as part of the former PMF are set out here on the basis that these measures provide some insights into service delivery (priority 2).

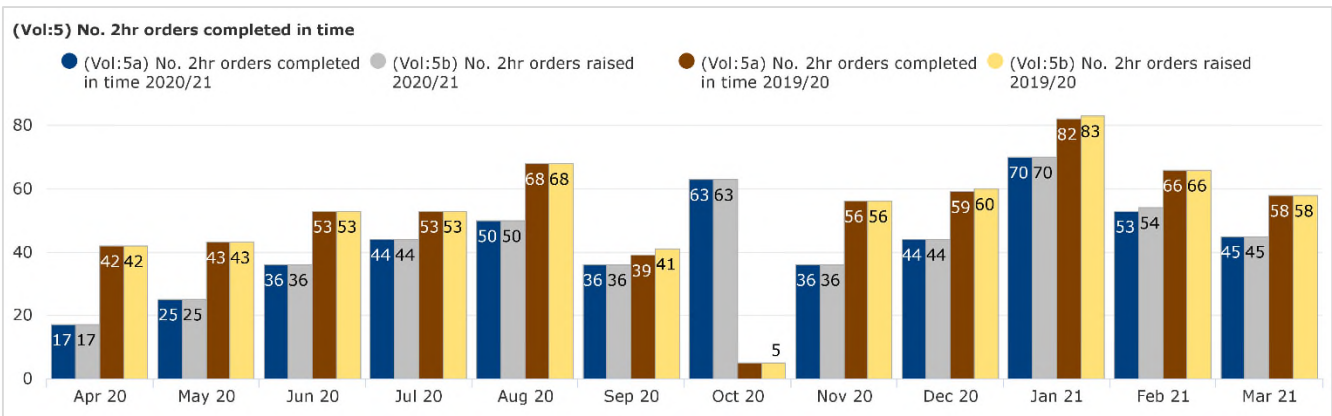
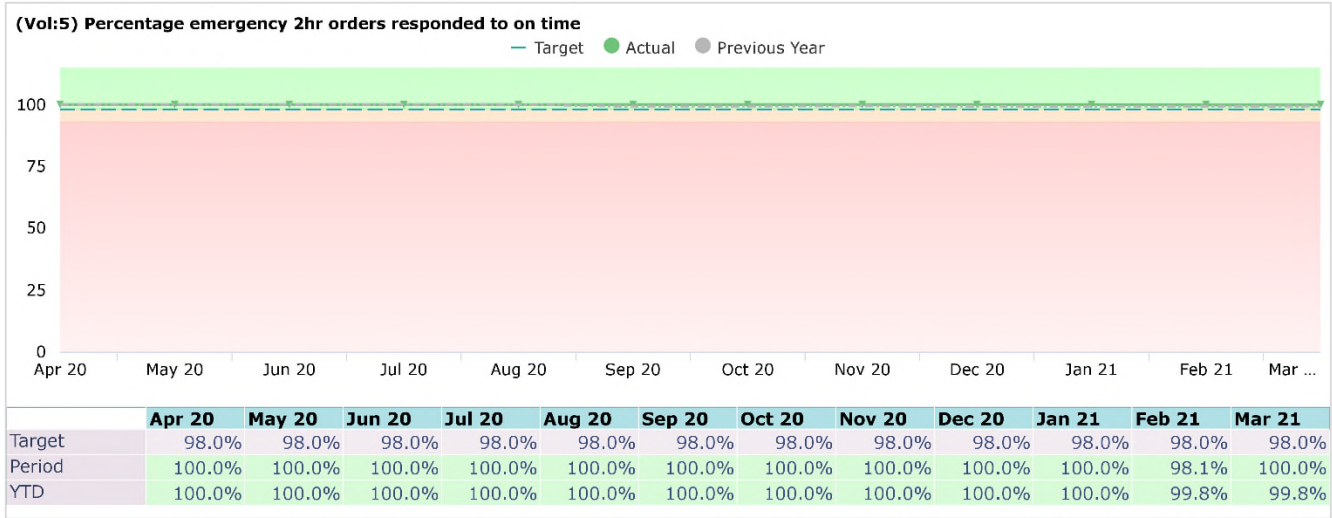
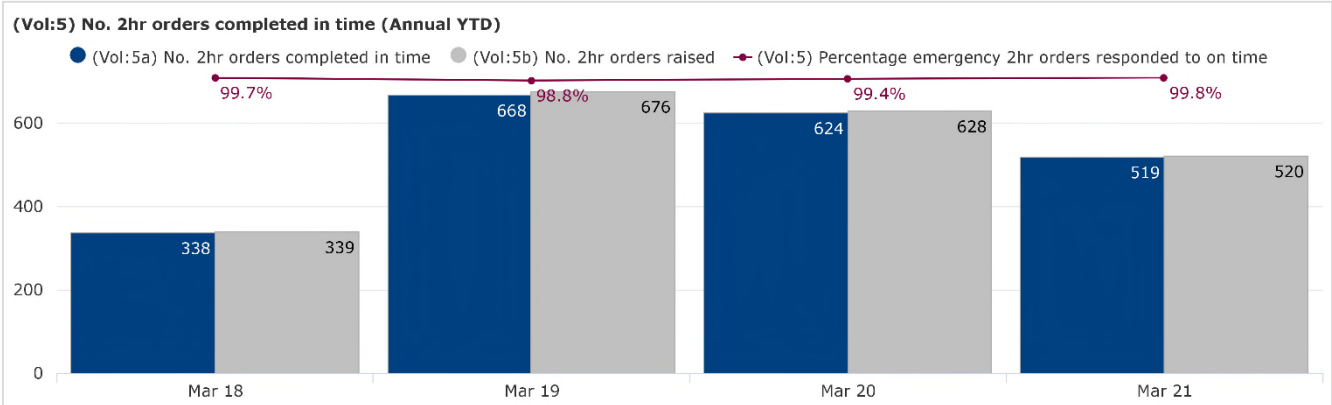
	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non-targeted performance</b>
Percentage emergency 2hr orders responded to on time (Highways)	X			
Parks and open spaces: Consolidated Performance Score		X		
Percentage household waste sent for reuse, recycling	X			
Percentage safeguarding service-user satisfaction	X			
No. permanent admissions to care for those aged 65+yrs		X		
Percentage rehabilitation clients still at home after 91 days		X		
Percentage care-leavers in education, training and employment (19-21yr olds)	X			
Percentage of re-referrals to Children's Social Care (within 12mths)		X		
Percentage children subject to a Child Protection Plan for 2+yrs on ceasing		X		

**Cabinet PMF: 2020-21 End of Year Data & Performance Report**

	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non-targeted performance</b>
Percentage eligible children receiving a 6-8wk review within 8wks	X			
No. homeless households in temporary accommodation				X
No. households where prevention duty has been ended successfully	X			
Percentage of Major planning applications processed in time	X			
Percentage of Minor planning applications processed in time	X			
Percentage of Council Tax collected		X		
Percentage of Non-Domestic Rates (Business Rates) collected			X	
Percentage of calls answered within 60 seconds		X		
Percentage of calls abandoned after 5 seconds	X			
Average no. days to process new claims (Housing Benefits)	X			
Average no. days to process changes in circumstances (Housing Benefits)	X			
<b>TOTAL (20)</b>	<b>11</b>	<b>7</b>	<b>1</b>	<b>1</b>

## 4. Commissioning – Infrastructure: Performance Trends

### 4.1 Highways



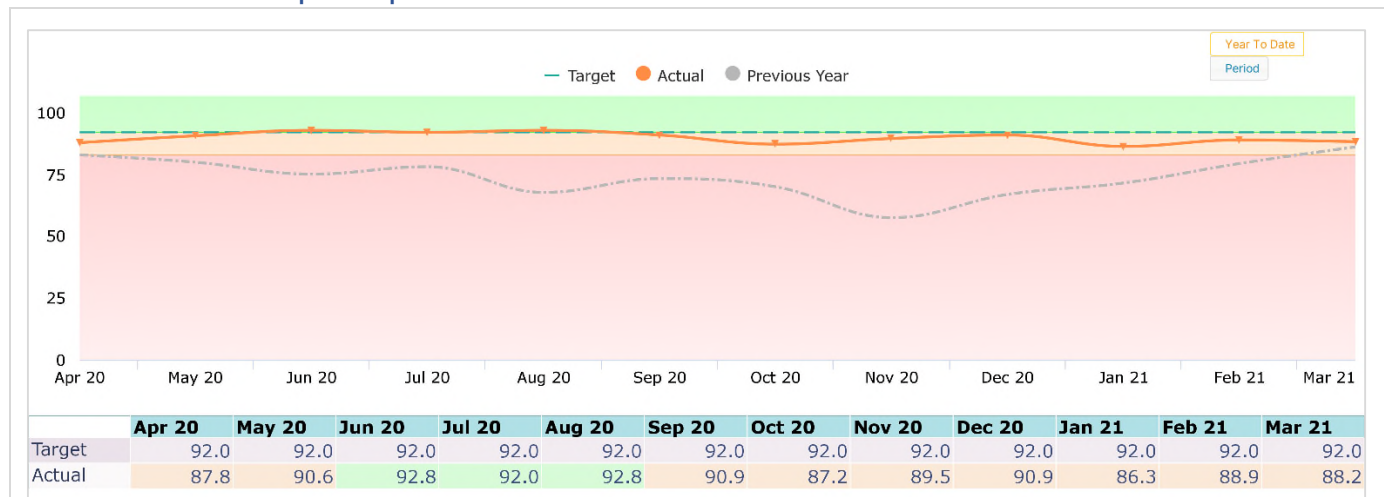
#### Q4 Commentary

The target for this measure is 98% with red flag raised if performance is equal to/below 93%.

The aim of this indicator is to ensure the maintenance of a safe highway network for all road-users by monitoring the contractor’s responsiveness to urgent safety hazards. The end of year position is 99.8% (519/520), above target by 1.8, and the highest annual performance of the last 4-year period.



## 4.2 Parks and Open Spaces



### Q4 Commentary

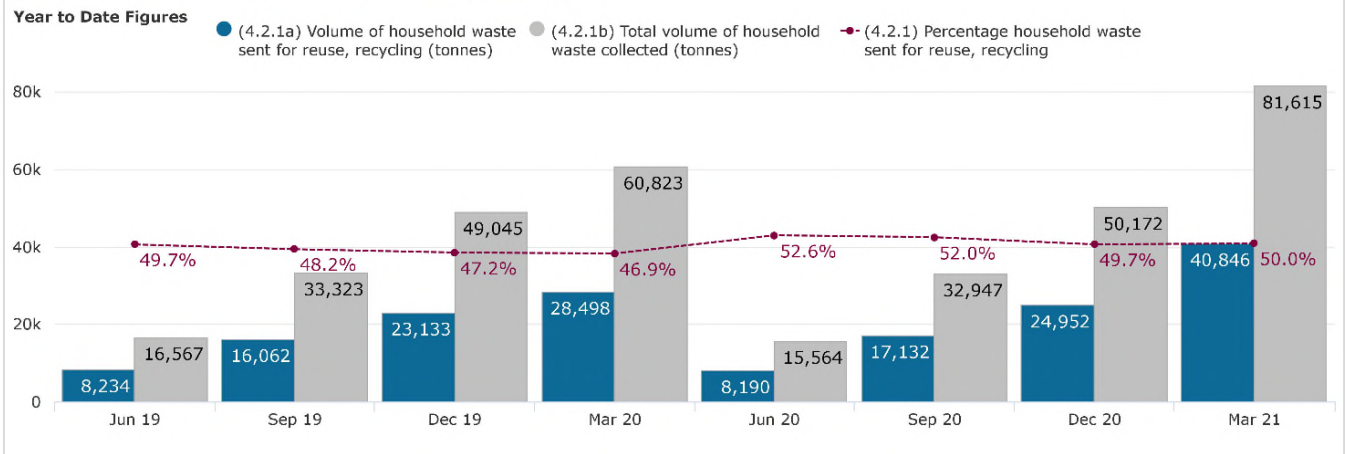
The target for this measure is 92 with red flag raised if performance is equal to/below 82.8 (10% tolerance). The target and tolerance thresholds are unchanged from 2019/20. The Consolidated Performance Score reported here is created on the basis of a number of operational and resident-facing measures.

As at the end of Q4 2020-21 the latest consolidated performance score is 88.2, short of target (92) by 3.8 and within tolerance for this measure. This score is a fair reflection of the current level of service delivery, with resources focused on seasonal work including the commencement of spring seasonal activities such as grass cutting and sports pitch preparation. Work continues with Tivoli management to identify contract efficiencies and service improvements going forward.

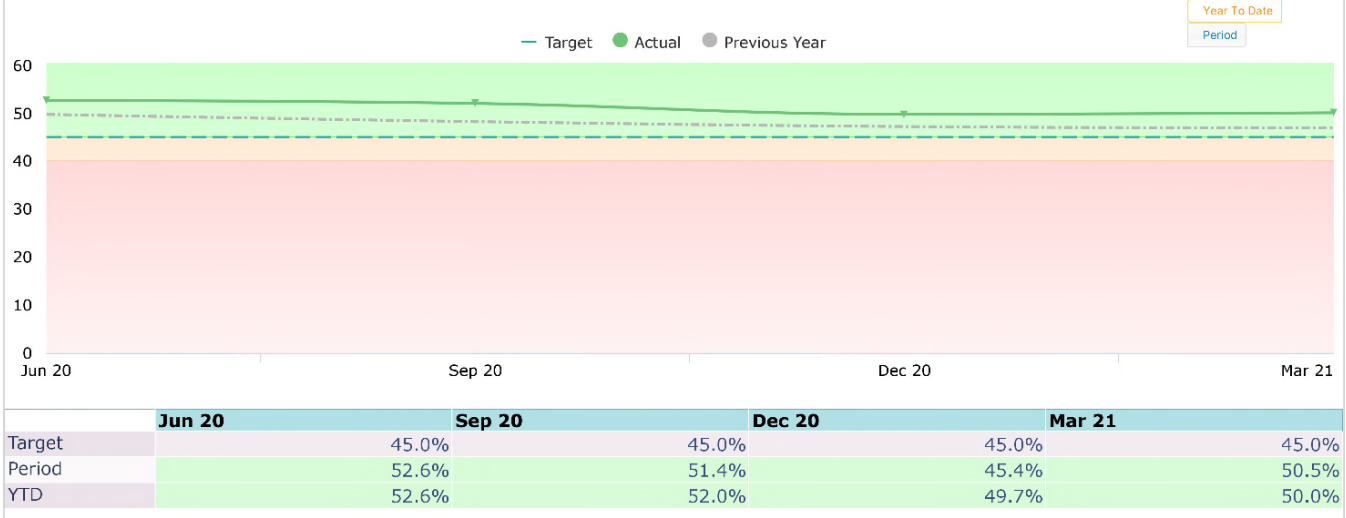
**Cabinet PMF: 2020-21 End of Year Data & Performance Report**

**4.3 Waste and recycling**

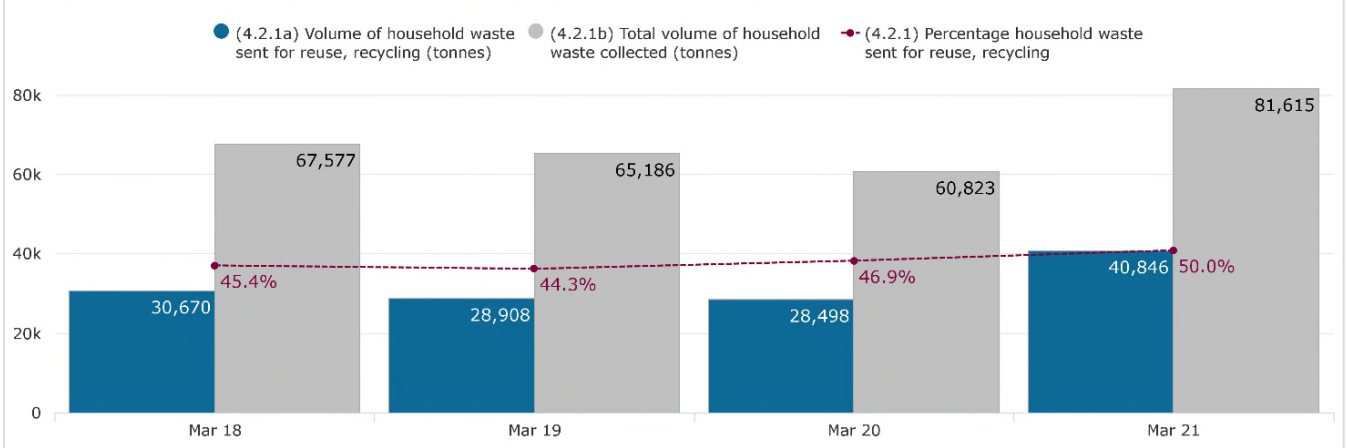
**[4.2.1] Volume of household waste sent for reuse, recycling**



**[4.2.1] % household waste sent for reuse, recycling**



**[4.2.1] Volume of household waste sent for reuse, recycling: Annual Comparison**



**Q4 Commentary**

The target for this measure is 45% with red flag raised if performance is equal to/below 40%. Please Note: Q2 and Q3 figures have been changed based on figures from Waste Data Flow from 52.8% to 51.4% for Q2 (both exceeding targets) and from 47.7% to 45.4% for Q3 (both exceeding targets). Figures reported previously were indicative based on internal calculations.



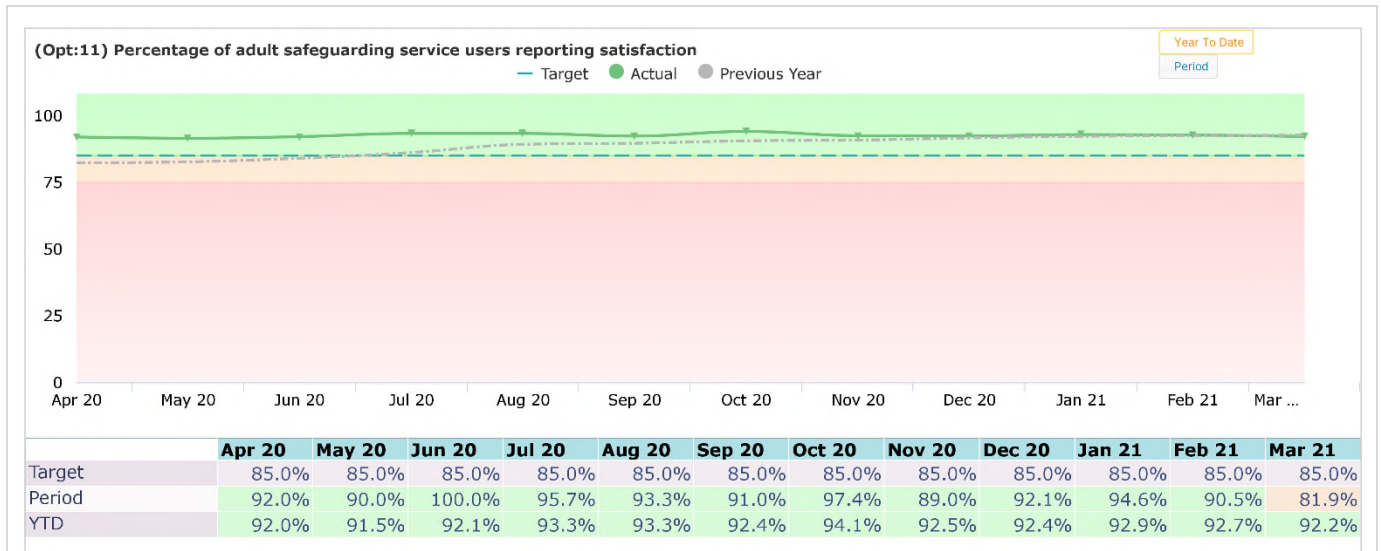
**Cabinet PMF: 2020-21 End of Year Data & Performance Report**

The indicative year-end percentage of household waste sent for reuse, recycling stands at 50%, above target (45%) by 5% and representative of 40,846 tonnes reused/recycled out of 81,615 tonnes collected.

Throughout the year lockdown restrictions have prompted an increase in home deliveries, and therefore an increase in the volume of recyclable materials (e.g. cardboard packaging). This, coupled with restrictions on access to waste sites in Q1 and the move to alternate weekly collections for waste and recycling (6 April 2020 – 17 August 2020) has necessitated a change in behaviour across households and more considered usage of the household waste and recycling bins available and encouraged residents to recycle more. This has resulted in the improvement in the recycling rate this year, with 50% of all household waste recycled or composted.

**5. Adult Social Care: Performance Trends**

**5.1 Adult safeguarding**

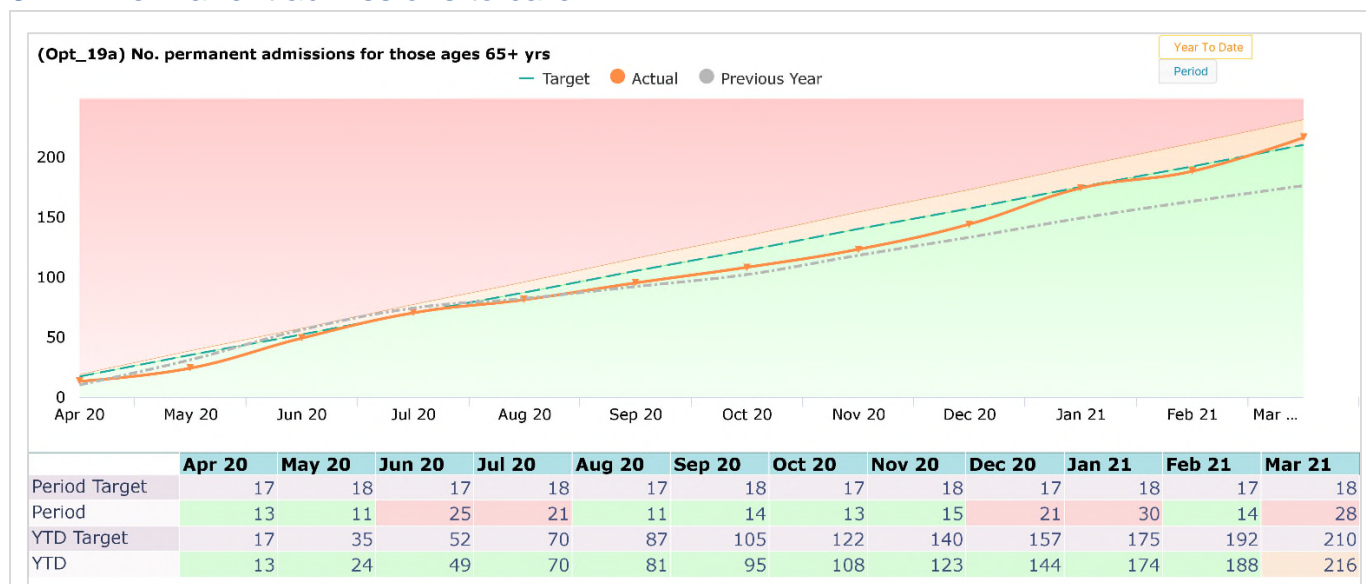


**Q4 Commentary**

*The target for this measure is 85% with red flag raised if performance is equal to/below 75%.*

Monitoring safeguarding service-user satisfaction is important to assure that processes are sound and that outcomes sought from the safeguarding investigation have been achieved. The consistently high performance of this measure against the 2019/20 target of 80% led to the target being raised in 2020/21 to 85%. Despite the challenges faced by the service in 2020/21 as a result of the pandemic, the overall year-to-date position stands comfortably above target at 92.2% and is an encouraging indication that existing processes are sound.

## 5.2 Permanent admissions to care



### Q4 Commentary

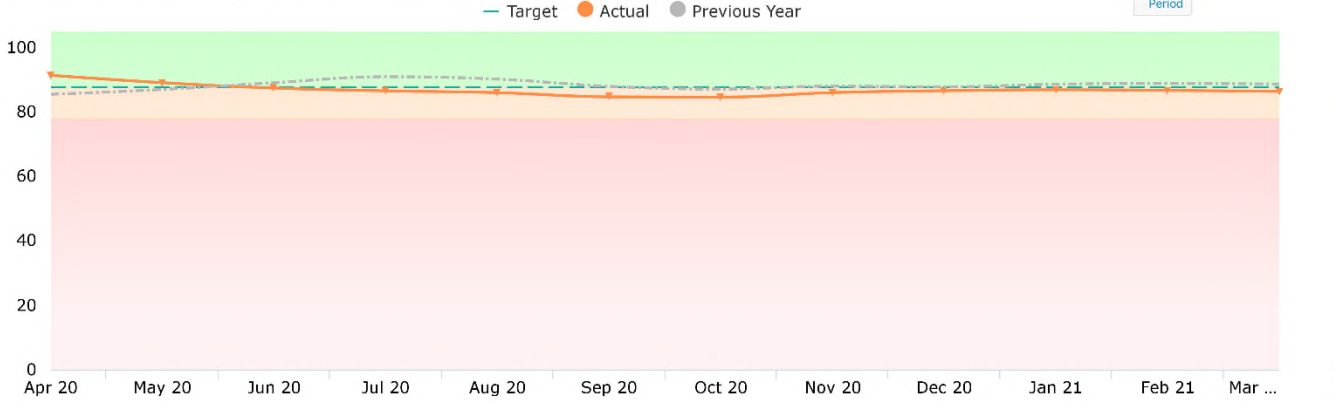
*The year-end target for this measure is 210 and profiled monthly. A red flag is raised if YTD volumes are at/exceed 10% of the target.*

The focus on prevention and keeping people living in their own homes is having a positive impact on admissions to care, although when residents are subsequently assessed as needing care their needs are often higher and more complex. As at the close 2020/21 the year-to-date volume of permanent admissions to care is 216, an increase of 40 on the 2019/20 year-end outturn of 176. Performance is therefore off-target but within the 10% tolerance for this measure.

The highest volumes of admissions occurred in January 2021 (30) and March 2021 (28). These peaks were triggered by the Covid-19 second wave when there were more hospital admissions and discharges of residents with high care needs to care settings in order to free up hospital beds and prevent further Covid-19 reinfection of residents in the hospital. Not all discharges to care homes were permanent; some were under the 6-week temporary care funding from the Department for Health and Social Care (DHSC) which applied when residents tested positive.

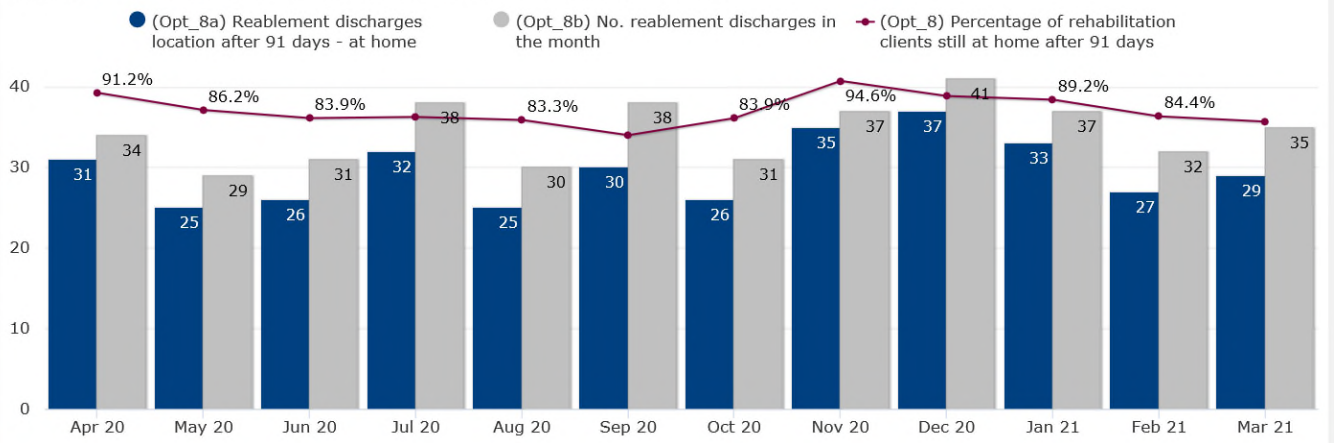
5.3 Reablement

(Opt:8) Percentage rehabilitation clients still at home 91 days after discharge from hospital



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%	87.5%
Period	91.2%	86.2%	83.9%	84.2%	83.3%	78.9%	83.9%	94.6%	90.2%	89.2%	84.4%	82.9%
YTD	91.2%	88.9%	87.2%	86.4%	85.8%	84.5%	84.4%	85.8%	86.4%	86.7%	86.5%	86.2%

(Opt:8) No. rehabilitation clients still at home 91 days after discharge from hospital



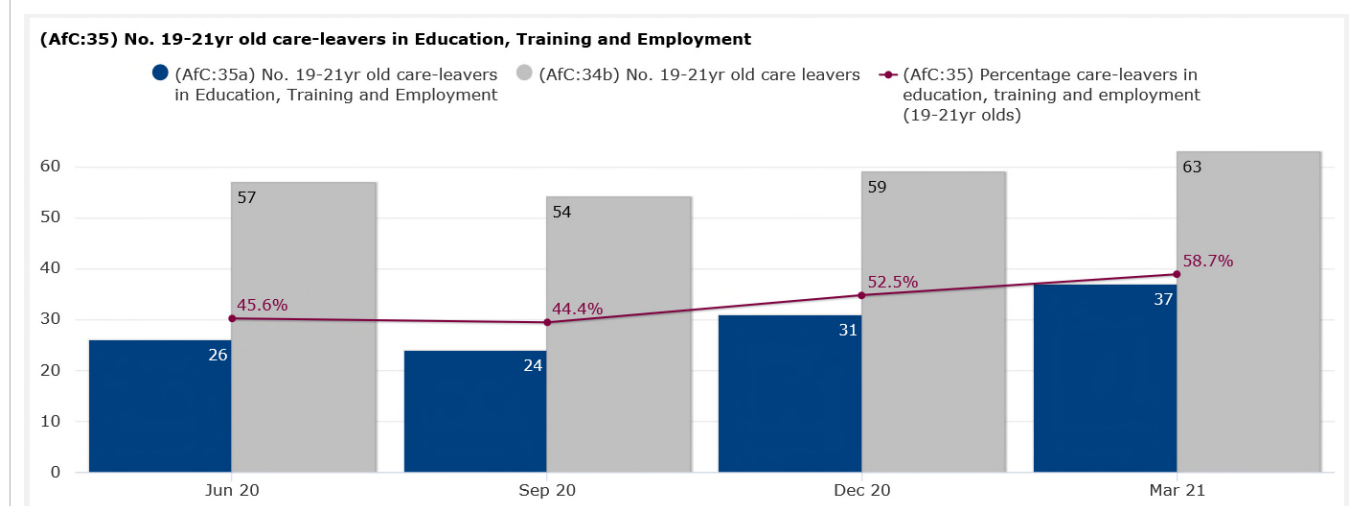
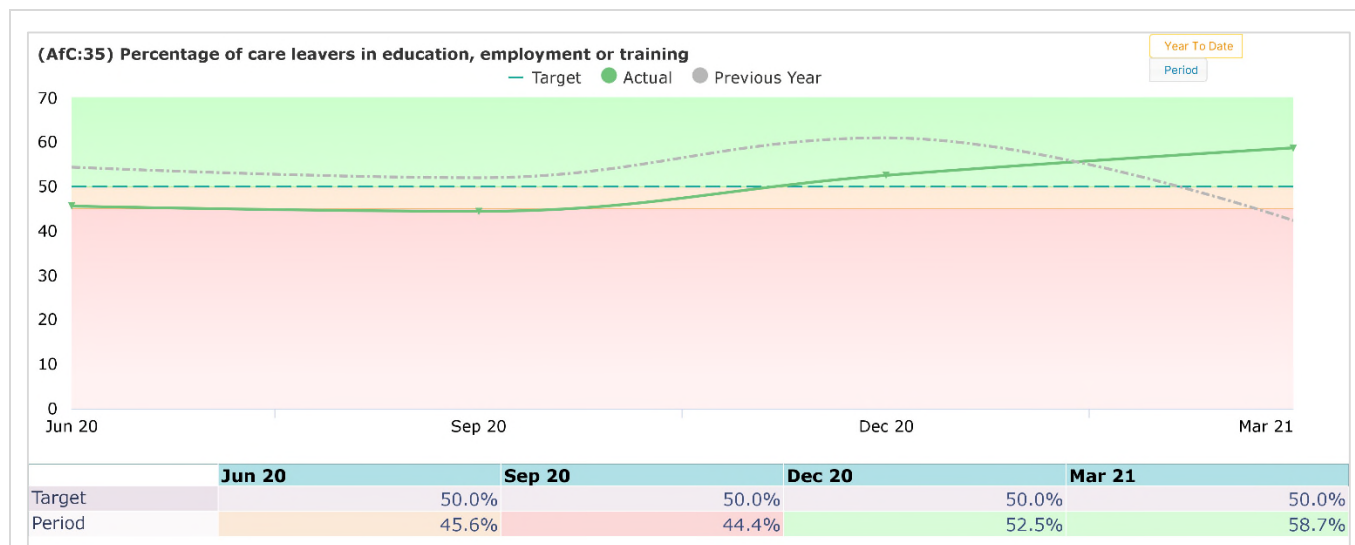
Q4 Commentary

The target for this measure is 87.5% with red flag raised if performance is equal to/below 77.5%.

The service’s focus is on prevention and supporting people to live in their own homes for as long as possible, and this includes supporting people on their return home from a hospital stay. As at the close of 2020/21 the year-to-date percentage of rehabilitation clients still at home 91 days after discharge from hospital is at 86.2%, below the target (87.5%) but within agreed tolerance thresholds. Performance of this measure is inevitably impacted by the level of need and frailty of the individuals within the cohort, and in 2020/21 this has been exacerbated by the impact of Covid-19. It is difficult to predict the long-term impact of Covid on individuals’ health and wellbeing and this is being kept under constant review.

## 6. Children’s Services: Performance Trends

### 6.1 Care Leavers



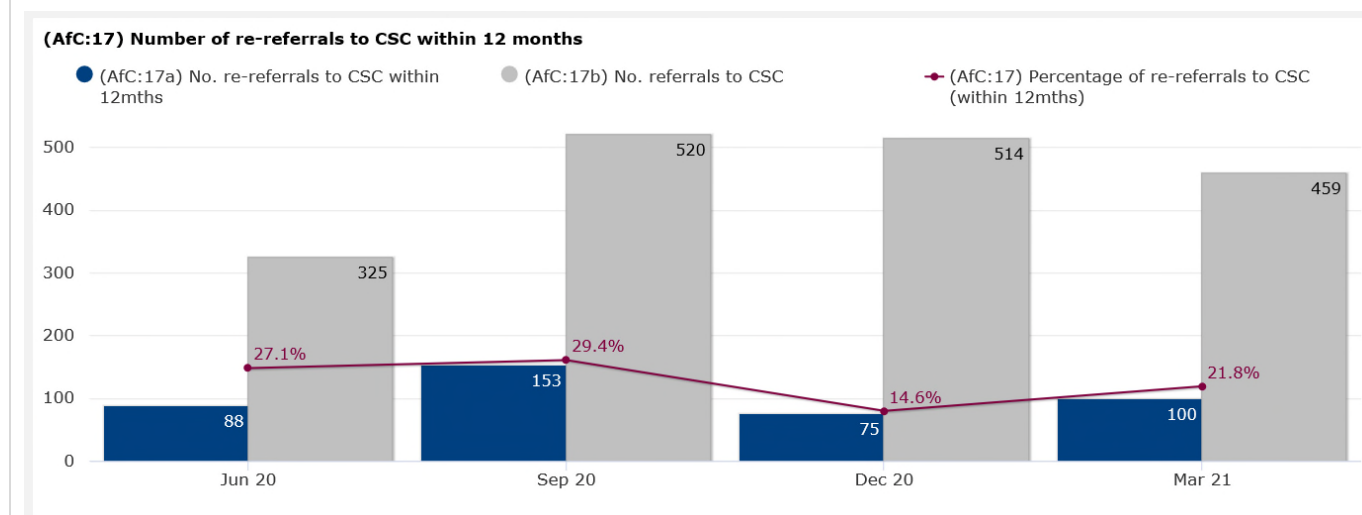
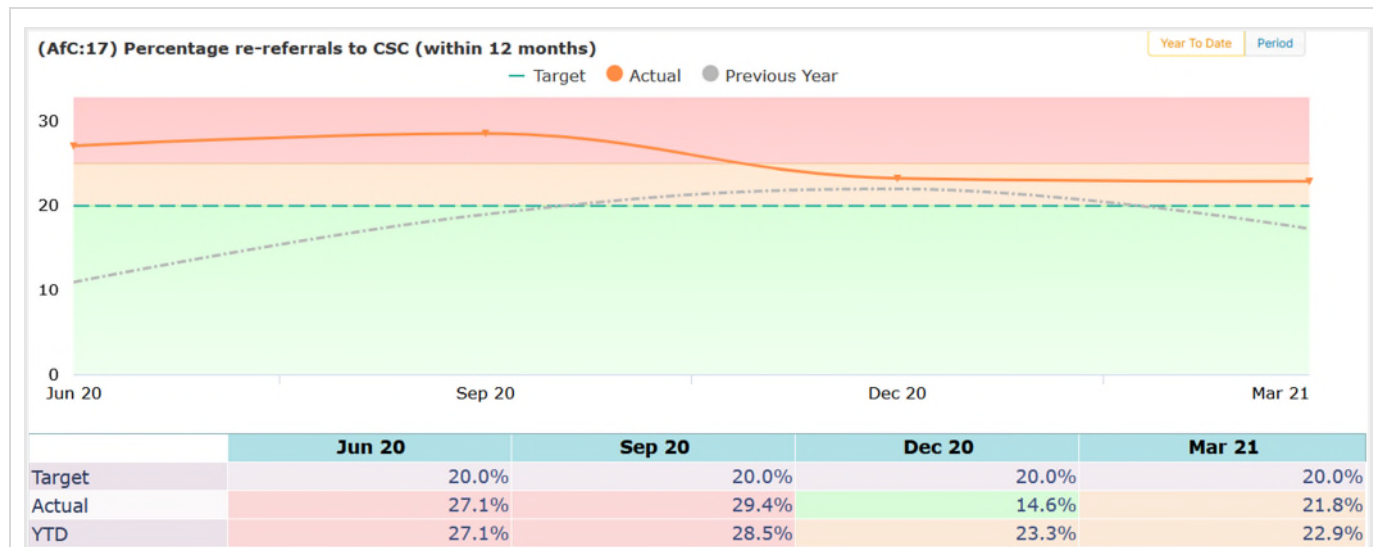
#### Q4 Commentary

*The target for this measure is 50% with red flag raised if performance is equal to/below 45%.*

Supporting the wellbeing and aspirations of children in care and supporting care-leavers to achieve their full potential is of paramount importance. At the close of Q4 the percentage of care-leavers in education, employment or training stands at 58.7% (37/63), above target (50%) by 8.7. The impact of the Covid-19 pandemic on the economy was very quickly felt by this cohort of young people, with losses of part-time or zero contracted hours jobs in key sectors (e.g. entertainment) and the cancellation of training opportunities. The Service focused on ensuring that these young people were able to access accommodation and food during the pandemic and it was acknowledged in Q1 that this measure was not expected to bounce back until education and employment opportunities reopened in sufficient volume.

A working group was implemented, “Planning Support for unemployed young people”, and delivered through the Job Centre to support young people, and many care-leavers. The support on offer included the Kickstart Scheme and Youth Mentors which has increased the number of care leavers gaining employment and training opportunities through these routes in Q4. A comparison to Q4 in the previous year shows a positive picture as we emerge from the pandemic compared to the start of the pandemic in March 2020.

## 6.2 Children’s social care



### Q4 Commentary

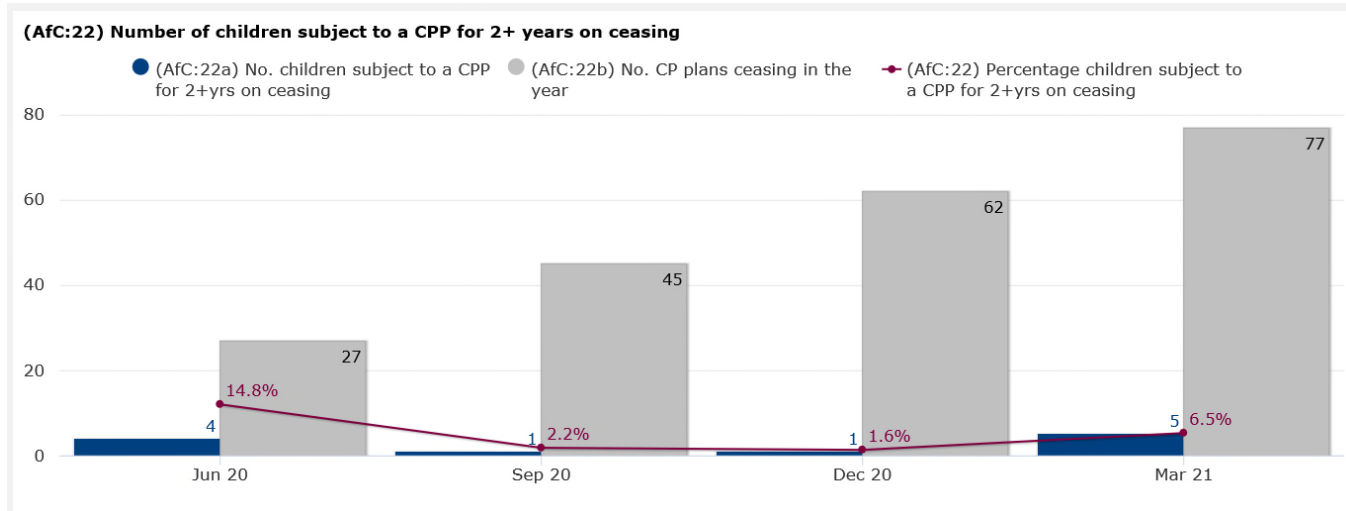
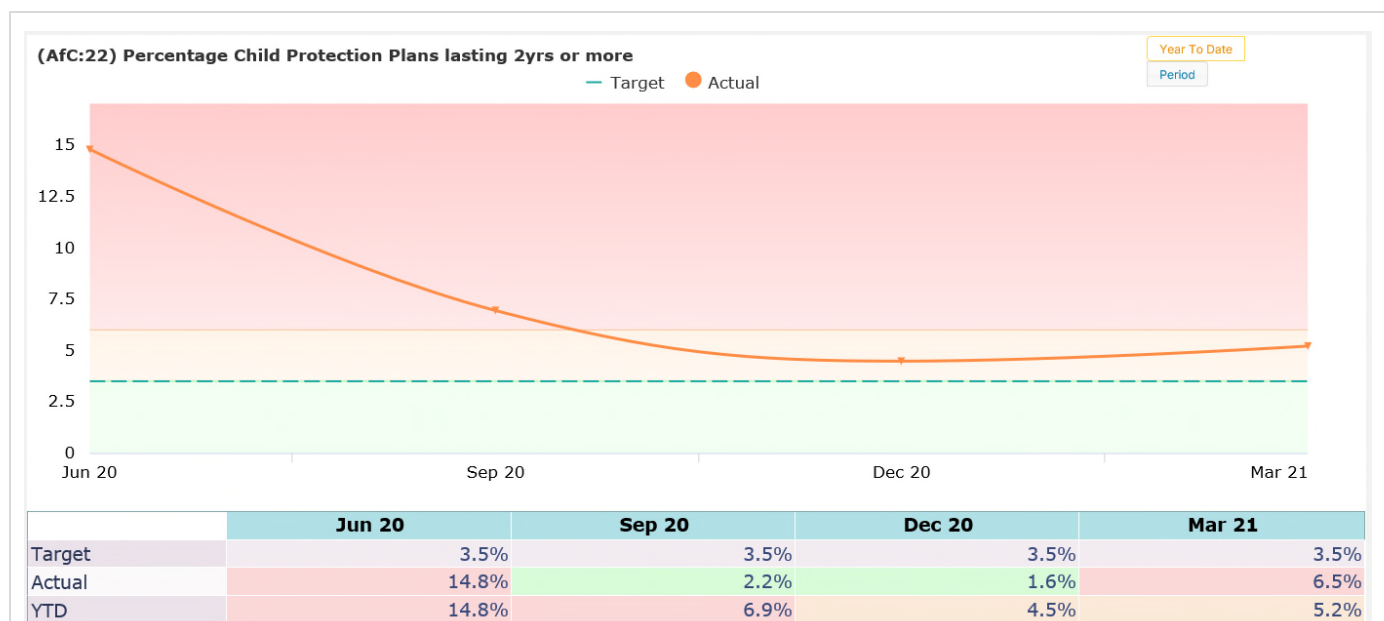
*The target for this measure is 20% with red flag raised if performance is equal to/exceeds 25%.*

A referral is a request for services to be provided by children’s social care and is in respect of a child who is currently not assessed to be in need. A referral may result in an initial assessment of the child’s needs, the provision of information or advice, referral to another agency or no further action. This indicator reports the number of referrals that are received within 12 months of a previous referral being received.

As at the close of 2020/21 the year-to-date performance stands at 22.9% (416/1,818), above the target of 20% but within tolerance for this measure. Overall there has been a 34% increase on the volume of referrals this year (1,818) compared to 2019/20 (1,356), indicative of increased demand during Covid-19. Throughout the year the service has acknowledged that whereas we do see regular fluctuations in the level of re-referrals there is a likely link to Covid-19 as families who were previously in crisis may not have had the resilience to withstand the additional pressures of another lockdown, such as the closure of schools and the reduction in face-to-face services for non-statutory services. Service managers scrutinise all children re-referred at monthly performance boards. This provides reassurance that we are confident about thresholds and enables learning on an individual case basis to be shared.



## Cabinet PMF: 2020-21 End of Year Data & Performance Report



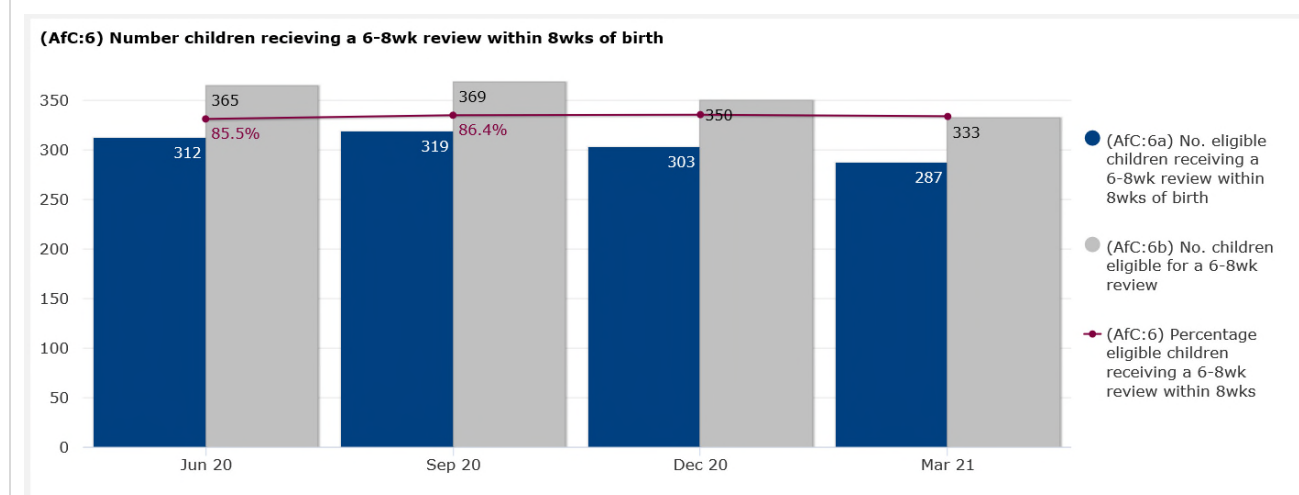
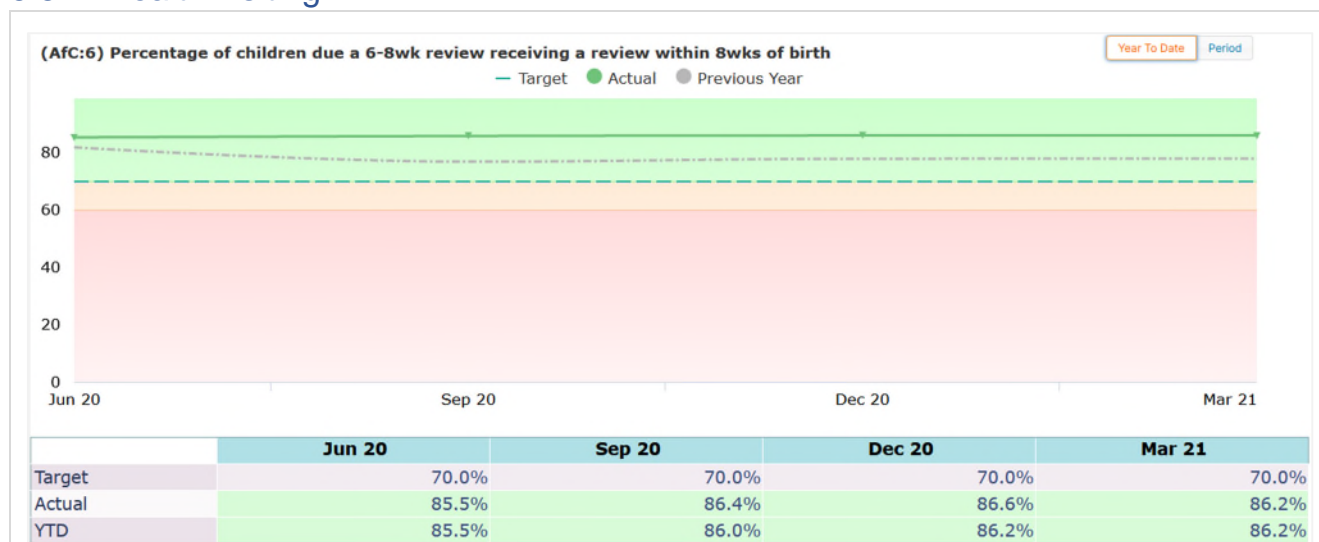
### Q4 Commentary

*The target for this measure is 3.5% with red flag raised if performance is equal to/exceeds 6%.*

In Q4 there were 5 children who were subject of a Child Protection Plan for more than 2 years out of the 77 children on plans ceasing in the year (6.5%). This accounted for a single sibling group. As at the close of 2020/21 the year-to-date performance stands at 5.2%, above the target (3.5%) by 1.7 but within agreed tolerance for the measure.

The service regularly reviews all children who have been subject to a Child Protection Plan for 10 months or more to systematically prevent plans reaching 18+ months. Child Protection chairs also regularly review and challenge the contingency plans that are put forward at each Review Child Protection Conference (RCPC), and in July 2020 a new midway review process was introduced to empower social care teams to start thinking of an exit strategy prior to RCPCs. The service is also using the Windows into Practice Panel to discuss and agree effective and meaningful interventions. On the rare occasion a child is subject to a protection plan for more than 18 months, the plans are regularly scrutinized by senior managers to ensure appropriate alternative plans are considered in good time. Due to the impact of Covid-19, some children have remained subject to a CP plan due to dual care planning process. The courts have made court orders that have seen some children remaining in the care of their birth parents.

### 6.3 Health visiting



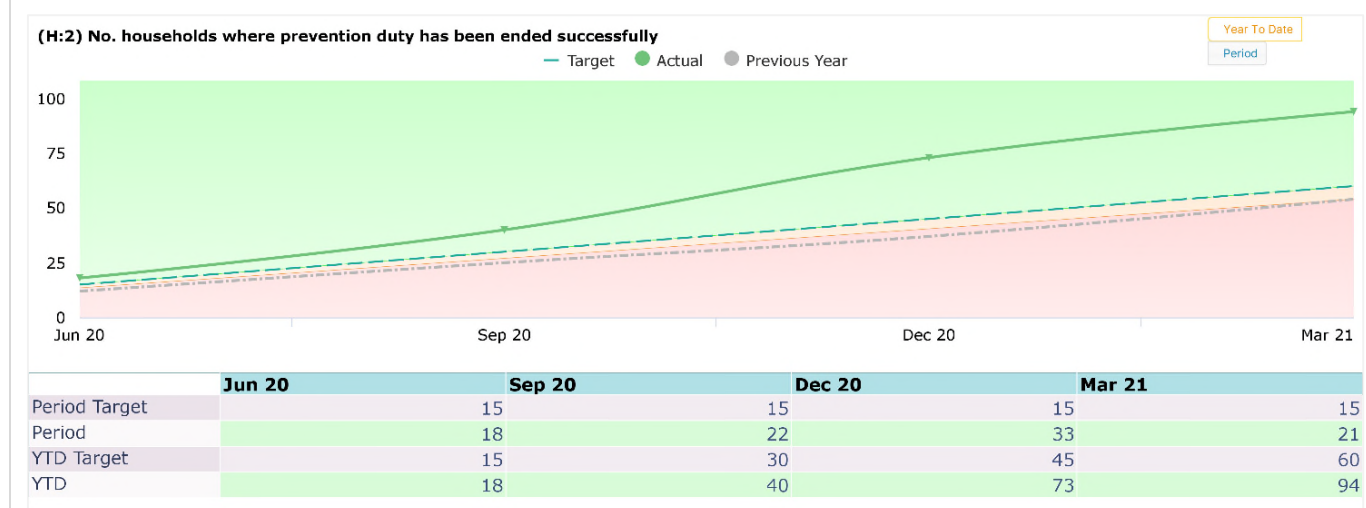
#### Q4 Commentary

*The target for this measure is 70% with red flag raised if performance is equal to/below 60%.*

The 6-8 week review appointment is an important opportunity for parents to discuss their baby’s development and progress with a Health Visitor. As at the close of 2020/21 performance for this measure stands at 86.2% (1,221/1,417) of children due a 6-8 week review receiving a review within 8 weeks of birth. Quarterly performance has remained above target throughout 2020/21 and peaked in Q3 at 86.6% (303/350). It was expected that performance of this measure would fall due to the lockdown restrictions, however the continued high performance is understood to be due to a number of families who were happy to engage in a virtual assessment (where that was appropriate) who would otherwise have declined an in person visit in non-Covid times. It should be recognised that where concerns were established, face-to-face follow-up has taken place.

## 7. Housing: Performance Trends

### 7.1 Homelessness and temporary accommodation



#### Q4 Commentary

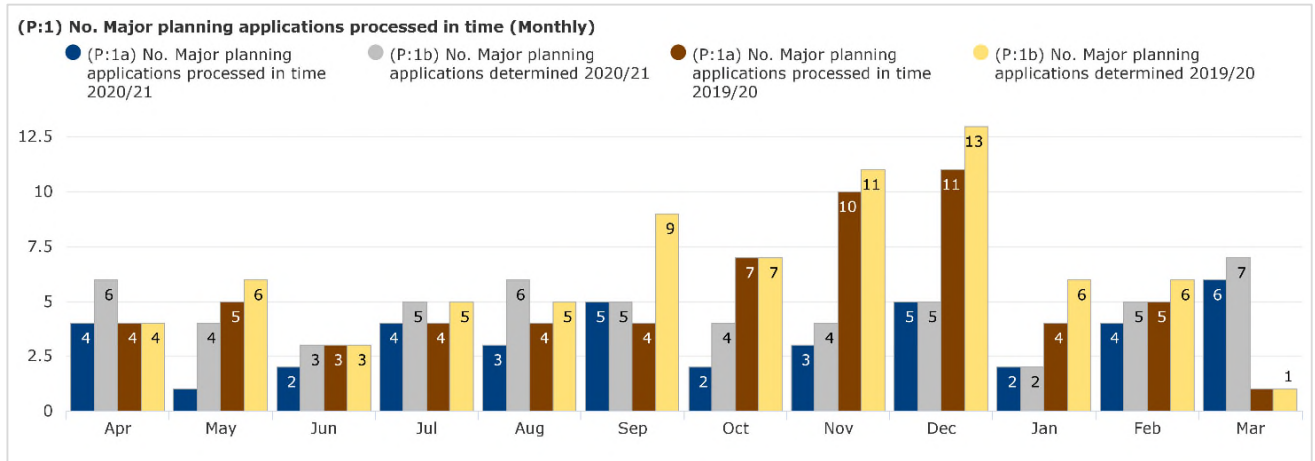
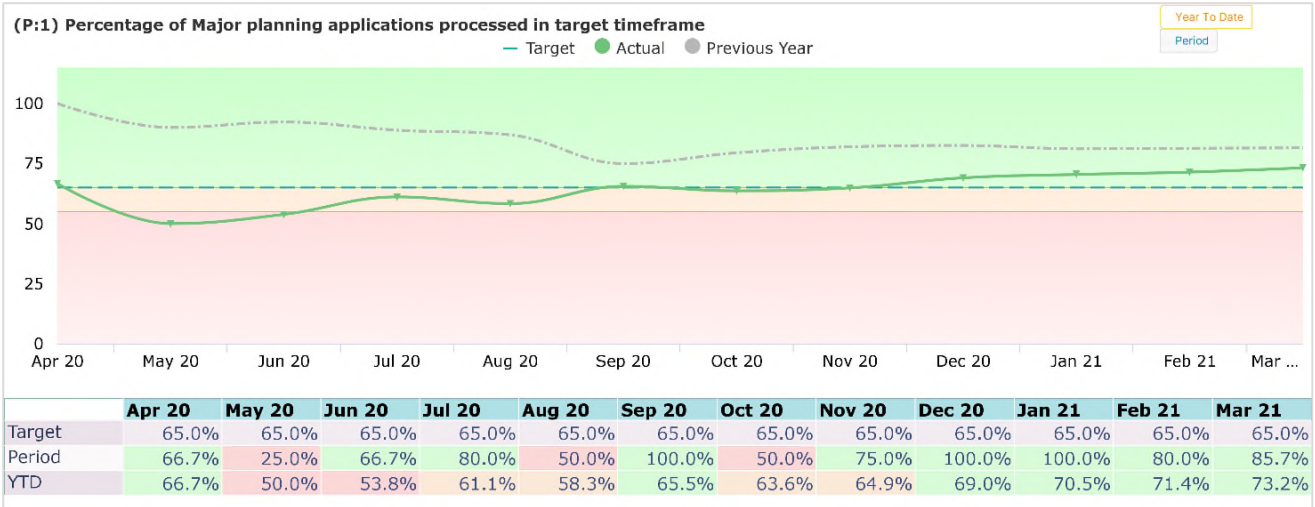
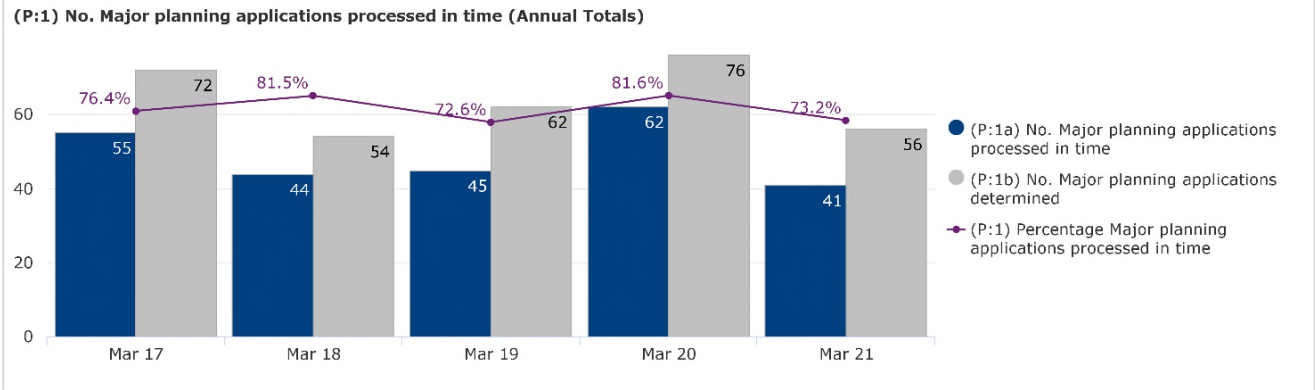
**(H:1) No. homeless households in temporary accommodation: (249)** Temporary accommodation is provided to households when they have approached the local authority and are deemed to be homeless with no other housing options. Local authorities will monitor numbers of households (and types) in temporary accommodation with a view to reducing numbers quarter by quarter. Due to central government’s request that all households accommodated during the Covid-19 *Everyone in* campaign remain in accommodation until a longer-term accommodation solution is found temporary accommodation numbers are high and targets cannot currently be set. However, it is encouraging to note that the figures are steadily decreasing since September 2020. Target-setting will be reviewed in the next financial year.

**(H:2) No. households where prevention duty has been ended successfully (94)** *The year-end target for this measure is 60 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The target and tolerance thresholds are unchanged from 2019/20. Please Note: The Q1 figures have been changed from 15 to 18 (both exceeding targets).* As part of the housing options role, officers are constantly looking at ways to prevent homelessness and support households into accommodation options. Prevention duty has been very successful and above target for the entire year.



## 8. Planning: Performance Trends

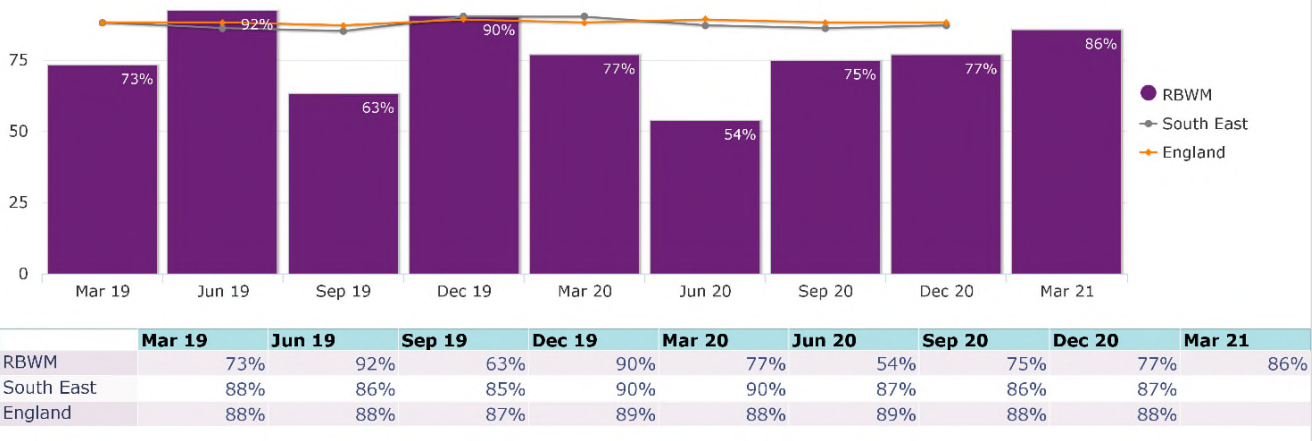
### 8.1 Planning applications: Major



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**Benchmarking: Quarterly Figures (P:1) Percentage of Major planning applications processed in target timeframe**

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



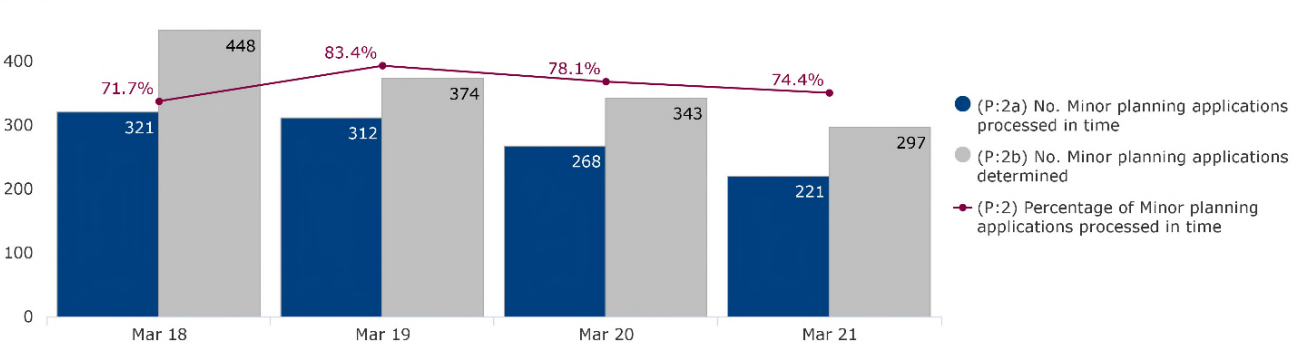
## Q4 Commentary

The target for this measure is 65% with red flag raised if performance is equal to or below 55%.

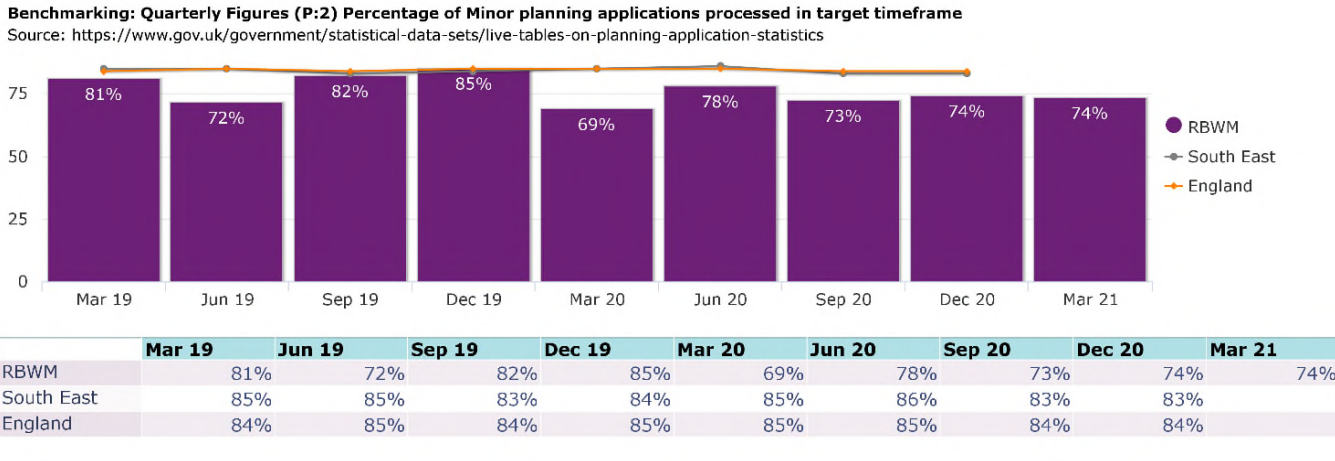
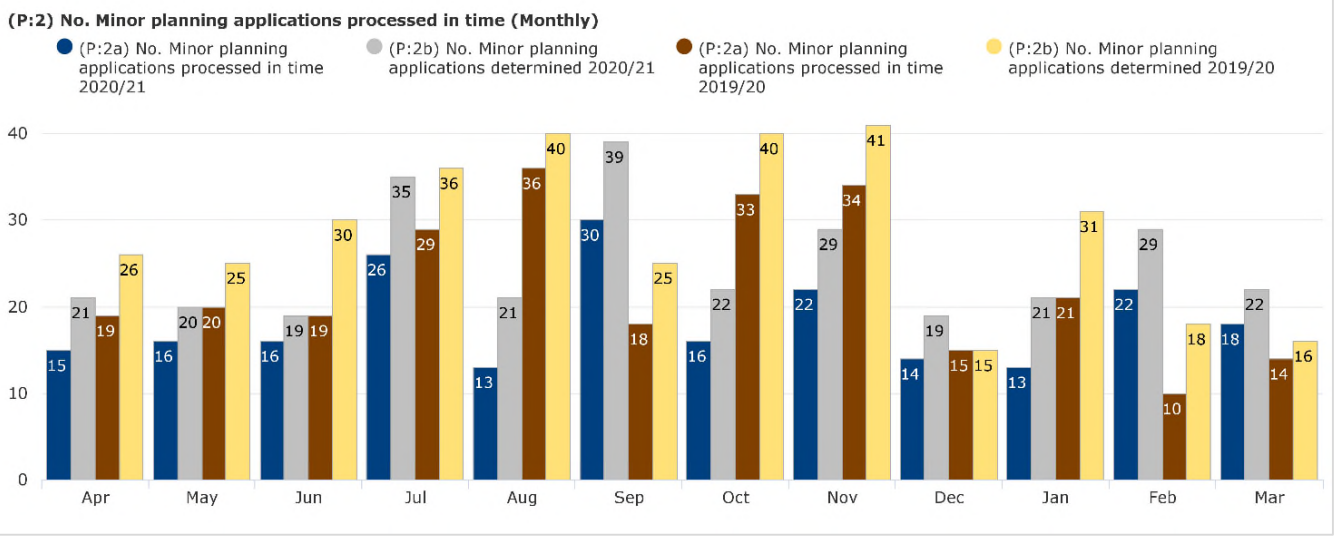
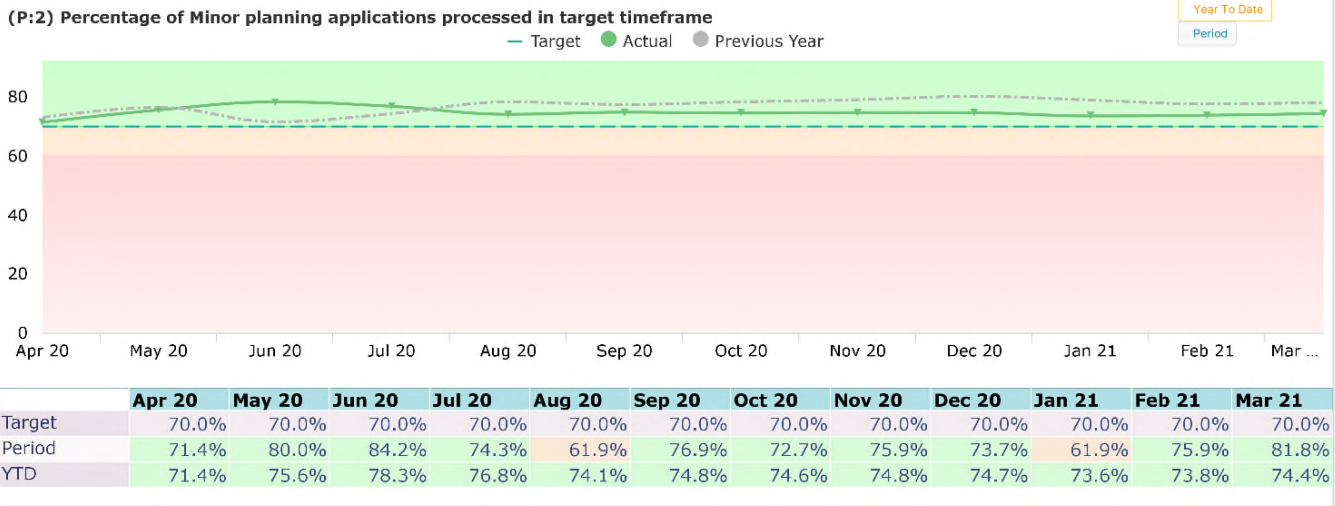
As at the end of Q4 year-to-date performance stands at 73.2% (41/56), above target by 8.2 but lower than year-to-date performance in 2019/20 (81.6%, 62/76). YTD performance has been mostly impacted by Q1 (Apr-Jun) when performance fell below target and outside of tolerance (53.8%, 7/13). This is partly attributed to a change in working arrangements as a result of the Covid-19 pandemic, as well as a number of applications being determined for which it was not possible to agree extensions to the deadline. The total number of applications determined in 2020/21(56) is fewer than 2019/20 (76) and could be attributed to the uncertainties of Covid-19 pandemic and its associated restrictions. Benchmarking data available up to the end of Q3 2020/21 shows council’s performance steadily improving from the Q1 position narrowing the gap between council and South East and England performance.

## 8.2 Planning applications: Minor

**(P:2) No. Minor planning applications processed in time (Annual Totals)**



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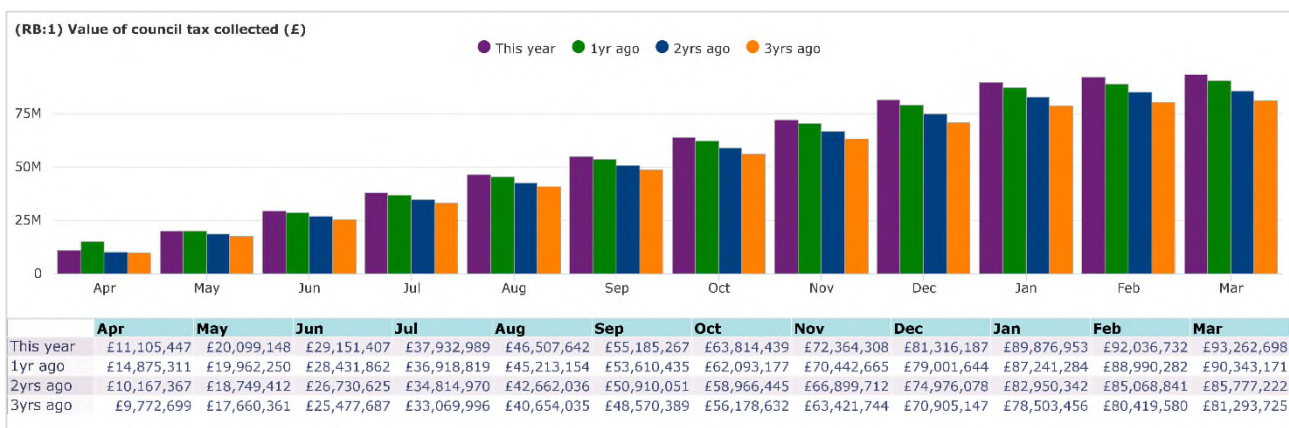
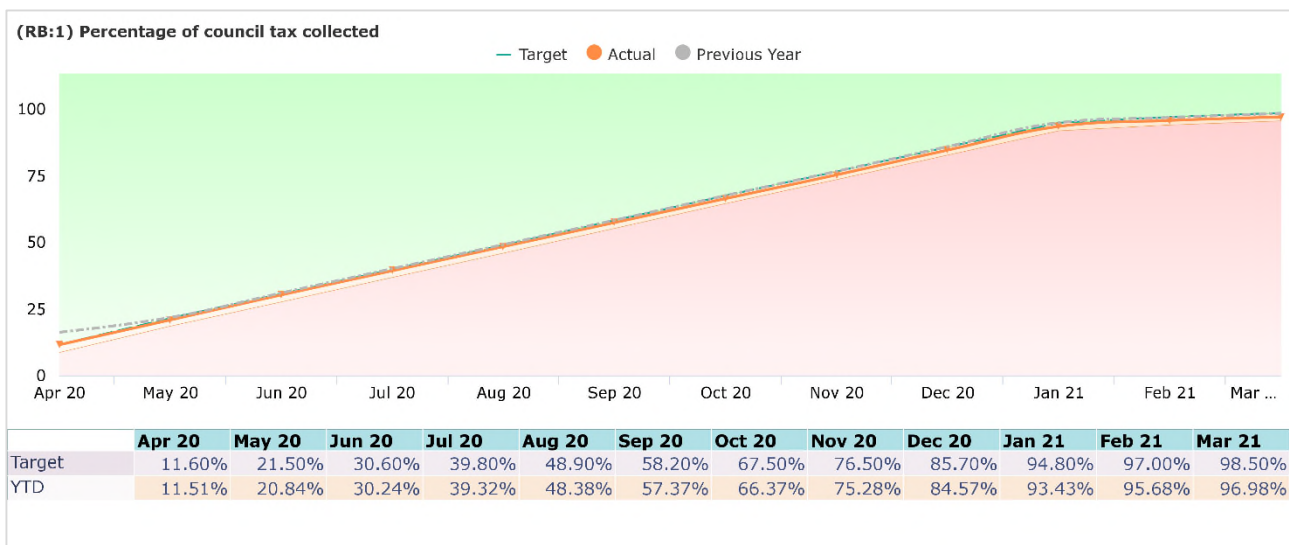
## Q4 Commentary

The target for this measure is 70% with red flag raised if performance is equal to or below 60%.

As at the end of Q4 year-to-date performance stands at 74.4% (221/297), above target by 4.4 only slightly lower than year-to-date performance in 2019/20 (78.1%, 268/343). Monthly performance has remained above target for most of the year (10/12 months) showing no major concerns. Comparison of volumes of minor applications being determined in the last three years shows a general decline in number. Benchmarking data available up to the end of Q3 shows that quarterly performance is below South East and England performance for 2020/21.

## 9. Revenue, Benefits, Library and Resident Services: Performance Trends

### 9.1 Council Tax and Business Rates



#### Q4 Commentary

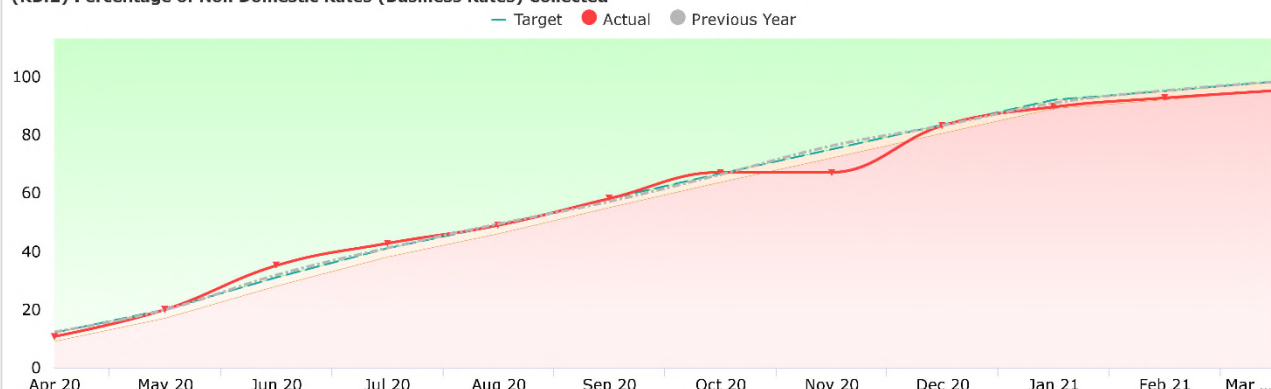
The year-end target for this measure is 98.50% profiled monthly. A red flag is raised if the year-end value is at/falls below 95.50%.

As at the close of Q4 performance of this measure stands at 96.98%, below target (98.50%) by 2.22% though within tolerance for the measure. Whilst the collection rate as at the end of March 2021 is lower than that in March 2020 (98.29%), the value of council tax collected by the close of March 2021 (£93,262,698) is the highest collection value, in cash terms, in the last 3 years, at £2.9m more than 2019/20, despite the detrimental effects of the pandemic.



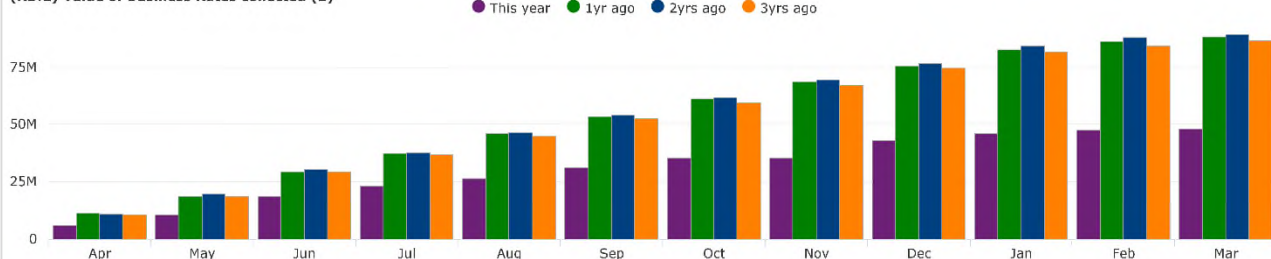
## Cabinet PMF: 2020-21 End of Year Data & Performance Report

(RB:2) Percentage of Non Domestic Rates (Business Rates) Collected



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00%	20.00%	31.00%	41.00%	49.00%	58.00%	66.70%	75.00%	83.50%	92.00%	95.00%	98.30%
YTD	10.70%	19.98%	35.08%	42.70%	48.92%	58.11%	67.10%	67.10%	83.15%	89.55%	92.65%	95.19%

(RB:2) Value of Business Rates collected (£)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	£5,960,082	£10,831,149	£18,849,149	£22,994,146	£26,473,401	£31,139,042	£35,426,867	£35,426,867	£43,073,275	£46,027,620	£47,389,920	£47,988,775
1yr ago	£11,452,289	£18,555,526	£29,437,980	£37,492,968	£46,040,499	£53,432,610	£61,058,715	£68,381,347	£75,517,684	£82,587,499	£86,266,864	£88,061,488
2yrs ago	£11,146,018	£19,619,759	£30,343,993	£37,836,796	£46,310,680	£54,234,610	£61,716,466	£69,424,592	£76,564,581	£84,154,700	£87,802,121	£89,108,793
3yrs ago	£10,653,395	£18,843,339	£29,352,763	£36,793,897	£44,879,528	£52,436,633	£59,574,956	£67,013,530	£74,378,644	£81,433,589	£84,295,236	£86,554,000

### Q4 Commentary

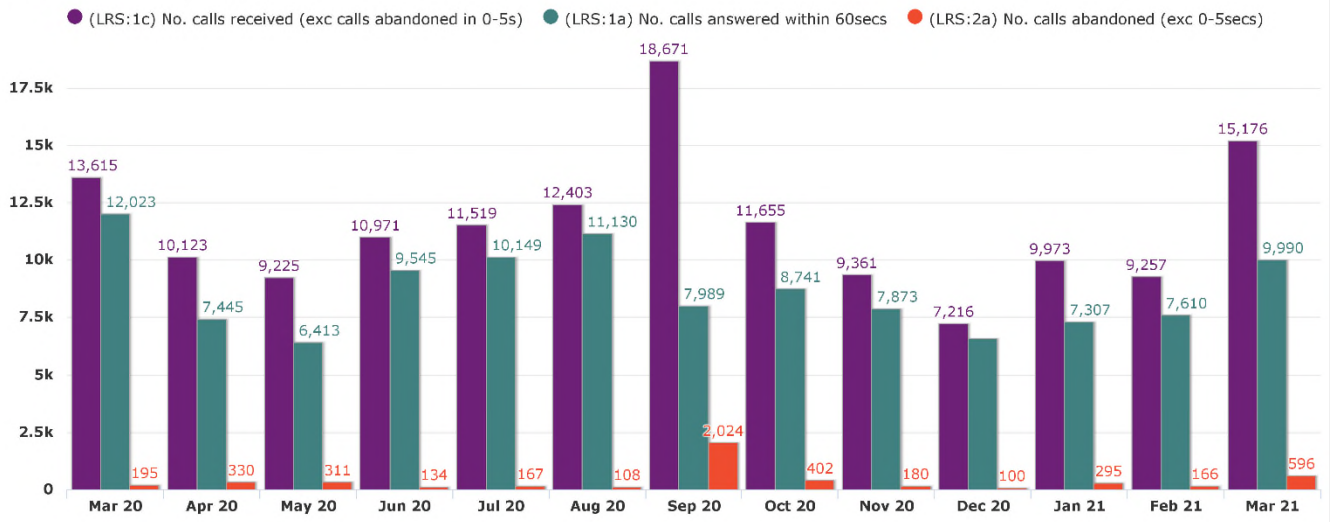
The year-end target for this measure is 98.30% profiled monthly. A red flag is raised if the year-end value is at/falls below 95.30%.

At the close of Q4 performance for this measure stands at 95.19% below the target (98.30%) by 3.11% outside the tolerance and less when compared to same period last year (98.23%). However, central government announced that, with effect from 1 April 2020, two new forms of Business Rates Relief would apply to qualifying Businesses i.e. Nursery Relief and Expanded Retail Relief. As a result, the net collectible debit has reduced significantly from £89.6m in 2019/20 to £50.4m in 2020/21. The collection rate reflects sums collected by businesses not entitled to these new forms of relief but nevertheless affected by the impact of the pandemic.

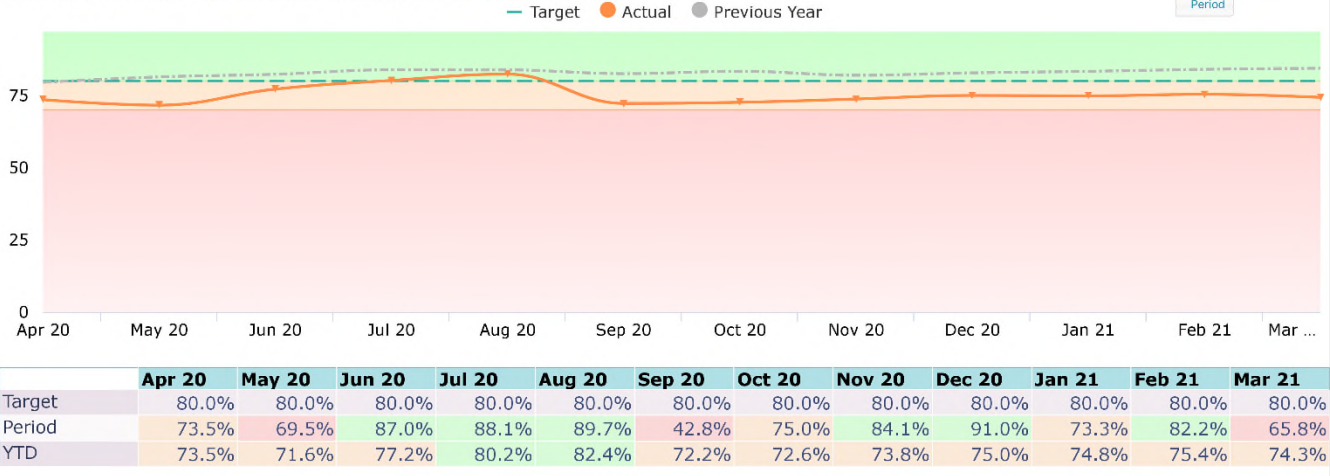
In addition, a variety of Grant schemes have been announced to cover both the initial lockdown and those announced since as well as the Tiered restrictions. Collection rates have been above target for the Q1 and Q2 period. However, with a second lockdown from 5-November-2020 to 2-December-2020 and a third lockdown from 8-January-2021, a number of businesses had to close which has affected collection rates significantly in the Q3 and Q4 period. As acknowledged in the Q3 performance report, the service has not been able to meet the targets due to the current challenges.

9.2 Customer contact centre calls

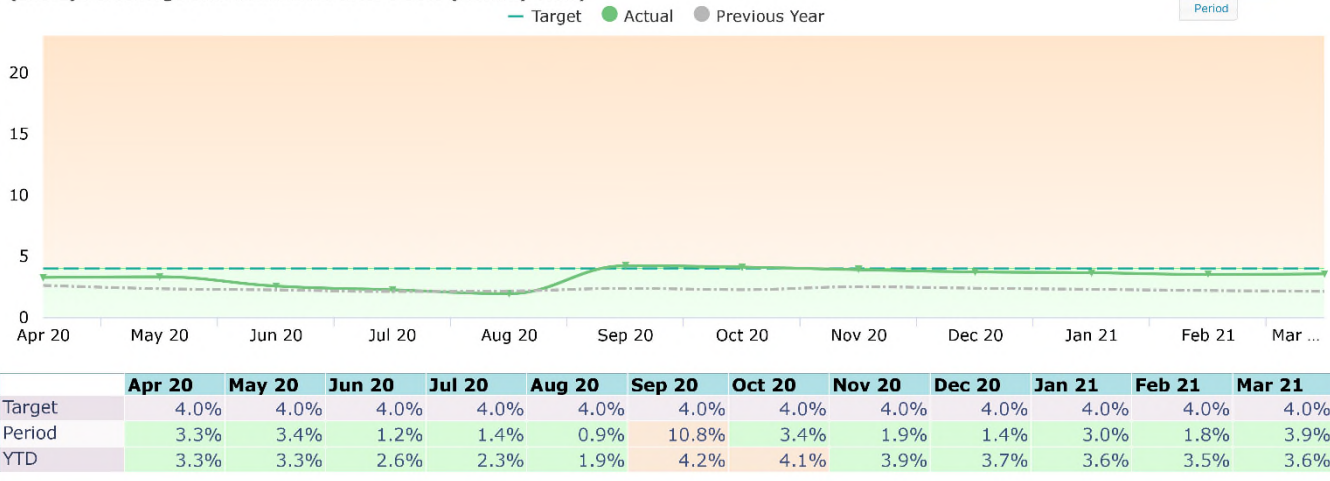
Call Volumes: Monthly Trends (exc Optalis)



(LRS:1) Percentage calls answered within 60 secs (Monthly View)



(LRS:2) Percentage calls abandoned after 5 secs (Monthly View)



Q4 Commentary

The monthly and year-end target for percentage calls answered within 60 seconds is 80%. A red flag is raised if percentage is at/falls below 70%. The monthly and year-end target for percentage calls abandoned (excluding calls abandoned within 0-5 seconds) is 4% and red flag is raised if percentage is at/exceeds 20%.

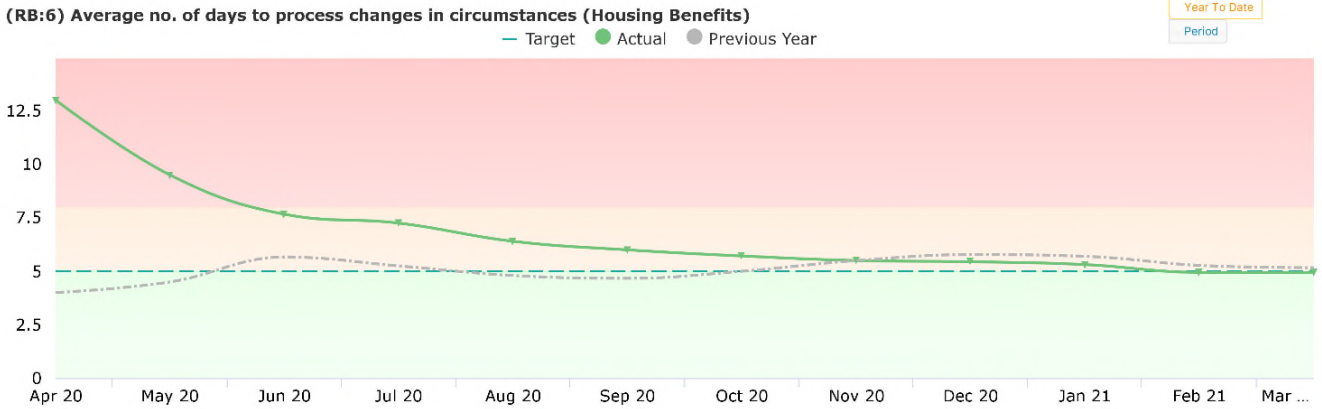
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At the close of 2020/21 the total volume of calls to the contact centre was 135,550, a reduction of 16.5% from 2019/20 call volumes. This reduction is largely attributed to the availability of online services and information via the council's website and also overall reductions in avoidable contact by addressing customers' enquiries "right first time". The service has answered 74.3% (100,759/135,550) calls within 60 seconds, just short of the 80% target though within tolerance for the measure. The service has met its target to have fewer than 4% of calls abandoned after 5 seconds, achieving 3.6% (4,813/135,550).

The service has faced a particularly challenging year. From the outset of the pandemic, call centre staff were engaged in setting up and training council staff in the use of new technologies to support engagement with local community groups and also local residents who may be shielding as a result of particular vulnerabilities to the virus. These efforts consequently impacted call centre performance in Q1, and May 2020 particularly. The service recovered and performed above target across June – August, however issues relating to the return to weekly waste collection in September prompted high volumes of incoming calls for that month (18,671) and call performance was consequently impacted with the percentage of calls answered within 60 seconds reaching a low of 42.8% and the percentage of calls abandoned after 5 seconds reaching a high of 10.8%. Call volumes peaked again in March 2021 (15,176) with an increased number of calls regarding council tax and benefits due to annual billing letters being sent out to residents, elections and school admissions with a corresponding impact on performance for that month for both metrics.

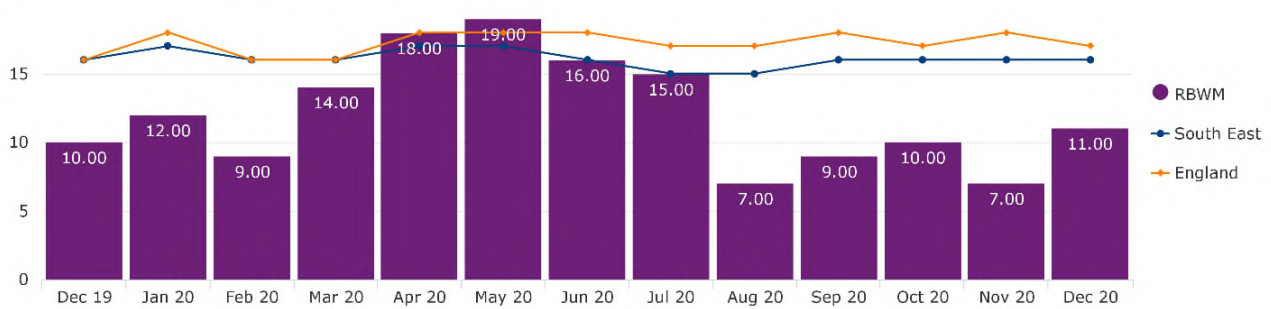
Throughout the year Contact Centre staff have continued to work from Covid-secure office-premises, and in March 2021 the service migrated to a new telephony system to enable staff to work from home. Whilst every effort has been made to recover performance for the year, the circumstances have been exceptional and this is reflected in the final annual outturn for both measures. Since its introduction the new telephony system is embedding well and allows full integration of different contact methods – including webchat, email and social media – therefore streamlining the Call Centre and ensuring customers are dealt with in a uniform way regardless of whichever contact option they choose.

9.3 Processing times for Housing Benefits



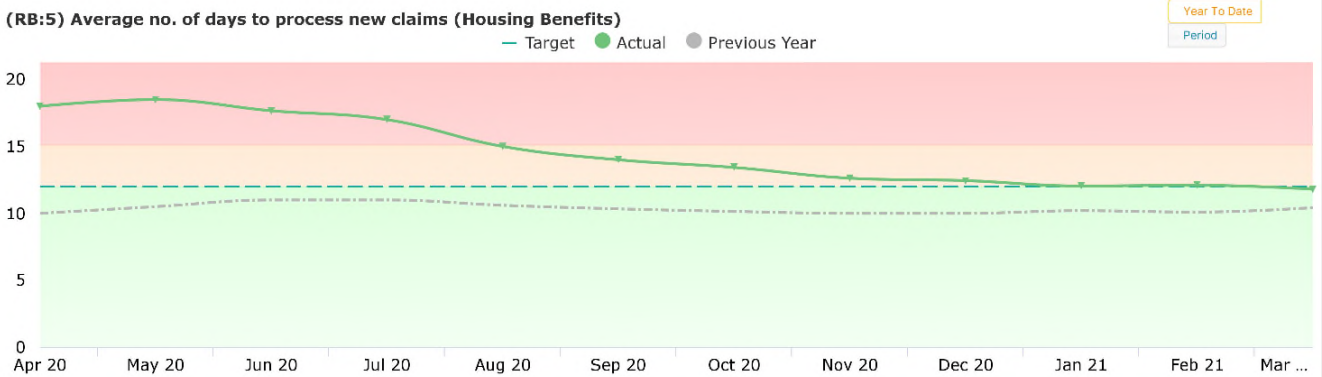
	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Period	13.00	6.00	4.00	6.00	3.00	4.00	4.00	4.00	5.00	4.11	1.29	4.87
YTD	13.00	9.50	7.67	7.25	6.40	6.00	5.71	5.50	5.44	5.31	4.95	4.94

Benchmarking: Trends: (RB:5) Average no. of days to process new claims (Housing Benefits)  
 \*England and SE Benchmarking figures available a quarter in arrears\*



Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2020-to-2021>

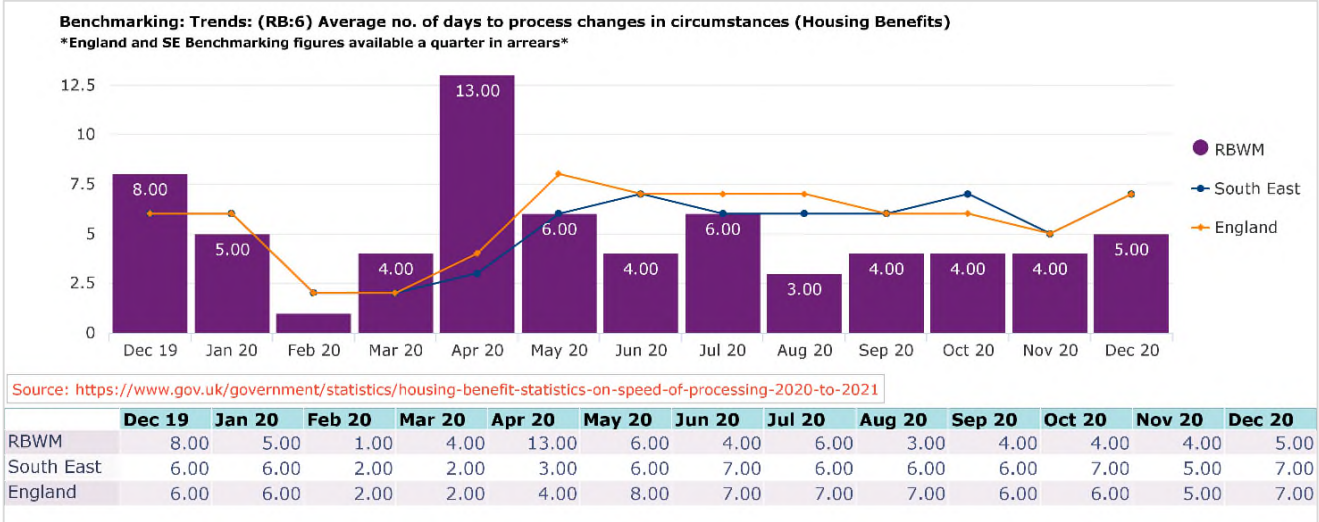
	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20
RBWM	10.00	12.00	9.00	14.00	18.00	19.00	16.00	15.00	7.00	9.00	10.00	7.00	11.00
South East	16.00	17.00	16.00	16.00	17.00	17.00	16.00	15.00	15.00	16.00	16.00	16.00	16.00
England	16.00	18.00	16.00	16.00	18.00	18.00	18.00	17.00	17.00	18.00	17.00	18.00	17.00



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Period	18.00	19.00	16.00	15.00	7.00	9.00	10.00	7.00	11.00	8.46	12.71	8.52
YTD	18.00	18.50	17.67	17.00	15.00	14.00	13.43	12.63	12.44	12.05	12.11	11.81



**Cabinet PMF: 2020-21 End of Year Data & Performance Report**



**Q4 Commentary**

Please note that Q3 figures for both measures have been updated following the official data-release by the Department for Work and Pensions. The Q3 YTD figure for RB:5 has been updated from 12.41 (amber) to 12.44 (amber). The Q3 YTD figure for RB:6 has been updated from 5.54 (amber) to 5.44 (amber).

Based on internal reports, at the close of Q4 the year-to-date performance of both measures is above target (11.81 days for new claims, 4.94 days for changes in circumstances). There has been an unprecedented demand for services as a result of the Covid-19 pandemic however service staff worked to meet the challenges of this increased demand whilst adapting to new remote working arrangements. It is noteworthy that the monthly performance has improved since Q1 for both measures and has been exceeding targets since August-20, with the exception of February-20, for processing new claims.

Available benchmarking data up to the end of December 2020 (please note that South East and England benchmarking figures are available a quarter in arrears) for both processing new claims (RB:5) and change in circumstances (RB:6) shows RBWM's performance to be improving from the Q1 position and better than reported figures for the South East and England across Q2 and Q3.

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Report Title:	<b>Sufficiency Strategy for Children Looked After, 2020 To 2025</b>
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Carroll, Cabinet Member for Adult Social Care, Children Services, Health and Mental Health
Meeting and Date:	Cabinet - 24 June 2021
Responsible Officer(s):	Kevin McDaniel, Executive Director of Children's Services and Matthew Edwards, Associate Director of Provider Services
Wards affected:	All



## **REPORT SUMMARY**

The Sufficiency Strategy outlines how the Royal Borough will ensure that children and young people who need to be in care, can grow up in high quality homes that meet their immediate needs and provide them with permanence at the earliest opportunity. The strategy projects the likely number of children and young people who will require care outside of their families over the next five years alongside their likely support needs. It sets out how the Council will meet the placement and housing needs of these children and young people, including increasing opportunities for children to live in local foster families, developing local residential care provision and supported accommodation, and by commissioning specialist placements where this is required.

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Approves the publication and implementation of the Sufficiency Strategy for Children Looked After 2020 to 2025.**

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

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Approves the publication and implementation of the Sufficiency Strategy for Children Looked After 2020-2025 <b>This is the recommended option</b>	Implementing the strategy will enable the council to deliver its placement and housing responsibilities for children in care, including increasing opportunities for children to live in local foster

	families, developing local residential care provision and supported accommodation, and by commissioning specialist placements where this is required
Not approve the Strategy	Failure to implement the strategy will not enable the council to plan for its children in care and result in increased financial pressures.

- 2.1 As corporate parents, the Royal Borough is committed to ensuring children and young people in care achieve the best possible outcomes and are well prepared and supported to move confidently into adulthood with the support they need. When children and young people cannot remain living within their birth families, the Council is committed to providing them with permanent homes which provide them with stability throughout their time in care and which meet their developing needs.
- 2.2 There were 130 children in care in the Royal Borough on 31 March 2021. The number of children in care has increased gradually since 2017 when it was 109. This follows a national pattern; however, the growth rate in the Royal Borough is lower than nationally and the rate of children in care remains significantly lower than the national average. The increasing number of children in care has resulted in an increased use of external placements, including independent fostering agencies and residential care placements, which are often at higher cost than in-house and local placements. This continues to place a significant financial pressure on children's social care services. The development of Achieving for Children's independent fostering agency and an in-house residential children's home, Hope House in Teddington, has helped to increase in house provision but further work is required to ensure there are sufficient local housing and care placements for the Royal Borough's children in care.
- 2.3 The Council and its corporate parenting partners have a statutory duty to ensure that, through direct provision or commissioned services, there are a range of care placements available locally, that are sufficient to meet the needs of all children in care, or that there is a plan in place to move towards that position. This requires a strategy that describes how the Council intends to provide sufficient care placements for its children in care.
- 2.4 The Sufficiency Strategy for children in care in the Royal Borough is attached to this report as Annex A, with an Executive Summary at Annex B. The whole strategy relates to the services provided by Achieving for Children in Kingston upon Thames, Richmond upon Thames and Windsor and Maidenhead; however, the strategy sets out the specific needs of children and young people in the Royal Borough and how these will be met locally wherever possible. The benefit of a cross-borough strategy is that it maximises opportunities for securing high-quality and cost effective housing and placements, particularly when commissioning them externally.
- 2.5 The strategy includes an analysis of all the children in care in the Royal Borough. It recognises that children and young people are unique and require specialist

support to help them reach their potential on their journey through care. The analysis sets out the current and projected profile of children in care to help shape the housing and care placements that will be needed in the future. The strategy identifies a number of gaps in provision for the Royal Borough's children. There are insufficient skilled and experienced in-house foster carers available for all children who would benefit from foster care. There is a need for in-house residential care placements in order to reduce reliance on external placements which are often at a significant distance from the borough. There is an increased need for parent and child assessment placements. There is an under-use of block contracts with care providers leading to a reliance on spot-purchasing arrangements which are often outside the borough and are higher cost.

2.6 The Sufficiency Strategy outlines 11 priorities to improve the availability of housing and care placements for the children in care supported by Achieving for Children. Of these, nine priorities are relevant to children in the Royal Borough:

- a. Develop in-house semi-independent accommodation for care leavers in the Royal Borough based on the successful Green Leas model implemented in Kingston.
- b. Develop a business case for "in house" Ofsted Registered children's homes in the Royal Borough based on what has already been achieved by AfC at Hope House in Richmond and the business case being submitted to Kingston Council. This may also strengthen edge of care interventions, particularly for adolescents
- c. Review the current contract at Frogmore and ensure the service specification meets the needs of our population offering, value for money and key performance indicators.
- d. Develop the independent fostering agency in Achieving for Children to increase the number of in-house foster carers so that there is a place available for every Royal Borough child that needs one.
- e. Develop an integrated therapeutic placement offer. Consider the establishment of a service that would provide assessments, treatment and management of children who meet an assessed threshold, particularly for children who have an ECHP. Assessments would cover occupational, speech or language assessments as well as support for children assessed to have significant physical or other developmental difficulties.
- f. Increase the number of training flats for care leavers.
- g. Increase the use of framework contracts to improve the commissioning of regulated placements for children in care.
- h. Implement block contract arrangements with experienced and high-quality local providers to reduce the use of spot-purchasing.
- i. Streamline and strengthen internal processes for assessing, sourcing, commissioning and agreeing placements to ensure children and young people have the placements that they need at the earliest opportunity.

**3. KEY IMPLICATIONS**

3.1 The key implications are set out in table 2.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Placement of all foster children in Achieving for Children with its own fostering agency	<85%	85-87%	87-90%	>90%	31 March 2025

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

4.1 There are no direct financial implications of approving the Sufficiency Strategy. Where the action plan proposes the development of additional in-house residential provision, this will be subject to the agreement of a financial business case with the Council.

**5. LEGAL IMPLICATIONS**

5.1 The duty to provide or commission placements for children looked after is set out in Section 22G of the Children Act 1989. This is known as the ‘sufficiency duty’. Statutory guidance on securing sufficient accommodation for looked after children (Department for Education, 2010) provides that local authorities must be able to show that at a strategic level they are taking steps to meet the ‘sufficiency duty’ so far as is reasonably practical.

5.2 The Children Act 1989 defines sufficiency as “a whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do become looked after”. For those children who are looked after, local authorities and their partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of children looked after with their local area.

**6. RISK MANAGEMENT**

6.1 The risks are set out in table 3.

**Table 3: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Failure to have sufficient local placements to meet the council's statutory duties	HIGH	Delivery of the Strategy's action plan in order to increase opportunities for children to live in local foster families, develop local residential care provision and supported accommodation, and commissioning specialist placements where this is required	MEDIUM

## **7. POTENTIAL IMPACTS**

- 7.1 Equalities. The Equality Impact Assessment for this Strategy is published on the council's website [Equality impact assessments](#)
- 7.2 Climate change/sustainability. There are no direct implications of the recommendations in this report on climate change/sustainability. However, increasing the availability of local placement and housing provision will reduce the amount of travelling required for families and professionals which will have a positive impact on the environment.
- 7.3 Data Protection/GDPR. No personal data is being processed and therefore a Data Protection Impact Assessment is not required

## **8. CONSULTATION**

- 8.1 The Sufficiency Strategy has been developed with contributions from Kickback (the Children in Care Council) and using feedback provided by partners through the Corporate Parenting Forum.
- 8.2 Kickback and young people will be involved in the development of services outlined in the strategy. Young people will be involved in the development of the housing proposals set out within the strategy through working groups.
- 8.3 Foster carers have been consulted on the development of the fostering agency and will continue to be consulted through the Fostering Forum and other networks.

## **9. TIMETABLE FOR IMPLEMENTATION**

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

**Table 4: Implementation timetable**

<b>Date</b>	<b>Details</b>
July 2021	In house IFA provision
October 2021	Develop an integrated therapeutic placement offer
January 2022	Block contracting arrangements
April 2022	Development of trainee flats for care leavers
June 2022	Develop In-house residential provision

## 10. APPENDICES

10.1 This report is supported by two appendices:

- Annex A: The Looked After Children Sufficiency Strategy 2020-2025
- Annex B: The Looked After Children Sufficiency Strategy 2020-2025 Executive Summary

## 11. BACKGROUND DOCUMENTS

11.1 The legal requirements around every local authority's "sufficiency duty" are set out in section 22 of The Children Act 1989

<https://www.legislation.gov.uk/ukpga/1989/41/section/22G>

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Carroll	Cabinet Member for Adult Social Care, Children Services, Health and Mental Health	25/5/21	27/5/21
Duncan Sharkey	Chief Executive	25/5/21	8/6/21
Adele Taylor	Executive Director of Resources/S151 Officer	25/5/21	8/6/21
Andrew Durrant	Executive Director of Place	25/5/21	08/6/21
Kevin McDaniel	Executive Director of Children's Services	25/5/21	25/5/21
Hilary Hall	Executive Director of Adults, Health and Housing	24/5/21	25/5/21
Andrew Vallance	Head of Finance	25/5/21	09/6/21



Elaine Browne	Head of Law	25/5/21	27/5/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	25/5/21	8/6/21
Nikki Craig	Head of HR, Corporate Projects and IT	25/5/21	26/5/21
Louisa Dean	Communications	25/5/21	8/6/21
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**achieving  
for children**

**CHILDREN LOOKED AFTER**

**SUFFICIENCY STRATEGY**

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## Contents

<b>Introduction</b>	<b>3</b>
<b>Achieving for Children's vision</b>	<b>5</b>
<b>Sufficiency - National Context</b>	<b>6</b>
<b>Profile of Looked After Children and Care Leavers across Achieving for Children Local Authority areas</b>	
Number of children looked after	13
Legal status of children looked after	14
Unaccompanied asylum seekers	15
Age range of children looked after	16
Time in care, and reasons for leaving	17
Diversity of children looked after	18
Care leavers	18
Education, employment and training	19
<b>Current Placement Mix</b>	<b>19</b>
In-house fostering	20
External Independent fostering agencies	22
Residential provision	25
Supported Accommodation	28
Adoption and Permanence	32
Placement location	33
Placement stability	35
<b>Recommendations and Priorities</b>	<b>35</b>

## 1. Introduction

1.1 In 2010, the ‘Statutory Guidance for the Sufficiency Duty’ was issued.<sup>1</sup> This requires local authorities to take steps that secure, so far as reasonably practicable, sufficient accommodation within the authority’s area which meets the needs of children that the local authority are looking after, and whose circumstances are such that it would be consistent with their welfare for them to be provided with accommodation that is in the local authority’s area (‘the sufficiency duty’).

1.2 The Children Act 2004 defines sufficiency as:

*“A whole system approach which delivers early intervention and preventative work to help support children and their families where possible, as well as providing better services for children if they do become looked after. For those who are looked after, LAs and partners should seek to secure a number of providers and a range of services, with the aim of meeting the wide-ranging needs of looked after children and young people within their local area.”*

1.3 Providing the right placement, in the right place, at the right time, is vital for securing stability for each looked after child, and the statutory guidance aims to improve outcomes for this group of children. As effective corporate parents, the Royal Borough of Kingston upon Thames, London Borough of Richmond upon Thames, and the Royal Borough of Windsor and Maidenhead are working together, through their jointly commissioned children’s services provider, Achieving for Children, to provide sufficient, stable placements for children and young people in their care.

1.4 The aim of this strategy is to outline how Achieving for Children intends to meet the placement needs of and support positive outcomes for current and future children and care leavers.

The strategy is set within the context of national policy, legislation and guidance and addresses the needs of children and young people from birth to the age of 21 (or 25 where children’s services continue to have statutory responsibility). The following primary legislation governs our commissioning in relation to looked after children:

- Children Act 1989 & 2004
- Children (Leaving Care) Act 2000
- Care Standards Act 2000
- Adoption and Children Act 2002
- Children and Young Persons Act 2008
- Statutory Guidance on Securing Sufficient Accommodation for Looked After Children 2010

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<sup>1</sup>

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/273812/sufficiency\\_-\\_statutory\\_guidance\\_on\\_securing\\_sufficient\\_accommodation\\_for\\_looked\\_after\\_children.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/273812/sufficiency_-_statutory_guidance_on_securing_sufficient_accommodation_for_looked_after_children.pdf)

- Guidance on the Provision of Accommodation for 16 & 17 year old young people who be homeless and/or require accommodation 2010
- Care Planning Review and Regulations 2010
- Promoting the Educational Achievements of Looked After Children: Statutory Guidance for Local Authorities 2010
- The Legal Aid, Sentencing and Punishment of Offenders Act 2012
- Children and Family Act 2014

1.5 Locally, this strategy is informed by Achieving for Children’s business plan and priorities, which are:

- Build resilience so that families and communities are better able to help, support and protect children without the need for statutory interventions.
- Create local provision so that children and young people can stay closer to their families and support networks, and benefit from integrated services.
- Develop more inclusive services and opportunities for children and young people with disabilities, complex needs and challenging behaviours.
- Support children and young people to develop their independence and skills for adulthood.
- Continue to develop the skills and resources the company needs to deliver efficient, cost-effective and financially sustainable services.

The strategy is further aligned with priorities set out in:

- Joint Strategic Needs Assessments (Kingston)<sup>2</sup>
- Joint Strategic Needs Assessment (Richmond)<sup>3</sup>
- Joint Health and Wellbeing Strategy (Windsor and Maidenhead)<sup>4</sup>

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<sup>2</sup> <https://data.kingston.gov.uk/jsna/>

<sup>3</sup> <https://www.datarich.info/richmond-story/>

<sup>4</sup>

[https://www3.rbwm.gov.uk/publichealth/downloads/file/95/joint\\_health\\_and\\_wellbeing\\_strategy](https://www3.rbwm.gov.uk/publichealth/downloads/file/95/joint_health_and_wellbeing_strategy)

## **2. Achieving for Children's vision**

- 2.1 Our vision is to ensure that Achieving for Children has sufficient local high quality placements and accommodation options that meet the needs of all looked after children and care leavers, safeguarding them from harm and supporting them in achieving the best possible outcomes through high quality placements and support services whilst ensuring the most effective use of available resources.

Our vision includes children only become looked after when absolutely necessary, supporting families with preventative interventions where it is safe to do so; stepping down care where possible; working with external providers in order to put in place the most effective care plan for children and families; and supporting care leavers in the transition into independence and adulthood. This provision should be local and ensure the best use of available resources, providing the right support for children and young people whilst being cost effective for the Councils.

- 2.2 We continually strive to improve practice in respect of care planning to ensure that it can be said, with confidence, which children need to come into care and identify the arrangements that will best improve children's outcomes if they do enter the care system.

In achieving this vision, we seek to support the resilience of families and reduce the need for children and young people to enter into care. We have a range of family support services and clinical interventions on the edge of care that provide a high quality support offer for families at Achieving for Children, complementing the core social work offer and additionally providing targeted support to families at risk of escalating into statutory services and those stepping down from Children's Social Care.

Children and young people will only become looked after when this is genuinely the best or only option to safeguard or promote their health and wellbeing. Care should provide a safe and positive experience for all children and one that preserves and promotes their identity, culture and religion. We will consistently provide high quality placements and/or support packages which take account of the child or young person's wishes and feelings, are outcome focussed and meet their needs whilst being cost effective.

Wherever possible, we endeavour to find the right placement the first time through robust care planning and matching processes to support placement stability and will, unless the needs of the child are of a highly specialist nature or there are legitimate safeguarding reasons for making a placement at a greater distance, try to accommodate the child as close to home as possible. When a decision is made to place a child or young person outside of Achieving for Children local authority areas, we are committed to giving high priority to meeting any consequential needs arising for the child or young person and, as with all placements, to closely monitor the quality and impact of the care and support they receive.

- 2.3 We will provide placements that can prepare children and young people for their transition to a permanent family environment or adulthood with confidence, a strong sense of self-worth, and the skills and abilities to thrive.

Wherever possible, we will return children to their birth families or support them living with extended family or other people they have an established connection with where this is consistent with the needs and wishes of the child.

- 2.4 To support Achieving for Children in achieving its vision, the objectives of the strategy are to:

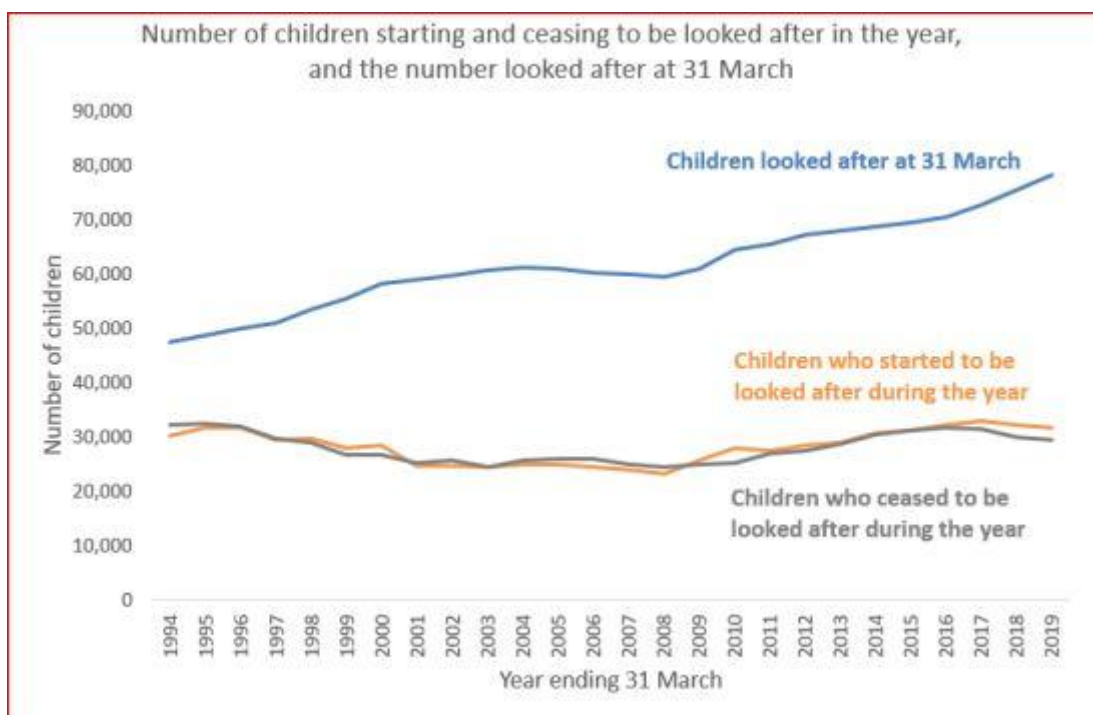
- Safely manage the number of children coming into care, ensuring that the needs of children and young people are met through the continued delivery, review and development of preventative family support services and ensuring that children only come into care where this is in their best interests.
- Ensure that looked after children are progressed through the care system without unnecessary delay and can achieve timely and appropriate reunification with their families, or permanent alternative placements (for example, through adoption, long-term fostering or special guardianship) wherever this is possible.
- Provide and commission the right mix of high quality placements (including through the development of existing partnerships and increased use of in-house provision) to meet identified needs of looked after children and care leavers as locally and as cost effectively as possible.
- Secure placement stability and improve outcomes for children and young people through strengthening: matching processes; placement planning; quality assurance processes; support available for carers (including foster carers, special guardians, adopters); and professional development opportunities for foster carers.
- Support children and young people in care to make a successful transition into adulthood through the provision of high quality leaving care services that support care leavers to find and maintain suitable accommodation arrangements that meet their needs and provide them with independent living skills. This includes possible Staying Put or Staying Close arrangements for young people with education, health and care plans, mental health difficulties and/or disabilities.
- Strengthen the involvement of children, young people, families, carers and professionals in the design, delivery and evaluation of placement provision.

### **3. Sufficiency - National Context<sup>5</sup>**

- 3.1 At 31 March 2019, the number of children looked after (CLA) by local authorities in England increased by 4% since 2018 to 78,150 - continuing increases seen in recent years. This is equivalent to a rate of 65 children per 10,000 - up from 64 per 10,000 in 2018 and 60 per 10,000 in 2015. The number of children starting to be looked after has fallen this year by 2% to 31,680. The number ceasing to be looked after has fallen this year by 2% to 29,460 after a period of gradual increases and a high of 31,860 in 2016.

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<sup>5</sup> Further data from the Department for Education can be found at:  
<https://www.gov.uk/government/collections/statistics-looked-after-children>



3.2 The broad characteristics of looked after children have remained similar to previous years. Just over half are male (56%) - 44% are female; similar to 2018. The largest age group (39%) are aged 10-15 years; 24% are aged 16 years and over; 18% are aged 5-9 years, 13% are aged 1-4 years and 5% are aged under 1 year. Over the last 5 years the average age of CLA has been steadily increasing. The majority are of white ethnicity (74%). 10% were of mixed ethnicity and 8% were of Black or Black British ethnicity. Since 2015, the proportion of CLA of white ethnicity has decreased steadily from 77%. It is likely this slight change is due to the broadly non-white make up of unaccompanied asylum-seeking children (UASC), a group which has recently grown in number.

3.3 When a child is assessed by children’s services their primary need is recorded. There are a range of reasons why a child is looked after:

- as a result of or because they were at risk of abuse or neglect - 49,570 children - the most common reason identified
  - primarily due to living in a family where the parenting capacity is chronically inadequate (family dysfunction) - 11,310
  - due to living in a family that is going through a temporary crisis that diminishes the parental capacity to adequately meet some of the children’s needs (family being in acute stress) - 6,050
  - due to there being no parents available to provide for the child - 5,410
  - due to the child’s or parent’s disability or illness - 4,580
  - due to low income or socially unacceptable behaviour – 1,230
- There are a range of reasons why a child is looked after.



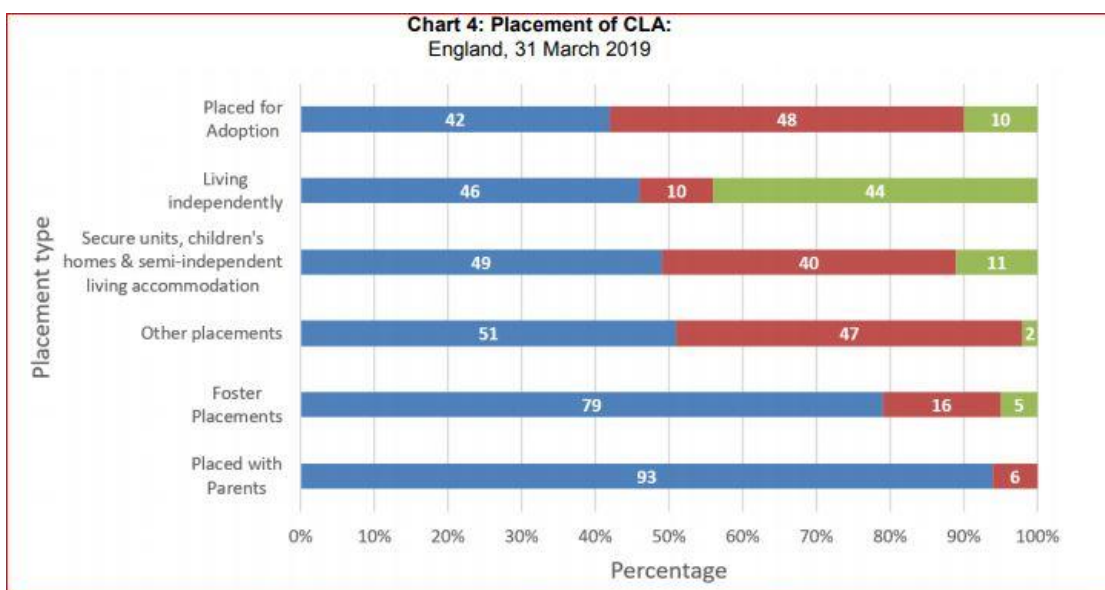
3.4 There are different ways for children to be looked after with different legal statuses although most children are looked after under a care order. At 31 March 2019 75% of children were looked after under a care order, 18% under a voluntary agreement, 7% under a placement order and 0.5% detained for child protection or under youth justice legal status. The number of children looked after under a care order has been rising in recent years, and the number looked after under a voluntary agreement under S20 of the Children Act 1989 has been falling.

3.5 Most CLA are placed in foster placements (72%); 13% of CLA being placed in a foster placement with a relative or friend and 58% being placed with a foster carer who is not a relative or friend. The remaining CLA are placed:

- in secure units, children's homes or semi-independent living accommodation (for example, hostels or flats where staff are employed to provide support and advice) - 12%
- placed with parents - 7%
- living independently or in residential employment - 4%
- placed for adoption – 3%

There has been a continued slight increase in children placed in 'secure units, children's homes and hostels', and children placed with parents, and a corresponding slight decrease in children in foster placements and placed for adoption. Placement stability is also important - most CLA (68%) had one placement in the year but 10% had three or more.

3.6 Local authorities have a general duty to provide accommodation that is within the local area and allows the child to live near their home. Placements inside the council boundary accounted for 58% of all CLA placements, placements outside the council boundary – 41%. Information is not known for 1% of placements – usually this is to protect the whereabouts of the child. The majority of CLA (73%) were placed within 20 miles of home but 20% were not. Information for the remaining 7% was not known or not recorded . As expected, location of placement varies by placement type; children placed for adoption are more likely to be placed over 20 miles from home and children placed with parents or in a foster placement are most likely to be placed 20 miles or less from home.



3.7 UASC are children aged under 18, who have applied for asylum in their own right and are separated from both parents and/or any other responsible adult. Local authorities have a legal duty to provide accommodation for these children. The number of UASC increased by 11% to 5,070 and they represent around 6% of all children looked after in England. Most UASC are male (90%), 85% are aged 16 and over, and 87% have a primary need of absent parenting. UASC are not distributed evenly around the country. Local authorities with points of entry to the country, for example Kent and Croydon, have much larger numbers of UASC than other local authorities. However there is a scheme in place to help redistribute UASC across the country.

3.8 The number of children starting to be looked after has fallen this year by 2% since 2018 - 31,680 children started to be looked after. Changes in the characteristics of children starting to be looked after are consistent with the increase in UASC this year – the proportions who are male, aged 16 and over, with a need due to absent parenting have all increased.

Half of children starting to be looked after did so under a voluntary agreement under S20 of the Children Act 1989; care orders accounted for a further 35%. These proportions are both the same as last year which suggests the recent increase in care orders and corresponding decrease in voluntary agreements may be stabilising. Fewer children starting to be looked after are in a foster placement, 68% down from 78% in 2015. 10% were placed in 'secure units, children's homes and semi-independent living accommodation', 7% were placed with parents and 7% placed in other placements in the community.

29,460 children ceased to be looked after in the year ending 31 March 2019, which is a fall of 2% from 2018. Reasons for ceasing to be looked after include:

- returning home to live with parents – 30%

- moving into independent living (with or without support) – 16%
- special guardianship orders (a private law order where an individual is appointed as the child's special guardian) – 13%
- being adopted – 12%

3.9 The proportion of children ceasing who were male, and who ceased on their 18th birthday have both been increasing, likely to be influenced by UASC reaching 18 years of age and leaving the care system. 32% of children ceasing to be looked after left on their 18th birthday, up from 23% in 2015.

The average duration of a period of care for children who ceased to be looked after was 808 days (just under 2 years and 3 months). This had been decreasing slightly, in 2017 it was down 25 days from 2015. However, since 2017 the average duration has since increased by 50 days, so children are being looked after for longer.

3.10 The number of CLA who were adopted has fallen by 7% since 2018 to 3,570. Adoptions have been falling, down from 5,360 in 2015. The average time between entry into care and adoption is 1 year and 11 months, the same as 2018 and down from 2 years and 3 months in 2015 and 2016. The reduction has been at two stages as:

- the time to decision to place a child for adoption following entry to care is down from 8 months in 2015 to 6 months in 2019
- the time between the decision to place for adoption and matching of child and adopters is down from 10 months in 2015 to 8 months in 2019

3.11 The average time from entry to care and adoption varies by the age of the child at the start of the period of care with older children tending to wait slightly longer. The average (mean) age at starting the final period of care is 1 year and 2 months; the average (mean) age at adoption is 3 years and 1 month.

The duration of the final period of care for children adopted was less than 2 years for 66% of children, compared to 52% in 2015.

Children ceasing to be looked after through a special guardianship order (SGO)<sup>6</sup> increased by 11% to 3,830. Most SGOs were to relatives or friends – 90% - the remainder were largely to former foster carers – 9%. The average (mean) age at SGO decreased to 5 years and 7 months, down from 5 years and 10 months in 2018, (but similar to 2017).

3.12 Local authorities are expected to stay in touch with care leavers and provide statutory support to help the care leaver transition to living independently. Local authorities were in touch with 75% of 17-year olds, 93% of 18-year olds and 89% of 19 to 21-year old care leavers.

For 17-year olds, 34% were known to be in education, 15% in training or employment and 27% were not in employment, education or training (NEET). Information was known for 76% of 17-year olds.

For 18-year olds, 46% were known to be in education, 18% in training or employment and 30% were NEET. Information was known for 94% of 19-21-year olds.

For 19 to 21-year olds, 6% were known to be in higher education, 21% were in other education, 25% were in training or employment and 39% were NEET (compared to around 12%<sup>9</sup> of all young people aged 19 to 21 years). Information was known for 91% of 19-21-year olds.

Information on accommodation of care leavers is broadly similar to last year. The detail is in tables F1 to F4 however:

17-year-old care leavers were accommodated:

- with parents – 43%,
- in custody – 10%
- in semi-independent transitional accommodation – 7%

18-year-old care leavers were accommodated:

- in semi-independent transitional accommodation – 27%,
- with former foster carers – 20%,
- living independently – 13%
- with parents or relatives – 12%.

19 to 21-year-old care leavers were accommodated:

- living independently – 35%
- in semi-independent transitional accommodation – 14%
- with parents or relatives – 11%
- with former foster carers – 8%

3.13 Information on whether care leaver accommodation is suitable can be used to monitor whether they are receiving the support they need to make a successful transition to adulthood. However, there are no hard and fast rules on whether accommodation is deemed 'suitable'; the decision will depend on the circumstances of the individual case.

**Table 1: Percentage of care leavers living in suitable accommodation, by age group  
Year ending 31 March 2019**

Age	In suitable <sup>10</sup> accommodation	In unsuitable <sup>11</sup> accommodation	Not known <sup>12</sup>
17-year olds	64%	13% <sup>13</sup>	23%
18-year olds	89%	5%	6%
19-21-year olds	85%	6%	9%

19- and 20-year olds who ceased to be looked after on their 18th birthday, and who were still living with their former foster carers ('Staying Put') stayed at 26%, the same as in 2018. Children who ceased to be looked after in a foster placement aged 18, who remained with their foster carers 3 months after their 18th birthday – 57%, up from 55% in 2018 and 51% in 2017.

Taking into consideration the rise in the looked after children and care leaver population, the availability of sufficient placements remains a national issue,

Authors: JT, ME & JH  
Version: 5  
Last Updated: 06/11/2020  
11 of 41

especially given the significant challenges around the recruitment and retention of foster carers. In June 2015, The Fostering Network estimated that U.K. fostering services needed to recruit a further 7,180 foster families within the year (across the UK (5,900 in England) to meet the rising demand.<sup>6</sup>

3.14 National developments that have informed this strategy include:

- The Southwark Judgement (2011) led to the acceptance of young people aged 16 and 17 with housing needs as being looked after if they chose to be so. This has contributed to a significant increase both nationally and locally in young people aged 16 and 17 entering care since 2010/11.
- Following the implementation of the Legal Aid, Sentencing and Punishment of Offenders (LASPO) Act which came into force on 3 December 2012, children on remand are now considered to be 'looked after'. In addition to the financial impact on councils, there is a need to ensure there are sufficient placements available for these vulnerable, and often high risk, young people who are eligible for leaving care services.
- In May 2013, the government launched guidance on 'staying put' and a new duty was imposed (in part 5 Welfare of Children (98) of the Children and Families Act 2014) which requires local authorities in England to facilitate, monitor and support staying put arrangements for fostered young people until they reach the age of 21, where this is what they and their foster carers want, unless the local authority consider that the staying put arrangement is not consistent with the welfare of the young person.
- The Government's focus on care leavers was evidenced by the cross-departmental 'Care Leaver Strategy', published in October 2013. This extended the age of support up to 25 years and provided some additional funding to local authorities to support these increased responsibilities. One of the core aims of the strategy was to ensure that support for care leavers is embedded in all relevant departmental policies. The Government reaffirmed their ongoing commitment to improving the day to day experiences of young people leaving care in a progress review of the strategy in October 2014.
- The Children and Families Act 2014 came into force in April 2014 and covers a range of areas. Its provisions on adoption complement the Family Justice Review and are designed to increase the number of children placed in adoptive families and also the speed within which this is achieved. The Coalition Government outlined a series of measures all intended to transform the current system including: implementing the introduction of a 26 week time limit for care proceedings; a shorter adopters' assessment period; and a concurrent planning requirement. These reforms will require significant service reshaping by all local authorities.
- There has been an increased understanding of the responses necessary to meet the needs of complex vulnerable adolescents including the Government

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<https://www.thefosteringnetwork.org.uk/news/2017/charity-calls-7000-more-foster-families-p-particularly-teens-and-siblings>

focus on child sexual exploitation and children that go missing from home and care. New statutory guidance on missing children was issued in January 2014 and there were revisions to the Ofsted single inspection framework which now contains more explicit performance measures in relation to children who go missing from home and care.

- Amendments to the Care Planning, Placement and Case Review (England) Regulations 2010 came into effect in January 2014 and introduced a new definition of 'at a distance' – this now covers a placement outside of both the local authority area and any adjoining local authority which poses a challenge to local authorities in terms of ensuring the availability of sufficient placements.
- The Care Planning and Fostering (Miscellaneous Amendments) (England) Regulations 2015 were published on 4 March 2015 and came into effect on 1 April 2015. The regulations introduced a definition of long-term fostering as an arrangement made by the responsible authority for the child to be placed with a foster carer where: the child's plan for permanence is foster care; the foster carer has agreed to act as the child's foster parent until the child ceases to be looked after; and the responsible authority has confirmed the nature of the arrangement to the foster carer, parent and child, and any reference to the responsible authority placing the child in such a placement includes, where the child is already placed with the foster carer, leaving the child with the foster carer in a long-term foster placement.
- The National Transfer Scheme was implemented from 1 July 2016, resulting in some unaccompanied asylum-seeking children being distributed across other local authorities within the country. The transfer protocol is intended to ensure that unaccompanied children can access the services and support they need. It forms the basis of a voluntary agreement made between local authorities in England to ensure a more even distribution of unaccompanied children across local authorities. The scheme is based on the principle that no local authority should be asked to look after more unaccompanied asylum-seeking children than 0.07% of its total child population. The rise in numbers of unaccompanied asylum-seeking children has had, and may continue to have, a direct impact on the rising number of looked after children both nationally and locally. Ensuring access to sufficient accommodation for this vulnerable group of children needs to be a key consideration moving forwards.

#### **4. Profile of Looked After Children and Care Leavers across Achieving for Children Local Authority areas**

##### **4.1 Number of children looked after**

At 31 March 2020, Achieving for Children were responsible for looking after 362 children and young people (Kingston: 124; Richmond: 119; Windsor and Maidenhead: 119). This is a 1.6% decrease compared to the same time in 2019 (Kingston: 129; Richmond: 115; Windsor and Maidenhead: 124). The looked after children population in all three local authority areas has remained largely static with slight annual increases since 2013, and since the establishment of Achieving for Children in 2014.

### Children looked after population per 10,000 population under 18 years

	2014	2015	2016	2017	2018	2019	2020
<b>1. Kingston</b>	33	32	30	31	33	33	32
SN	36.9	37.1	38.1	40.4	40.9	43.2	TBC
<b>2. Richmond</b>	20	22	26	24	23	25	27
SN	36.3	36.4	37.7	39.5	41.0	44.0	TBC
<b>3. Windsor &amp; Maidenhead</b>	32	30	26	32	31	36	34
SN	38.9	39.7	40.6	43.0	44.9	48.8	TBC
<b>National</b>	60	60	60	62	64	65	TBC

There has been a history in all three AfC authorities of the children looked after per 10,000 population being significantly lower than our statistical neighbours. that variance has actually grown over the last three years as the number of children who are looked after has steadily grown nationally whilst remaining relatively stable across the three LA areas that AfC serves.

#### 4.2 Legal status of children looked after

At March 2020, most of the children looked after by Achieving for Children were on a care order (full or interim), followed by those under a Section 20 (voluntary) arrangement. We have more placements on average across Kingston and Richmond under Section 20 than the national average (39% vs. 18%) but fewer care orders across all three boroughs (48% vs. 75%) and placement orders (4.3% vs. 7%). In Richmond and Kingston frequently families come forward with a family arrangement which then later becomes a Section 20. These cases would then often progress into either Special Guardianship arrangements or a Child Assessment Order. All Section 20 arrangements are now reviewed through Permanency Planning Meetings and the Legal Planning Panel. It may also be that other authorities do not count UASCs in their Section 20 arrangements but Richmond and Kingston do.

	Kingston	Richmond	Windsor and Maidenhead	National
Accommodated under an agreed series of short-term breaks, when agreements are recorded (NOT individual episodes of care)	1%	0%	0%	-
Emergency protection order	0%	0%	0%	-
Full care order	44%	34%	65%	75%

Interim care order	13%	19%	16%	
Placement order granted	6%	4%	3%	7%
Single period of accommodation under section 20	36%	42%	17%	18%

#### 4.3 Unaccompanied asylum seekers

The numbers of unaccompanied asylum seekers coming into care in Kingston has remained steady at 27 in March 2020 and the number in Richmond has dropped from 31 to 24. The Covid 19 pandemic is likely to have significantly reduced the number of UASCs coming into care in 2020-2021. Numbers of unaccompanied asylum seekers in RBWM remain very low. The National Transfer Scheme (NTS) was introduced on 1st July 2016 and designed to ensure an even distribution of unaccompanied asylum seekers across local authorities nationally. Under the NTS, where an unaccompanied child first presents in a Local Authority which already has over 0.07% unaccompanied asylum seekers in their total child population, the Local Authority is able to arrange for the transfer of the child.

No. UASC	2014	2015	2016	2017	2018	2019	2020
<b>Kingston</b>	18	20	26	27	28	28	27
<b><i>Of total CLA</i></b>	16%	17%	23%	23%	22%	22%	22%
<b>Richmond</b>	25	26	27	23	30	31	24
<b><i>Of total CLA</i></b>	30%	27%	23%	21%	29%	27%	20%
<b>Windsor &amp; Maidenhead</b>	<5	9	3	7	7	10	N/a
<b><i>Of total CLA</i></b>	<5%	9%	3%	6%	7%	8%	N/a
<b>National</b>	2,060	2,760	4,340	4,690	4,480	5070	TBC
<b><i>Of total CLA</i></b>	3%	4%	6%	6%	6%	6	TBC



#### 4.4 **External Placement Matching for UASC**

Cumulatively between Kingston and Richmond we have an average of 25 UASC children requiring external placements. The demand has not seen any significant variance in the last 5 years. There is a high percentage of adolescents and male UASCs. In the female referrals, trafficking has been the contributing factor.

The UASC children have been placed with 24/7 supported accommodation and Foster placements. Supported accommodation provided by specialist Semi Independent providers with wrap around support. Foster placements are matched based on cultural and ethnic backgrounds. Placement stability is our priority and the placement commissioning team is aware that outcomes for our Children in care are likely to be improved if they are in a stable placement.

#### 4.5 **Age range of children looked after**

A high percentage of children entering care in 2019/20 were 16 years of age or over in Kingston and Richmond (Kingston: 41%; Richmond: 39%) This age group is associated with having the most complex needs. This significant factor will be taken into consideration when reviewing Achieving for Children's current placement mix and placement commissioning requirements moving forwards. In Richmond and Kingston these high numbers have led to AfC creating a Rapid Response Team focusing on adolescents on the edge of care due to family breakdown and making sure that an Associate Director has sign-off on any young person who is 16+ becoming looked after. Concerns around contextual safeguarding (criminal gang membership and sexual/drugs exploitation) have also led to some 16+ young people being brought into care for their own protection.

4.6 In Kingston and Richmond, the number of over 16s and the percentage of this age group within the total number of children entering care accounts for a relatively larger proportion of the new admissions to care in the last year. This increase could also be attributable to the acceptance of young people with housing needs as being looked after (as per the Southwark Judgement) and/or the correlation with an increase in the numbers of unaccompanied asylum-seeking young people (following the Government introduction of the National Transfer Scheme in July 2016). The increase in the number of young people over 16 entering care also has an impact on the numbers of care leavers when this cohort turns 18 years old.

<b>31 March 2020 / % (age at 31.03.20)</b>	<b>Kingston / %</b>	<b>Richmond / %</b>	<b>Windsor and Maidenhead / %</b>	<b>National</b>
<b>Under 1</b>	5	6	5	6
<b>1 to 4</b>	8	13	9	13
<b>5 to 9</b>	13	9	15	19
<b>10 to 15</b>	34	34	41	39
<b>16 and over</b>	41	39	30	23

#### 4.7 Time in care, and reasons for leaving

The largest proportion of children looked after are in care for less than 6 months in Kingston and Richmond (Kingston: 50%; Richmond: 56%). In Windsor and Maidenhead the largest proportion of children looked after are in care for between 1 and 2 years (23%). The table below gives the breakdown of those children who ceased being in care during the 2019/20. The rate per 10K of both children starting and ceasing to be looked after during the year has been consistently lower than regional averages since 2015. We have reviewed the numbers of children re-entering care although there are no national figures to benchmark against. In Kingston in 2019/20 of the 70 children becoming looked after 13 had 1 previous period in care. In Richmond of 78 children becoming looked after 10 had 1 previous period in care, 6 had two, 1 had three and 1 had four previous periods in care. It is recommended that a Permanency Planning Meeting should review any child who has three or more periods in care and if legal proceedings are required the case should go to the Legal Planning Panel. All reviews should consider if the lack of a suitable local placement was a factor in the ensuing placement instability.

<b>Length of time in care</b>	<b>Kingston / %</b>	<b>Richmond / %</b>	<b>Windsor and Maidenhead / %</b>	<b>National</b>
< 6 mths	50(29.41%)	56 (56.00%)	19(19.19%)	31(31.31%)
6 mths < 1 yr	36(21.18%)	31(31.00%)	11(11.11%)	18(18.18%)
1 < 2 yrs	80(47.06%)	11(11.00%)	23(23.23%)	19(19.19%)
2 < 3 yrs	1(0.59%)	2(2.00%)	11(11.11%)	10(10.10%)
3 < 5 yrs	1(0.59%)	0(0.00%)	11(11.11%)	8(8.08%)
5 < 10 yrs	1(0.59%)	0(0.00%)	19(19.19%)	9(9.09%)
10+	1(0.59%)	0(0.00%)	5(5.05%)	4(4.04%)

#### 4.8 Diversity of children looked after

The ethnicity breakdown of children looked after in each of Achieving for Children local authority areas at 31 March 2020 is:

31 March 2020 / %	Kingston	Richmond	Windsor and Maidenhead	National
<b>White</b>	50	61	65	74
<b>Black or Black British</b>	16	11	6	8
<b>Asian or Asian British</b>	9	10	9	4
<b>Mixed</b>	14	14	15	10
<b>Other ethnic groups</b>	10	4	3	4
<b>Traveller</b>	0	0	1	0.7
<b>Other (Refused or Information not yet available)</b>	0	0	1	0

When compared to the percentage ethnicity breakdown of each of Achieving for Children's local authority area populations taken from the 2011 census, there is disproportionality in the ethnic representation of the children looked after population compared to the general population. The census return shows that White ethnicity makes up the highest proportion of all three local authority areas' population (Kingston: 75%; Richmond: 86%; Windsor and Maidenhead: 86%), with Asian or Asian British making up the second highest (Kingston: 10%; Richmond: 7%; Windsor and Maidenhead: 10%). Comparing with the data above, between 36 and 49% of children looked after are of non-White ethnicity, with under-representation of children from White backgrounds. This places particular importance on the need to recruit more foster carers coming from a BAME background, careful placement matching with carers able to value diversity and an emphasis on children having a positive self view and knowledge and understanding of their background.

#### 4.9 Care leavers

At 31 March 2019, Achieving for Children were responsible for supporting 230 care leavers (aged 19, 20 and 21 who were looked after for a total of at least 13 weeks after their 14th birthday including some time after their 16th birthday), an increase of 14% since the previous year.

There is some variation in the provision of suitable accommodation for care leavers across Achieving for Children local authority areas, compared with the national picture. Windsor and Maidenhead compare well with a higher rate of accommodation that is considered suitable for care leavers, whilst Kingston and Richmond compare less well, with both areas having lower rates of accommodation that is considered suitable.

#### 4.10 Education, employment and training

Achieving for Children generally compares favourably with the national picture, with the majority of care leavers in education, employment or training, based on those care leavers for whom the local authorities have information. Kingston and Richmond compare particularly favourably with the national picture, with 39% of care leavers in education (compared with the national average of 27%).

31 March 2020	Care leavers now aged 17 to 21	In higher education i.e. studies beyond A level	In education other than higher education	In training or employment	Total number in education, employment or training
Kingston	117	5 (4%)	42 (36%)	22 (19%)	69 (59%)
Richmond	136	5 (4%)	56 (41%)	29 (21%)	90 (66%)
Windsor and Maidenhead	77	6 (8%)	14 (18%)	19 (25%)	39 (51%)
National	41190	2190 (5%)	11020 (27%)	9600 (23%)	22810 (55%)

Leaving Care Comparative NEET & Not Known	NEET/NK Aged 17, 18 (%)			NEET/NK aged 19, 20, 21 (%)		
	DfE (Mar 18)	DfE (Mar 19)	DfE (Mar 20)	DfE (Mar 18)	DfE (Mar 19)	DfE (Mar 20)
England Average	36%	37%	N/A	49%	48%	N/A
Richmond	21%	33%	23%	46%	48%	38%
Kingston	28%	26%	37%	48%	49%	43%
Windsor & Maidenhead	36%	N/a	N/a	31%	32%	45%

## 5 Current Placement Mix

In 2019/20 there were a total of 793 placements across our total cohort of children looked after. Most of these were foster placements (524, 66%).

Placement	Kingston	Richmond	Windsor and Maidenhead
Children's Homes	27 (8%)	26 (7%)	12 (10%)
Family centre or mother and baby unit	3 (1%)	17 (5%)	0
Foster placements	236 (66%)	201 (56%)	87 (75%)

Independent living	2 (1%)	2 (1%)	0
NHS/Health Trust	3 (1%)	4 (1%)	0
Placed for adoption	5 (1%)	2 (1%)	2 (2%)
Placed with parents or other person with parental responsibility	13 (4%)	7 (2%)	4 (3%)
Residential care home	1 (0%)	0 (0%)	0
Secure children's homes	2 (1%)	0 (0%)	1 (1%)
Semi-independent living	61 (17%)	56 (16%)	9 (8%)
Young offender institution (YOI)	5 (1%)	2 (1%)	0
All residential schools	0 (0%)	2 (1%)	1 (1%)
Total Placements	358	319	116

### 5.1 In-house fostering

Since becoming an IFA in August 2018 AfC have secured a good Ofsted rating and have increased the number of children placed with in house carers in fostering placements by 3 in Kingston (34 to 37) , 14 in Richmond (38 to 52) and 21 RBWM (49 to 70) between March 2019 and June 2020. However at the end of March 2020 we still had 56 children from Kingston placed with external fostering agencies, 28 children from Richmond and 35 children from RBWM. We are still a long way off the 100 new mainstream fostering households we require to match every one of our children who require fostering with a local in house carer across the three authorities. There are some recent encouraging signs of growth with 14 mainstream carers approved since April 2020 (7 Richmond, 5 Kingston, 2 RBWM) and 7 mainstream carers currently in assessment in Richmond, 3 in Kingston and 4 in RBWM . (Figures from end of October 2020).

A separate paper has gone to the AfC Board which maps out the future direction of the IFA and sets the following targets:

- An increasing proportion of local children placed “in house” with a target of 80% by March 2025
- Achieve £1.7m in cost avoidance over the next three years through reduced reliance on external fostering placements and step down from residential to fostering.
- Carer to placement ratio in excess of 1.5 by March 2025. Currently at 1.0

- Avoidable vacancy rate of less than 20%. (including carers on hold as well as those with available places).
- All children who have been placed with their carer for over two years should have had their placement ratified as permanent.

5.2 Key areas that have been identified where we want to develop in-house foster caring of the next twelve months:

- Replicating our Family Link Scheme which offers families caring for a disabled child a respite carer. We have six respite carers in Richmond and Kingston currently but want to develop and expand the scheme to RBWM
- Growing a pool of foster carers that have been trained and approved to take parent and child fostering placements in both operational areas
- Developing foster carers who would be prepared to take a young person who is stepping down from residential care
- Developing a supported lodging scheme in both operational areas

5.3 **Children placed with in house carers by category**

<b>Number of children placed with in-house carers at 31.03.2020</b>	Kingston	Richmond	RBW M
Mainstream carers (not UASC)	26	33	38
Mainstream carers with UASC	0	7	1
Family and Friends (Connected Persons)	9	4	12
Temporary Family and Friends	2	3	6
Staying Put (not counted as a fostering placement)	3	8	6
<b>Total fostering (not including staying put)</b>	<b>37</b>	<b>47</b>	<b>57</b>

5.4 **Number of fostering households by category**

<b>Number of fostering households</b>	Kingston	Richmond	RBWM
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Authors: JT, ME & JH  
Version: 5  
Last Updated: 06/11/2020  
21 of 41

<b>at 31.03.2020</b>			
Mainstream carers	22	35	37
Approved connected persons carers	7	6	12
Temporarily approved connected person carers	2	1	5
Approved respite carers (only)	6	6	0
Total fostering households	37	48	54
No of mainstream carers on hold	6	8	4
Mainstream households currently in approval process (not including assessments for connected persons and special guardianship).	8	9	4

## 5.5

### **External Independent fostering agencies.**

AfC has contracts with two placement frameworks for commissioning and procuring residential and independent fostering services; currently, these frameworks do not offer supported accommodation.

#### London Care Services (LCS) (Kingston & Richmond)

London Care Services provide a regional collaborative arrangement for commissioning Residential and Fostering Services. Both RBK & LBR are part of and do use the approved providers to find quality services for our Children. This service includes providing - management of the London Model contract and robust price negotiations backed up by comprehensive appraisals of each registered service.

#### Southampton and South Central (Windsor & Maidenhead)

This is a 14 Local Authority collaborative arrangement for commissioning Fostering Services as a consortium of authorities we are able to achieve efficiencies in the purchasing and development of services, while ensuring quality and contract oversight.

## 5.6

### **Contracted Providers**

Currently AfC has contracted working relationships with over 25 of our preferred supported accommodation providers through block and spot

purchasing arrangements who provide provision within and around our three council areas.

This Framework provides an enlarged scope of access to accredited high quality placement provisions both in and out of borough. It provides a single point for the accreditation of providers as well as monitoring of provisions. Additionally, we benefit from the advantage of our collective leverage as part of a large Local Authority market in securing cost and savings efficiencies as well as value for money for high quality provisions.

**Operational Areas 1&2 - RBK/ LBR/RBWM - External IFA Referrals Stats - 2018-2019**

<b>2018-2019</b>	<b>External IFA</b>	
<b>Referrals</b>	<b>Received</b>	<b>Placed</b>
<b>RBK</b>	49	22
<b>LBR</b>	64	22
<b>RBWM</b>	N/a	43

**Operational Area 1 - RBK & LBR - IFA Referrals Stats - 2019/2020**

<b>2019-2020</b>	<b>IFA</b>	
<b>Referrals</b>	<b>Received</b>	<b>Placed</b>
<b>RBK</b>	51	14
<b>LBR</b>	64	23
<b>RBWM</b>	42	33

Based on available data since 2018, on average, +30% or more referrals do not conclude with placements. We know from the referrals for placement in 2019/20 that we struggle to place certain groups within our in-house fostering service. This is due to a lack of capacity, and also the lack of skills required to meet specialist needs. Some repeats where family intervention's override due to the child or young person's race, religion/belief, gender, culture and linguistic backgrounds, disability, and sexual orientation and thus availing alternate recourse are preferred. Wherein there had been episodes



when commissioning have managed to overturn the need for a change of placement. There has been a proportion of referrals which has been revoked without providing compelling reasons. On the contrary, parents change of mind on agreeing to the care plan and their refusal to agree Section-20 contributes to the referral not being placed.

**Operational Area 1 - RBK & LBR - IFA Placement - 2018//2019**

2018-2019		IFA		2018-2019		IFA	
Placements	Age Range	Framework	Spot	Placements	Age Range	Framework	Spot
RBK	0-16	9	0	LBR	0-16	5	0
	16-18	8	0		16-18	6	0
	18+	4	1		18+	11	0
<b>Total</b>		21	1	<b>Total</b>		22	0

**Operational Area 1 - RBK & LBR - IFA Placement - 2019/2020**

2019-2020		IFA		2019-2020		IFA	
Placements	Age Range	Framework	Spot	Placements	Age Range	Framework	Spot
RBK	0-16	7	0	LBR	0-16	15	1
	16-18	5	0		16-18	6	0
	18+	2	0		18+	1	0
<b>Total</b>		14	0	<b>Total</b>		22	1

5.7 Independent fostering agencies have been used when there is a need to place a child or young person out of borough due to high risks associated with them being placed in-borough; and when in-house provision cannot accommodate emergency requests. Furthermore, the introduction of Staying Put legislation has resulted in a reduction in the number of available placements, and the

increase in the number of unaccompanied asylum-seeking children has placed further pressures on the service.

## 6 Residential provision

### Residential Referrals - 2018//2019

2018-2019	Residential	
Referrals	Received	Placed
RBK	18	10
LBR	18	13
RBWM	N/a	21

### RBK & LBR - Residential Placements 2018//2019 Framework or Spot Purchased

2018-2019		Residential		2018-2019		Residential	
Placements	Age Range	Framework	Spot	Placements	Age Range	Framework	Spot
RBK	0-16	0	0	LBR	0-16	0	2
	16-18	0	10		16-18	1	7
	18+	0	0		18+	0	3
<b>Total</b>		0	10	<b>Total</b>		1	12

### Residential Referrals - 2019//2020

2019-2020	Residential	
Referrals	Received	Placed
RBK	25	14
LBR	18	8
RBWM	16	16

## RBK & LBR - Residential Placements 2019//2020 Framework or Spot Purchased

2019-2020		Residential		2019-2020		Residential	
Placements	Age Range	Framework	Spot	Placements	Age Range	Framework	Spot
<b>RBK</b>	0-16	0	4	<b>LBR</b>	0-16	0	4
	16-18	4	15		16-18	2	2
	18+	0	2		18+	0	0
<b>Total</b>		4	21	<b>Total</b>		2	6

- 6.1 Achieving for Children still has a relatively small number of children living in residential placements (children’s homes), with a total of 50 children living in a children’s home at any one time in the year. In 2019-20 the figure for the total number of children who at one stage in the year had been placed in a residential placements was 27 in Kingston (8% of total looked after population) 26 in Richmond (7%) and Kingston and 12 in RBWM (10%). The above tables show that there has been a steady move towards developing framework arrangements for commissioning new residential placements rather than being wholly reliant on spot purchasing.

The use of residential placements is partially linked to the number of older young people entering care in the year, some of whom are very vulnerable and struggle to adapt to living in an alternative family environment, and for whom it is very difficult to find the right accommodation. Residential placements are also used for younger children where they have very complex emotional and behavioural needs, and the most prevalent safeguarding concerns for the children and young people in our residential placements are absconding or going missing, sexual exploitation, and mental health difficulties. In Kingston, a small number have also experienced long term fostering placement breakdowns (two children) and adoption breakdown (one child).

- 6.2 Achieving for Children aims to only place children and young people in residential provisions that have been graded as ‘good’ or ‘outstanding’ by Ofsted. We also aim for most children and young people to live in a family setting and will only make a placement in a children’s home or residential school where this is in the child’s best interest. Residential placements are made for children and young people who require a consistent structure and routine, emotional containment and planned effective responses to their more complex behaviours and emotions. We aim to place children and young people with the most complex needs in provisions with integrated therapeutic approaches and interventions. Children and young people whose educational

needs cannot be met in a mainstream provision are usually placed in residential schools (1% of the total children looked after population).

Where a residential placement is considered the most suitable care plan for a young person, the service aims to move them on as soon as is viable when it is in the child's interests to do so. Robust and focused plans for children in residential care are done via careful care planning with a long-term ambition for family life (at home or within a foster placement) or supported semi-independent living. These are challenged and tracked through Children's looked reviews.

- 6.3 Kingston and Richmond current framework provider is London Care Councils . This is a large framework with many London councils accessing for IFA placements, the data shows us that despite utilising the framework when searching for a placement the majority of our children are placed in spot purchased placements. Further investigations are taking place to understand this however, the complexity of the child and their needs along with the demand for placements across boroughs are two strong indicators to the increased use of spot purchasing placements.
- 6.4 Achieving for Children have recognised the need to create and run our own in-borough residential provision so that we are not wholly reliant on the market where demand often exceeds supply. In October 2020 we opened an in-borough five-bedroom children's home in Teddington. Kingston Council have also identified £2.5m capital to develop a children's residential provision and a priority now is to work with the Council Housing Services to identify a suitable property to run a three bed children's home which will work alongside the home in Teddington and support either emergency placements or better matching when we need to keep some children separate.
- 6.5 We will review whether there is also a business case for developing residential provision in Windsor and Maidenhead that AfC also runs directly. External residential placement costs in RBWM average over £4500 per week so there are strong drivers to no longer be wholly dependent on the market.

## **7 Step down and Supported Accommodation**

7.1 The previous supported housing strategy (2018-2021) set out the following principles for the pathway:

- Promoting independence and successful transition into adulthood
- Promoting "step down" as a means to achieving this and planning earlier for what skills and support young people will need
- A clear local offer and a broad range of both in-house and commissioned local provision that meets our young people's needs in a proactive way.
- Providing the same quality of care for our in-house, contracted and spot-purchased provision

- More in-house provision for our medium and higher needs young people focusing on their happiness, needs and outcomes, not just containment and risk management.
- A rigorous commitment to employment, education and training recognising that being EET and in stable housing are inextricably linked.
- Making all provision feel nurturing e.g. overnight visitors
- Developing assessment provision which provides all parties with enough time to identify the right longer term placement.
- Ensuring AfC commissioned providers have opportunities to share good practice, develop their skill base and raise any concerns with commissioners

## 7.2 In House Supported Accommodation Provision

AfC's Young People Supported Accommodation Service (YPSAS) currently run two in-house provisions:

- **Beverley House:** 7 beds (including 1 emergency bed) , 24 hour staffed semi-independent unit in a building owned by Kingston Housing (costing approximately £750 per person per month). It is accessed by mainly Kingston males and females with low to medium needs.
- **Green Leas:** 17 beds (including 1 emergency bed) , 24 hour staffed semi-independent unit in a building owned by Kingston Housing (costing approximately £500 per person per week). Since its set up it has been accessed mainly by male UASCs.
- **Floating Support:** The YPSAS also offers floating support to 12 young parents and their children and 12 vulnerable young people to prevent accommodation breakdown and support them develop their independent living skills.
- **Outreach Service:** The YPSAS has also recruited over 20 sessional staff to offer an Outreach Service to young people aged over 16 years. The Commissioning Team receive requests and referrals from the Leaving Care Service and other teams within AfC to source additional staffing to provide 1-to-1 social & recreational experiences for young people, respite from the young person's family, development of young people's lifeskills and preventative work to keep the young people in EET, at home / in placement and out of the criminal justice system. These young people are not usually in supported residential placements where they will get the support from the accommodation provider. They are predominantly, but not always, looked after children, young people leaving care, young offenders and unaccompanied asylum seekers.

## 7.3 Commissioned Supported Accommodation Provision

Currently AfC has contracted working relationships with over 25 of our preferred supported accommodation providers through block and spot purchasing arrangements who provide provision within and around our three council areas.

This provides an enlarged scope of access to accredited high quality placement provisions both in and out of borough. It provides a single point for the accreditation of providers as well as monitoring of provisions. Additionally, we benefit from the advantage of our collective leverage as part of a large Local Authority market in securing cost and savings efficiencies as well as value for money for high quality provisions.

**24/7 Staffed Unit:**

Young people, when stepping down from Residential Home, are transitioned to a 24/7 unit with adequate support to enable them to settle. Usually, this setting is offered for our Very High and High needs young people with enduring mental health, challenging behaviours due to substance misuse. A bespoke support plan will be drawn to ensure stability and stimulate them to settle.

**Non 24/7 (Step- Down):**

Young people will usually transition to a step-down from a 24/7 supported unit to Non 24/7, i.e. shared accommodation and/ or Standalone with floating support. Our young people are offered with shared living experiences and their key worker to provide support tailored to the young person's needs. This enables them to reach their potential through flexible and personalised key-work sessions. This provision enables more autonomy for our clients especially who are engaged with education/training or work and are gearing up for an independent living.

**Trainee Flat:**

Research tells us that young people who are seeking to gain life skills and independence, encounter limited options in obtaining the necessary practical life skills, i.e. money management, housing etc. during the course of their placements. Under the Trainee Flat arrangement, young people are encouraged to pay and manage their utility bills. So they experience and understand the real-life expectations. This concept can help shuttle our young people to develop their life skills and increase their ability to secure permanent housing.

**Semi Independent Referral Stats - 2018/2019**

<b>2018-2019</b>	<b>Semi-Independent</b>	
<b>Referrals</b>	<b>Received</b>	<b>Placed</b>
<b>RBK</b>	102	93

<b>LBR</b>	111	111
<b>RBWM</b>	N/a	41

**Operational Area 1 - RBK & LBR - Semi Independent Placement - 2018/2019**

2018-2019		Semi-Independent		2018-2019		Semi-Independent	
Placements	Age Range	Block	Spot	Placements	Age Range	Block	Spot
<b>RBK</b>	0-16	N/A	N/A	<b>LBR</b>	0-16	N/A	N/A
	16-18	0	1		16-18	0	3
	18+	8	84		18+	7	101
<b>Total</b>		8	85	<b>Total</b>		7	104

**Semi Independent Referral Stats - 2019/2020**

2019-2020	Semi-Independent	
Referrals	Received	Placed
<b>RBK</b>	56	56
<b>LBR</b>	77	63
<b>RBWM</b>	27	26

**Operational Area 1 - RBK & LBR - Semi Independent Placement - 2019/2020**

2019-2020		Semi-Independent		2019-2020		Semi-Independent	
Placements	Age Range	Block	Spot	Placements	Age Range	Block	Spot
<b>RBK</b>	0-16	N/A	N/A	<b>LBR</b>	0-16	N/A	N/A
	16-18	1	9		16-18	1	8
	18+	0	46		18+	14	40

Authors: JT, ME & JH  
Version: 5  
Last Updated: 06/11/2020  
30 of 41

<b>Total</b>	1	55	<b>Total</b>	15	48
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7.4 Semi-Independent placements are fairly distributed in both RBK and LBR. Care Leavers ( 18+ ) are the contributing cohort accounting well over +80% of all placements. While, financially Semi-Independent placements will be served better with block purchase however in actual fact Spot purchase supersedes block purchase. The strategy for selecting provider and placement is key to meeting the child's needs without retrospective intervention or more costly solutions later on. Likely, some mixed economy of in-house, block-contracted and spot-purchased placements will always be needed to meet current demands. However, better identification of what needs should be met by which placement is key to making them work. Good quality semi independent placements are required for young people. Needs-led referral processes allow providers to offer more realistic costs which may then be used as a basis for dialogue and negotiation.

#### 7.5 **Commissioning Strategy and Approach**

- Ensure that the same data collection processes and analysis takes place in Operation are 2 (RBWM)} as in Operational area 1 (Richmond and Kingston)
- Review Spot purchasing and move to block contracting arrangements to enable more flexible use of placements that could better support placement stability in a step-down model.
- Scrutinize new models of care and support and will include approaches that transcend between residential and foster care
- Reviewing placements within the local authority area, unless that is not reasonably practicable.
- Examine, understand and ensure accurate cost comparisons between In-House and External Provided services.

### 8. **Adoption and Permanence**

8.1 National policy changes in 2015, seeking to make improvements to adoption services, required all local authorities to regionalise their adoption services by no later than 2020. This was led by the Department for Education's (DfE) 'Regionalising Adoption' paper (2015), with further provisions made in the Education and Adoption Act (2016).

Implementation of this legislation has led to the creation of Regional Adoption Agencies (RAA) across the country. The decision to pursue four RAAs in London (Adopt London South; Adopt London East; Adopt London West; and Adopt LondonNorth), was agreed by the Association of London Directors of Children's Services (ALDCS), with endorsement given in May 2018 for this approach by the DfE. ALDCS delegated decision-making to the Adopt London Executive Board to oversee the development of these four London Regional Adoption Agencies.



Achieving for children (Richmond and Kingston) is now part of Adopt London South which includes the following Local Authorities:

- Croydon
- Lambeth
- Lewisham
- Merton
- Southwark (host authority)
- Sutton
- Wandsworth

8.2 Prior to Adopt London South going live on 01 July 2019, AfC Adoption prepared for this transfer, whilst ensuring our children were still being matched and placed in a timely way. We ensured that our families were still able to access a consistent and supportive post adoption service. There have been regular updates and monthly newsletters, which have been shared with the whole service to ensure that individual teams have been kept abreast of the developments within the adoption service now it no longer sits in house.

A good working relationship has developed with the Head of Service for Adopt London South, there is a clear structure in place and a process that enables concerns to be escalated.

With the agreement of the Head of Service, AfC remained working with some families and children through the transitional period and this ensured that there was consistent service offered at crucial stages without having to introduce new faces.

8.3 Adopt London South has continued to facilitate the three support groups and birth mother's groups previously facilitated by AfC. Experienced post adoption support social work staff from AFC have transferred into the RAA, which has provided adopters with familiarity and consistency. The RAA has continued to offer a high quality post adoption support service. Adopt London South has approved former AFC adopters including early permanence placements for children to enable more stability and better opportunity for our children and young people to be claimed and settled.

8.4 There are experienced letterbox leads in the RAA, and they are also responsible for adoption support fund applications. In addition to the above, a very experienced family finder for AfC, who previously worked for the borough of Kingston, also provided some continuity to progressing plans for our children in a timely way during the transitory period. Family finders from the Regional Adoption Agency attend permanency planning meetings and there continue to be monthly meetings between the family finder and the link AFC adoption link worker and this will ensure family finding cases are tracked appropriately. To also assist with case tracking our AFC adoption link worker continues to chair permanency planning meetings and attend Agency Decision meetings.

9 **Placement location**

9.1 Achieving for Children have a relatively high proportion of children who are placed outside their respective local authority areas but the main focus should be on placing children within 20 miles of their family address so that we can keep them in their local school and ensure they are not separated from vital contacts and support networks.

<b>Placement Location (outside LA) 2019/20</b>	<b>TOTAL CLA</b>	<b>Inside LA</b>	<b>Outside LA</b>
Kingston upon Thames	125	28%	72%
Richmond upon Thames	122	25%	75%
Windsor and Maidenhead	116	40%	60%

<b>Placement Location (outside 20 miles) 2019/20</b>	<b>TOTAL CLA</b>	<b>Placed 20+ miles</b>
Kingston upon Thames	125	37 (30%)
Richmond upon Thames	122	25 (20%)
Windsor and Maidenhead	116	33 (28%)

9.2 Children and young people in residential placements across all three local authority areas are sometimes placed over 100 miles away from home in areas as distant as Scotland, Wales, Yorkshire, Lancashire, Norfolk, East Sussex, and Hampshire. The Sufficiency Strategy seeks through providing more in house provision and commissioning arrangements to be able to offer a local placement for every child who needs one, enabling them to maintain their schooling and support networks where this does not create further safeguarding risks.

9.3 The placement location profile of our children and young people in residential placements is a key consideration in developing this strategy and future plans regarding commissioning and developing in-borough provisions. There will

sometimes be situations where it is in the best interests of the looked after child or young person to be placed outside of their local area for safeguarding considerations - for example, if they are vulnerable to gang involvement, child sexual exploitation, or risks from family members. The range of placement options available will continue to be developed to ensure that Achieving for Children can best match a child's needs to the most appropriate placement.

Although both Framework contracts provide some placement capacity, placement location highlights the lack of local sufficiency. In 2019/20 for example, 88% of all IFA placements were made outside the geographical boundaries (not 20 mile radius) of the borough. This constituted 88% of all placements. This is significantly higher than the Framework average of 74%.

There are no Framework residential providers within the geographical boundaries of RBWM. This due to both the rather small geographical space of the borough (relatively small local market). There are only 5 service providers within a 20 mile radius, but 9 Framework Authorities nearby. This provides opportunities to explore joint commissioning partnerships to enhance our placement resource capacity.

#### 9.4 Placement stability

In the year to 31 March 2020, 9.7% of children looked after experienced three or more placements (Kingston: 9.6%; Richmond: 6.6%; Windsor and Maidenhead: 13%). The national average is 10% and the higher percentage in Windsor and Maidenhead is predominantly due to the proportion of children who experienced placement breakdown within the year.

## 10 Recommendations and Priorities

### **PRIORITY 1. Deliver additional In-house provision**

Green Leas (Kingston) has proved a quality cost-effective model for 24-7 staffed semi-independent living. It has achieved a 99% occupancy rate for its 16 beds (there is one additional emergency bed) at a unit cost of £500 p/w. Our analysis shows that we have on average 150 young people across Richmond and Kingston who need similar provision and the average unit cost for purchasing this from external providers is above our local unit cost. Running this provision in-house would both ensure our children are housed locally in quality provision and be value for money.

#### Kingston and Richmond

<b>Develop a Green Leas 2</b>	We look for a second 12-18 bed unit in Kingston/Richmond and develop a plan for implementation and delivery
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<p><b>Develop second AfC regulated children's homes in Kingston</b></p>	<p>The children's commissioner report published on 11.11.2020 <a href="https://www.childrenscommissioner.gov.uk/report/the-children-who-no-one-knows-what-to-do-with/">https://www.childrenscommissioner.gov.uk/report/the-children-who-no-one-knows-what-to-do-with/</a> sets out very clearly the need for local authorities to ensure they have sufficient regulated local provision to meet the demand as the market is simply not delivering this and unit costs are soaring. We have just opened our first children's home in Teddington (5 bed) but opening a sister home in Kingston using the £2m capital already identified by the Council is a key priority. In terms of the delivery model, the most appropriate business case to put forward would be to open a 3 bed home in Kingston which could be run with a smaller staff pool but would enable us to sometimes respond to emergencies and sometimes to facilitate the better matching of children across the two provisions. There has been a struggle to find a 6/7 bed provision for a second 5 bed home (to include staff bedrooms), but a suitable 4 to 5 bedroom property should be much more securable.</p>
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**Windsor and Maidenhead**

<p><b>Develop Green Leas 3</b></p>	<p>Investigate and develop business case for an in-house provision in RBWM, similar to the Kingston Green Leas provision.</p>
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**PRIORITY 2. Key contracts revisions**

**Richmond**

St Christopher's provides both high-quality support for our young people - Rosslyn Road Project and START project. Rosslyn Road Project is an 8 bedded unit for our Very High & High Needs young people. (the START project is excluded from the decommissioning priority).

Decommissioning of Rosslyn property and returning to Richmond council as a property asset that can be sold, with the agreement of a re-investment for local suitable supported accommodation. AfC is committed to continuing to work with the current care provider (St. Christophers) and will arrange a block contract to deliver appropriate local care for our children.

**Windsor and Maidenhead**

Review current contract at Frogmore and ensure the service specification meets the needs of our population offering, value for money and key performance indicators.

**PRIORITY 3. Further growth of in house IFA provision- Kingston,**

**Richmond, Windsor and Maidenhead**

A separate paper has been taken to the AfC Board on the future development of our in house IFA and a plan will go back to the Board in January 2021 detailing how we can achieve net growth of 20 fostering households per year across the IFA for the next five years as well as targeting children that could be stepped down from children's homes into fostering.

**PRIORITY 4. Develop an integrated therapeutic placement offer**

**Windsor and Maidenhead**

Consider the establishment of a service that would provide assessments, treatment and management of children who meet an assessed threshold, particularly for children who have an ECHP. Assessments would cover occupational, speech or language assessments as well as support for children assessed to have significant physical or other developmental difficulties.

The integrated provision could also encompass internal assessments and support for children and young people with psychological or psychiatric difficulties.

The service would, in addition to assessments, provide training and advice to parents, carers and practitioners.

The points of referral into the service would be schools, nurseries and Children's Centres.

Options for provision are (i) an in-house service with the flexibility to source external business (ii) or the use of a contracted specialist independent provider.

**PRIORITY 5. Development of trainee flats for care leavers**

**Kingston, Richmond, Windsor and Maidenhead**

The development of trainee flats is intended to provide a practical transition experience for our young people moving on from semi-independence to independent living. The required capacity would be determined by further work through a needs assessment analysis.

The flats would be particularly suited to young people moving on from semi-independent living and considered not to have developed adequate life skills to make an effective transition to independent living.

The flats would have a separate resource centre for training young people in skills such as budgeting, computer literacy, employment searching, tenancy management, personal safety and for holding meetings or hosting practitioners or other guests.

Young people will be supported to move on to independent accommodation such as private rental or social housing when they are assessed to have developed sufficient capacity to live safe, independent and fulfilling lives.

The flats are intended to be fully staffed 24/7 facilities and options for housing management would be: a) In-House RBWM managed b) Contracted to independent Semi-independent housing providers.

Young people will be referred from existing RBK & LBR and RBWM 16+ placements as well as from other Local Authority or independent service providers.

Referrals from RBK & LBR and RBWM would typically be for young people likely to remain in semi-independent accommodation after 2 years and assessed to require additional transition support. Assessment will be through a Single Gateway comprising social workers, housing, health, education, probation/YOS to ensure it is comprehensive and robust and provides a more secured “second pathway” to attaining positive transition outcomes.

We will also review our in house outreach and floating support offer to this group to maximise placement stability across RBK/LBR & RBWM.

#### **PRIORITY 6. Review current Framework contracts for best value and access**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC is reviewing the usage and efficiency of both framework contracts to seek a broader range of services via frameworks and opportunities to contract with one framework with a three council buying opportunity.

By aligning to one Framework for our Regulated Placements - Fostering and Residential, it brings our expectations as an “AfC approach”. It enables us as a model for diagnosing and correcting our challenges with stakeholders. It assures to build effective working relationships with provider markets as a whole. Having a precise, efficient strategy execution with productive systems of work also improves staff engagement and develops workforce capability.

#### **PRIORITY 7. Agree block contracting arrangements with local quality providers and increase the availability**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC will review all current spot purchases and work with a range of known providers delivering quality local services to negotiate block contracts to meet our needs.

Block arrangements deliver greater consistency to our young people as the provisions are bespoke and commissioned to meet the needs of our cohort. Equally, the placements are secured within the borough/s, thus proving stability to our clients. Block contract will succour a reduction in spending on semi-independent accommodation and support. The result is a win-win situation, as providers will be able to reduce the unit cost under the block contract due to there being a guaranteed income based on the total number of units provided.

It is essential that all block arrangements have a formal, binding contract in place. This will provide legal standing to the standards of service required, including safeguarding responsibilities and ensure rigour to the delivery of excellent outcomes within core cost specifications.

#### **PRIORITY 8. Commission Parent and Child Assessment provision**

##### **Kingston and Richmond**

RBK & LBR receive a steady flow of referrals for Parent and Child: 12 weeks Assessment and Parent and Child Supported Accommodation Provision. Given the need, Commissioning is working closely with a provider to deliver a 4-6 bed occupancy provision on a block arrangement for a year's contract. This pilot project enables us to manage the risk of a new idea and identify any deficiencies before substantial resources are committed.

It comprises a spend-to-save proposal, investing in local service provision and taking a new approach to preventing the need for purchased placements under Spot arrangement. The proposition outlines a twin-track process for both 12-week Assessment Placement as well as Step-Down facility will have a specialised programme for parents who have either completed assessments and are moving on. This proposal will be considered alongside a in-house proposal to ensure we deliver a quality and efficient provision.

#### **PRIORITY 9. Review, Revise and Embed the placement process for our looked after children**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC will use the revised sufficiency strategy as an opportunity to review our current processes for placement of our children to ensure we are providing an integrated, robust and quality pathway that follows our placement process (figure 1). This will include reviewing our structure to deliver a more integrated

placement matching and finding process. We will ensure that new into care accommodation and school provision are sourced together in collaboration with AfC Virtual School managers.

- Fully implement centralised Commissioning via Placement Commissioning Team
- Pathways to exhaust in-house provisions prior to sourcing external placements
- Deliver market engagement programmes to work more closely and innovatively with providers
- Pilot new models of step-down approaches for residential and foster care
- Review contracting options with current spot purchased services
- Deliver a value model for high cost placements by reviewing spend and outcomes.

## **PRIORITY 10. Strengthen edge of care interventions**

### **Kingston and Richmond**

Adolescent Safeguarding Team (AST) and Strengthening Families + merged in September 2020. As a consequence, the plan is for 20% of the highest risk young people, those on edge of care to be ring fenced towards Strengthening Families. This will include a multi-agency intervention, depending on needs including, Social worker as the lead professional, family coach, domestic violence services, adult mental health workers, family therapists, youth workers. We are currently in the process of commissioning a rapid response family coach worker who will lead on the crisis work (whereby a child is unable to stay at home that night) and work with the family. Commissioning and the Family and Youth Resilience Service are in discussions regarding whether a bed space in a commissioned or Achieving for Children provision can be set aside for any emergency response to allow for respite and reintegration back home.

## **PRIORITY 11. Review and agree Joint special educational needs and disability (SEND) residential school placements**

### **Kingston and Richmond**

Via this strategy and our agreed joint SEND commissioning strategy we will work across health, education and social care to ensure we review all our current independent residential school placements to ensure quality and outcomes aligned to the EHCP along with value for money and agreed organisational contributions. We will also strengthen the post 16 and transition pathway and provision for children in residential schools, working closely with adult services to ensure early planning and agreement occurs across partners for a safe and well planned transition for our young people.



## Timeline

	<b>Priority</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
1	In-house provision	Jan 2021	June 2022	Associate Director of Provider services for AFC
2	Rosslyn Road	Dec 2020	July 2021	Head of Placement Commissioning Operational area 1 AFC
2	Contract arrangement with Frogmore	Jan 2021	April 2021	Strategic Commissioning Manager Operational area 2 AFC
3	In house IFA provision	Oct 2020	July 2021	Associate Director of Provider services for AFC
4	Develop an integrated therapeutic placement offer	Jan 2021	Oct 2021	Strategic Commissioning Manager Operational area 2 AFC
5	Development of trainee flats for care leavers	April 2021	April 2022	Strategic Commissioning Manager Operational area 2 AFC Head of Placement Commissioning Operational area 1 AFC
6	Review current Framework contracts	Jan 2021	April 2021	Strategic Commissioning Manager Operational area 2 AFC  Head of Placement Commissioning Operational area 1 AFC
7	Block contracting arrangements	Jan 2021	Jan 2022	Strategic Commissioning Manager Operational area 2 AFC  Head of Placement Commissioning Operational area 1 AFC
8	Parent and Child Assessment provision	Nov 2020	Jan 2022	Head of Placement Commissioning Operational area 1 – AFC
9	Review, Revise and Embed the placement process	Jan 2021	April 2021	Director of Commissioning and Partnerships – AFC
10	Strengthen edge of care interventions	Dec 2020	Sep 2021	Associate Director of Provider services for AFC
11	Special educational needs and disability (SEND) residential school placements	Dec 2020	Oct 2021	Director of Commissioning and Partnerships – AFC





**Looked After Sufficiency Strategy  
2020-2025**

**Executive Summary**

<b>Date:</b>	18th November 2020
<b>Date for Review:</b>	30th November 2021
<b>SRO:</b>	Jessica Thom, Director of Commissioning and Partnerships
<b>Leads:</b>	Priya Saravanan, Head of Placement Commissioning, Matthew Edwards, Associate Director provider services and Andrew Kyei, Strategic Placement Commissioning Manager
<b>Subject:</b>	Children Looked After Sufficiency Strategy, executive summary
<b>Purpose:</b>	AfC five year sufficiency strategy to provide quality homes to our Children Looked After.
<b>Summary:</b>	<p>This summary is to be read in conjunction with the Children Looked After Sufficiency Strategy 2020-2025 and the associated Sufficiency savings plan 2020.</p> <p>This summary set's out our road map and priorities to be delivered over the next 5 years to meet the needs and requirements of our Children Looked After in Kingston, Richmond, Windsor and Maidenhead.</p>

**A. Purpose**

Over the next five years Achieving for Children (AfC) want to continue to deliver against our Looked after Children sufficiency strategy and achieve our vision of ensuring that Achieving for Children has good local, high quality placements and accommodation options that meet the needs of all looked after children and care leavers. Safeguarding them from harm and supporting them in achieving the best possible outcomes through high-quality placements and support services whilst ensuring the most effective use of available resources. The demand for placements and the lack of suitable placements to meet the needs of our most vulnerable and complex young people, including the increased need for residential schools for children with complex SEN needs, is of great concern to us and our main priority to improve.

**External placement placed = 193**

**Operational Area 1 - Referrals Stats - 2019/2020**

**External placement referrals received = 291**

2019-2020	IFA		Residential		Semi-Independent	
	Received	Placed	Received	Placed	Received	Placed
<b>RBK</b>	51	14	14	25	56	56

<b>LBR</b>	64	23	18	8	77	63
<b>RBWM</b>	42	33	16	16	27	26

2019-2020		IFA		Residential		Semi-Independent	
Placements	Age Range	Framework	Spot	Framework	Spot	Block	Spot
<b>RBK</b>	0-16	7	0	0	4	N/A	N/A
	16-18	5	0	4	15	1	9
	18+	2	0	0	2	0	46
<b>Total</b>		14	0	4	21	1	55

The demand for placements and the lack of suitable placements to meet the needs of our most vulnerable and complex young people, including the increased need for residential schools for children with complex SEN needs, is of great concern to us and our main priority to improve.

### B. Profile of our Children Looked After

As of the 31st March 2020, Achieving for Children were responsible for looking after 362 children and young people.

**Table 1. Children looked after**

	Operational Area 1		Operational Area 2
	Kingston	Richmond	Windsor & Maidenhead
<b>Children &amp; Young people</b>	124	119	116

**Table 2. Age range of children looked after by percentage**

March 2020 / % (age at 31.03.20)	Kingston %	Richmond %	Windsor and Maidenhead %
<b>Under 1</b>	5	6	5
<b>1 to 4</b>	8	13	9
<b>5 to 9</b>	13	9	15
<b>10 to 15</b>	34	34	41

16 and over	41	39	30
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**Table 3. Care Leavers**

In March 2020, Achieving for Children were responsible for supporting 330 care leavers

March 2020	Care leavers now aged 17 to 21
Kingston	117
Richmond	136
Windsor and Maidenhead	77

**Table 4. Referrals for external placements**

Referrals Stats - 2018/2019

External placement referrals received = 362

External placement placed = 271

2018-2019	IFA		Residential		Semi-Independent	
	Received	Placed	Received	Placed	Received	Placed
RBK	49	22	18	10	102	93
LBR	64	22	18	13	111	111
RBWM	N/a	43	N/a	21	Tbc	41

**Framework and Spot Purchasing -Richmond and Kingston only.**

2018-2019		IFA		Residential		Semi-Independent	
Placements	Age Range	Framework	Spot	Framework	Spot	Block	Spot
RBK	0-16	9	0	0	0	N/A	N/A
	16-18	8	0	0	10	0	1
	18+	4	1	0	0	8	84
<b>Total</b>		21	1	0	10	8	85

2019-2020		IFA		Residential		Semi-Independent	
Placements	Age Range	Framework	Spot	Framework	Spot	Block	Spot

3

LBR	0-16	5	0	0	2	N/A	N/A
	16-18	6	0	1	7	0	3
	18+	11	0	0	3	7	101
<b>Total</b>		22	0	1	12	7	104

**Table 5. Where Children are placed**

5.a In house fostering breakdown

Number of children placed with in-house carers March 2020	Kingston	Richmond	RBWM
Mainstream carers (not UASC)	26	33	38
Mainstream carers with UASC	0	7	1
Family and Friends	9	4	12
Temporary Family and Friends	2	3	6
Staying Put (not counted as a fostering placement)	3	8	6
<b>Total fostering (not including staying put)</b>	<b>37</b>	<b>47</b>	<b>57</b>

5.b Total Placement breakdown as of 31 March 2020:

**With Internal AfC provision:**

March 2020	Kingston	Richmond	Windsor and Maidenhead
<b>In-house (foster carers not including staying put arrangements)</b>	37	47	57
<b>In-house (Registered Children's Home)</b>	0	0	0
<b>In-house (Supported Accommodation)</b>	17	5	0

**With External Commissioning:**

March 2020	IFA	Residential	Semi-Independent
RBK	39	8	79
LBR	30	14	76
RBWM	33	16	26

**RBWM-** of the 33 external IFA placements, 26 were made on the Framework and 7 off it. Currently 88% of our IFA placements on the Framework are Out of Borough- ie outside the boundaries of RBWM. This contrasts with the Framework average of 74%.

We have a total of 20 external IFA Fostering Households within our boundary, with an aggregate bed capacity of 42.

There are currently no residential providers on the Framework located within our geographical boundary. There are however 5 providers within our 20 mile radius and 9 Local Authority Framework partners located near RBWM.

These suggest a lack of local placement capacity across both IFA and Residential provisions.

*N.B. A reason for the lack of internal resource provision is the small geographic size of the borough relative to high density areas such as Reading and West London which tend to have greater market attraction.*

**A. Our current provision**

AfC has a variety of provisions for housing our children; these consist of both in-house and external places. Children are placed in line with their care plan and availability of suitable placements.

**In-House- Independent Fostering Agency**

Across AfC there were 139 fostering households (including 12 respite carers) with 158 children placed (including staying put arrangements) as of March 2020.

**Table 6. In-house fostering households**

Number of in-house fostering households- March 2020	Kingston	Richmond	RBWM
Mainstream carers	22	35	37
Approved connected person carers	7	6	12
Temporarily approved connected person carers	2	1	5
Approved respite carers (only)	6	6	0
Total fostering households	37	48	54
No of mainstream carers on hold	6	8	4
Mainstream households currently in the approval process (not including assessments for connected persons and special guardianship).	8	9	4

**Table 7. In-house Residential**

	Kingston & Richmond	Windsor & Maidenhead
Registered Children's Home (Hope House)	Capacity: 5	
Supported Accommodation (Beverly House)	Capacity: 7	
Supported Accommodation (Greenleas)	Capacity: 17	

### **External placement purchasing**

AfC has contracts with two placement frameworks for commissioning and procuring residential and independent fostering services; currently, these frameworks do not offer supported accommodation.

### **London Care Services (LCS) (Kingston & Richmond)**

London Care Services provide a regional collaborative arrangement for commissioning Residential and Fostering Services. Both RBK & LBR are part of and do use the approved providers to find quality services for our Children. This service includes providing - management of the London Model contract and robust price negotiations backed up by comprehensive appraisals of each registered service.

### **Southampton and South Central (Windsor & Maidenhead)**

This is a 14 Local Authority collaborative arrangement for commissioning Fostering Services as a consortium of authorities we are able to achieve efficiencies in the purchasing and development of services, while ensuring quality and contract oversight.

### **Contracted Providers**

Currently AfC has contracted working relationships with over 25 of our preferred supported accommodation providers through block and spot purchasing arrangements who provide provision within and around our three council areas.

This Framework provides an enlarged scope of access to accredited high quality placement provisions both in and out of borough. It provides a single point for the accreditation of providers as well as monitoring of provisions. Additionally, we benefit from the advantage of our collective leverage as part of a large Local Authority market in securing cost and savings efficiencies as well as value for money for high quality provisions.

### **Commissioning Strategy and Approach**

- Review Spot purchasing and move to block contracting arrangements to enable more flexible use of placements that could better support placement stability in a step-down model.
- Scrutinize new models of care and support and will include approaches that transcend between residential and foster care
- Reviewing placements within the local authority area, unless that is not reasonably practicable. • Examine, understand and ensure accurate cost comparisons between In-House and External Provided services.

### **24/7 Staffed Unit:**

Young people, when stepping down from Residential Home, are transitioned to a 24/7 unit with adequate support to enable them to settle. Usually, this setting is offered for our Very High and High needs young people with enduring mental health, challenging behaviours due to substance misuse. A bespoke support plan will be drawn to ensure stability and stimulate them to settle.

### **Non 24/7 (Step- Down):**

Young people will usually transition to a step-down from a 24/7 supported unit to Non 24/7, i.e. shared accommodation and/ or Standalone with floating support. Our young people are offered with shared living experiences and their key worker to provide support tailored to the young person's needs. This enables them to reach their potential through flexible and personalised key-work sessions. This provision enables more



autonomy for our clients especially who are engaged with education/training or work and are gearing up for an independent living.

**Trainee Flat:**

Research tells us that young people who are seeking to gain life skills and independence, encounter limited options in obtaining the necessary practical life skills, i.e. money management, housing etc. during the course of their placements. Under the Trainee Flat arrangement, young people are encouraged to pay and manage their utility bills. So they experience and understand the real-life expectations. This concept can help shuttle our young people to develop their life skills and increase their ability to secure permanent housing.

6

	<b>24/7 Semi-Independent</b>	<b>Non 24/7 Semi-Independent</b>	<b>Stand Alone</b>	<b>In-Borough Placements</b>
<b>RBK</b>	21	36	22	15
<b>LBR</b>	28	34	14	22
<b>RBWM</b>	14	13	6	N/a

**A. Our current use and demand**

As of March 2020 Achieving for Children were responsible for looking after 362 children and young people. While our number of children looked after remains relatively static over the last 3 years, our dependence on external placements has increased.

**RBK & LBR**

<b>Months ( 2020 )</b>	<b>Referrals for the Month</b>	<b>Spillover from Previous Month/s</b>	<b>Planned</b>	<b>Emergenc y</b>	<b>In-House Placement</b>	<b>External Placements (Commissioning )</b>
April	18	13	61%	39%	20%	80%
May	20	17	45%	55%	23%	76%
June	31	10	61%	39%	13%	87%
July	26	25	65%	35%	12%	88%
August	13	30	62%	38%	18%	82%
September	28	29	68%	32%	25%	75%

**RBWM**

Although the number of LACs in RBWM has increased by 8.5% between 2018-2020, we have been unable to develop sufficient local placement capacity to accommodate the rise. We have relied on our partnership arrangement with the South Central Framework to source our IFA and residential placements. However as many as 88% of all such IFA placements are secured outside a 20 mile radius of our boundaries. Similarly all residential placements secured from the Framework are located outside the 20 mile radius from RBWM boundaries. A key

reason for this is the specialist nature of our required placements (includes therapeutic and onsite educational support) which are in the main only available in resources located outside our 20 mile boundary. In 2020, 4 out of our 11 residential placements have required either onsite specialist education or therapeutic provision. Two of such provisions are located up to 200 miles away from RBWM and the other 2 up to 30 miles away. There are currently no residential provisions located within RBWM's boundaries.

### **RBK/LBR/RBWM**

Commissioning have been finding it challenging to identify placements for our young people with high complex needs who have a:

- History of violence towards professionals and others
- Mental health needs (particularly those on the cusp of Tier 4 services, who have not met that threshold);
- Additional vulnerabilities associated with exploitation, substance abuse and criminal behaviours; • Frequent “missing from care” episodes and placement breakdown;
- Those subject to Deprivation of Liberty;
- History of fire setting behaviour.

Demand has increased, and providers are in scarcity. Covid has impacted providers who are not willing to risk; there are strict restrictions and protocols to adhere to and it has been difficult to find appropriate placements or to step down and negotiate support packages. Due to the above challenges and especially during Covid evidenced provider’s resilience to consider tricky placements with the existing service users as they are unable to match and meet the needs. There is a widespread perception that Clinical / Therapeutic Models lack transparent and accountable implementation of clinically robust and evidence-based therapeutic models which will benefit our most complex cohort.

Currently, bespoke packages are drawn by bringing specialist services - CSE risks (gang worker's intervention), CQC provisions (able to administer medications), Deprivation of Liberty Services (privacy & restraining risks). One fit size all is not realistic and Commissioning will conduct provider profiling to ensure the gaps are recognised to pave way for near future commissioning arrangements

### **What are our gaps**

The sufficiency strategy highlights our current demands, needs and capacity to house our children looked after. Across the three councils, we have identified some gaps in our provision that need to be addressed to ensure we place our children in suitable homes while achieving efficiencies and creating sustainable provision. Our identified gaps are:

- Lack of available and trained local foster carers (RBK/LBR/RBWM)
- Need for more in-house residential accommodation to reduce external and out-of-area placements (RBK/LBR)
- Lack of available and affordable Parent and Child assessment placements (LBR/RBK) • Lack of Trainee Flats for young people (RBWM)
- Insufficient block contracts with providers (RBK/LBR/RBWM)
- AfC placement process is not streamlined (RBK/LBR/RBWM)

### **What are we going to do? Our recommendations and priorities**

The sufficiency strategy update offers us an opportunity to understand further our Children Looked After housing needs and changes of these needs. We have used the needs analysis within this strategy alongside service reviews and the vision across the three councils to set our priorities over the next five years, these are:

#### **PRIORITY 1. Deliver additional In-house provision**

Green Leas (Kingston) has proved a quality cost-effective model for 24-7 staffed semi-independent living. It has achieved a 99% occupancy rate for its 16 beds (there is one additional emergency bed) at a unit cost of £500 p/w. Our analysis shows that we have on average 150 young people across Richmond and Kingston who need similar provision and the average unit cost for purchasing this from external providers is above our local

unit cost. Running this provision in-house would both ensure our children are housed locally in quality provision and be value for money.

**Kingston and Richmond**

<b>Develop a Green Leas 2</b>	We look for a second 12-18 bed unit in Kingston/Richmond and develop a plan for implementation and delivery
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<b>Develop second AfC regulated children's homes in Kingston</b>	The children's commissioner report published on 11.11.2020 <a href="https://www.childrenscommissioner.gov.uk/report/the-children-who-no-one-knows-what-to-do-with/">https://www.childrenscommissioner.gov.uk/report/the-children-who-no-one-knows-what-to-do-with/</a> sets out very clearly the need for local authorities to ensure they have sufficient regulated local provision to meet the demand as the market is simply not delivering this and unit costs are soaring. We have just opened our first children's home in Teddington (5 bed) but opening a sister home in Kingston using the £2m capital already identified by the Council is a key priority. In terms of the delivery model, the most appropriate business case to put forward would be to open a 3 bed home in Kingston which could be run with a smaller staff pool but would enable us to sometimes respond to emergencies and sometimes to facilitate the better matching of children across the two provisions. There has been a struggle to find a 6/7 bed provision for a second 5 bed home (to include staff bedrooms), but a suitable 4 to 5 bedroom property should be much more securable.
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**Windsor and Maidenhead**

<b>Develop Green Leas 3</b>	Investigate and develop business case for an in-house provision in RBWM, similar to the Kingston Green Leas provision.
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**PRIORITY 2. Key contracts revisions**

**Richmond**

St Christopher's provides both high-quality support for our young people - Rosslyn Road Project and START project. Rosslyn Road Project is an **8 bedded unit** for our Very High & High Needs young people. (The START project is excluded from the decommissioning priority).

Decommissioning of Rosslyn property and returning to Richmond council as a property asset that can be sold, with the agreement of a re-investment for local suitable supported accommodation. AfC is committed to continuing to work with the current care provider (St. Christopher's) and will arrange a block contract to deliver appropriate local care for our children.

**Windsor and Maidenhead**

Review current contract at Frogmore and ensure the service specification meets the needs of our population offering, value for money and key performance indicators.

**PRIORITY 3. Further growth of in house IFA provision- Kingston, Richmond, Windsor and Maidenhead**

A separate paper has been taken to the AfC Board on the future development of our in house IFA and a plan will go back to the Board in January 2021 detailing how we can achieve net growth of 20 fostering households per year across the IFA for the next five years. This will enable us to offer an in house and local fostering placement to every child that needs one. We will also target children that could be stepped down from children's homes into in house fostering.

#### **PRIORITY 4. Develop an integrated therapeutic placement offer**

##### **Windsor and Maidenhead**

Consider the establishment of a service that would provide assessments, treatment and management of children who meet an assessed threshold, particularly for children who have an ECHP. Assessments would cover occupational, speech or language assessments as well as support for children assessed to have significant physical or other developmental difficulties.

The integrated provision could also encompass internal assessments and support for children and young people with psychological or psychiatric difficulties.

The service would, in addition to assessments, provide training and advice to parents, carers and practitioners.

The points of referral into the service would be schools, nurseries and Children's Centres.

Options for provision are (i) an in-house service with the flexibility to source external business (ii) or the use of a contracted specialist independent provider. A business case detailing the options alongside the savings potential and options will be drafted for consideration, this priority will support the financial improvement plan.

#### **PRIORITY 5. Development of trainee flats for care leavers**

##### **Kingston, Richmond, Windsor and Maidenhead**

The development of trainee flats is intended to provide a practical transition experience for our young people moving on from semi-independence to independent living. *The required capacity would be determined by further work through a needs assessment analysis.*

The flats would be particularly suited to young people moving on from semi-independent living and considered not to have developed adequate life skills to make an effective transition to independent living.

The flats would have a separate resource centre for training young people in skills such as budgeting, computer literacy, employment searching, tenancy management, and personal safety and for holding meetings or hosting practitioners or other guests.

Young people will be supported to move on to independent accommodation such as private rental or social housing when they are assessed to have developed sufficient capacity to live safe, independent and fulfilling lives.

The flats are intended to be fully staffed 24/7 facilities and options for housing management would be: a) In House RBWM managed b) Contracted to independent Semi-independent housing providers.

Young people will be referred from existing RBK & LBR and RBWM 16+ placements as well as from other Local Authority or independent service providers.

Referrals from RBK & LBR and RBWM would typically be for young people likely to remain in semi-independent accommodation after 2 years and assessed to require additional transition support. Assessment will be through a Single Gateway comprising social workers, housing, health, education, probation/YOS to ensure it is comprehensive and robust and provides a more secured "second pathway" to attaining positive transition outcomes.

We will also review our in house outreach and floating support offer to this group to maximise placement stability across RBK/LBR & RBWM.

#### **PRIORITY 6. Review current Framework contracts for best value and access**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC is reviewing the usage and efficiency of both framework contracts to seek a broader range of services via frameworks and opportunities to contract with one framework with a three council buying opportunity.

By aligning to one Framework for our Regulated Placements - Fostering and Residential, it brings our expectations as an "AfC approach". It enables us as a model for diagnosing and correcting our challenges with stakeholders. It assures to build effective working relationships with provider markets as a whole. Having a precise, efficient strategy execution with productive systems of work also improves staff engagement and develops workforce capability.

#### **PRIORITY 7. Agree block contracting arrangements with local quality providers and increase the availability**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC will review all current spot purchases and work with a range of known providers delivering quality local services to negotiate block contracts to meet our needs.

Block arrangements deliver greater consistency to our young people as the provisions are bespoke and commissioned to meet the needs of our cohort. Equally, the placements are secured within the borough/s, thus proving stability to our clients. Block contract will succour a reduction in spending on semi-independent accommodation and support. The result is a win-win situation, as providers will be able to reduce the unit cost under the block contract due to there being a guaranteed income based on the total number of units provided.

It is essential that all block arrangements have a formal, binding contract in place. This will provide legal standing to the standards of service required, including safeguarding responsibilities and ensure rigour to the delivery of excellent outcomes within core cost specifications.

#### **PRIORITY 8. Commission Parent and Child Assessment provision**

##### **Kingston and Richmond**

RBK & LBR receive a steady flow of referrals for Parent and Child: 12 weeks Assessment and Parent and Child Supported Accommodation Provision. Given the need, Commissioning is working closely with a provider to deliver a 4-6 bed occupancy provision on a block arrangement for a year's contract. This pilot project enables us to manage the risk of a new idea and identify any deficiencies before substantial resources are committed.

It comprises a spend-to-save proposal, investing in local service provision and taking a new approach to preventing the need for purchased placements under Spot arrangement. The proposition outlines a twin-track process for both 12-week Assessment Placement as well as Step-Down facility will have a specialised programme for parents who have either completed assessments and are moving on. This proposal will be considered alongside an in-house proposal to ensure we deliver a quality and efficient provision.

#### **PRIORITY 9. Review, Revise and Embed the placement process for our looked after children**

##### **Kingston, Richmond, Windsor and Maidenhead**

AfC will use the revised sufficiency strategy as an opportunity to review our current processes for placement of our children to ensure we are providing an integrated, robust and quality pathway that follows our placement process (figure 1). This will include reviewing our structure to deliver a more integrated placement matching and finding process. We will ensure that new into care accommodation and school provision are sourced together in collaboration with AfC Virtual School managers.

- Fully implement centralised Commissioning via Placement Commissioning Team •
- Pathways to exhaust in-house provisions prior to sourcing external placements
- Deliver market engagement programmes to work more closely and innovatively with providers •
- Pilot new models of step-down approaches for residential and foster care
- Review contracting options with current spot purchased services
- Deliver a value model for high cost placements by reviewing spend and outcomes

#### **PRIORITY 10. Strengthen edge of care interventions**

##### **Kingston and Richmond**

Adolescent Safeguarding Team (AST) and Strengthening Families + merged in September 2020. As a consequence, the plan is for 20% of the highest risk young people, those on edge of care to be ring fenced towards Strengthening Families. This will include a multi-agency intervention, depending on needs including, Social worker as the lead professional, family coach, domestic violence services, adult mental health workers, family therapists, youth workers. We are currently in the process of commissioning a rapid response family coach worker who will lead on the crisis work (whereby a child is unable to stay at home that night) and work with the family. Commissioning and the Family and Youth Resilience Service are in discussions regarding whether a bed space in a commissioned or Achieving for Children provision can be set aside for any emergency response to allow for respite and reintegration back home.

**PRIORITY 11. Review and agree Joint special educational needs and disability (SEND) residential school placements**

**Kingston and Richmond**

Via this strategy and our agreed joint SEND commissioning strategy we will work across health, education and social care to ensure we review all our current independent residential school placements to ensure quality and outcomes aligned to the EHCP along with value for money and agreed organisational contributions. We will also strengthen the post 16 and transition pathway and provision for children in residential schools, working closely with adult services to ensure early planning and agreement occurs across partners for a safe and well planned transition for our young people.

**Timeframe**

	<b>Priority</b>	<b>Start</b>	<b>Finish</b>	<b>Lead</b>
1	In-house provision	Jan 2021	June 2022	Associate Director of Provider services AFC
2	Rosslyn Road	Dec 2020	July 2021	Head of Placement Commissioning Operational area 1 AFC
2	Contract arrangement with Frogmore	Jan 2021	April 2021	Strategic Commissioning Manager Operational area 2 AFC
3	In house IFA provision	Oct 2020	July 2021	Associate Director of Provider services AFC
4	Develop an integrated therapeutic placement offer	Jan 2021	Oct 2021	Strategic Commissioning Manager Operational area 2 AFC
5	Development of trainee flats for care leavers	April 2021	April 2022	Strategic Commissioning Manager Operational area 2 AFC Head of Placement Commissioning Operational area 1 AFC
6	Review current Framework contracts	Jan 2021	April 2021	Strategic Commissioning Manager Operational area 2 AFC Head of Placement Commissioning Operational area 1 AFC
7	Block contracting arrangements	Jan 2021	Jan 2022	Strategic Commissioning Manager Operational area 2 AFC Head of Placement Commissioning Operational area 1 AFC

8	Parent and Child Assessment provision	Nov 2020	Jan 2022	Head of Placement Commissioning Operational area 1 – AFC
9	Review, Revise and Embed the placement process	Jan 2021	April 2021	Director of Commissioning and Partnerships AFC

10	Strengthen edge of care interventions	Dec 2020	Sep 2021	Associate Director of Provider services for AFC
11	special educational needs and disability (SEND) residential school placements	Dec 2020	Oct 2021	Director of Commissioning and Partnerships – AFC

### Placement process

- Internal Fostering
- External Fostering
- Internal Residential
- External Residential (Framework or Block)
- External Residential





Report Title:	Bus Enhanced Partnerships
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Clark, Cabinet Member for Transport, Infrastructure and Digital Connectivity
Meeting and Date:	Cabinet – 26 June 2021
Responsible Officer(s):	Andrew Durrant, Executive Director of Place, and Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All



## REPORT SUMMARY

*In March 2021, the Government announced a new national bus strategy ‘Bus Back Better’. This was followed by guidance on Bus Service Improvement Plans in May 2021. The strategy and guidance require Local Transport Authorities (LTAs) across the country to commit to a new model for operating bus services by June 2021 and to produce a Bus Service Improvement Plan by October 2021. This paper recommends that the council should seek to enter into Enhanced Partnerships with its bus operators.*

### 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Approves the transition to the model of Enhanced Partnerships for bus services within the Royal Borough.**
- ii) Delegates authority to the Head of Infrastructure, Sustainability and Economic Growth in consultation with the Cabinet Member for Transport, Infrastructure and Digital Connectivity, to enter into appropriate agreements with bus operators.**

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

#### Options

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Agree to the transition to Enhanced Partnerships for bus services within the Royal Borough. <b>This is the recommended option</b>	This will provide the opportunity to seek improved bus services for residents and future funding opportunities from Government.
Continue with the current model of bus service within the borough.	This would result in the Council missing out on future funding towards bus services from Central Government.

Option	Comments
Pursue an alternative model such as franchising.	Currently only combined transport authorities with elected Mayors have the powers to pursue this model and therefore we would need to seek additional powers from Department for Transport (DfT).

- 2.1 From July 2021, only LTAs who meet these requirements will continue to receive the COVID-19 Bus Services Support Grant (CBSSG) or any new sources of bus funding from the Government's £3bn budget. This means that if we do not enter into enhanced partnerships, the council will miss out on significant existing and future funding streams.

### 3. KEY IMPLICATIONS

#### **National Bus Strategy: 'Bus back better'**

- 3.1 The Government has set out ambitious plans for bus services across the country. The ambition is to return demand to pre-pandemic levels and beyond through lower and simpler fares, 'turn up and go' services, more evening and weekend services and better integration between routes and different forms of travel.
- 3.2 Local Authorities and operators will be required to enter into statutory enhanced partnerships or franchising agreements if they wish to receive new funding to deliver improvements. This presents an opportunity for the Council to work with bus operators on ticketing, fares, timetables, routes and infrastructure. At this stage, no further detail has been provided on what funding will be provided other than top-level funding figures. A copy of the strategy document is included as Appendix A.

#### **Enhanced partnerships**

- 3.3 By the end of June 2021, Government expects all Local Transport Authorities to commit to establishing Enhanced Partnerships across their entire areas under the Bus Services Act, and all operators to co-operate with the LTA throughout the process. An Enhanced Partnership is a statutory arrangement under the 2017 Bus Services Act which can specify, for example, timetables and multi-operator ticketing, and allows the LTA to take over the role of registering bus services from the Traffic Commissioners.
- 3.4 There are currently 25 bus routes operating within the Borough, of which 11 are commercial and 14 are supported services. These are provided by seven different operators (Arriva, Bear Buses, First, Reading Buses, Read Eagle, Thames Valley Buses and White Bus). The supported services are funded through 10 contracts with different operators. The Council partly or wholly funds these services, equating to a total annual cost to the Council of approximately £870,000 in subsidies

- 3.5 From July 2021, only LTAs who meet these requirements will continue to receive the COVID-19 Bus Services Support Grant (CBSSG) or any new sources of bus funding from the Government's £3bn budget.
- 3.6 The actual delivery of these partnerships is expected by April 2022. From then, the new discretionary forms of bus funding from Government will only be available to services operated, or measures taken, under an Enhanced Partnership. Also, only services operated under these statutory agreements will be eligible for the reformed Bus Service Operators Grant.

### **Bus service improvement plans**

- 3.7 By the end of October 2021, Government expects all LTAs to publish a local Bus Service Improvement Plan (BSIP). Guidance has recently been released by Government on the preparation of BSIP for both local authorities and operators. The guidance is currently being reviewed to make sure that the Council is able to meet its obligations to develop the plan. A copy of the guidance is included as Appendix B.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
BSIP produced	Complete after 31 October 2021	Complete by 31 October 2021	Complete before 31 October 2021	N/A	31 October 2021
Enter into enhanced partnerships with bus operators	Complete after 31 March 2022	Complete by 31 March 2022	Complete before 31 March 2022	N/A	31 March 2022

## **4. FINANCIAL DETAILS / VALUE FOR MONEY**

- 4.1 The DfT has provided one-off funding of £100k to all councils to provide additional capacity to complete this work. This funding will be used to fund a permanent new post in the transport team to support development of the strategy, which is currently out to advert for recruitment. Additional specialist support to prepare the BSIP will be secured through our partners Project Centre Ltd. Therefore, the immediate financial implications are neutral to the council. The ongoing funding for the post will form part of future budget setting processes and reviews of resource requirements for the service.
- 4.2 Those authorities that do not progress with a new form of relationship with bus operators will no longer qualify for the existing bus service grants from Government and will not be eligible to bid for future funding from the £3bn funding announced by Government. The timescales and scope of this funding is currently unknown, but the team will continue to remain fully briefed as possible to ensure we are able to apply for any future funding rounds.

**5. LEGAL IMPLICATIONS**

5.1 The council will be required to complete new agreements with operators by 31 March 2022. This is not expected to be more onerous in legal terms than the existing agreements. However, the work will need to be planned ahead of time, working with the legal team and procurement to ensure it can be completed within the deadlines set.

**6. RISK MANAGEMENT**

6.1 The main risks associated with the decision are the requirement for agreement with the existing operators and the uncertainty around future government funding. Initial meetings have been held with bus operators to seek their in-principle agreement to progress with enhanced partnerships. We will continue to work with them, to develop the BSIP.

**Table 3: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Commitment of local bus operators	Medium	Initial meetings held with all operators across the borough to secure in principle agreement.  Ongoing discussions and partnership working	Low
Uncertainty in future Government funding	High	Commitment to enhanced partnerships to retain opportunity for future funding.  Development of BSIP.  Ongoing engagement with DfT to stay up to date with latest information.	Medium

**7. POTENTIAL IMPACTS**

7.1 Equalities. An EqIA screening ([Equality impact assessments | Royal Borough of Windsor and Maidenhead \(rbwm.gov.uk\)](https://www.rbwm.gov.uk/equality-impact-assessments)) has been completed for this proposal which shows that no significant negative impacts have been identified. The introduction of enhanced partnerships and a bus service improvement plans should at least maintain the current service and hopefully improve it.

7.2 Climate change/sustainability. A commitment to enhanced partnerships and a Bus Service improvement plan is consistent with the outcomes and targets within our environment and climate strategy. It contributes to the transport theme of our strategy, with public transport providing a lower carbon alternative form of transport.

7.3 Data Protection/GDPR. There are no identified impacts on data protection and GDPR.

## 8. CONSULTATION

8.1 A paper to inform the Infrastructure O&S Panel of the process and timelines was presented on 8 June 2021.

## 9. TIMETABLE FOR IMPLEMENTATION

**Table 4: Implementation timetable**

Date	Details
30 June 2021	To confirm to DfT the formal decision to proceed with enhanced partnerships.
31 October 2021	To have published a Bus Service Improvement Plan
31 March 2022	To have entered into enhanced partnerships with bus operators

## 10. APPENDICES

10.1 This report is supported by two appendices:

- Appendix A: Bus Back Better, a national bus strategy for England, DfT ([Bus Back Better \(publishing.service.gov.uk\)](https://publishing.service.gov.uk))
- Appendix B: National Bus Strategy: Bus Service Improvement Plans, Guidance to local authorities and bus operators ([Bus service improvement plans: guidance to local authorities and bus operators \(publishing.service.gov.uk\)](https://publishing.service.gov.uk))

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Clark	Cabinet Member for Transport, Infrastructure and Economic Growth.	14/06/21	15/06/21
Duncan Sharkey	Chief Executive	14/06/21	
Adele Taylor	Executive Director of Resources/S151 Officer	14/06/21	15/06/21
Andrew Durrant	Executive Director of Place	14/06/21	15/06/21
Kevin McDaniel	Executive Director of Children's Services	14/06/21	
Hilary Hall	Executive Director of Adults, Health and Housing	14/06/21	14/06/21
Andrew Vallance	Head of Finance	14/06/21	
Elaine Browne	Head of Law	14/06/21	14/06/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	14/06/21	
Nikki Craig	Head of HR, Corporate Projects and IT	14/06/21	14/06/21

Louisa Dean	Communications	14/06/21	
Karen Shepherd	Head of Governance	14/06/21	14/06/21

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision	Yes	No

Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
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Department  
for Transport

# **National Bus Strategy: Bus Service Improvement Plans**

Guidance to local authorities and bus  
operators

Department for Transport  
Great Minster House  
33 Horseferry Road  
London  
SW1P 4DR



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# Contents

1. Introduction	4
Why Bus Service Improvement Plans?	4
What will central government do to support the aims and objectives in the BSIP?	5
Purpose of this guidance and who should read it	5
Timescales and context	5
Future government funding	10
2. Bus Service Improvement Plans	11
Part 1 – Content and purpose	11
Part 2 – Drafting the BSIP	14
Part 3 – LTAs and bus operators working together	23
3. Annexes	28
Annex A – Model notices of intent to prepare a franchising proposal or an EP	29
Annex B – BSIP template	30
Annex C – Bus passenger charter guidance	35
Annex D – Guidance on negotiating BSIPs and competition law	37

# 1. Introduction

## Why Bus Service Improvement Plans?

1. The National Bus Strategy ('the Strategy') sets out an ambitious vision to dramatically improve bus services in England outside London through greater local leadership, to reverse the recent shift in journeys away from public transport and encourage passengers back to bus. Local Transport Authorities (LTAs) and local bus operators must work at pace with local communities to plan and deliver a fully integrated service with simple, multi-modal tickets, more bus priority measures, the same high-quality information for all passengers in more places, and better turn-up-and-go frequencies that keep running into the evenings and at weekends.
2. The quality of bus services before the pandemic varied greatly across the country and the Government is determined that great bus services should be available to everyone, everywhere. The Bus Services Act 2017 provides the tools needed to deliver this and the Strategy commits £3 billion of new funding to support this. The pandemic has resulted in stronger and closer cooperation between LTAs and their local bus operators and we need to capitalise on this good work, so all the ingredients needed to deliver long overdue improvements to bus services are already in place.
3. As the Strategy explains, there can be no return to a situation where services are planned on a purely commercial basis with little or no engagement with, or support from, LTAs. Bus Service Improvement Plans (BSIPs) are how LTAs, working closely with their local bus operators and local communities, address this – by setting out a vision for delivering the step-change in bus services that is required by the Strategy. A BSIP is the essential first step as it will be the extent of the ambition, delivered through an Enhanced Partnership or franchising, that will be critical when Government decides how new funding is allocated.

## What will central government do to support the aims and objectives in the BSIP?

4. The Government has provided over £1 billion of financial support to buses during the pandemic so far, to allow the sector to provide the essential services needed for key workers to get to work. The Strategy makes it clear that Government has a continuing role to play in promoting the use of buses, to attract lapsed, existing and new users and reverse the decades of decline in passenger numbers. We also recognise that the pandemic has had a severe impact on passenger demand – in part resulting from Government messages not to use public transport.
5. As the Strategy sets out, to address this, we will support an industry-led ‘Back to Bus’ campaign later this year to promote the reformed network, improve public confidence and address misconceptions, encouraging people to use the bus.

## Purpose of this guidance and who should read it

6. This guidance is intended to help each LTA and their local bus operators develop an ambitious BSIP to improve local bus services and access new funding. In particular, it will help LTAs understand what is required.
7. Individual LTAs must take responsibility for how their BSIPs will be produced and delivered. This is not a step-by-step guide on how they and their bus operators develop the BSIP. That will depend on a range of local circumstances and available data that LTAs and their bus operators are best placed to understand and take decisions on. Its purpose is to build on what the Strategy sets out about the objectives for buses and provides advice on using BSIPs to deliver the outcomes required by the Strategy itself. It also explains how LTAs and their bus operators can build on the relationships developed during the pandemic to forge the even closer working arrangements that are required to deliver an ambitious and successful BSIP.

## Timescales and context

8. The next year provides a unique opportunity to deliver significant improvements for passengers. That is why it requires urgent action. The Strategy sets a fast-paced agenda to transform bus services and encourage the return of passengers including by promoting modal shift. To deliver this, there are specific dates by which LTAs must take each of three steps:

- **Step 1 - by the end of June 2021**

Decide which statutory path to follow - pursue an Enhanced Partnership (EP) Scheme or develop a bus franchising assessment.

- **Step 2 – by the end of October 2021**

Publish a Bus Service Improvement Plan.

- **Step 3 - by the end of March 2022**

Have either an EP Scheme in place or be following the statutory processes to develop a bus franchising assessment. As the Strategy says, those LTAs (other than mayoral combined authorities) which wish to pursue franchising must be able to satisfy the Secretary of State that they have the capacity and resources to deliver the franchised model chosen. Since franchising can take several years, and we want to deliver change for all parts of the country quickly, LTAs (other than those already pursuing a franchising assessment, such as Greater Manchester) should also commit to establishing an Enhanced Partnership in the meantime. If LTAs believe they can deliver franchising sufficiently quickly, we will consider allowing them to skip the EP stage.

9. Further detail on all these steps is provided next.

## **STEP 1 – DECIDE WHICH STATUTORY PATH TO FOLLOW - PURSUE AN EP OR DEVELOP A BUS FRANCHISING ASSESSMENT**

10. As stated in the Strategy, **by the end of June 2021**, to be eligible for continued access to COVID-19 Bus Services Support Grant (CBSSG) every LTA must have:
  - Published a statutory notice that they intend to prepare an EP Plan and Scheme<sup>1</sup>; and/or
  - Mayoral Combined Authorities (MCAs), may publish a statutory notice that they intend to prepare a franchising assessment<sup>2</sup>. Non-MCAs can apply for franchising powers from the Secretary of State. All franchising powers requests will be subject to the requirements in para 8 above.
11. The Strategy sets a clear blueprint for improving bus services and it will be for LTAs to decide whether it is best achieved via an EP or preparing a franchising assessment and publishing a statutory notice to that effect. Nothing further is required on a statutory basis by the end of June. Template EP and franchising notices of intent are at **Annex A**.
12. The latest detailed guidance on Enhanced Partnerships and Franchising can be found here, as well as an overview of the Bus Services Act 2017 (which amends the Transport Act 2000):
  - <https://www.gov.uk/government/publications/bus-services-act-2017-new-powers-and-opportunities>
  - <https://www.gov.uk/government/publications/bus-services-act-2017-enhanced-partnership-creation>

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<sup>1</sup> As required by S.138F(1)(a) of the Transport Act 2000

<sup>2</sup> As required by S.123(4) of the Transport Act 2000

- <https://www.gov.uk/government/publications/bus-services-act-2017-bus-franchising-creation>

13. This guidance is being reviewed to ensure that it is fully consistent with the National Bus Strategy, and a new version of the EP and franchising guidance will be published shortly. In the meantime, it is important to note that only underlined text in those documents is statutory guidance. Where there are any potential conflicts, this document and the National Bus Strategy represent the Government's current views and supersede the non-statutory aspects of the guidance linked below.
14. As explained in the Strategy, bus operators must co-operate with this process to continue to receive CBSSG and future forms of discretionary funding. This requirement will be included in the revised Terms and Conditions for that funding.
15. A given geographical area can only have an EP or a franchising arrangement. However, it is possible for an LTA to divide up its geographical area into separate areas that are covered by an EP or franchising or multiple EP schemes and/ or franchised areas. But the whole LTA geographical area must be covered by either an EP, be subject to a franchising assessment, or a combination of both.
16. If notices of intent have been issued for an EP and franchising, the BSIP should take into account both potential methods for delivery.

*LTAs which are not MCAs and wish to pursue franchising*

17. An LTA that is not an MCA cannot access franchising powers at present. This will require the successful passage of secondary legislation and the consent of the Secretary of State. We support the use of franchising and will allow any LTA which has the capability and intention to use franchising powers at pace to deliver improvements for passengers.
18. In assessing LTA capability, the Secretary of State expects LTAs to demonstrate the capability in traffic management necessary to ensure buses are prioritised appropriately. The Secretary of State will reserve the right to refuse an application for franchising if he believes a LTA does not, or will not, have the capability and resources to deliver the franchised model chosen; or that an EP would deliver the improvements proposed more quickly and cost-effectively.
19. We will open up access to franchising powers, subject to legislation, for any LTA which shows it meets the criteria above. However, it will not be possible for an LTA to issue a franchising notice until it has been granted franchising powers and failure to issue any notice will result in the LTA being unable to access new funding. Therefore, any LTA which wishes to request access to franchising powers should issue a notice of intent for an EP by the end of June.
20. Developing an EP in the meantime is not wasted effort. Part of the franchising process requires the LTA to complete an options assessment exercise, identifying

those options with the potential to achieve the objectives it has set. Working closely with operators on an EP will provide important data to assess whether an EP offers a better alternative. Access to franchising powers does not compel the LTA to use them.

#### *Swapping between franchising and an EP*

21. Issuing a notice to pursue either franchising or an EP does not prevent an LTA from subsequently changing to the other option. However, LTAs should be mindful of the importance in the Strategy of aiming high, delivering at speed and meeting the March 2022 deadline to access new funding (see **Step 3** below). For example, if an LTA believes, after an EP notice of intent has been issued and subsequent discussions with operators, that it will not deliver the outcomes set out in their BSIP or that, after initial work, a 'full' franchising assessment is unlikely to deliver its ambitions more effectively than an EP, then a switch can be considered. As explained above, a non-MCA must obtain franchising powers from the Secretary of State to pursue a franchising assessment. Once it has, it can decide, at any point, to switch back to an EP.
22. LTAs switching from one statutory process to the other would need to begin the new process from the start of its statutory requirements – i.e. publishing a notice of intent to follow the EP/ franchising process. However, the Government would not automatically expect the BSIP to be updated as well. This would also apply for LTAs switching from an EP to franchising and back again.

#### *Interaction of schemes with existing Advanced Quality Partnerships (AQPS)*

23. AQPSs may fall short of some of the requirements in the new Strategy, in particular for multi-modal or multi-operator tickets to be available at a set price. We would expect BSIPs to include plans to revoke most of the relatively small number of existing AQPSs. However, a few may need to remain, for example where they support existing bus priority and all sides agree that they are working well. The revocation will coincide with the 'making' of an EP or franchising scheme - which should offer the opportunity to include both the benefits previously available under the AQP, and multi-operator ticketing and other benefits needed to fulfil the requirements of the Bus Strategy. Operators' consent is required for revocation. As with EPs, bus operators will be required to cooperate with the process to receive discretionary funding, including CBSSG.

#### *Early engagement with local bus operators*

24. It is for the LTA to decide which statutory option(s) to pursue. Franchising is not the only route to better and more locally accountable bus services. Most of the outcomes from franchising can be delivered using an EP if the LTA and its local bus operators work together. They also offer significantly more flexibility than franchising and can deliver benefits to passengers far more quickly.

25. This means that the decision on statutory routes needs to be an informed one, taken in the best interests of local people. Before a notice(s) of intent is issued, each LTA/ MCA must discuss both options with their local bus operators. This will provide them with an important opportunity to influence the way forward and table proposed partnership measures that, taking into account the ambitions and agenda driven by the Strategy, they believe will quickly deliver the dramatic improvements to bus services that are required.

## **STEP 2 – PUBLISH A BUS SERVICE IMPROVEMENT PLAN**

26. Local authorities should develop and publish a BSIP by 31 October 2021. A BSIP sets out the outcomes which the LTA would like to see and can therefore be developed alongside deciding whether to pursue an EP or franchising.
27. Where an LTA decides to pursue an EP, the BSIP content will set out a high level vision and key interventions to deliver it, with the EP plan containing the detail of how they will be delivered, so that the documents make up a blueprint for bus service improvement. The BSIP will need to be developed in collaboration with bus operators; and other stakeholders such as bus user, service provider and local business groups should also be consulted. LTAs may wish to make an outline estimate of funding needed, accepting that it will be broad and not definitive at this stage – we will issue further guidance on funding and assessment in the summer. Further details on what a BSIP should contain and how to deliver it are outlined in the sections below.
28. Where an LTA has issued a statutory notice to pursue franchising, the BSIP sets out how it plans to improve bus services if it took a decision, following development of a franchising assessment, to improve bus services under a franchised model. The BSIP is still required alongside the statutory steps required to implement bus franchising, as set out by the Transport Act 2000<sup>3</sup>.
29. Where an LTA is pursuing both franchising and an EP in different parts of its area, the BSIP should set out a vision across the whole LTA, with the franchising assessment and EP plan drawing on it for the relevant areas which they are covering.
30. A template BSIP is at **Annex B**.

## **STEP 3 – HAVE AN EP IN PLACE, EITHER AS AN END-STATE OR AS A TRANSITION STATE TO FRANCHISING**

31. **From April 2022** – The BSIP should be delivered using one of the two statutory options under **Step 1** above.

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<sup>3</sup> As amended by the Bus Services Act 2017

32. By this date, each LTA (except those, such as Greater Manchester, which were already following the franchising process at the time of the Bus Strategy) will need to have an EP in place. This will be either as an end-state, or as a transition state to franchising, depending on their choices. We ask for the EP stage from those pursuing franchising because the public expects swift improvements. If LTAs which wish to pursue a franchising scheme can convince us they can deliver it quickly, we may at our discretion allow them to skip the EP stage.
33. Further guidance on what is required to be delivered using an EP or franchising by April 2022 will follow in our updated EP and franchising guidance shortly.

## Future government funding

34. **Access to a share of the new £3 billion funding will require the LTA to issue a notice of intent, produce a BSIP and have an Enhanced Partnership in place (where this is being pursued) by the dates required.** This funding will cover both capital and revenue support. The Government will issue further guidance in the summer about how funding will be allocated. However, we are able to provide the following high level guidance at this stage.
35. We anticipate two tranches of funding being available, one allocated by formula to all local authorities based on the overall quality of their BSIP, together with other relevant information; and a separate tranche of funding for specific larger schemes.
36. In assessing the overall quality of BSIPs, the Government will give particular weight to measures which support local bus markets as they emerge from the pandemic, for example bus priority and targeted fares reductions.
37. BSIPs will enable the Government to understand the appetite for transformational investments which support the bus sector in the funding period and over the long term (i.e. beyond 2025). In relation to specific schemes, the BSIP will be assessed as a Strategic Outline Business Case (SOBC). Further assessment will be required after the SOBC stage and additional guidance on the assessment process will be issued as part of the funding guidance mentioned above.
38. To support LTAs in forming partnerships and developing BSIPs, we will make £25 million available in the 2021-22 financial year to improve LTA capacity and capability to deliver BSIPs, EPs and franchising assessments. Further details of this support package is set out in paragraph 128 below.

### *Other Government funding streams*

39. The Strategy also explains that, as part of the wider reform of the Bus Service Operators Grant (BSOG), we will consult on linking payment of that reformed grant to BSIP commitments. Government will also take into account an LTA's performance with respect to the policies set out in the Strategy when considering funding allocations for wider, non-bus local transport schemes.



## 2. Bus Service Improvement Plans

### Part 1 – Content and purpose

#### Who should produce a BSIP?

40. A BSIP must be produced by upper-tier authorities (e.g. Combined Authority/County Council). As a minimum, a single BSIP should cover each LTA's full geographical area (e.g. MCA or County Council area), all local bus services within it (including cross-boundary ones), and take proper account of the differing needs of parts of that area (e.g. urban and rural elements).
41. LTAs may also join together to produce a single BSIP – particularly where local economies and travel patterns overlap significantly. We expect LTAs to collaborate to resolve any cross-boundary issues. Where all, or the vast majority of, services in one area run across the border into another area (for example a small unitary authority with services running into a shire authority), we would expect a single BSIP to be produced. **We also expect to see shared arrangements across any areas wishing to become new or expanded MCAs in the future<sup>4</sup>.** There can also be other real advantages in developing a multi-LTA BSIP:
  - LTA resources and funding can be pooled to improve efficiency and cut costs.
  - A joint scheme properly joins up cross boundary bus services.
  - Local bus operators can share resources to develop the BSIP in a joined-up way.
42. The BSIP should explain the reasons for adopting a single or multi LTA geographical area.
43. BSIPs should be produced in close consultation with operators, who will have some of the data needed. See also below for third-party involvement.

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<sup>4</sup> A decision whether to develop a multi-area EP a required statutory step for all LTAs under the Transport Act 2000.

## What are BSIPs for?

44. BSIPs should describe in outline how LTAs and operators in an area can achieve the overarching goal of the National Bus Strategy - to grow bus patronage: both to build it back after the pandemic and then to increase it and raise buses' mode share.
45. Given that BSIPs will have to be produced within six months, they will necessarily be outlines. We do not expect vastly detailed and granular documents running to hundreds of pages. Nor will we take them as definitive or immutable commitments or statements of intent on your part. Their main purpose is to get everyone thinking about what questions need to be addressed in the area, to explore possible answers, and to provide an early basis for funding decisions in the autumn and winter in preparation for the financial year 2022/3 when transformational funding begins.
46. See paragraph 126 below for further details of the DfT capability fund which will help LTAs with the resource they may need to compile BSIPs.

## What should BSIPs say?

### *The current situation*

47. Using available operator, population and travel demand data, you should gather evidence on the areas set out below. DfT will supply an annex setting out the data we will ask you to publish, but we would expect you to develop your BSIP taking account of:
  - basic information about your current bus network(s) and the roads they run on: bus patronage levels and trends; the density of service; the proportion of people within walking distance of a frequent service; average fares per km; mileage of bus lane; buses' modal share and how it has changed in recent years; road congestion and traffic levels and how they have changed in recent years; data on average bus speeds and how they affect bus operation and use; how readily comprehensive information is available; size and age of fleet; what if any common ticketing or partnership and coordination arrangements there are, etc.
  - information about the local operators and the LTA: is there one dominant operator or a mix of operators? To what extent are services (including branding and ticketing) specified centrally by bus operators or are they designed with local people in mind? What contact is there between the LTA and the bus operator(s)? How many staff does the LTA have working on buses, what do they do, and what is their seniority? How much funding does the LTA provide for supported services, other than school services? Does it publish timetables or promote services?
  - what and where are the main barriers to bus usage and growth in your area - congestion, lack of bus priority, a confusing network, lack of easily-accessible information, lack of common ticketing, an elderly bus fleet, whether services connect with each other easily or there are long waits, etc.

- the main areas of opportunity, such as places or markets that are underserved.
  - any specific local evidence of the benefits of improving bus services for example economic, environmental and social evidence
  - how, if possible, services in your area compare to the best in England, such as the places mentioned in the National Bus Strategy.
48. It is mandatory that BSIPs seek and report the views of passengers and third parties on the merits and demerits of bus services locally and the performance of the LTA and the local operators. These should include local transport users' groups, MPs, local services and business organisations and so on. Passenger survey data, if any, should be reported.

### *Proposals for improvement*

49. BSIPs should then describe in outline how you and operators propose to deliver the key goals of the Bus Strategy in your area. These are making services:
- *more frequent*, with turn-up-and-go services on major routes and feeder or demand-responsive services to lower-density places.
  - *faster and more reliable*, with bus priority wherever necessary and where there is room.
  - *cheaper*, with more low, flat fares in towns and cities, lower point-to-point fares elsewhere, and more daily price capping everywhere.
  - *more comprehensive*, with overprovision on a few corridors reduced to boost provision elsewhere and better services in the evenings and weekends, not necessarily with conventional buses.
  - *easier to understand*, with simpler routes, common numbering, co-ordinated timetable change dates, good publicity, and comprehensive information online.
  - *easier to use*, with common tickets, passes and daily capping across all operators, simpler fares, contactless payment and protection of bus stations.
  - *better integrated with other modes and each other*, including more bus-rail interchange and integration and inter-bus transfers.
50. Each of these areas is explored in more detail below.
51. In a few cases, LTAs may wish to say that some aspects of the service do not need improvement - for instance where a very high, turn-up-and-go frequency is already provided. But even in high-performing bus towns, further improvements (for instance to priority and fares) are always necessary.
52. BSIPs need not include an exhaustive list of specific interventions. This granularity will be developed as part of an EPS or as any necessary part of a franchising

process. A BSIP might, for instance, say that a bus lane or bus priority is needed on the Anytown Road corridor - but not that a 1km bus lane is needed between 150 and 425 Anytown Road and a bus gate at the junction of Anytown Road and Anytown Avenue. Greater detail can be provided, however, if LTAs wish.

53. We are interested in conventional buses but also in innovative ideas for journeys which are difficult to serve well with conventional buses. For instance, as stated in the Strategy, large workplaces and destinations with anti-social hours, such as hospitals or out-of-town business parks, could be given their own demand-responsive bus service.
54. We will expect you to consider and report on what is required to co-ordinate bus services with other public-sector transport provision (hospital patient transport services, school transport, provision by the Department for Work and Pensions and so on) to minimise duplication and maximise journey opportunities – the so-called “Total Transport” approach. We will also work nationally to ensure that other government departments are bought in to this agenda.

### *Post-COVID challenges*

55. Buses' adaptability is one of their great strengths. BSIPs should address how networks might change in response to any lasting demand changes due to COVID-19. This need not mean reductions in demand - there might, perhaps, be more local or inter-suburban journeys even as there are fewer journeys into city centres. BSIPs may also propose short-term measures to attract passengers back, rebuild confidence in buses and prevent a car-led recovery.
56. We recognise, however, that October is likely to be too early to make firm judgments about what is happening to demand. BSIPs should also reflect the requirements set out in the Bus Strategy for the post-COVID period, namely to maximise the number of services provided, supporting them and re-growing the customer base; prevent a scaling back of services to just the most profitable routes; focus on the entire network and plan for the longer term; and ensure bus services meet the changing needs of local communities and do not change suddenly or unexpectedly.
57. COVID-19 has threatened the viability of some previously commercially-viable services. BSIPs should explore which parts could become commercially viable again with the right capital investment (e.g. in bus priority), and which parts will not return to viability, but are socially or economically necessary – and how these could best be supported

## **Part 2 – Drafting the BSIP**

### *Gathering data to understand the scale of the problem*

58. To deliver significant improvements to buses in a BSIP area, it is necessary to understand how buses in the area are currently performing so that LTAs and operators can develop a shared understanding of the most urgent priorities for the

BSIP. The BSIP should draw on the most relevant and available data. We encourage LTAs to approach operators at an early stage for information and data.

59. In considering what data to gather, the Government would generally recommend considering data over a five-year period. However LTAs may wish to consider the extent to which COVID-19 has resulted in fundamental changes in passenger demand and therefore whether pre-COVID data remains relevant.
60. To determine this, the BSIP should, as a minimum, take into account available operator and LTA data on:
  - Passenger numbers by route, time of day and ticket type.
  - Bus vehicle speed and congestion data by route and time of day – using GPS vehicle data from operators.
  - Bus average journey times.
  - Granular data on single operator fare volumes for single fares, flat fares such as youth or hopper fares, period passes (daily/weekly/monthly), flexible/carnet tickets, annual season tickets and concessionary passes – including the average price. Also, the use of any multi-operator or through ticketing and the split between cash and electronic payment including concessionary fares.
  - The current bus market share compared to other modes, particularly the private car. This should be split between urban and rural where possible.
  - Bus service frequency (including days of operation).
  - Bus stop network density.
61. Where particular datasets are not available, the BSIP should explain why and what urgent action will be taken to fill the data gap.
62. The Strategy sets out a number of key issues that every BSIP should address and these are set out in the section below on ambition. If other factors have adversely affected bus growth, these should be addressed in the BSIP as well, supported by data (such as past surveys and published statistics, where available). A good approach is to look at buses from the point of view of people that don't use them or do so infrequently, to understand why. This might include considering alternatives to bus use such as the cost and availability of parking; land use planning; actual and perceived passenger safety; and connections and coordination of timetables.
63. These are just some examples. The aim is for the LTA, bus operators and any other stakeholders such as passenger groups to work together to understand what factors are currently holding back bus patronage growth. This will inform the package of measures included in the BSIP and the subsequent EP or franchising assessment.

### *Confidentiality*

64. It is possible that some of the information obtained and used during BSIP development will be commercially sensitive. The LTA should seek to aggregate information it obtains where possible and appropriate - given the nature of the work

being undertaken on the BSIP - and put in place measures to avoid inadvertently disclosing any commercially sensitive information provided by a bus operator. If an operator can demonstrate that certain information they provide is commercially sensitive, authorities should also look favourably upon any request from the operator concerned for a confidentiality or non-disclosure agreement.

### *Setting targets*

65. We expect BSIPs to set targets for journey time and reliability improvements for the LTA as a whole and for each of the largest cities and towns, as well as for passenger growth and customer satisfaction. LTAs should show what progress they expect to make by 2025 and also 2030; and progress against these targets should be reported publicly every six months.
66. For individual measures in the BSIP, LTAs should explain how they contribute to the delivery of the targets.

### **TOPICS TO BE COVERED BY BSIPs**

67. This section provides further guidance on areas which the Government expects to see covered in BSIPs. It should be read in conjunction with the strategy and is designed to provide further advice in the preparation of BSIPs. All areas listed below should be included in the BSIP. LTAs and operators may also wish to cover other topics referenced in the Strategy and not covered here and may do so at their discretion.

### **Intensive services and investment on key corridors, with routes that are easier to understand**

68. LTAs should work with operators to set the daytime, evening and Sunday service levels that different communities need. In densely populated areas, EP or franchising agreements should ensure that key radial roads have buses so often - every few minutes - that passengers never need a timetable. Evening services on these roads should be at least every 15 minutes.
69. LTAs and operators should also consider network design – for example, whether local needs are best met through infrequent ‘branch’ services of main routes which provide through journeys at the expense of frequency, or through high-frequency feeder routes connecting to the main line service instead, with through ticketing at no extra charge. Service planning should make sure that buses are appropriately spread between corridors, avoiding significant over and under provision.
70. In considering network design, LTAs and operators should agree common route numbering systems – for example, to avoid two routes with the same number serving the same bus stops. Buses from different operators on the same route should be

shown on the same timetable. Routes should be as far as possible the same in the evenings and weekends as in the daytime.

71. Consideration should be given to whether to simplify routes; for example, whether networks should have more high-frequency major route services rather than lots of low-frequency services combining. Route variations and letter suffix routes should be reduced.
72. BSIPs should also consider network design and avoid providing infrequent through services to everywhere or divert buses away from the main route to serve smaller places, reducing speed and convenience for people travelling between a route's major points. On high-frequency services, BSIPs should consider whether more use could be made of good hub-and-spoke connections, with frequent feeder buses connecting into frequent major routes and through ticketing. This becomes possible if frequency and reliability improve and with the consideration of demand responsive transport options. Overprovision on some urban corridors with dozens of competing buses every hour should be reduced to boost under provision elsewhere.
73. For BSIPs, LTAs should set out which corridors they consider to be appropriate for this high intensity treatment and whether they consider that this requires an increase (or reduction) in service frequencies compared to the current position. Where LTAs consider that feeder services are appropriate, they should set this out.

### **There must be significant increases in bus priority**

74. The Strategy explains that to increase bus modal share, buses must become an attractive alternative to the car for far more people. The key to doing this is making them faster and more reliable. The Government expects plans for bus lanes on any roads where there is a frequent bus service, congestion, and physical space to install them. Bus lanes should be full-time and as continuous as possible. They should be part of a whole-corridor approach, including other physical measures such as:
  - Traffic signal priority;
  - Bus gates, which allow buses to enter a road that prohibits access to other traffic, and;
  - Clear and consistent signage for traffic and for bus users.
75. The impact of vehicles loading and unloading on bus lanes should be minimised, so hours should be restricted, or loading bays inset or moved close by but away from the main carriageway, with consideration of the views of local businesses. LTAs should consider physical changes to road layouts to allow the provision of continuous bus lanes. Where there is insufficient space for a bus lane, LTAs should consider point closures of some main roads to private cars, allowing through traffic on other main roads nearby.

76. Issues such as bus stop locations and spacing, parking provision, impact of vehicle loading, and removal of buildouts and pinchpoints will need to be addressed in the development of the EP. Non-residential parking will not generally be an efficient use of road space on such routes.
77. Difficult decisions or commitments may be needed by both the operator and LTAs. Close co-operation with and between authorities with relevant highways and traffic powers is essential.
78. BSIPs will not be able to consider all of these issues in detail, but should set out which corridors will be prioritised for bus priority treatment. The extent to which individual LTAs commit to new bus priorities in their BSIP will be an important indicator of ambition as well as providing confidence to local bus operators that these outcomes – which will influence their reciprocal action and investment – will be delivered.
79. The Department will consider proposals for capital investment as Strategic Outline Business Cases. LTAs should therefore describe corridors and potential packages of measures at a high level, but will not need to have identified a preferred option.
80. Most MCAs now have a Key Route Network (KRN) of the most important local roads for which they share powers to operate and manage with their constituent Local Highways Authorities. The Government plans to consult on strengthening the KRN approach to give MCAs more powers to manage key routes, helping to enable integrated highways and transport planning, better delivery of services across local authority boundaries, and give MCAs greater accountability.
81. Where LTAs commit to bus priority improvements, the Department expects bus operators to make firm and clear commitments to improve the customer offer, which can be included in the resultant EP scheme.

### **Fares must be lower and simpler**

82. Lower and simpler fares attract passengers. They are an investment not just in transport but in town centres, in social inclusion and in a greener future. Fares policy should be an integral part of BSIPs. Lowering fares will either be a commercial decision for each operator or may require subsidy from the LTA – which each operator would negotiate separately with the LTA during EP or franchising assessment development.
83. Within cities and towns, the Government wants low flat fares (or maximum fares and daily price caps) to be the norm, as in London, as well as lower single fares and more, low, daily price capping. BSIPs should also consider youth fares; initiatives such as the youth fares implemented in Merseyside had a positive impact on patronage and the Government wants to see this replicated across the country.



84. The Government expects there to be consideration of fares in BSIPs. At this stage, BSIPs should set out which fares have been identified as suitable for reform. For example, a LTA might choose to introduce a new fare for a group such as young people or job seekers, create a flat fare within a given area, or create a zonal fare system. Details such as the precise fare level can be included in the EP.

**There must be seamless, integrated local ticketing between operators and this should be across all types of transport**

85. The Strategy sets out a bold ambition for an integrated ticketing approach to allow passengers to buy a through journey for local bus, rail and metro with a single tap on a smartphone. BSIPs should set out at a high level what is required to deliver no-fuss, multi-operator tickets and price caps on contactless credit and debit cards, at little or no premium to single operator fares, and where appropriate how this could be expanded to tickets that cover all travel modes (bus, light rail/metro, rail). All buses should accept contactless payment and all operators running on the same route should accept the same tickets.
86. Full multi-operator contactless ticketing requires the provision of a back-office solution. At this stage, LTAs and operators should assume that a technical solution is available and should not seek to develop this independently.
87. All operators should work with each other and their LTAs to overcome historic challenges around commercial agreements and pricing so that they can deliver the ticketing outcomes demanded by the Strategy through an EP (or delivered by LTAs through their franchising assessment).

**Service patterns must be integrated with other modes**

88. Bus journeys are not made in isolation but form part of an overall journey package that can include walking, cycling, park and ride or light rail and BSIPs should be developed in this context. A BSIP should consider these whole journeys so that buses can form an integral and attractive part of them.
89. More bus routes and demand-responsive services should serve railway stations and for easy connections between modes, bus services should be timed to connect with trains. Buses must also work better with each other to eliminate poor connections and uncoordinated timetables. Where services are regular, but not frequent (often in rural areas), connectivity should be maximised. Hub models can connect services, with buses all arriving and departing at the hub town within the same window each hour, ideally all servicing the same centrally located bus or railway station. Bus stations should be protected from closure and redevelopment and be improved and well maintained.
90. At this stage, BSIPs should identify key transport interchanges and set out whether services are considered to be adequate and timetable changes are required. It

should also set out what engagement already takes place, or is planned to take place, between operators from different transport modes, to address these issues.

**The local bus network is presented as a single system that works together, with clear passenger information**

91. BSIPs should consider strong network identities so that to passengers it feels like a coherent, consistent, strongly-branded operation which gives people confidence in using it – so that passengers know when the bus will arrive, what the fare will be and what the experience will be like. Typefaces, liveries and logos create an impression of unity.
92. Bus stops should show accurate information about the services stopping there. Better passenger information will require joint working between the LTA and bus operators so that, for example, new bus stop RTI display locations can be informed by bus operator boarding and alighting data, or that fare information and other passenger information can be co-hosted on a new or improved website or app. Every town, city and rural area should have easy to access, up to date maps, showing all local bus services. Bus stops should be named consistently by operators running the same bus routes. Local branding should reflect the community and not the operator, though successful existing brands should not be sacrificed.
93. Timetable changes should be minimised and co-ordinated across operators, so they happen at the same time. There should be heavy promotion and marketing to familiarise non-users with their local buses, to demystify the service for non-users, and introductory offers to promote the service to them.
94. In holiday destinations and scenic areas, much more should be done to promote buses to visitors. Popular tourist areas such as the West Country and the national parks are often blighted and congested by too many cars. More must be done to promote buses to visitors, with improved services, easily accessible information, park-and-ride sites and special tickets. LTAs need to consider how work could be undertaken with tourist attractions and venues to promote and facilitate bus travel to the site e.g. more accessible parking/stops for buses and coaches.
95. Disabled people and those with protected characteristics must be able to use bus services as easily as other passengers. Making buses more accessible (not just the vehicles themselves, but also bus stops, bus stations, and by providing excellent customer service) also benefits other passengers.
96. To support the Strategy's vision, BSIPs should provide information on existing provision of real time information, what expansion is proposed and why, existing information provision at bus stops and plans for its improvement, and plans for a local brand.

## Modern buses and decarbonisation

97. The Strategy supports the introduction of at least 4,000 more zero-emission buses, with the Zero Emission Bus Regional Areas scheme helping support the delivery of this through providing funding to LTAs in partnership with local stakeholders. At a local level, every LTA that wishes to receive funding from the Department for local transport projects must develop ambitious strategies, targets and measures for cutting carbon from transport in their area. All LTAs must work with bus operators and energy providers to include ambitions to decarbonise the local bus fleet in their BSIPs. We would expect to see the relative ambition of areas reflected in these plans, with an expectation of all areas fleet to move to zero emission in the long run. Local standards for zero-emissions must be set in partnership and franchising schemes ensuring that commitments to invest are delivered. BSIPs (and subsequent EP/ franchising proposals) need to be flexible enough to respond to future funding schemes that the Department may run to support decarbonisation of fleets. They also need to have scope to meet future government targets that could be set to meet UK decarbonisation commitments.
98. Buses should offer end to end accessibility and provide ample areas for pushchairs and luggage in addition to the wheelchair space, so that everybody can travel with confidence. They should also offer audible and visible information, in addition to WIFI and charging as standard - allowing people to work and interact online whilst they travel and make better use of their time. More buses, particularly in rural areas, should also carry cycles.

## Give bus passengers more of a voice and a say

99. BSIPs must include a passengers' charter giving bus users rights to certain standards of service, including punctuality, vehicle cleanliness, proportion of services operated, information and redress. There must be mechanisms for redress at a local level and means to ensure these standards are met, which could include forums such as establishing Bus Advisory Boards. This will be backed with action at national level as set out in the Strategy.
100. Further guidance on establishing and maintaining a Bus Passenger Charter is at Annex C. It is not necessary to create a full charter as part of creating a BSIP, but BSIPs should commit to the creation of a charter and set out key provisions to be included.
101. Bus services should also be safe and perceived to be safe by all. BSIPs should include how LTAs and bus operators will ensure this is delivered. Areas to consider are:
- **Walking routes to bus stops** - LTAs should plan and maintain routes to stops with safety in mind, ensuring, where appropriate, that they are well-lit and support natural surveillance – especially those used by evening and night buses (operator boarding and alighting data can help with this).

- **The waiting environment** - Siting of bus stops should take into account convenience and safety, with LTAs ensuring, where necessary, they are well-lit and covered by new or existing CCTV. Bus stations should also be adequately staffed and monitored.
- **Staffing and procedures** - Bus drivers should have appropriate passenger safety training to deal with emergency situations on or off the bus. Drivers should be able to contact depot staff at all times and operators have proper 'code red' procedures with the emergency services so that help can be summoned quickly. Vehicles themselves should have working CCTV.
- **Customer relations** - Bus operators should include safety in their marketing and customer charter - with clear and publicised procedures to deal with complaints or suggestions on how to improve passenger safety. Bus operators should liaise with local police and other stakeholders such as local schools to address safety concerns.
- **Information provision** – Good quality passenger information can help to reassure passengers about safety issues such as when the bus will arrive at the stop and where individual passengers will board and alight for their journey, especially important for those that may be unfamiliar with the local area. Buses themselves should have next stop announcements, for example, so that everyone knows where the bus is going and when they have reached their stop.

### More demand-responsive services and 'socially necessary' transport

102. In lower-density areas and at less popular times, conventional fixed-route buses can never compete with the attractiveness or flexibility of the car. Infrequent, irregular services with long journey times discourage patronage. Aided by technology, demand-responsive transport (DRT) can address this, offering a more personal, on-demand service, taking people from their doors or closer to their doors than a regular bus, integrated with conventional buses, where they exist. In developing BSIPs, LTAs should consider the role of DRT in improving access to bus services in rural areas.

103. DRT should be provided in the evenings and late at night. Places that are economically disadvantaged should also be included in that thinking to connect them better to centres of employment, broadening opportunities and the choice of work, education and leisure for those who live there. Better services must be provided to places of employment off existing main bus routes, such as out-of-town industrial estates and factories, and services should meet the needs of passengers who do shift work. Again, this could be done with integrated DRT geared to shift times. There is a role to play for employers in helping with this that the BSIP should consider.

104. Although EP and franchising legislation does not apply to community bus services<sup>5</sup>, the LTA will already be providing a range of bus transport that is not commercially viable but which it considers 'socially necessary' to enable local people to have

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<sup>5</sup> S.123J and 138C of the Transport Act 2000 exclude services provided under s.22 of the Transport Act 1985.

access to bus services. Community bus services can provide an important contribution to meeting overall bus transport needs and the BSIP should reflect this.

105. Particular consideration should be given to the provision of transport to facilitate access to social and leisure services. In considering such services, local authorities should consult those with expertise on local needs in relation to loneliness and social isolation, including groups at risk of loneliness and providers of social prescribing schemes.
106. LTAs should consider the scope for applying Total Transport principles, as explored in the Department for Transport's 2015 pilots. The feasibility report and pilot review, including benefits, outcomes and lessons learned was published in 2019 and can be found here: <https://www.gov.uk/government/publications/total-transport-feasibility-report-and-pilot-review>.

### **Longer term transformation of networks through Bus Rapid Transit and other measures**

107. BSIPs should provide the Government with information on local areas' ambitions for bus over the longer term. In the strategy, the Government commits to supporting bus rapid transit and other schemes which lie between conventional bus and light rail, aiming to bring the benefits and user experience of light rail to bus corridors. LTAs should include aspirations in this area in their BSIPs, even if they are not yet at SOBC stage, to help generate a better understanding of where such schemes are potentially feasible.

### **Regular updates**

108. BSIPs will be 'living' documents and can be altered (and republished) if the LTA, working closely with its bus operators, believes this is necessary. BSIPs should be revised at least every twelve months to ensure they remain relevant and that the plans within it are working as intended. Revised versions should also be sent the Department for Transport at: [BSIP@dft.gov.uk](mailto:BSIP@dft.gov.uk). Please title your email 'Published revised BSIP for [insert name of authority]'.

## **Part 3 – LTAs and bus operators working together**

109. This part of the guidance provides advice on how LTAs and their local bus operators can work productively together to develop a high quality BSIP. It is particularly focussed on the joint working required to deliver a BSIP where it will be translated into an EP.

110. Although the LTA is ultimately responsible for producing the BSIP, it cannot unilaterally decide what goes in it. We also expect operators to engage constructively in discussions, offering active suggestions for improvement, explaining what they can and cannot support and why and seeking to resolve any differences of view constructively and in the best interests of current and future bus users.
111. If the LTA has chosen an EP to deliver its BSIP there is an operator objection mechanism. Working together from the outset is therefore vital. The BSIP needs to set out a vision which the EP can deliver.
112. The objection process is designed to ensure that any proposal which requires delivery by operators is realistic and will not have unintended consequences for passengers. We do not wish to see operators using the objection process lightly and would expect any potential objection to have been raised with the LTA at an early stage with practical suggestions for changes. Nor do we wish to see operators feeling forced to use this mechanism during the EP delivery phase because the BSIP process has not properly taken their views into account.

### **Joint working between stakeholders**

#### *Create a forum for discussion*

113. If a BSIP is to be effective, a forum should exist for the free and frank exchange of views, data and ideas from its members on how to improve bus services in the BSIP's geographical area. Its members will of course include all local bus operators and those running cross-boundary services. However, there will be other groups that can contribute, such as bus user groups and representatives of disabled people, and local business groups. Where LTAs are not also highways authorities, it will be important that highways authorities regularly attend the forum and recognise its importance, since they will be crucial in delivering bus priority measures. Not all need to attend every meeting and sub-groups can be commissioned for individual stakeholders to discuss and develop draft BSIP content to bring back to the wider forum for consideration.
114. These will be informal discussions to encourage co-operative working, so it is not necessary for them to be led by the LTA. Collectively, stakeholders may prefer the forum to be independently chaired or the chair to revolve amongst its members, to give confidence that all views will be represented and properly taken into account. What is important is that the forum is seen by all as a place that encourages and facilitates an open and honest exchange of views, without fear of ridicule or recrimination.
115. The forum should provide an opportunity for an open discussion about current deficiencies in the market and how they might be addressed, perhaps starting by reviewing any existing partnership agreement and/or comparing members' key asks.

### *Role of the LTA*

116. It will be for the LTA to host BSIP discussions and arrange the first meeting. The LTA should work closely and in a spirit of co-operation with bus operators, community transport bodies and other relevant organisations. The LTA is not wholly responsible for drafting its content. BSIP content is developed jointly through discussion and negotiation, primarily between the LTA and its bus operators.

### *Role of local bus operators*

117. It is essential that local bus operators work together to set out clearly what they want from the BSIP or any later statutory partnership process. This will involve operators discussing and reaching an agreed joint position amongst themselves on what they wish collectively to see included in the document and be prepared to negotiate this as a collective with the LTA. Asks should be specific, for example asking for bus priority measures on particular routes, rather than simply asking for more bus priority.

118. This process is designed to give operators a real say in what is delivered, so all operators should participate in the BSIP process. Individual operators, particularly the medium and 'big 5' operators must put forward company representatives that have the authority to negotiate and make decisions during forum discussions, rather than afterwards. Neither a BSIP nor an EP should focus on large operators. The EP objection mechanism is specifically designed to prevent a single dominant operator from having a veto.

119. To help this, operators should agree who will pull together and present the collective bus industry view when commenting on or providing written content for BSIP drafts. This can be for the whole BSIP development process or for individual sections/meetings. We would expect operators to hold their own separate meetings to discuss and formulate their proposals and draft content for discussion with the LTA. It is necessary and perfectly acceptable for local bus operators to have private discussions on the drafting suggestions that they intend, as a group, to share with the LTA in the forum. Advice that the Department has developed with the Competition and Markets Authority on how to avoid competition issues during the BSIP drafting process is at Annex D.

120. Where bus operators do not participate in these discussions, the Government reserves the right to cease paying the COVID-19 Bus Services Support Grant (CBSSG) to them.

### *How those discussions become a clear way forward under a BSIP*

121. LTAs and bus operators should identify where there is agreement about what should be done. Where there is disagreement, it may be helpful to consider whether measures will contribute to targets and how quickly. This document describes the level of information required in each section under each heading.

*How might that translate into the content of an EP?*

122. Once the BSIP has been agreed and the Government has set out the funding that it will provide, specific measures can be included in an EP. This will include both commitments by the LTA and reciprocal ones from bus operators.

*An EP as part of a wider agreement*

123. A BSIP can also form part of a wider agreement that sits outside of, but complements, the EP. The Transport Act 2000 defines what types of ‘facilities’, ‘measures’ and ‘standards of service’ can form part of an EP. But this does not prevent the LTA and operators from agreeing, on a voluntary or contractual basis, a wider agreement that includes other initiatives or mechanisms outside of what is possible under an EP to support and deliver Strategy outcomes.

*Evidence of operator support*

124. All operators are strongly encouraged to express their views on the BSIP. In all cases, a BSIP should be accompanied by letters of support from operators representing at least 80% of registered mileage in the geographical area covered by the BSIP. In the absence of this, the LTA must explain why this level of support is not achievable.

*Publishing the BSIP*

125. The LTA must publish its BSIP on its website and send the link to the Department of Transport at [BSIP@dft.gov.uk](mailto:BSIP@dft.gov.uk). Please title your email ‘Published BSIP for [insert name of authority(s)]’.

*Local Transport Authority capacity and capability*

126. We recognise that the LTAs are being asked to take on an important role in delivering the outcomes of the Strategy, in partnership with their local operators. To support LTAs in taking on this work, the Government has committed to provide £25 million in 2021/22 on a capacity and capabilities programme.

127. As a first step, we have made capacity funding available to all LTAs to support them in their immediate work on EPs and BSIPs. This has been allocated to each LTA on request, and it represents the minimum amount of capacity funding that LTAs will be eligible to receive.

128. Further capacity funding will be made available by 30 June, based on engagement with LTAs to understand the ongoing needs of partnerships in developing their plans.

129. The purpose of the £25 million capacity and capabilities programme is to:



- bring in additional capacity to support the timely development of EPs and BSIPs. Funding could be used to recruit additional staff or procure consultants to support the partnership in pulling together their plans, especially in the short term where current LTA or partnership capacity is limited, or where specialist support is needed;
- create a legacy of capability in LTAs on bus-related issues. We know that capacity and capabilities on bus policy varies significantly between LTAs, and that many authorities have lost valuable in-house skills over the years. Where possible, LTAs should look to build up that in-house capability so that they can continue to maintain and improve bus interventions whilst adapting to significant market change;
- develop a network of LTAs, facilitated by DfT and consultants, to support authorities in their work to develop and deliver BSIPs and EPs. This will serve as a forum to discuss NBS related issues and facilitate the exchange of best practice. This could include online workshops, tutorials, with follow-up FAQs and advice. It could also include some direct support to individual, or groups, of LTAs where assistance is needed to move this work forward. Much of this is likely to be taken over by the Bus Centre of Excellence once that is established;
- establish a Bus Centre of Excellence to enable the delivery of a long-term programme of activities and support. The centre will be co-sponsored by the Department, and training will be managed and delivered by experts from across the bus sector. This will focus on: public transport service planning and network design, performance oversight, contract procurement and competitive tendering<sup>6</sup>, design and development of bus priority measures, and wider traffic management measures to improve local bus performance;
- support a peer network of senior leaders working to deliver bus transformation, to support the sharing of experience and solutions across the private and public sector.

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<sup>6</sup> Existing DfT guidance on tendering best practice can be found here: <https://www.gov.uk/government/publications/tendering-road-passenger-transport-contracts-best-practice-guidance>

## 3. Annexes

## **ANNEX A: MODEL NOTICES OF INTENT TO PREPARE A FRANCHISING PROPOSAL OR AN EP**

### **MODEL EP NOTICE**

#### **Notice of Intent to Prepare an Enhanced Partnership Plan and Schemes**

**[Date]**

At its meeting on [date], [Name of LTA] gave approval to proceed with the development of an Enhanced Partnership. The commencement of this is confirmed through this notice of the intention to prepare an Enhanced Partnership Plan and accompanying Enhanced Partnership Schemes, as required and set out in section 138F of the Transport Act 2000.

### **MODEL MCA FRANCHISING NOTICE**

#### **[Name of LTA] Notice**

**[Date]**

In accordance with sections 123B and S123C(4) of the Transport Act 2000 ('the 2000 Act'), the [name of authority] ('Authority') has authorised the publication of this notice, confirming that it intends to prepare an assessment of a proposed bus franchising scheme ('Proposed Scheme').

The Proposed Scheme as currently envisaged will cover [geographical area of the proposed scheme] ('Area' / 'Region').

Pursuant to section 123C (2) (a) of the 2000 Act, the Secretary of State's permission to carry out the assessment of the Proposed Scheme is not required because the scheme relates to the Area of a Mayoral Combined Authority.

The Bus Services Act 2017 amended the 2000 Act to provide the Authority with powers to reform the bus market and these provisions provide for new types of partnership schemes and the option to franchise bus services.

The Authority has directed [name of LTA] as the Transport Executive for the Area/Region to assess the new bus reform options available under the Act including an assessment of the Proposed Scheme. Before undertaking such an assessment section 123C(4) of the 2000 Act prescribes that the Authority must publish a notice stating that they intend to prepare such an assessment.

You can find out more on the [name of LTA] website. For further information, please contact [contact details].

## ANNEX B: BSIP TEMPLATE

### NATIONAL BUS STRATEGY

### BUS SERVICE IMPROVEMENT PLAN

### [NAME OF AUTHORITY OR AUTHORITIES]

#### HEADLINE MESSAGES TO AID BSIP DRAFTING

The BSIP is a vitally important document that drives forward the productive partnerships supported by an EP or a franchising assessment that are needed to make a step change in bus services required by the National Bus Strategy ('the Strategy'). It is important to bear this in mind during drafting as it will be the framework for future delivery and, in part, **act as a bidding document for future funding (see paragraphs 34-39 above)**. LTAs should cross-check with the EP and/or franchising guidance to ensure that the proposals in a BSIP content would maximise the use of the powers available.

LTAs should draw on existing work such as local transport plans and other detailed plans, data and strategy documents that exist or are currently being developed. Remember, the overall aim of the BSIP and its individual sections is to explain LTA ambition to improve buses and the plans and policies that will deliver them. Where those plans and policies do not currently exist in a particular section, the BSIP should explain what the ambition is, how proposals will be developed and when.

Overall, the BSIP should:

- Be developed by LTAs in collaboration with local bus operators, community transport bodies and local businesses, services and people.
- Focus on delivering the bus network that LTAs (in consultation with operators) want to see, including how to address the under provision and overprovision of bus services and buses integrate with other modes.
- Set out how it will grow bus use.
- Set out how it will be delivered.
- Be updated annually and reflected in the authority's Local Transport Plan.
- Seek to influence the share of the £3 billion of transformation funding (if it meets the Step 1-3 requirements set out above).

#### Section 1 – Overview

- Name of LTA(s) that the BSIP covers. This should also set out whether the BSIP covers a single LTA or more than one and the justification for that decision.
- Map showing geographical area(s).
- Explanation of whether that area(s) are proposed to be covered by an enhanced partnership scheme and/ or will form part of a franchising appraisal. All the LTA geographical area must be covered either by an EP or a franchising proposal

(Advice on using both an EP and franchising see advice on using both under Step 1 of the main guidance).

- Duration of the published BSIP, arrangements for annual review and how it will be aligned with wider Local Transport Plans.

## **Section 2 - Current bus offer to passengers**

The Strategy requires BSIPs to drive improvements to local bus services in a number of ways – for example, by setting targets for passenger growth and developing plans for multi-modal ticketing. This section should provide an analysis and data of how the current bus network compares to the BSIP aims and objectives set out in the subsequent sections.

### *Analysis of existing local bus services compared to BSIP outcomes*

- How current services meet or fall short of BSIP expectations as set out in this guidance and the Strategy.

### *LTA financial support for bus services*

- Explain the financial support that the LTA(s) is providing for subsidised public bus services, listing the numbers of routes and route mileage supported.

### *Other factors that affect the use of local bus services*

- This should include the extent and pricing of parking provisions in town and cities and the split between LTA and private sector provision. It should also include current LTA spending on parking enforcement.

## **Section 3 - Headline targets**

Targets for improvement should be covered in this section. Each section should include an explanation of how and why these targets were chosen and what the percentage increase is on existing performance. The key here is that these targets should be assessed using existing available data or data that the partnership has or can compile. It is also vital to think about clear objectives and how success will be judged and explain your thinking here.

### *Targets for journey times and reliability improvements*

- These should cover the LTA(s) area as a whole and provide specific data for each of the largest cities and towns in its area.
- Performance against these targets must be reported against and published at least every six months.

### *Targets for passenger growth and customer satisfaction*

- This should include details of how this will be measured.

## **Section 4 – Delivery**

This is the main body of the BSIP. Its purpose is to explain how the requirements set out in the Strategy are to be delivered. Many factors and interventions by the LTA and local bus operators will influence and contribute to delivering outcomes. The purpose of this section is for the BSIP to set out detailed policies in each of the areas, explain delivery in more detail and how they each will work together to improve local bus services. The BSIP should contain a separate section on each as set out earlier in this guidance (paragraph references are given for ease).

## **Section 5 – Reporting**

This section should set out the arrangements for publishing six-monthly performance against BSIP targets. Please include the URL on your website where these reports will appear.

## **Section 6 – Overview table**

This section should summarise the key outputs of the BSIP and how it meets requirements set out in the Strategy. The purpose of this section is to give readers, including passengers and the Department, an overview of the commitments in the BSIP which LTAs and operators will work towards to improve local bus services. LTAs should complete all sections of the template.

*BSIP Overview Table Template*

Name of authority or authorities:	
Franchising or Enhanced Partnership (or both):	
Date of publication:	
Date of next annual update:	
URL of published report:	

Targets	2018/19	2019/20	Target for 2024/25	Description of how each will be measured (max 50 words)
Journey time				
Reliability				
Passenger numbers				
Average passenger satisfaction				

Delivery - Does your BSIP detail policies to:	Yes/No	Explanation (max 50 words)
<b>Make improvements to bus services and planning</b>		
<i>More frequent and reliable services</i>		
Review service frequency		
Increase bus priority measures		
Increase demand responsive services		
Consideration of bus rapid transport networks		
<i>Improvements to planning / integration with other modes</i>		
Integrate services with other transport modes		
Simplify services		
Review socially necessary services		

Invest in Superbus networks		
<i>Improvements to fares and ticketing</i>		
Lower fares		
Simplify fares		
Integrate ticketing between operators and transport		
<b>Make improvements to bus passenger experience</b>		
<i>Higher spec buses</i>		
Invest in improved bus specifications		
Invest in accessible and inclusive bus services		
Protect personal safety of bus passengers		
Improve buses for tourists		
Invest in decarbonisation		
<i>Improvements to passenger engagement</i>		
Passenger charter		
Strengthen network identity		
Improve bus information		
<b>Other</b>		
Other		



## **ANNEX C: BUS PASSENGER CHARTER GUIDANCE**

### **Overview**

We want to enable passengers to hold local authorities and operators to account for delivering against the BSIPs. A BSIP should include a Bus Passenger Charter (BPC) that sets out for passengers how to use bus services and what passengers can expect from bus operators delivering local bus services across their area.

The BPC should signpost passengers to routes for recourse, enabling passengers to provide feedback on how LTAs and operators are performing in meeting their commitments in the BSIPs.

### **How would a Bus Passenger Charter work?**

The Bus Passenger Charter would set out the commitment made between local authorities/bus operators and the passengers they serve to ensure certain standards are met for each journey. It translates the Bus Service Improvement Plan into a tangible set of outcomes that passengers should expect to see when taking a bus journey.

The Charter should signpost customers to feedback channels so that passengers have a voice and enabling operators/local authorities to address the concerns of passengers.

It should be made clear what the Charter will set out and be explicit that it will not create any new legal relationship with the passengers. It is expected that the Local Transport Authority will develop their Bus Passenger Charter in collaboration with bus operators and passengers or passenger advocacy groups. There should also be a commitment to review the charter on a fixed basis and to consult on any revised versions.

In taking decisions authorities must ensure they comply with the Public Sector Equality Duty (PSED). By providing a place to commit publicly to developing transport provision in a manner which eliminates unlawful discrimination and promotes equality of opportunity, Passenger Charters can help authorities to explain to passengers the steps they are taking to fulfil the Duty and to support inclusive transport services.

The Bus Passenger Charter should be published on the local authority website and where possible, also on the participating bus operators websites too. There also needs to be consideration of the accessibility of the BPC and how we can also offer non-digital guidance to passengers.

### **Passenger commitments**

The BPC should promise certain standards of service to passengers, including punctuality, vehicle cleanliness, proportion of services operated, accessibility of buses and related infrastructure to groups with protected characteristics, information and redress. There must be mechanisms for redress at a local level and means to ensure these standards are met.

### **BSIP commitments**

LTAs may also decide to use the BPC to communicate to passengers the tangible outcomes they should expect to see from BSIPs.

## ANNEX D: GUIDANCE ON NEGOTIATING BSIPS AND COMPETITION LAW

### *Introduction*

1. The published EP guidance already provides advice on how competition law relates to negotiating an EP agreement, both between operators and with the LTA. That guidance is also relevant to developing a BSIP and readers may wish to refer to this first. This annex provides additional guidance, focussed on developing BSIPs.
2. A BSIP is not a statutory document, nor does it deliver anything on the ground – that is the purpose of an EP or franchising assessment. Negotiating a BSIP may necessarily involve a combination of discussions between operators and the LTA and operator-only discussions without the LTA present. This is for practical reasons. Operators may be prepared to be more open without the LTA in the room, or to make contributions to the BSIP in ways they may feel unable or uncomfortable to do if the LTA were present, for a variety of reasons. For example, the LTA can become the bus registration authority under an EP (instead of the traffic commissioner) and are also the ‘client’ for socially necessary bus services and other tendered contracts.
3. The BSIP also tasks operators with producing the ‘shopping list’ of initiatives, measurables or deliverables that they believe are necessary for inclusion in the BSIP, to deliver the improvements required by the Strategy. It is likely, and perfectly reasonable, that operators will only wish to share the results of that process with the LTA once it has been discussed, developed and agreed between the operators themselves.

### *How might competition issues impact on BSIPs?*

4. The principal issue that needs to be avoided in operator-only discussions on BSIPs are **discussions about the future of individual operator businesses - pricing intentions, including rebates or discounts or commercial strategy, such as what an individual operator’s future fares strategy will be.**
5. These could be seen to have particular relevance in the following outcomes set out in the Strategy and this guidance.

### **Lower and simpler fares**

6. Reducing fares will either be a commercial decision for each operator or may require subsidy from the LTA – which each operator would negotiate separately with the LTA during EP development. Neither of these outcomes require conversations between operators. It is acceptable to discuss how fare structures could be simplified as the EP legislation can mandate what ticket structures and types should be offered by all operators in the EP area.

## Multi-operator ticketing

7. The Strategy particularly requires the BSIP to set out how they will deliver no-fuss, multi-operator tickets and price caps on contactless credit and debit cards, at little or no premium to single operator fares – with all buses accepting contactless payment. Capping levels for multi-operator tickets and arrangements for through ticketing will be delivered through the subsequent EP or a franchising arrangement, not the BSIP. The EP guidance already provides advice on through ticketing and setting the price of a multi-operator ticket (which can be mandated in an EP) and also that multi-operator ticketing can be zonal, covering a geographical area.
8. A potential focus for the BSIP could be how the obstacle of commercial agreements between the LTA and operators and between operators could be overcome to deliver the ticketing outcomes demanded by the Strategy. The agreement(s) itself would be negotiated as part of EPS development (such agreements are not required under franchising).

## Network design

9. The Strategy requires BSIPs to cover network design. This may involve changes to the bus network that was previously provided under the (pre-Covid) deregulated market. We would expect the LTA to take the lead on this, using available operator and other data to, for example, determine where there are gaps in network coverage and where there is overprovision – e.g. on urban corridors. Advice is provided in this guidance on dealing with commercially confidential information and the LTA can then use this data to, for example, apply funding to fill gaps in the network using their tendering powers. To address overprovision, the existing EPS powers can be applied to set maximum frequencies on individual routes or require even headways.

## Conclusion

10. The corollary is that none of these issues should be insurmountable in the context of BSIP discussions. Those discussions are about how bus services will improve in the BSIP geographical area and how those improvements will collectively be delivered by the LTA and their bus operators. The specific actions and interventions required to do so will form part of the EP negotiations or a franchising assessment.
11. The BSIP is not required to consider or explain its impact on individual operators. Although individual operators will of course privately bear this in mind as they contribute to BSIP development, it does not need to be publicly shared or discussed with other operators. Individual operators can of course discuss impacts or potential impacts, on a confidential basis, during BSIP development with the LTA if they wish.

## Further Guidance

12. The Strategy also raises other competition issues that the Government will provide further guidance on as soon as possible.

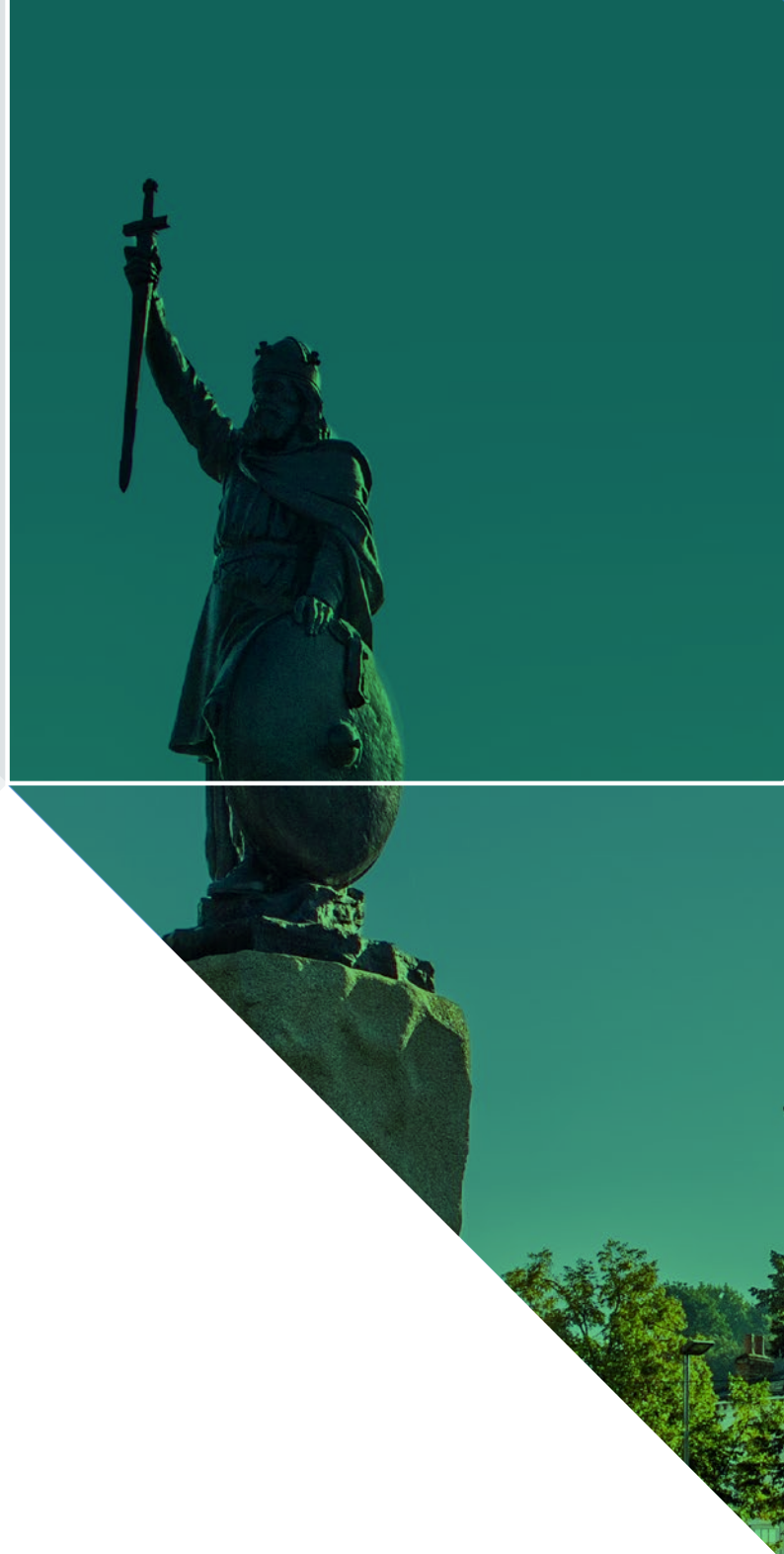


Department  
for Transport

# Bus Back Better



National  
**BUS**  
Strategy  
for England





# Contents

- 4 Prime Minister's Foreword
- 6 Introduction: **Our vision for the future of buses**
- 14 Chapter 1: **The opportunity**
- 26 Chapter 2: **The buses we want**
- 34 Chapter 3: **Delivering better bus services**
- 54 Chapter 4: **Delivering for passengers**
- 68 Chapter 5: **A green bus revolution**
- 76 Appendix: **COVID recovery plan 2021–22**
- 82 Endnotes



# Prime Minister's Foreword

I love buses, and I have never quite understood why so few governments before mine have felt the same way. A couple of years ago, I unintentionally broke the internet with the widely-mocked, but true, statement that one of my hobbies is making models of buses. As mayor of London, I was proud to evict from the capital that mobile roadblock, the bendy bus, and to replace it with a thousand sleek, green, street-gracing New Routemasters.

Buses are the country's favourite mode of public transport too – used for twice as many journeys as trains, from thousands more stopping-places across the country. They get teenagers to college. They drive pensioners to see their friends. They connect people to jobs they couldn't otherwise take. They sustain town centres, they strengthen communities and they protect the environment. They are lifelines and they are liberators.

Some people ask what levelling-up means in practice, and what difference it will really make to people's lives. This is part of what it means. As we build back from the pandemic, better buses will be one of our major acts of levelling-up.

As successive mayors showed in London, buses are the easiest, cheapest and quickest way to improve transport. In only a few years, policies started by my Labour predecessor and which I built on transformed the service. With frequent buses, low fares, and priority lanes to glide past traffic, we made London's bus network a natural choice for everyone, not just those without cars. Usage rose by more than half.

Outside London, with a few exceptions, that lesson has not been learned. For governments of all colours before this one, the bus has been last in the queue, with a fraction of the investment and political attention given to other, shinier things. Traffic has increased, but bus priority has stagnated, and some councils are actually taking bus lanes out. As services get slower, they become more expensive to run and less attractive to passengers. It is a classic vicious circle, which we intend to break.

Last year, we announced £3bn of new funding to level up buses across England towards London standards. This strategy describes how we will use that money. Just as we already have in the capital, we want main road services in cities and towns to run so often that you don't need a timetable. We want better services in the evenings and weekends, to reflect people's 24-hour lives and to provide safe, reliable transport for key workers. In places unserved or barely served by conventional buses, such as rural villages and out-of-town business parks, we want more demand responsive services with smaller vehicles.



We want simple, cheap flat fares that you can pay with a contactless card, with daily and weekly price capping across operators, rail and tram too. We want a network that feels like a network, with easy-to-understand services, consistent high standards and comprehensive information at the touch of a phone. We want 4,000 new green buses, and many others, running faster and more reliably in special lanes. As in London, all that will need councils, who control the roads, and bus operators to work together.

Our job has changed because of Covid. In some ways it is harder. Bus use has dropped, though by less than on the railways. In some ways it is easier. The industry has had almost £1bn in emergency funding, and will need significant public support for some time to come. The deal for operators is that we will give you that support, and the measures to unstick traffic that you have wanted for years – but in return, we need your cooperation and partnership to deliver the policies in this strategy.

In every way, the pandemic has made our job more urgent. We must build back greener, minimising pollution and tackling the congestion that clogs up our towns and cities. But as the country recovers, this strategy looks to the long term.



Introduction

# Our vision for the future of buses





# Buses are at the centre of the public transport network, making 4.07 billion journeys in England in 2019/20<sup>1</sup>, more than twice as many as the railways.

They bring people to jobs, study and local services; they liberate people who are old, young, disabled and isolated; they save millions of tonnes of carbon and pollution, and thousands of miles of traffic jams. The double-decker bus is a symbol of Britain.

Yet for decades, buses have been largely ignored by policymakers. Unlike rail, road aviation, cycling or walking, there was not – until now – a national strategy for buses. And unlike rail or road, buses have never – until now – had long-term funding commitments. Almost uniquely in the developed world, bus operators themselves, outside London, decide where most services are run and what to charge.

Services can be confusing, split between different companies who do not accept each other's tickets or, in some cases, acknowledge each other's existence. Traffic congestion has made buses slower, less reliable and costlier to run. Public subsidy has fallen. The industry faces new structural challenges which it cannot meet alone, such as the rise of ride-hailing. Usage in most places keeps falling.

And then came COVID-19. Bus use has held up more strongly than rail in the pandemic, but as with the railways it has accelerated the challenges to an operating model that was already in trouble. Few services could now survive without emergency state support. If we are not to abandon entire communities, services cannot be planned purely on a commercial basis.

COVID-19 has caused a significant shift from public transport to the private car. To avoid the worst effects of a car-led recovery – cities and towns grinding to a halt; pollution, road injuries, respiratory illness and carbon emissions all rising – we need to shift back quickly, by making radical improvements to local public transport as normal life returns. Buses are the quickest, easiest and cheapest way to do that.

Even before the pandemic started, the Government had committed £3bn of new money during the current Parliament to improve buses outside London. Armed with that transformational funding, this National Bus Strategy will build back better. Its central aim is to get more people travelling by bus – first, to get overall patronage back to its pre-COVID-19 level, and then to exceed it. We will only achieve this if we can make buses a practical and attractive alternative to the car for more people.

To achieve our goal, this strategy will make buses more frequent, more reliable, easier to understand and use, better co-ordinated and cheaper: in other words, more like London's, where these type of improvements dramatically increased passenger numbers, reduced congestion, carbon and pollution, helped the disadvantaged and got motorists out of their cars.

We want the same fully integrated service, the same simple, multi-modal tickets, the same increases in bus priority measures, the same high-quality information for passengers and, in larger places, the same turn-up-and-go frequencies. We want services that keep running into the evenings and at weekends.



We want buses to be both tools of inclusion and the transport of choice. We want to demystify buses for non-users, tackle misconceptions about bus travel and address the negative perceptions some still hold about it.

But London is only a partial role model. Its population density is greater than elsewhere; costs and subsidy remain stubbornly high; and its success is eroding as its bus ridership has been falling.





Wherever and whenever bus patronage grows, there are likely to be bus operators and local government working together to deliver improvements for passengers.

Buses in London, unlike the rest of England, are franchised. Transport for London determines the network of services which are provided, under contracts for specific routes, by private sector operators. Franchising does not necessarily have to replicate this route-by route tendering. Less onerously, contracts can be let for different parts of a city or to a single operator for a whole network, with significant co-design opportunities for that operator. This is the model of the successful LibertyBus franchise in Jersey. Franchising powers are only available automatically to Mayoral Combined Authorities (MCAs) but can be provided to other Local Transport Authorities (LTAs) through secondary legislation. We will support any LTA which wishes to access franchising powers, and which has the capability and intention to use them at pace to deliver improvements for passengers.

But franchising is not the only route to better and more locally accountable bus services. An Enhanced Partnership is a statutory arrangement under the 2017 Bus Services Act which can specify, for example, timetables and multi-operator ticketing, and allows the LTA to take over the role of registering bus services from the Traffic Commissioners. The main difference versus franchising is that operators in an Enhanced Partnership have a much greater role, working with LTAs to both develop and deliver improvements for passengers and having a real say on how bus services should be improved. Enhanced Partnerships also offer significantly more flexibility than franchising.





By the end of June 2021, we expect all LTAs, except MCAs which have started the statutory process of franchising bus services, to commit to establishing Enhanced Partnerships across their entire areas under the Bus Services Act, and all operators to co-operate with the LTA throughout the process. LTAs which also wish to pursue franchising may do so – but they should commit to implementing Enhanced Partnerships in the meantime until the franchising process, which can be lengthy, is complete. LTAs which are not mayoral combined authorities and wish to pursue franchising will need to satisfy the Secretary of State that they have the capability and resources to do so, and that it will better deliver service improvements for passengers.

From 1 July 2021, only LTAs and operators who meet these requirements will continue to receive the COVID-19 Bus Services Support Grant (CBSSG) or any new sources of bus funding from the Government's £3bn budget. The terms and conditions of CBSSG already make clear that it is discretionary. The new funding will also be discretionary. As part of wider reform of the Bus Service Operators Grant – see below – we will consult on linking payment of that reformed grant to these commitments. By the end of October 2021, we expect all LTAs to publish a local Bus Service Improvement Plan, detailing how they propose to use their powers to improve services. We expect actual delivery of Enhanced Partnerships by April 2022. From that date, the new discretionary forms of bus funding from Government will only be available to services operated, or measures taken, under an Enhanced Partnership or where a franchising scheme has been made. In addition, only services operated under these statutory agreements will be eligible for the reformed Bus Service Operators Grant, subject to consultation. The Secretary of State may disapply these rules or the deadline of April 2022 in individual cases, on an exceptional basis; we will also ensure that no operator is disadvantaged through any failure to establish an Enhanced Partnership due to actions beyond their control.







We expect that the majority of LTAs will choose these Enhanced Partnerships rather than franchising as their end state, though others will proceed to franchising. We value the crucial role that bus operators have and believe that partnerships will allow LTAs to harness their knowledge and entrepreneurial skills. As we describe later, partnerships will work best if they deliver benefits and incentives to both sides. We will publish updated guidance on Enhanced Partnerships in the coming weeks.

Just as important as new operating models, are other measures to drive quality and efficiency. We want to create a virtuous circle: increasing usage, but also reducing operating costs so better services can be sustained without permanently higher subsidy. In cities and other congested places, the key intervention will be significantly more ambitious bus priority schemes, making services faster, more reliable, more attractive to passengers and cheaper to run.

To benefit from the funding in this strategy, LTAs in such places will be expected to implement ambitious bus priority schemes and draw up ambitious Bus Service Improvement Plans. Statutory traffic management guidance will be updated to make promoting bus reliability an integral part of highway authorities' Network Management Duty. As we have already announced, the remaining elements of Part 6 of the Traffic Management Act 2004 – which allow local authorities to enforce moving traffic offences – will be commenced this year and we will consult shortly on increasing MCAs' powers over key roads in their areas, where they are not already the highway authority.

To further our commitments in the Government's green ten-point plan, we will support the purchase of at least 4,000 new zero emission buses, more than a tenth of the fleet<sup>2</sup>. We will also set a date for ending the sale of new diesel buses in the UK. This, too, will reduce costs, since an electric bus is much cheaper to operate than a conventional one.

And in lower-density, often rural areas, not served or barely served by conventional buses, we will support new forms of provision, such as demand responsive travel in smaller vehicles. These innovations in service may be how we improve evening and Sunday services in places which currently lack them, integrated with conventional buses during the day.

As well as spending more money, we will fundamentally reform how it is spent. The main current funding stream, the Bus Service Operators Grant (BSOG), is a fossil fuel subsidy. The new funding regime will take a holistic approach targeted at the delivery of the policies in this strategy and other specific benefits: growing patronage, increasing efficiency, improving the environment and securing modal shift from the private car.

Much of the work to improve services and manage the new funding streams will be done by local authorities, whose capacity varies significantly. We will therefore provide £25 million in 2021/22 to support partnership and franchising development, including a Bus Centre of Excellence.

Just as buses are central to the public transport network, bus reform is central to this Government's objectives. We are acting not just because buses are the easiest, cheapest and quickest way of improving transport – but because the bus is key to two of our wider priorities: net zero and levelling up.

During a challenging time for public transport, it might seem strange to predict a prosperous future for the bus. From crisis, however, comes opportunity.

# 1

Chapter 1

# The opportunity







**Buses are the easiest, cheapest and quickest way to improve transport. Building a new railway or road takes years, if not decades. Better bus services can be delivered in months. Experience shows that relatively small sums of money, by the standards of transport spending, can deliver significant benefits.**





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Change vouchers given.  
Contactless/app preferred.

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Brighton & Hove

WELCOME ABOARD

-Ticket users  
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the reader

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Since COVID-19, the need has become more urgent. In many places, roads already operated at or close to capacity before the pandemic. There is a risk that when full economic life returns, the move away from public transport during the crisis will cause unmanageable levels of car traffic, slowing some areas to a crawl, holding back the economic recovery and creating a severe risk to health. Bus services can be improved relatively quickly to draw people back to public transport. They can also be reconfigured more easily than railways to meet any post-COVID change in travel patterns, such as a greater number of suburban, local and orbital journeys in cities.

The bus sector includes many examples of success and innovation. Despite years of decline, the quantity of bus services in many places remains quite good, at least during the working day. But because buses have been neglected, their future is fragile and there remains substantial scope for improvement. Our task is both to unlock the substantial untapped potential in the existing service, by making it easier to understand and use; and to improve it, making it more reliable, more frequent and cheaper, and making more use of new forms of provision such as demand responsive transport.

## **Buses are key to delivering wider government priorities**

Buses can play a greater role in enabling access to work or more productive work. 44% of bus trips are for work or education, compared with 27% of solo car journeys<sup>3</sup>. Buses can help drive better employment outcomes for disabled people, and in cities outside London, 77% of jobseekers do not have regular access to a car, van or motorbike. Having found employment, affordable bus travel helps ensure that work pays and can be sustained for everyone<sup>4</sup>. But local bus fares have risen by 1.4% a year in real terms since 2010<sup>5</sup>.

Buses can improve productivity more widely, for instance by reducing congestion which affects all road users and costs urban economies at least £11bn a year<sup>6</sup>.

Buses can be key to levelling-up; users are disproportionately from less advantaged social groups and places. Improved services will strengthen communities, sustain town centres and connect disabled and isolated people. But buses should not be seen, or promoted, only as transport for those without an alternative. There is clear evidence that they can be made attractive enough to draw people away from their cars.

For this reason, buses are vital to ensuring the economy meets Net Zero carbon emissions and driving the green transformation. In congested areas, substantial modal shift away from the car will soon be needed if clean air targets and the Government's broader climate goals are to be met. The only mode capable of sufficient expansion in the time available is the bus. We need more people to choose the bus for their journeys; we need to reverse the declines of the past.

## **Bus spending works and is high value for money**

A Department for Transport (DfT) analysis of 33 major bus schemes found an average benefit-cost ratio of 4.2; in other words, they delivered benefits worth more than four times their cost<sup>7</sup>. Buses generate a significant proportion of benefits which accrue to other road users and to society at large.



## The challenge: a cycle of decline

Our system isn't working. With some encouraging exceptions, bus services have been in decline for a long time, as we have become an increasingly car-focused society. In many areas, we are stuck in a vicious cycle where ever-increasing congestion slows down buses and makes them less attractive, pushing people further towards the car and compounding the problem.

The way the bus industry works, with few incentives for operators and local authorities to work together, has made it harder to cope with these trends, or to act strategically. Since 1986, almost uniquely in the developed world, buses in Britain (outside London) have been organised on a predominantly commercial basis, with operators themselves deciding where to run and what to charge.

Following that change, profitable routes and times of day were flooded with buses at the expense of other routes and times; services became unstable and confusing; the quality of vehicles fell and fares in many places rose sharply. Services which could not be run commercially, previously cross-subsidised from the profits of busier routes, now had to be supported by the taxpayer. The money available for this fell substantially over the last ten years, causing severe cuts to supported services; some councils now spend nothing at all. The worst excesses of the "bus wars," which saw streets choked with rival vehicles, are long over, but the legacy remains.



# Examples of some barriers to delivering better bus services



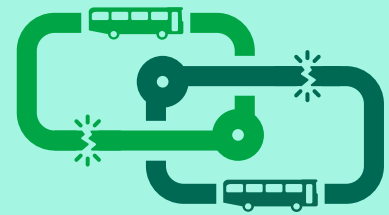
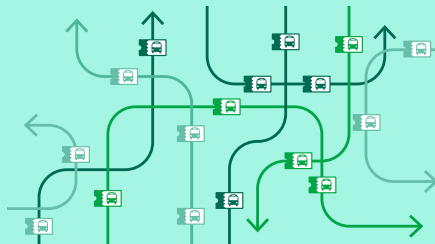
## Limited cooperation

In a busy seaside resort, there are two sizeable **rival bus networks** that **don't acknowledge each other's existence**. They:

- publish **separate city maps**, showing only their own services, giving potential users including visitors the impression that **some areas of the city are completely unserved**;
- they use the **same route numbers for entirely different routes**; and
- on the busiest routes, served by both operators, there can be **overcapacity at certain times of the day**.

There is a multi-operator ticket, but it is **more expensive** and **hard** to find out about.

On numerous routes across the country, evening and daytime services are operated by different bus companies, many of which **do not acknowledge each other's existence** or even accept each other's tickets. Some operator timetables **don't display each other's services**, which gives the impression there are **no services** at different times of the day.



## Lack of evening services

Large areas of even major cities have **only one or two buses an hour in the evenings**, even though late-night and shift-working are becoming commonplace. Lots of bus services in **rural areas cease as early as 5 or 6pm**.

## Complex ticketing

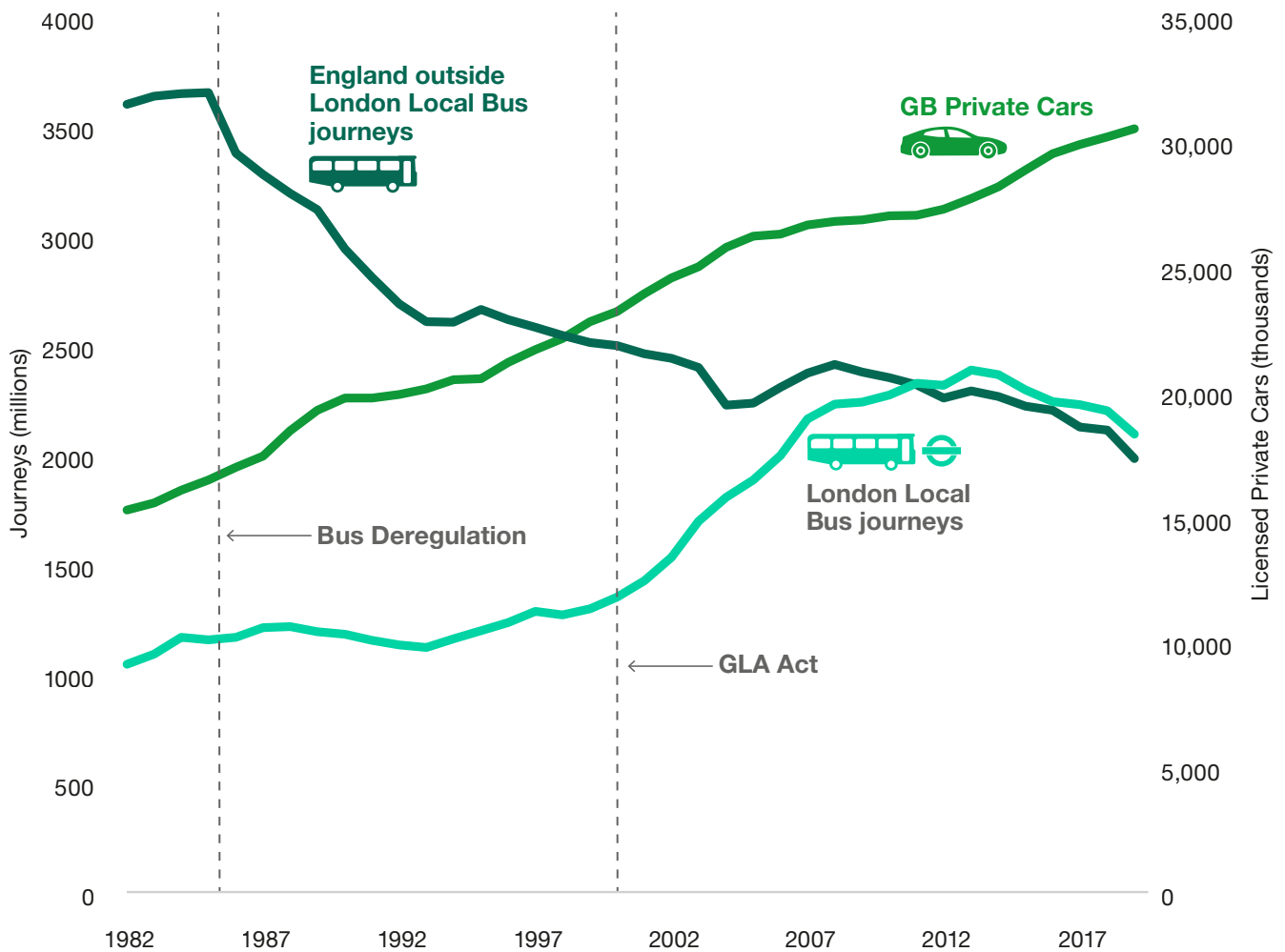
In a major northern city, bus passengers are faced with the choice of **many different weekly or monthly tickets**, which have different names and conditions attached to them. This can be **confusing** and makes it **difficult for passengers to choose** the best option for them. There are six different weekly tickets but none that gives travel on all the city's public transport networks.

## Poor integration

In one Home Counties town with generally excellent bus services, **misguided landscaping and redevelopment** around the railway station **moved bus stops further away**.



## Bus Use and Car Ownership 1982–2019<sup>8</sup>



GLA (Greater London Authority) Act 1999 established authority for the Greater London Authority, the Mayor of London and the London Assembly to make provision about transport and road traffic in and around Greater London.

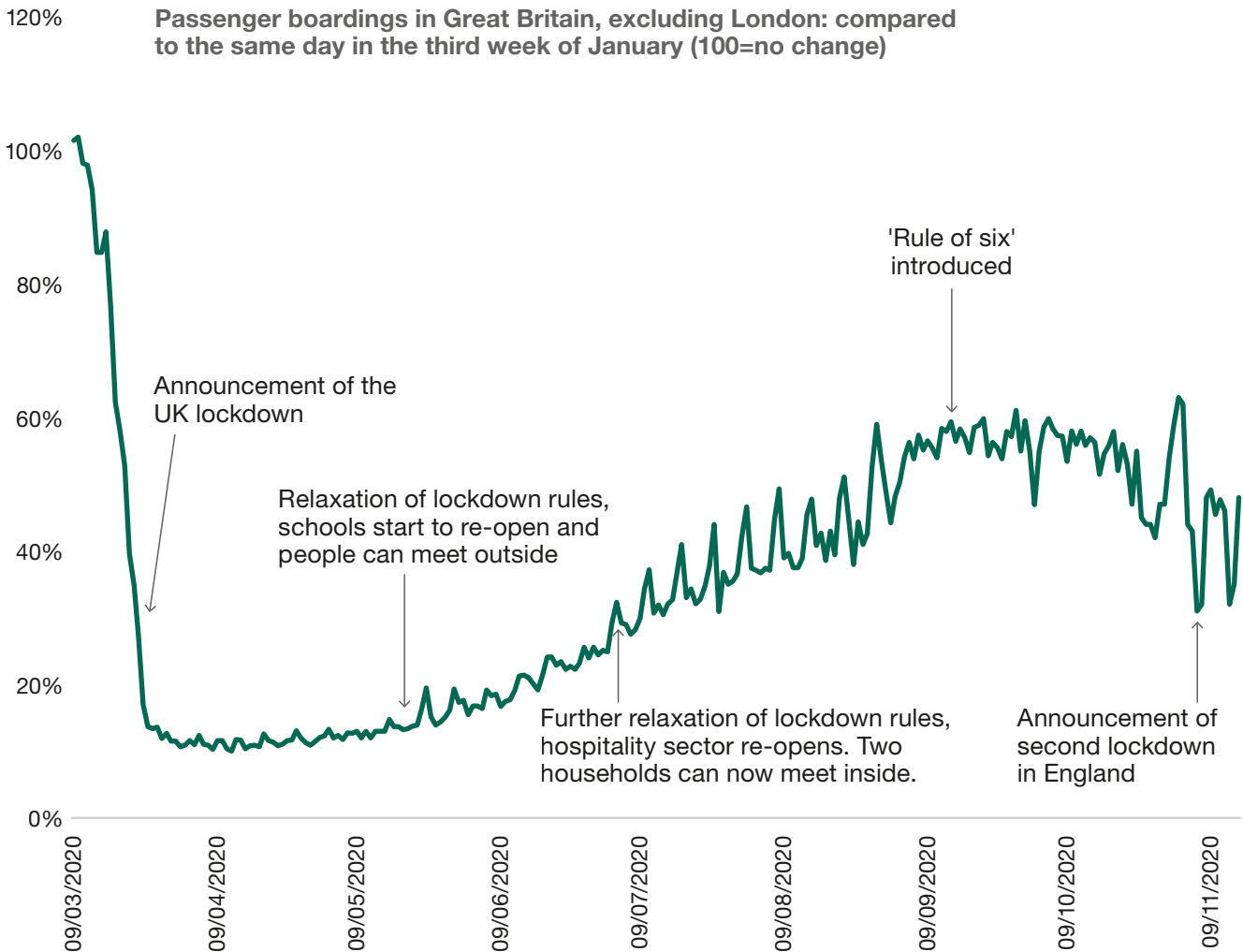
In rural areas, more dispersed, lower density populations make it challenging to deliver widespread timetabled services run by traditional buses. Services often take long and indirect routes, to serve as many people as possible, but they become an unattractive alternative for passengers with access to a car. Services invariably need funding from LTAs and, when money is tight, funding for bus services is deprioritised. Services get cut, and people are even more likely to buy a car, reducing the potential demand for buses even further.

If we are to meet our legal obligation to deliver Net Zero carbon emissions and have thriving communities, we have to reverse these cycles.

This is made more challenging by the impact of COVID-19 on the bus sector. With over £1bn of financial support provided by the Government during the pandemic so far, the sector has provided the essential services for people who have needed to keep using public transport, including key workers. But the lasting impact on bus use remains unknown, with passenger numbers expected to fall from pre-COVID levels – at least initially.

## The COVID-19 pandemic has had a huge impact on bus use in 2020

During the first lockdown passenger boardings fell to approximately 10% of those on the same day in the third week of January. As restrictions were eased passenger boardings increased<sup>9</sup>.



The impact of COVID-19 is both a significant risk and an opportunity. It has meant much greater co-operation between many LTAs and bus operators which we cannot afford to lose. While relationships and capacity still need to be built and improved, there can simply be no return to the situation, seen in too many parts of England, where services were planned on a purely commercial basis with little or no engagement with, or support from, LTAs.

The next year provides a unique chance to change the way in which local authorities and operators work together and deliver significant improvements for passengers. That is why we are seeking urgent action.

## Examples of success

Across England there are pockets of hope – places where significant growth has been seen despite the national trends. We know what can work and how the cycle can be broken. It needs LTAs and bus operators to work together to put passengers first. Where operators understand their passengers, offer great customer service and have clean, modern fleets; and LTAs invest to give buses priority on busy roads and junctions, and put buses at the heart of their local transport planning.

### Brighton & Hove

Partnership working between Brighton and Hove Council and local operators is cited as a key reason why the area has the highest bus use per head in England outside of London, with 167 journeys per person made between 2019–2020<sup>10</sup>. It has created a platform for co-operation and innovation, and shared initiatives on greening fleets and modernising the passenger experience.

Within the partnership, the council has focused on bus priority measures, improved passenger waiting areas and real-time information displays. The operators have focused on improving service frequencies, creating value for money fares and tickets, investing in new buses and improving customer training and marketing.



Picture:  
Brighton and Hove Buses





Picture: The Harrogate Bus Company

## The Harrogate Bus Company

The 36, a premium bus route linking Ripon and Harrogate with the City of Leeds, offers a sophisticated and comfortable service which has transformed the passenger experience and encouraged people to make the switch to bus. Achieving consistent growth, the number of passengers using the 36 has nearly doubled over 15 years.

Along with a high frequency timetable, the spacious and comfortable buses, which include USB power outlets, superfast WiFi and a glazed panoramic roof, have earned the route 36 service a customer satisfaction score of 97% and more than 50% of customers, who have a car available, choose to use the 36 instead<sup>11</sup>.



Picture: Bristol's Metrobus

## Bristol's Metrobus

The metrobus network was built with an investment of £235m – including £113m from the Department for Transport. Metrobus is a bus rapid transit system comprising three limited-stop routes in the Bristol urban area that use bus lanes and segregated busways.

There are 90 metrobus stops with new high-profile shelters and 'iPoints' that provide real-time information and sell tickets. The network uses new low-emission biomethane buses in a bespoke livery, and all ticket sales take place off-bus to ensure quick boarding. Minimum frequencies and maximum fares are specified.

## Projects which have grown patronage

The West Midlands is a good recent example of how revenue and capital subsidy by operators and government can arrest general decline. Bus use has been stabilised by a series of corridor and route enhancement schemes:

- 2.5km of bus lanes on B425 Lode Lane, Solihull, was an investment of £4.5m and delivered a 11% boost to patronage.
- £800k of route enhancements on Harborne Road delivered a 4% rise in patronage.

In addition, half-price travel for under-18s and low-fare zones for all, including cutting the price of a DaySaver ticket by c.25%, brought an extra 4,000 journeys a day<sup>12</sup>.

In Crawley, West Sussex, the Fastway scheme – a series of bus priority measures along two core routes, linking Horley, Gatwick airport and Crawley, has delivered patronage growth of 160% over ten years as well as an increase to customer satisfaction and reduced journey times. Assessments estimate a benefit-cost ratio of at least 4.67<sup>13</sup>.

So the cornerstone of this strategy is a roll out of this model for success – bringing together LTAs and their bus operators in every part of England to set out plans to improve local bus services and break the vicious cycle of decline.

Our plan is backed by transformative, long-term funding. The £3bn for buses in England outside London, which was announced by the Prime Minister in February 2020, will initially be invested in:

- Supporting new and increased services – with at least £300m of funding to support the sector recover from the pandemic in 2021/22.
- Giving LTAs the skills and people they need to deliver this strategy – with £25m of the £300m allocated in 2021/22.
- Bus priority schemes to speed up journeys – with the first schemes delivered in 2021/22.
- Accelerating the delivery of zero emission buses with £120m in 2021/22.

The bulk of the £3bn transformation funding will be paid after the transformational changes begin in April 2022.

Chapter 2

# The buses we want









**Our goal is to get bus use back to what it was before the pandemic. Then we want to increase patronage and raise buses' mode share. We can only do these things by ensuring that buses are an attractive alternative to the car for far more people.**





## That means making them:

- **More frequent:** Turn up and go services, where passengers don't need a timetable, should be provided on major urban routes. Feeder services, using conventional buses or smaller vehicles, can boost the frequency of connections from places away from main roads, connecting to the major routes with integrated ticketing. In low-density areas and at low-demand times of day, demand responsive vehicles can provide much higher levels of service than conventional fixed bus routes.
- **Faster and more reliable:** Buses must have greater priority on urban roads. LTAs will be given new powers to enforce traffic regulations. They will be expected to promote bus reliability, and to implement ambitious bus priority schemes, to receive new funding. These must be planned to complement walking and cycling schemes. We will consult shortly on increasing Metro Mayors' powers over key roads in their areas, where they are not already the highway authority.
- **Cheaper:** We want to see more low, flat fares in towns and cities, lower point-to-point fares elsewhere, and more daily price capping everywhere.
- **More comprehensive:** Overprovision on a few urban corridors with dozens of competing buses every hour should be reduced to boost under provision elsewhere. More services should operate in the evenings, weekends, and at night, and to smaller towns and villages, sometimes using new forms of demand responsive transport.
- **Easier to understand:** All public transport across England – bus, light rail and conventional rail – should be easy to access via journey planning websites and apps, with everything passengers need to know at their fingertips, including times, accessibility information, fares and live running. The data is already available; we want to see it used. Additionally:
  - Bus stops should show accurate information about the services stopping there. Every town, city and rural area should have easy to access, up to date maps, showing all local bus services.
  - Each local area should have a common numbering system, to avoid two routes with the same number in the same place, and bus stops should be named consistently by operators running the same bus routes.
  - Local branding that reflects the community and not the operator should be adopted, though successful existing brands such as Harrogate's 36 should not be sacrificed.
  - Routes should, as far as possible, be the same in the evenings and weekends as they are in the daytime.
  - Routes should be as easy as possible to understand, with simple, high-frequency trunk services rather than lots of low-frequency services combining together.
  - All operators which run the same route should accept the same tickets, use the same route number and be shown on the same timetable.
  - Timetable changes should be minimised and co-ordinated across operators, so they happen at the same time.
  - There should be heavy promotion and marketing to familiarise non-users with their local buses, to demystify the service for non-users, and introductory offers to promote the service to them.





**Bus Stop**  
Keresley Road  
The Scotchill  
Towards City Centre  
16 16A 43W  
61 735

01203 84268 or www.netwm.mobi  
709908

Contactless NOW LIVE  
Coventry single £2.20 (cash & card) £1.00  
Coventry city hop (one-way) £1  
Coventry all day unlimited travel up to 5 people (1 adult + 4 children) £4 (child 5-10) £2.50 £8 £5 after 6pm

4397  
This vehicle can carry up to 2 wheelchair users  
EMERGENCY 999

- **Easier to use:** Common tickets, passes and daily capping should be available on all services irrespective of operator, at little or no premium to single-operator fares. All buses should accept contactless payment. Tickets and fares should be simple; flat fares should increasingly be standard in urban areas. Bus stations should be protected from closure and redevelopment and improved.
  - **Better to ride in:** Comfortable, high-spec, modern buses will help make using the bus more appealing. Passengers should feel safe on board. Buses should offer end to end accessibility and provide ample areas for pushchairs and luggage in addition to the wheelchair space, so that everybody can travel with confidence. They should also offer audible and visible information, in addition to WIFI and charging as standard – allowing people to work and interact online whilst they travel, and make better use of their time. In holiday and scenic areas, much more should be done to promote buses to visitors, with the views from the top deck an attraction in themselves.
  - **Better integrated with other modes and each other:** More bus routes should serve railway stations, as is standard in most European countries, and integrate with cycling and walking routes and networks. Additionally:
    - Railway stations should be hubs for connecting services with high quality stops close to station entrances. Schemes that move buses further away from stations should not be allowed.
    - Passengers should not have to buy a new ticket when changing buses. Easy through ticketing should be available between bus operators and other transport modes.
    - Our ambition is for an integrated ticketing approach to allow you to buy a through journey for local bus, rail and metro with a single tap on your smartphone.
  - Full information on local bus services should be posted in railway stations, and the rail industry should promote bus links.
  - Park-and-ride schemes should be expanded, and more rural bus services should carry bikes.
  - **Greener:** We will support the introduction of at least 4,000 more zero emission buses.
  - **Accessible and inclusive by design:** Disabled people must be able to use bus services as easily as other passengers. Making buses more accessible (not just the vehicles themselves, but also bus stops, bus stations, and by providing excellent customer service) will benefit other passengers too. Next stop announcements, for example, will help everyone know where the bus is going and when they've reached their stop.
  - **Innovative:** We want to harness the entrepreneurial skills of the best operators to constantly strive for innovation in the market.
  - **Seen as a safe mode of transport:** The sector must strive for the highest safety standards, upheld by the Traffic Commissioners. Marketing should emphasise the features that support personal safety, for example CCTV onboard and at bus stops and data that allows passengers to know when a bus is arriving so they do not have to wait in the street. This should be supported by more demand responsive services in the evenings and late at night.
- We want bus services that mean fewer journeys are needed by private car. We want buses across the country to become the transport of choice for people with other options, as they already are in some places. Our changes therefore need to tackle negative perceptions by non-users. We will have failed if we do not address the perceptions which deter people from buses:



# Passenger Satisfaction

The latest Transport Focus ‘Annual Bus Passenger Survey’ gives headline satisfaction figures of between 76% and 95% for local bus services in England outside London<sup>14</sup>.

We know that people’s top priorities for improvement – from among people who both do and don’t use buses – include:



Source: Transport Focus, Bus Passengers’ priorities for improvement survey, published September 2020.

**We want to see any negative views and misconceptions surrounding bus use, which include the examples below, addressed by up to date and easy to access information about local bus services.**

Won't the bus journey take a long time?

How do I safely take my children with me?

I don't understand where my local routes go.

Is there a service I can use to get home late evening and at weekends?

Where do I go to find the time of my next bus service?

How do the fares work and can I use contactless to pay?

How do I know if my bus service is accessible?

I'm worried about my personal safety.

I'm worried I may get stuck somewhere.

# 3

## Chapter 3

# Delivering better bus services

330





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M3	Hersoms Green	Due		
M3	Hersoms Green	Due		
T1	Penbury	13:18		
5	Penland	13 min		
M3	Hersoms Green	13 min		
M3	Hersoms Green	13:41		
T1	Penbury	40 min		
5	Penland	42 min		
77	Penbury	52 min		
M3	Hersoms Green	14:01		
T1	Penbury	14:18		
5	Penland	14:20		
Tuesday 29 May		13:07		

Tickets

Litter



**Strong bus networks connect our communities, getting people to jobs and services, giving them opportunities, and boosting economic growth and inclusion. This chapter sets out the collaborative approach that will give us stronger, better planned networks, and how Government will support local transport authorities and operators to deliver.**





## Today's bus sector

Since 1986, the bus market in England outside London has been deregulated. Prior to COVID-19, around 87% of local bus service mileage outside London was run on a commercial basis by hundreds of private sector bus operators<sup>15</sup>. These operators decide where and when to run commercial services, invest in the buses and facilities, and set their own fares, with only a very limited role for LTAs\*.

Before the pandemic, the 20% of services which were not run commercially were 'tendered' for and subsidised by LTAs if they considered them 'socially necessary'. Prior to COVID-19, the sector received funding from central Government through concessionary fares funding, the Bus Service Operators Grant, community transport grants and support to subsidise socially necessary services.

This model doesn't always work for passengers. There is often no incentive for integrated ticketing, or for operators to run services that are not profitable outside of peak hours. LTAs may not have the budget to provide additional or replacement services, or the skills and resources to understand where they are needed. And there is little or no visibility for the public of the role that LTAs play in supporting buses or data by which the local electorate can hold their councillors or Mayor to account for their part in improving bus services.

LTAs can do something about this. Over the past 20 years they have been given increasing powers to work with bus operators to improve services and ensure that they work for passengers and local communities. Most recently the Bus Services Act 2017 gave LTAs the potential for much greater influence over bus services in their area –underpinned by new types of statutory partnerships with operators and the ability to franchise services. Franchising powers are automatically available to Mayors of Combined Authorities and can be made available to other types of local authority, where needed, through secondary legislation.

COVID-19 has meant greater co-operation between LTAs and bus operators and a more transparent approach to the costs and revenues of running bus services. We want to build on this close working to drive the recovery of the bus sector.

## Building back better – recovering from the pandemic

The Government has provided an unprecedented amount of support for the bus sector during the pandemic. Through the COVID-19 Bus Services Support Grant (CBSSG) and the Bus Service Operators Grant (BSOG), the Government had announced over £1 billion of support by the end of 2020. CBSSG will remain in place as long as it is needed. We are clear that we will continue to support the sector to run the services needed to get our economy back on track.

CBSSG is discretionary, as will be future bus funding from the £3bn. From 1 July 2021, CBSSG and any successor funding to it; funding to transform services as outlined in this Strategy; and potentially, subject to consultation on wider reform, the reformed Bus Service Operators Grant, will only be available to LTAs, outside of London, who have committed to entering into Enhanced Partnerships or started the statutory process of franchising services, and to operators who co-operate with the process. Since franchising can take several years, we expect those LTAs who want to start down that road to commit to establishing an Enhanced Partnership in the meantime, unless they have begun the process of implementing franchising already (as in Greater Manchester, for instance).

\* Upper tier local authorities (usually combined authorities and county councils) and unitary authorities. Combined authorities are local government entities set up by two or more neighbouring councils wishing to co-ordinate responsibilities and powers over services, including aspects of transport, housing and social care. If the authority has a directly elected Mayor it is a Mayoral Combined Authority.

We want to see the commitment to these partnerships realised, so from April 2022 only LTAs with an Enhanced Partnership or who have begun following the statutory process to decide whether to implement franchising, will be able to access the new discretionary streams of Government bus funding. From that date, the new discretionary forms of bus funding from Government will only be available to services operated, or measures taken, under an Enhanced Partnership or where a franchising scheme has been made. In addition, only services operated under these statutory agreements will be eligible for the reformed Bus Service Operators Grant, subject to consultation. The Secretary of State may disapply these rules or the deadline of April 2022 in individual cases, on an exceptional basis; we will also ensure that no operator is disadvantaged through any failure to establish an Enhanced Partnership due to actions beyond their control. We will also take into account an LTA's performance with respect to the policies set out in this strategy when considering funding allocations for wider, non-bus local transport schemes.

By the end of October 2021, we expect all LTAs to publish a local Bus Service Improvement Plan. These new plans must set out how they will use their Enhanced Partnership or franchising scheme to deliver an ambitious vision for travel by bus, meeting the goals and expectations in this strategy and driven by what passengers and would-be passengers want in their area.

## Hertfordshire's Enhanced Partnership

Hertfordshire County Council introduced 'Intalink', England's first Enhanced Partnership agreement in April 2020.

The partnership's objectives include prioritising bus services in traffic, closer integration of the bus network including upgrading bus infrastructure; improving the image of bus travel and using data and information.

These objectives aim to keep passengers informed about available services, increase service frequencies and improve reliability and co-ordination with other modes to encourage residents to make bus their first choice to get around their local area.





Plans must be developed in collaboration with local bus operators, community transport bodies and local businesses, services and people. They will be living, transparent documents, with targets. LTAs will need to routinely publish six-monthly progress reports against these targets. Plans will demonstrate how bus services are integrated with other types of transport in their area such as connectivity to train stations, making journeys simple and stress-free for customers. They must take account of cycling and walking schemes, complementing these forms of travel and not competing with them. We will publish detailed guidance on preparing a Bus Service Improvement Plan shortly, and update our existing guidance on Enhanced Partnerships and franchising.

LTAs may also join together to produce joint plans and partnership or franchising arrangements and should be looking to do so where local economies and travel to work areas overlap significantly. We would expect to see shared arrangements across any areas wishing to become new or expanded Mayoral Combined Authorities in the future.

To support LTAs in forming partnerships and developing plans, we will make £25m available in financial year 2021–22.

## Summary of what LTAs and bus operators must do to access CBSSG from 1 July and transformational funding from April 2022

- **By the end of June 2021** LTAs will need to commit to establishing Enhanced Partnerships under the Bus Services Act or the LTA should begin the statutory process of franchising services. Operators in those areas should cooperate with those processes.
- Those LTAs who do not have access to franchising powers at present, but consider that it is the best route to adopt in the interest of passengers and that they have the capability and resources to deliver it, should progress with the implementation of an Enhanced Partnership alongside applying to the Secretary of State for access to franchising powers.
- **By the end of October 2021** each LTA will need to publish a local Bus Service Improvement Plan. Each plan will need to be updated annually and reflected in the authority's Local Transport Plan\* and in other relevant local plans such as Local Cycling and Walking Infrastructure Plans (LCWIPs).
- **From April 2022**, LTAs will need to have an Enhanced Partnership in place, or be following the statutory process to decide whether to implement a franchising scheme, to access the new discretionary streams of bus funding. Only services operated or measures taken under an Enhanced Partnership or where a franchising scheme has been made will be eligible to receive the new funding streams.



## Bus Service Improvement Plans will:

- Be developed by LTAs in collaboration with local bus operators, community transport bodies and local businesses, services and people.
- Cover the LTA's full area, all local bus services within it, and the differing needs of any parts of that area (e.g. urban and rural elements).
- Focus on delivering the bus network that LTAs (in consultation with operators) want to see, including how to address the under provision and overprovision of bus services and buses integrating with other modes.
- Set out how they will achieve the objectives in this strategy, including growing bus use, and include a detailed plan for delivery.
- Be updated annually and reflected in the authority's Local Transport Plan.
- Influence the share of the £3bn of transformation funding each LTA receives.

## We expect Bus Service Improvement Plans to:

- Set targets for journey times and reliability improvements (for the LTA as a whole and in each of the largest cities and towns in its area) – to be reported against publicly at least every six months.
- Identify where bus priority measures are needed, including consideration of Bus Rapid Transit routes to transform key corridors and how traffic management can be improved to benefit buses.
- Set out pressures on the road network, air quality issues and carbon reduction targets which improved bus services could address, and set out actions working with operators to transform the local bus fleet to zero emission.
- Drive improvements for passengers by:
  - Setting targets for passenger growth and customer satisfaction (to be reported against publicly at least every six months).
  - Setting out plans and costs for fares, ticketing and modal integration. Initially, we expect LTAs and bus operators to develop plans to enable multi-operator ticketing, where plans do not exist. Over time we will expect LTAs to work across transport modes towards enabling a multi-modal ticketing scheme.
  - Considering the impact of roadside infrastructure (e.g. bus stops and shelters) on passenger safety, security and accessibility.
  - Considering how a coherent and integrated network should serve schools, health, social care, employment and other services.
  - Taking into account the views of local people.
  - Committing to a Bus Passenger Charter (BPC) that sets out what passengers can expect from bus operators delivering local bus services across their area. BPC's should include commitments on the accessibility of bus services.

\* All local transport authorities in England are required to have a Local Transport Plan (LTP) relating to transport to, from and within their area. It is a practical document which sets out in detail the authority's transport policies over a given period. This includes local objectives, strategy and an implementation plan highlighting what measures will be taken to achieve local plans.

## Bus Service Improvement Plans will need to explain:

- How current services meet or fall short of the expectations listed above.
- How the improvements needed will be delivered through the Enhanced Partnership/franchising schemes and the LTA's and operators' investment plans.
- The financial support that the LTA is providing for subsidised public bus services, listing the numbers of routes and route mileage supported.
- How traffic management and investment are used to prioritise buses. In Mayoral Combined Authorities (MCA) this will include the extent of the MCA's role over a Key Route Network and how that is used to prioritise bus services.

## Franchising

Franchising can be an effective way of correcting a market failure and we support its use where it is in the best interests of passengers. Used well, franchising can harness the knowledge and expertise of the private sector and improve service levels, customer satisfaction and overall patronage.

Franchising does not always require the scale of LTA resource and planning seen in London. There are also strong models of franchising in the Channel Islands and other countries which capitalise on the strengths of private sector route planning, marketing and investment as part of the tendering process whilst ensuring stronger local accountability and financial incentives to prioritise bus services for the local authority.

The franchising powers within the Bus Services Act can currently be used by MCAs at any time, but only by other LTAs with the Secretary of State's consent and new secondary legislation. We support the use of franchising and will allow any LTA which has the capability to do so to pursue franchising where it would not needlessly delay the provision of better services.

This will include demonstrating the capability in traffic management necessary to ensure buses are prioritised appropriately.

The Secretary of State will reserve the right to refuse an application for franchising if he believes a LTA does not, or will not, have the capability and resources to deliver the franchised model chosen; or that an Enhanced Partnership would deliver the improvements proposed more quickly and cost-effectively.

Those LTAs which do not have access to franchising powers at present, but consider that it is the best route to adopt in the interest of passengers and that they have the capability and resources to deliver it, should progress with the implementation of an Enhanced Partnership alongside applying to the Secretary of State for access to franchising powers. An LTA may move from an Enhanced Partnership to franchising later, subject to the conditions above.

We will also strengthen our statutory guidance on Enhanced Partnerships and franchising – making it easier for operators and LTAs to focus on what they want to achieve.

### LibertyBus Franchise in Jersey

**The Government of Jersey** introduced a new bus franchising model in 2013 which was awarded to LibertyBus, a subsidiary of the HCT Group. LibertyBus is responsible for all routes, which call at approximately 800 stops around the island.

The franchise has created a long-term partnership which both parties can invest in, bringing together local authority and industry knowledge and skills with the aim of improving customer service to achieve better passenger satisfaction, which as of February 2020 scored 8.3 out of 10. Between 2012 and 2017 ridership has increased by 38% and the contract price has decreased by 11%<sup>16</sup>.

339



Picture: HCT LibertyBus



## The offer for bus operators and LTAs

Operators will gain things they have long sought: first, the certainty of continued support through what are likely to be several years of recovery; and second a commitment by councils and Government to tackle some of the biggest threats to the future of their operations, above all traffic congestion.

LTAs will have access to significant new Government funding streams and powers to make a difference in their areas, and significant assistance to build up their capabilities to exercise those powers. LTAs' performance in exercising these new responsibilities will be taken into account when allocating this and other DfT funding.

The Government intends to bring forward the English Devolution and Local Recovery White Paper in due course, detailing how the UK government will partner with places across the UK to build a sustainable economic recovery.

We are clear that successful partnerships should work for both parties, with incentives and benefits for both, and that where new franchising proposals are developed, they should harness the commercial skills and expertise of bus operators, such as seen in Jersey.

We will use part of the £25m fund for supporting LTAs to establish England's first Bus Centre of Excellence (BCoE), enabling the delivery of a long-term programme of activities and support. The centre will be co-sponsored by the Department, and training will be managed and delivered by experts from across the bus sector. This will focus on: public transport service planning and network design, performance oversight, contract procurement and competitive tendering, design and development of bus priority measures, and wider traffic management measures to improve local bus performance.

We will tailor our approach to ensure that the needs of differing LTAs, their officers and elected members of local authorities, are sufficiently met, recognising that a single approach will not work everywhere. Our approach will be based on evidence: we will work with stakeholders in local government, the bus industry and professional institutions to ensure we understand the gaps in capacity and capabilities across the sector. We want to ensure that all parties are well placed to develop and deliver Enhanced Partnerships, franchising and Bus Service Improvement Plans and drive forward the productive partnerships needed to make a step change in bus services.

We will also support a peer network of senior leaders working to deliver bus transformation, to support the sharing of experience and solutions across the private and public sector.

Partnership guidance will also clarify how unexpected circumstances, such as the COVID-19 pandemic, should be handled – to minimise the additional work that LTAs need to take to reach a franchising decision.



## Devolution

In line with previous devolution of bus funding to Transport for London and Transport for Greater Manchester, we will work to devolve Bus Service Operators Grant (BSOG), including once it has been reformed, to MCAs and other LTAs who request it. This will form part of wider work to reform BSOG (see page 48) and will not be in place for financial year 2021–22.

In return, we expect all LTAs to:

- agree Enhanced Partnerships or to be following the statutory process to decide whether to implement franchising;
- commit to significant improvements in traffic management, including bus priority measures, active travel measures and control of roadworks.
- drive forward other relevant Government policies such as air quality improvement and, where relevant, the implementation of Clean Air Zones; and
- in addition, MCAs should develop (along with their constituent member authorities) a Key Route Network, subject to consultation and legislation, to include development of bus priority measures and improved bus performance.

## Delivering better bus services

This investment and changes to how the bus sector works will drive improvements for passengers. These are set out on the following pages.

### Intensive services and investment on key corridors

In densely populated areas, Enhanced Partnerships and franchising agreements should ensure that key radial roads have buses so often – every few minutes – that passengers never need a timetable. Evening services on these roads should be at least every 15 minutes. On these routes, wherever physically possible, there should be significant investment in bus priority – bus lanes, at a minimum. See below for more about bus lanes and priority measures.

Bus Service Improvement Plans should also carefully consider network design – for example, whether local needs are best met through infrequent “branch” services of main routes which provide through journeys at the expense of frequency, or through high-frequency feeder routes connecting to the main line service instead, with through ticketing at no extra charge.

On a few corridors, the legacy of the 1980s “bus wars” is overprovision, with dozens of buses per hour, including with duplicate competing services which do not accept each other’s tickets. This is wasteful, polluting and can paradoxically make services slower and less attractive. Planning should make sure that services are appropriately spread between corridors, avoiding significant over and under provision.

## There must be significant increases in bus priority

The key to making buses more attractive is making them faster and more reliable.

In Bus Service Improvement Plans, we expect to see plans for bus lane on any roads where there is a frequent bus service, congestion, and physical space to install one. Bus lanes should be full-time and as continuous as possible. They should be part of a whole-corridor approach, including other physical measures such as:

- Traffic signal priority;
- Bus gates, which allow buses to enter a road that prohibits access to other traffic; and;
- Clear and consistent signage.

We will not support opening bus lanes to electric cars or vans, which would quickly erode their benefits to bus users. Intensive and granular focus on the precise conditions of each road can pay dividends, as some places have shown. Issues such as bus stop locations and spacing, residential parking policy, and removal of buildouts and pinchpoints should all be considered. Non-residential parking will not generally be an efficient use of roadspace on such routes.

Loading's impact on bus lanes must be minimised, and to achieve this hours should be restricted, or loading bays inset or re-provided close by, away from the main carriageway. LTAs should consider physical changes to roads' footprints to allow the provision of continuous bus lanes. Where there is insufficient space for a bus lane, LTAs should consider point closures of some main roads to private cars, allowing through traffic on other main roads nearby.

Robust enforcement of traffic restrictions can bring benefits for buses through less congestion. As we have already announced in Gear Change: A Bold Vision for Cycling and Walking, we will this year commence authorities' enforcement powers under the remaining elements of Part 6 of the Traffic Management Act 2004. These powers will allow local authorities, rather than the police, to enforce against a range of moving traffic offences which can help ease congestion and help buses make progress more quickly. We will issue guidance to local authorities about the powers, including on the importance of ensuring citizens are properly informed about them, and the need for traffic signing to be properly designed and placed, so that it is clear to drivers what restrictions are in force. As we stated in Gear Change, we will consider issuing warnings for a limited period after introduction or for a first offence.

The Government will refresh its statutory guidance to local authorities on traffic management, to provide up to date and relevant advice. Statutory traffic management guidance will be updated to expect enhanced bus reliability as an integral part of highway authorities' Network Management Duty. We will also consider how to facilitate sharing of good practice and experience in delivering bus priority schemes.

As set out in "A Better Deal for Bus Users" in September 2019, all new road investments in England which receive central UK government funding are now required to either support bus priority measures or explain why doing so would not be necessary or appropriate in that instance. All funding bids now need to explicitly address this issue.

We will also support bus rapid transit and other such schemes which lie between conventional bus and light rail, aiming to bring the benefits and user experience of light rail to bus corridors at significantly lower cost. See page 66.

## Key Route Networks

Most Mayoral Combined Authorities (MCAs) now have a Key Route Network (KRN) of the most important local roads for which they share powers to operate and manage with Local Highways Authorities. The Government plans to consult on strengthening the KRN approach. Whilst some KRN designations exist at present, Mayors are limited in their powers, particularly over the allocation of road space.

Our intention is to increase their powers over their KRNs, similar to the powers that apply already in London and enable integrated highways and transport authority status at Combined Authority level for these roads, and we will consult on this. As with other local authorities, MCAs and their constituent members will be expected to implement ambitious bus priority programmes and other roadspace reallocation measures, using all relevant powers available to them. As explained earlier in the section about Bus Service Improvement Plans, future Government funding will recognise the level of ambition demonstrated by local authorities.

## Superbus networks for “intermediate” areas – neither fully urbanised nor deeply rural

A Superbus network provides higher frequency, lower fare services; it can deliver the type of change we want to see. Places such as South Northumberland, County Durham, Lancashire, and the East Midlands, with their patchworks of small industrial towns and large villages, have not had the advantages of metropolitan transport authorities but are ideal bus territories that could really benefit from the Superbus concept. We particularly encourage ambitious Bus Service Improvement Plans in these types of places and remain committed to supporting the first, low fare Superbus network in Cornwall.

## More comprehensive ‘socially necessary’ services

Currently, LTAs can step in to ensure that ‘socially necessary’ services are provided where there are gaps in the commercial network. But outside specific categories, there is no obligation on LTAs to fund these crucial services. Across England, there are significant differences in provision, from reasonably generous to almost nothing, but the trend is sharply downward. Many communities have lost their daily bus services altogether. Others have services for only a few hours a day, suitable perhaps for a short shopping trip but not for work or longer-distance journeys. Others might have relatively good services in the daytime but no service at all in the evenings. This has a serious impact on people’s ability to find and travel for work.

Partnerships and franchising arrangements must deliver more comprehensive services, including those which are socially or economically necessary. This includes services to smaller and more isolated places, and more services in the evenings and at weekends. Without services at the times people want, people will not use the bus. Lack of a whole-day service reduces the number of passengers in the daytime too, preventing people from using the bus if they are unable to get back in the evening.

We will issue new guidance on the meaning and role of ‘socially necessary’ services, expanding the category to include ‘economically necessary’ services for the first time. This recognises the vital role that buses have in getting people to work at all times of the day and night. This guidance will set clear expectations of what we want to see. To drive forward the levelling-up agenda, this will include provision for economically disadvantaged areas. Making sure that people are connected to centres of employment, broadening their choice of work and education, is both socially and economically important.

Through Bus Service Improvement Plans we expect LTAs to work with operators to set the daytime, evening and Sunday service levels that different communities need. In some cases, these services could be provided by demand responsive transport, integrated with the conventional buses, where they exist. Places that are economically disadvantaged, including smaller industrial towns and isolated housing estates, should also be included in that thinking to connect them better to centres of employment, broadening opportunities and the choice of work, education and leisure for those who live there. We will also expect to see better services being provided to places of employment off existing main bus routes, such as out-of-town industrial estates and factories. Again, this could be done with integrated demand responsive transport geared to shift times. There is a role to play for employers in helping with this.

If this cannot be achieved by agreement, we will consider statutorily requiring the provision of socially necessary bus services, including those which improve people's access to employment.

## We will modernise the Bus Service Operators Grant (BSOG)

Almost £260 million per year is paid in BSOG to operators of eligible bus services and community transport organisations. This includes a core element to recover some of their fuel costs, and incentive-related payments. It benefits passengers by helping operators keep fares down, and enabling operators to run services that might otherwise be unprofitable, particularly in rural areas. It is cost effective, delivering high value for money<sup>17</sup> with each £1 spent generating between £2.70 and £3.70 in benefits, including wider economic and social impacts.

However, the outcomes incentivised by a fuel-based subsidy are not right for the twenty-first century and the environmental challenges we face; and the BSOG incentive payments are outdated, focusing on delivering outcomes that should have become standard many years ago. We will reform BSOG to better meet Government priorities, which will support environmental objectives, levelling up the country, and provide better passenger journeys.

We will consult in 2021 on the details of a modernised BSOG. We will set out our detailed plans in that consultation, but we are considering:

- moving the main element of BSOG from fuel consumption to a distance rate which would address the current problem where base BSOG is not paid to electric vehicles (except for a small incentive payment);
- updating the low carbon incentive to better meet environmental objectives. The existing incentive started in 2009 so is based on comparisons to a Euro III bus;
- an additional amount for rural bus services;
- new incentives for demand responsive transport, which could encourage the delivery of services, and bus use, in rural areas;
- efficiencies from administrative changes such as payments in arrears; and
- ending payments for 'dead' mileage between depots and the start or finish of passenger services; and
- making the reformed BSOG available only to LTAs and operators in an Enhanced Partnership, or where franchising is being actively pursued.



## We will make sure that future local transport is joined up

We are committed to reforming future local transport funding to better support local leaders deliver their priorities and achieve key objectives, such as levelling up and decarbonisation. We will better coordinate local transport funding by engaging local areas about their investment priorities in the round and their overall strategy for improving transport infrastructure. This will enable better strategic planning and more joined up infrastructure projects across local transport networks.

Local Transport Plans (LTPs) will become the focus of transport funding discussions between central and local government. LTPs should set out holistic place-based strategies for improving transport networks, proposed projects for investment and ultimately how key objectives will be achieved. In particular, LTPs should include clear plans for how interventions across local transport modes will drive decarbonisation in their area. To ensure investments achieve their intended aims, LTPs and business cases in future will need to demonstrate local commitment to deliver certain measures. For example, this strategy sets out what we require of Bus Service Improvement Plans and local commitment to bus franchises or Enhanced Partnerships. Bus Service Improvement Plans must be fully aligned with wider Local Transport Plans.

### Reading Buses

Reading Buses is owned by Reading Borough Council and has been transporting passengers for over one hundred years. It has one of the youngest and most environmentally friendly fleets in the UK, and in the Autumn 2019 Transport Focus Bus Passenger Survey, Reading Buses' passenger satisfaction score was 92%<sup>18</sup>.

Bus usage has grown through consistent partnership working between the Council and bus company, resulting in Reading having the second highest bus use in England, outside London, per head of population in 2019/20 – with an average of 137.5 annual bus trips per person<sup>19</sup>. Total bus use in Reading borough had grown to over 22m journeys in 2018/19 before the pandemic, an increase of almost 40% in the last 6 years<sup>20</sup>.



The Government is committed to transforming local transport, and its recent publication “Gear Change: A bold vision for cycling and walking” sets out its plans to transform the role cycling and walking play in our transport system. “Gear Change” and this strategy complement each other. Cycling, walking and using the bus are all part of the Government’s agenda to deliver a transport system that works for everyone, where walking cycling and taking the bus are a natural choice for shorter journeys.

As set out in Gear Change, we will carry bikes on more bus routes. Buses and cycles together can allow more journeys which are otherwise only possible by car, recognising that far more people live near a bus stop than a rail station. In many rural areas, where demand is lower, we will work with bus operators to allow a limited number of bikes on board, in addition to onboard wheelchair space, on appropriate routes, as a few rural bus routes already do. A handful of urban routes also allow bikes, using external racks. We will investigate extending this provision further. The Cycling and Walking Investment Strategy Investment Model also reveals that bus route enhancements also have an impact in generating additional walking trips.

## **We will review whether it remains right that local authorities cannot set up new bus companies**

The Bus Services Act 2017 prevents further municipal (that is, local authority-owned) bus companies being set up from scratch. While this is not an absolute barrier, as Local Authorities can already purchase an existing bus or coach company, we believe this part of the legislation is ripe for review. There are only a handful of municipal bus companies at present, but there are some strongly performing examples among them.

## **Future-proofing our regulatory framework for more flexible services**

The Future of Transport Regulatory Review aims to address the opportunities and challenges that technology is having on our traditional concepts of transport. The first Call for Evidence<sup>21</sup> of the Regulatory Review examined the legislative framework around on-demand, flexible bus services which currently pre-dates the advent of the smartphone. The key findings from this were published in December 2020, and many responses emphasised the need for regulation to be focused on the desired outcomes for the user rather than the service itself. Learnings from the bus sector must feed into the review.

The Law Commissions have been undertaking a review of Automated Vehicles (AVs),<sup>22</sup> looking at the regulatory framework for the safe deployment of automated vehicles in the UK. The second consultation of this review, the findings of which were published in May 2020, specifically considered how highly automated vehicles might be used for passenger transport. In their third consultation paper in December 2020, the Law Commissions proposed a system that unifies passenger and freight licensing to reflect the modular design of highly automated vehicles (with no human on-board). Passenger AVs would be subject to stricter requirements than freight AVs but both would be founded on the same requirements necessary for a vehicle with no responsible person on-board. We will review how legislation that separately covers buses, taxis, private hire vehicles and light rail may be brought together to reflect the blurring boundaries between these forms of travel, within the Future of Transport Regulatory Review. This will give service providers a clear, long-term, regulatory framework, which will allow new forms of service to be provided to passengers by removing obstacles to innovation and allowing greater flexibility.

We want to stimulate innovation and enable it to thrive. Regulation itself will change, as it always has. But our goals will not change. We want transport to be cleaner, safer, healthier, greener, cheaper, more convenient, and more inclusive. Our approach will be underpinned as far as possible by the following Future of Transport principles:

1. New modes of transport and new mobility services must be safe and secure by design.
2. The benefits of innovation in mobility must be available to all parts of the UK and all segments of society.
3. Walking, cycling and active travel must remain the best options for short urban journeys.
4. Mass transit must remain fundamental to an efficient transport system.
5. New mobility services must lead the transition to zero emissions.
6. Mobility innovation must help to reduce congestion through more efficient use of limited road space, for example through sharing rides, increasing occupancy or consolidating freight.
7. The marketplace for mobility must be open to stimulate innovation and give the best deal to consumers.
8. New mobility services must be designed to operate as part of an integrated transport system combining public, private and multiple modes for transport users.
9. Data from new mobility services must be shared where appropriate to improve choice and the operation of the transport system.



## Emergency Covid Measures in the Next Few Months

In many places, roads already operated at or close to capacity before the pandemic. There is a risk that when full economic life returns, the move away from public transport during the crisis will lead to unmanageable levels of car traffic, slowing some places to a crawl. Traffic congestion will damage the economic recovery and cause an increased pollution risk to human health.

As the crisis abates, therefore, we must urgently encourage people to return to public transport. We will do so, as social distancing on transport is withdrawn, by selectively expediting a number of the policies in this strategy.

**We will expect LTAs in areas of high traffic stress to install bus lanes swiftly**, subject to proper consultation with local residents and local firms, and to make more existing bus lanes full-time. Implementing these measures will improve bus services by making them quicker and more reliable and cheaper to run. (See page 46 for more on bus priority)

**We will work with operators and local authorities with the aim of introducing targeted fares cuts swiftly in some areas, starting with Cornwall.** (See page 59 onwards for more on what we would like to see Bus Service Improvement Plans cover on bus fares)









## Chapter 4

# Delivering for passengers



**Buses for Everyone:  
We will set a high bar for  
standards enabling buses  
to be used by all.**





In 2018, the Government consulted on proposals to use powers introduced by the Bus Services Act 2017 to mandate the provision of audible and visible route and next stop announcements on local bus services, in order to help disabled passengers to travel with greater confidence. Subject to final analysis, we will make these Accessible Information Regulations by summer 2022, ensuring passengers can board any bus with confidence and that they will know when to alight when their destination is reached. We will increase the funding for the smallest bus companies to ensure their passengers benefit from improved onboard information by at least £1.5m in 2021–22.

We will make sure that apps can provide passengers with accessibility data about bus stations and stops so they can make informed travel choices regarding accessibility of services. Recognising roadside information and hard copy formats are also important for many passengers.

We will expect LTAs to explicitly consider inclusivity and to review the impact of roadside infrastructure on passenger safety, security and accessibility as part of their Bus Service Improvement Plans.

We will also review the impact of roadside infrastructure on passenger convenience, comfort, safety, security and accessibility, seeking to understand the factors which permit or encourage greater bus usage, and those which turn potential passengers away. We will also consider how we can use this understanding to empower passengers to make informed journey choices, and to support LTAs to provide facilities which encourage greater bus use.

We will ensure that buses funded by Government provide an enhanced level of accessibility: including additional flexible space for a second wheelchair user or passengers with pushchairs, hearing loops, space for assistance dogs, and audible and visible information.

We will review eligibility for free bus travel for disabled people to ensure that we are improving equality of opportunity and helping disabled people participate fully in public life. We will also look to digitalise the concessionary bus pass for older and disabled people in England, giving passengers the option to store their permit on a smartphone.

We will digitally transform the bus service registration process, ensuring it is optimised for passenger information purposes and is suitable for the provision of new innovative services. In addition, we will consider setting minimum standards for registration in the future to ensure buses are providing what passengers want. We will deliver a comprehensive review of the Public Service Vehicle Registration Regulations under which operators register their services, to ensure they are fit for purpose for the 21st century.

We will review key regulations to improve accessibility. This includes the Public Service Vehicles Accessibility Regulations 2000 (PSVAR) by the end of 2023, ensuring that future decisions on accessibility standards are based on an up-to-date understanding of passenger need. We will consult in 2021 on draft amendments to the Public Service Vehicles (Conduct of Drivers, Inspectors, Conductors and Passengers) Regulations 1990, to ensure that the wheelchair space and priority seats are made available for passengers who need them. We will continue to work with the Driver and Vehicle Standards Agency (DVSA) to ensure that non-compliance is identified, and effective action is taken in response.

Accountability for local services also means accountability for promoting access for all. We expect each Local Transport Plan to include measures that improve accessibility for older and disabled people, including: designing appropriate networks which minimise walking distances to key destinations and streamline inter-connectivity, promoting high-quality customer service through appropriate and consistent training, modernising vehicles and upgrading supporting infrastructure to facilitate independent accessible journeys.



The design of bus infrastructure improvements should be informed by the experience of disabled people and consulted on with a range of passengers; particular care should be taken when implementing bus priority measures to ensure that they do not impede access for disabled people reliant on private motor vehicles, taxis and private hire vehicles.

We will continue to fund free off-peak bus travel for disabled people, free off-peak travel for pensioners and free travel to and from school for children who live beyond walking distance. We will not fund travel for people who are not necessarily disadvantaged, such as blanket free travel for unaccompanied children or older people below the state pension age.

## Fares must be lower and simpler

Average bus fares have risen by 403% since 1987\*, compared to 325% for rail fares and 163% for motoring costs<sup>23</sup>. Lower and simpler fares attract passengers. They should be seen as an investment not just in transport but in town centres, in social inclusion and in a greener future. We will expect to see fares policy as an integral part of Bus Service Improvement Plans.

Within cities and towns, we want low flat fares (or maximum fares and daily price caps) to be the norm, as in London. Flat fares speed boarding and are easier for passengers and potential passengers to understand. We want to see lower single fares and more low daily price capping. We will also expect Bus Service Improvement Plans to consider youth fares; initiatives such as the youth fares implemented in Merseyside had a positive impact on patronage and we want to see this replicated across the country.

## There must be seamless, integrated local ticketing between operators and we want to see this across all types of transport

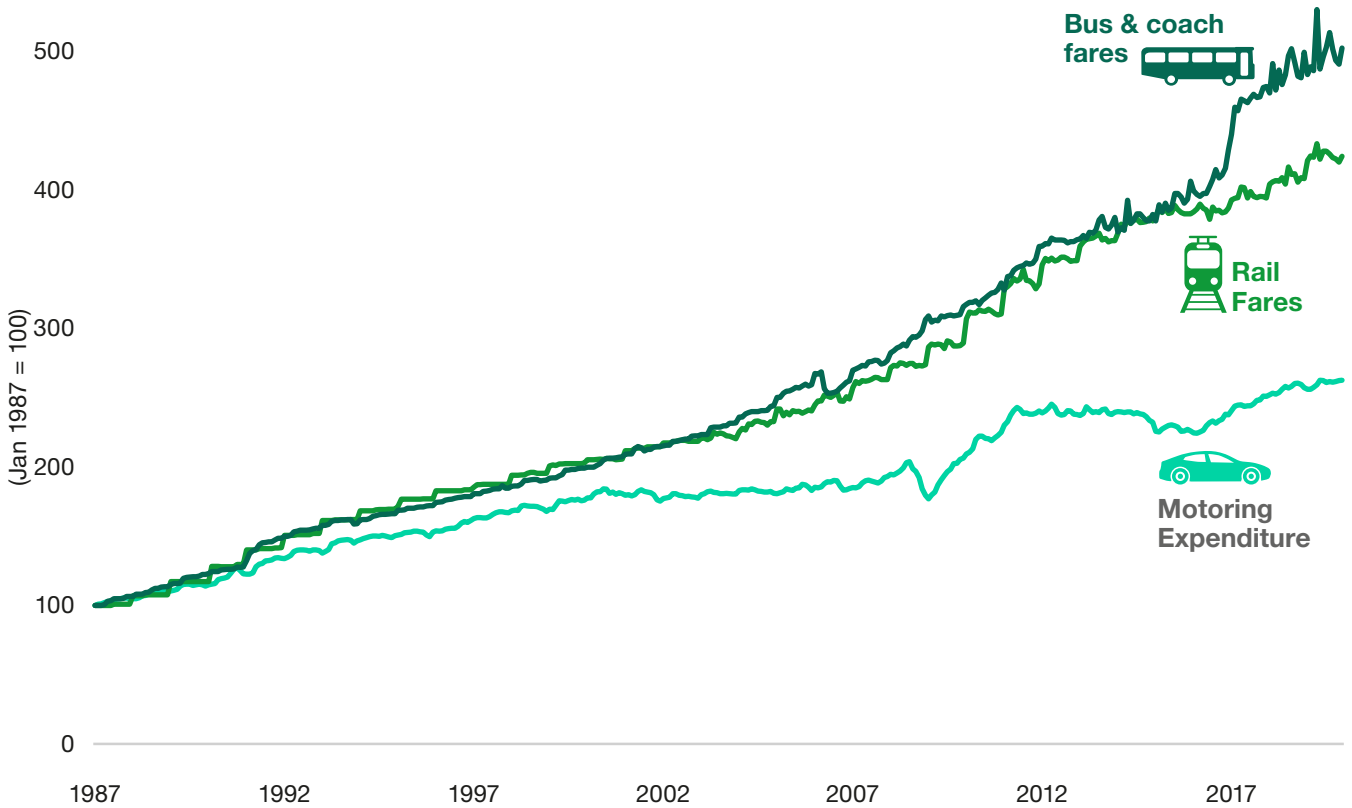
We know that passengers value the integrated and simplified service found in London, with no fuss multi-modal and multi-operator tickets and the same high-quality information for passengers – and we want LTAs to work towards replicating this seamless experience everywhere. There are many places where we can see that integrated multimodal ticketing drives up use of public transport. In the West Midlands, the SWIFT scheme which connects bus, tram and train has enabled passengers to travel on public transport in a seamless manner. The West Midlands is one of the few areas nationally, that pre-pandemic, had reported significant increases in ridership.

### Merseyside – ‘MyTicket’

Across the Liverpool City Region, the introduction in 2014 of ‘MyTicket’ priced at £2.20, which allows under 19s unlimited day travel on any bus, has been one of the key drivers of fare paying passenger growth. By 2019, the number of bus journeys made by young people had increased by 168%<sup>24</sup>. Initiatives like this give young people a great value and easy to understand ticketing offer, which can encourage bus use from an early age and increase the likelihood of these people remaining bus users throughout their adulthood.

\* DfT buses fares data weighted together with coach fares data collected by the Office for National Statistics.

## Retail Prices Index (RPI): Bus and coach fares, rail fares and motoring expenditure, 1987–2019<sup>25</sup>



We want to see multi-operator ticketing everywhere, covering all bus services at a price little if at all higher than single-operator tickets, then to extend this to tickets that cover all travel modes (bus, light rail/metro, rail). Approximately 75% of places do now have multi-operator tickets allowing travel on all bus services in the area but they are not always well advertised and can be significantly more expensive than single-operator tickets.

Nowhere outside London has multi-modal daily and weekly price capping using contactless debit or credit cards, and only a few places have multi-operator daily price capping using contactless. We want partnerships and franchising agreements to change this. We expect to see all Bus Service Improvement Plans setting out how they will deliver no-fuss, multi-operator tickets and price caps on contactless credit and debit cards, at little or no premium to single operator fares. We will expect all operators to work with LTAs to deliver this.

We will work with transport technology providers, app developers, bus operators and LTAs to ensure that any technology to support this is developed strategically, and money is not wasted on different technology solutions for different places. As rail ticketing and fares systems are updated, we will also consider opportunities for facilitating integrated electronic ticketing with buses.

84% of buses in England already accept contactless payment<sup>26</sup>. To drive even greater adoption of contactless across the industry, we will use CBSSG to incentivise operators to adopt the technology. In the longer term, to ensure the industry reaches, and then maintains the standard of 100% contactless, we will consider making it a condition of bus service registration and BSOG eligibility.

Given the growing importance of contactless on buses, we do not believe that there is any need to integrate or unify the many existing bus smartcard products. Their usage will decline as contactless uptake rises. But we also believe that operators should continue to accept cash for now: there is a risk that otherwise we will deter or exclude passengers who, for any reason, may not have usable debit or credit cards. Price-capping will obviously not be available to those who pay cash, but paper day tickets should be.

Through ticketing should also be easier. A degree of through ticketing between bus and rail is already available under the PlusBus scheme, although its coverage and availability are limited. We will promote PlusBus better, and work towards extending the range of destinations available under it and making PlusBus tickets available as e-tickets and mobile tickets, so users can start their journey with a bus trip without needing to have paper tickets posted out or collected in advance from a railway station.

We want to see through fares for any journey across England involving bus, rail and light rail easily available, not only on journey planning websites, but also on smartphones as standard, and will work with industry to secure this.

## **Service patterns must be integrated with other modes**

More bus routes and demand responsive services should serve railway stations and for easy connections between modes, bus services should be timed to connect with trains. For example, in Cornwall, the railway line running through the county will act as the spine of the transport network and the new Superbus services will align with it. We will work towards the inclusion of bus services in rail journey planners as standard.

Buses must also work better with each other. There are many instances of poor connections and uncoordinated timetables. Bus Service Improvement Plans should detail plans for ensuring that in places (often rural) where services are regular, but not frequent, connectivity is maximised. Hub models can connect services, with buses all arriving and departing at the hub town within the same ten or fifteen-minute window each hour, ideally all servicing the same centrally located bus or railway station.

## **We will support people into work**

Currently, only some bus operators accept the Jobcentre Plus Travel Discount Card. This card is provided by Jobcentre Plus advisers to those unemployed claiming Jobseekers Allowance or Universal Credit, and it gives 50 per cent off selected rail tickets and some operators' bus fares. We want to make the card accepted by all operators and will work with them to deliver this. We will also explore relaxing the eligibility criteria so the card is available to more claimants.

## **Services must be simpler and easier to understand**

A key deterrent to using buses is that they are, or are perceived as, confusing. We have already described some negative features of the market, such as rival networks which do not acknowledge each other's existence, and which use the same route numbers for wholly different services. Bus Service Improvement Plans must eradicate this. We want to see common numbering systems, and routes that are as far as possible the same in the evenings and weekends as they are in the daytime. All operators which run the same route should accept the same tickets, use the same route number and be shown on the same timetable. Timetable changes should wherever possible be co-ordinated, and at set, relatively infrequent points in the year.

Bus Service Improvement Plans should consider whether to simplify routes; for example, considering whether networks should have more high-frequency major route services rather than lots of low-frequency services combining. Route variations and letter suffix routes should be reduced.

Networks often try to provide infrequent through services to everywhere or divert buses away from the main route to serve smaller places, reducing speed and convenience for people travelling between a route’s major points. As described, on high-frequency services more use could instead be made of good hub-and-spoke connections, with frequent feeder buses connecting into frequent major routes and through ticketing. This becomes possible if frequency and reliability improve.

Bus Service Improvement Plans should consider questions of network design like this – and as with all elements of the plan, show how stakeholders and communities will be engaged in the thinking.

## Bus information

It is too difficult for non-users to find where buses go. Information online is often incomplete, misleading or hard to locate. But bus operators now have a legal obligation to publish timetable and running data, and we will be providing funding for predictions information which will inform the passenger how many minutes away their bus is from the bus stop and on average how long the journey will take.

### Nottingham’s Hucknall Connect

The Hucknall Connect service operated by Trent Barton offers local Hucknall residents in Nottingham an easy route into the city centre by connecting them to their local tram station and the main bus routes.

Their connect ticket option includes a full day’s travel on Connect in Hucknall and the tram.



Picture: Trent Barton

### Bus Journey Information

Transport for the West Midlands (TfWM) is part of the West Midlands Combined Authority, chaired by the Mayor of the West Midlands. It is the UK’s third largest public transportation authority, responsible for a region encompassing the major cities of Birmingham and Coventry, with a population of 2.9 million people and in 2019/20 accounted for 246.6 million passenger journeys.<sup>27</sup>

To improve customer experience and increase use of public transport, TfWM has invested significantly in the provision of accurate passenger information, supporting operators and the developer community to include timetable and location data for bus tram and rail delivered to journey planning applications, websites and third-party developers as well as to 1,800 real time information displays at bus stops and stations.

However, this is a challenging task, with more than thirty bus operators, six train operators as well as a tram operator running services they use many different systems each providing data in different forms and formats, at different frequencies and with varying levels

358 accuracy.

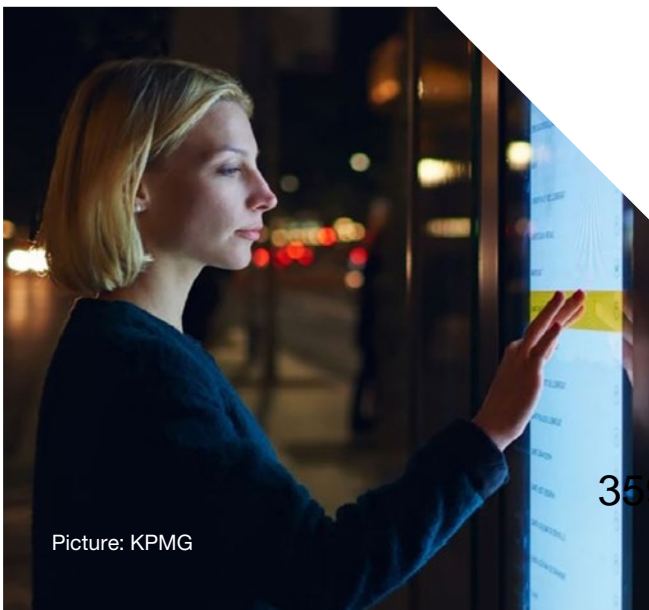


The Bus Open Data Service was launched in November 2020 and the statutory obligation to publish data was introduced on 1 January 2021, with national datasets currently being built for timetables, fares and location. None of the most commonly-used public transport journey planning apps and websites yet provide comprehensive, accurate, England-wide local bus information and there are many other apps that only include some operators.

This may mislead potential passengers into thinking that there are no services to the place they want to go. A number of apps and websites give inaccurate information when tested. Web searches for particular routes often also bring up old timetable PDFs which have since changed. Every town, city and rural area should have published, up to date maps.

We will continue to work with app providers and search engines to support the creation of transport apps using this data. We will aim for the apps to show every service, including fares and running information, and support inclusive and accessible journey planning, and will provide guidance through our upcoming Mobility as a Service Code of Practice. We want passengers to be able to plan, buy and show tickets on their smartphone for any journey, including through trips on buses and other transport modes, though this will not be achievable immediately.

Information at bus stops is often poor. They should be viewed as free advertising sites for the bus, including the opportunity to promote services' frequency and price, and should include full timetable information.



Picture: KPMG

## Networks must feel like a whole system which works together

One of the distinguishing features of London's bus network is that it feels like a network, a coherent, consistent, strongly-branded operation which gives people confidence in using it. Passengers know that a bus will be along in a few minutes, what the fare will be and what the experience will be like. They know that at an interchange there will be a poster guiding them to the next bus or a train. Typefaces, liveries, logos create an impression of unity. Most successful consumer businesses, such as retailers and airlines, aim to create similar levels of consistency and brand identity. LTAs, in their Bus Service Improvement Plans, should consider strong network identities. There are already successful examples of individual, eye-catching route branding in different parts of the country. Route branding can still work well as part of a wider network identity.

## We will promote buses, aiming to demystify them and improve their image

Research shows that many people have negative perceptions about buses but are often pleasantly surprised when they try them. We, as Government, have a role to play in promoting the use of buses, to attract both previous and new users onto buses, working closely with the LTA, bus operators and trade bodies to reverse the decades of decline in customer numbers. To do this, we will support an industry led Back to Bus campaign this year to promote the reformed network and address misconceptions, encouraging people to use the bus. This may include signposting people to apps and websites, targeted local promotions encouraging non-users to give buses a try, such as free day vouchers, try-before-you-buy, refund guarantees if a passenger is dissatisfied and a period of free travel for people who have started new jobs or bought new homes. We will also showcase services focussing on the quality of experience for commuters, including charging points, comfortable seats and other perks.

In popular tourist areas such as the West Country and the national parks, often blighted and congested by too many cars, we want Bus Service Improvement Plans to show how far more will be done to promote buses to visitors, with improved services, easily accessible information, park-and-ride sites and special tickets. Scenic railways, such as the Settle-Carlisle and West Highland lines, are now significant tourist attractions and wealth generators in their own right. We see no reason why several of Britain’s equally splendid bus routes should not be marketed in the same way.

## We will give bus passengers more of a voice and a say

Bus Service Improvement Plans must include a passengers’ charter giving bus users rights to certain standards of service, including punctuality, vehicle cleanliness, proportion of services operated, information and redress.

We want to see mechanisms for redress at a local level and means to ensure these standards are met, which could include forums such as Bus Advisory Boards being set up. At a national level, we will consult on the appropriate standards and mechanisms by which these can be enforced, and a review of the consumer landscape to determine the appropriate body to supervise them.

We will continue to work with the bus industry to increase awareness of bus passenger rights including those specific to disabled passengers, and how complaints can be made. We will also continue to promote the adoption of best practice in disability awareness training: we will publish the high-level training framework to drive up standards of customer service of drivers and on-board staff who seek to understand passengers’ access needs, and who tailor the support they provide accordingly.



Picture: Tees Flex Service

## Tees Valley – Tees Flex Service

The new Tees Flex service, which has been funded by the Tees Valley Mayor and Combined Authority, was introduced in February 2020. It is operated by fully accessible minibus vehicles and caters for on-demand and pre-bookable journeys for residents in more isolated communities across Darlington & Stockton, Hartlepool, and Redcar & Cleveland.

The service has created new links which can now be accessed for the cost of a bus fare and passenger numbers have remained strong even during the COVID-19 outbreak. The service can be easily pre-booked via a smartphone app, website or over the telephone. Passengers can request pick-up and drop-off points within the serviced area, and to destinations including train and bus stations, along with hospitals outside of the area.



## More demand responsive services

In lower-density areas and at less popular times, conventional fixed-route buses can never compete with the attractiveness or flexibility of the car. But now, aided by technology, demand responsive services can – offering a more personal, on-demand service, taking people from their doors or closer to their doors than a regular bus.

Demand responsive services are not a perfect solution to every challenge. Several of the large operators have tried and failed to operate them commercially. They must strike a balance: on the one hand, providing a service which is responsive and frequent enough to be useful and on the other, not running too much mileage, with little environmental advantage over the car or subsidy advantage over conventional buses.

They will never replace frequent urban and inter-urban routes, as too many vehicles would be needed.

But they could be particularly useful to improve provision in the countryside and in the evenings and on Sundays, including serving large workplaces with anti-social hours, such as hospitals, tackling the bugbear of hospital car parking. Because they are more door-to-door, they can overcome the concerns of some users, particularly women, about taking public transport at night.

We have already established a Rural Mobility Fund to trial more demand responsive services and have awarded funding to 17 pilot projects. We will consider expanding this work, including piloting non-rural services. We expect all demand responsive services to be fully integrated with the mainstream network, accepting the same tickets and passes, using the same or similar branding and shown on timetables and journey planning apps and websites. We also expect them to be provided using accessible vehicles, including provision for a wheelchair user.

### On demand bus services in Sevenoaks

In Sevenoaks, Kent, an area with very high car ownership but also high levels of rail commuting, some local bus services have been replaced by demand responsive vehicles during the COVID-19 outbreak, while demand for services has been lower and social distancing in force.

These services have improved passengers' access to buses, which are easily bookable via a smartphone app, so residents can continue to make essential journeys to shops, work and medical facilities at no extra cost beyond a regular bus fare.

361



Picture: Go Coach



We want to ensure that the needs of rural transport users are given equal consideration to those in urban areas. We have piloted projects targeting rural areas specifically. We are committed to improving the connectivity of isolated rural communities and those with infrequent and unreliable services. We have been seeking views and evidence on what could be incorporated into a Future of Transport: rural strategy. This strategy will set out how innovations and technological developments in transport can be harnessed in rural communities. We want improved rural transport to support economic growth and development in rural communities.

## Rural Mobility Fund

We have awarded funding to 17 pilot projects of this £20m funding scheme: the successful schemes will trial innovative, demand responsive solutions to transport challenges that rural, and suburban, areas often face.

## “Total Transport”<sup>28</sup>

In 2016 we allocated £7.6 million to 37 separate schemes run by 36 local authorities to pilot Total Transport solutions; these were focussed on rural areas. “Total Transport” is about finding ways of commissioning public sector funded transport so that passengers get a better service with less duplication of resources. This can include services like non-emergency patient transport, adult social care transport and home to school transport. Considering all these streams together can allow networks to be designed so they complement each other, reduce administrative overheads by centralising commissioning, and achieve overall cost efficiencies.

## We will support more Bus Rapid Transport networks

Bus Service Improvement Plans should include consideration of Bus Rapid Transit (BRT) networks on key corridors. BRT is a hybrid between bus and light rail, using high-capacity buses on segregated, bus-only roadways with stops more like light rail stations. Unlike light rail, however, buses can leave the segregated busways and use conventional roads. BRT could be a game-changer for bus networks. It can deliver a large proportion of the benefits of rail-based schemes at much lower cost, as demonstrated in schemes such as Cambridgeshire Guided Busway, Belfast Glider and Leigh-Salford-Manchester Busway.

BRT systems feature comfortable vehicles, fast journey times, real time passenger information and high-quality waiting environments. Costs are typically much lower than for rail-based schemes, owing to fewer engineering, planning and land acquisition constraints.

Passenger journey times can be lower than those on rail-based systems due to increased frequencies. In a number of large South American cities, they can carry tens of thousands of passengers per direction, per hour, equivalent to conventional rail lines. Journey times are optimised when travelling on segregated infrastructure. However, buses are able to run on conventional roads and are therefore not constrained by the infrastructure: they can steer around roadworks and are not dependent on the provision of a fully-segregated alignment. The Cambridgeshire system is a good example of mixed operation.

We think Glider-style BRT has great potential, and our ambition is to see the development of proposals for up to five Glider-style systems in England’s towns and cities. We will work with local authorities and operators as local Bus Service Improvement Plans are produced to identify potential locations for system trials. These services could be protected from other competition through bus franchising powers (which are flexible and can cover routes at a local level not just wider geographies) – so they could be tendered like rail or light rail services.



Picture: Translink Glider

## Bus Rapid Transport – Belfast’s Glider

Translink’s cross-city Glider services are operated by tram-style vehicles, which have three sets of doors on each vehicle for speedy alighting and boarding. The Glider provides an inclusive environment, including separate areas for wheelchair users and passengers with pushchairs, step free boarding and audible and visible stop announcements.

### Key Features:

- Tram style stops with a shelter, benches and perches.
- Dedicated bus lanes throughout the route.
- Real time passenger information at all stops.
- 30% fewer stops than conventional bus, on average 400m apart to improve predictability and reliability of the service.
- Services spaced apart for maximum frequency and reliability, arriving every 7–8 minutes in either direction, so that passengers know they will never have long to wait.
- Additional facilities at the terminus, including a waiting room with seating and toilets.
- Sheltered bike storage to encourage cycling and free parking for cars to encourage park & ride into the city centre.
- Priority road maintenance – ensuring a high quality of surface for the bus lanes and improving drainage all along the route.

**Construction costs for Bus Rapid Transit systems, such as Glider, are typically at least 50% lower than traditional light rail/tram schemes.**



# 5

Chapter 5

# A green bus revolution









**The UK has one of the most ambitious approaches in the world to achieving net zero by 2050. Our Transport Decarbonisation Plan (to be published shortly) will set out measures to help achieve this, with significant local air quality improvements preventing thousands of early deaths each year.**





Zero emission bus services, that meet the needs of passengers and communities, and attract passengers from other forms of transport, are at the heart of our plans.

New vehicles offer more than environmental benefits – with more comfortable journeys and a reduction in vehicle noise and vibration they provide an opportunity to attract new users. The added incentive is that we expect that zero emission buses will achieve operating cost savings in the longer term, which can be reinvested in more frequent services, lower fares and other improvements for passengers.

## Where we are

UK bus operators have invested over £1.3bn in cleaner and greener buses over the last five years, supported by £89m funding through the Government’s Low and Ultra-Low Emission bus schemes\*. However, there is much more to do. The majority of these vehicles are hybrid or gas-powered and only around 2% of England’s bus fleet is fully zero emission today<sup>29</sup>. This represents 4% of London’s fleet and 1% of the fleet in England outside of London<sup>30</sup>

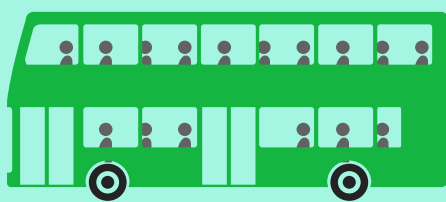
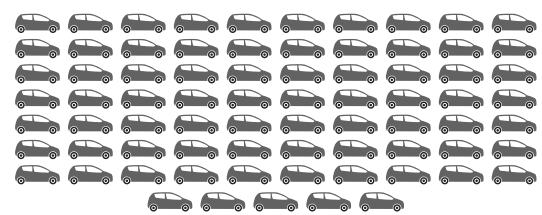
Bus operators share our ambitions to achieve a zero emission bus fleet. Many have committed to purchase only ultra-low or zero emission buses from 2025, and to start this process by 2023 in some urban areas, if there is continued Government support towards the extra purchase and fuel infrastructure costs<sup>31</sup>.



# 3%

of transport greenhouse gas emissions in the UK are produced by **Buses and Coaches**

A fully-loaded double deck bus can take **75 cars off the road**, helping to reduce congestion and reduce the impact of transport on the environment



368

Each zero emission bus saves around per year

# 100%



23 kilograms

# 70%



46 tonnes



In June 2019, Parliament passed legislation requiring the Government to achieve **‘Net Zero’ Greenhouse gas emissions by 2050**



## The Roadmap to Net Zero Bus Services

Five principles underpin our roadmap to a zero emission fleet. They are:

- We will consider all technologies fairly, assessing their cost, contribution to decarbonisation and utility.
- We will provide the financial support and incentives needed for the market to scale up quickly.
- We will take a place-based approach to investment wherever appropriate.
- Both operators and LTAs must play their part.
- We will ensure our plans for buses lead to overall carbon reductions.

### We will consider all technologies fairly

Zero-emission buses can run on electric batteries or hydrogen fuel-cells. Battery-electric has dominated zero emission bus purchases to date, but both technologies have strengths in different circumstances. On current technology, battery-electric is a more efficient user of energy, but hydrogen can lend itself better to longer journeys in rural areas. We will consider all technologies fairly and our ambition is that:

- Fuel must be green: in the future we want to see carbon-free fuel being used;
- Zero emission first: low or ultra-low emission vehicles should only be purchased where a zero emission vehicle is not a viable operational alternative.

We also understand that local decarbonisation roadmaps may include transitional technologies such as biofuels and hybrids, which can help support decarbonisation of fleets while zero emission technology develops its capability.

This work will be aligned to the consultation on the date for the phase out on the sale of diesel buses. See page 75.

### We will provide the financial support to scale up quickly

The high upfront capital costs of vehicles and energy infrastructure can act as a barrier to the rapid adoption of new zero emission buses. In the short term we will play our part by providing funding to address this challenge.

We will support the market to scale up by:

- giving the certainty to create a sustained pipeline of vehicle orders, allowing British bus manufacturers to invest, production volumes to increase and the costs of vehicles to fall.
- ensuring that we support new funding and financing models needed to deliver our ambition, including new types of vehicle leasing and maintenance arrangements, as part of a vibrant financing strategy.

As a first step we will invest an unprecedented £120m in zero emission buses in 2021/22. This is in addition to £50m from 2020/21 to deliver the first All-Electric Bus Town or City.

It will also launch the Zero Emission Bus Regional Area (ZEBRA) scheme, bringing together LTAs, bus operators, energy companies and other stakeholders to develop financial and commercial models of delivering zero emission buses at scale, with government and non-government funding.

Based on experience in these pathfinder areas, we will then scale up to deliver the Prime Minister's commitment to 4,000 new zero emission buses. This unprecedented investment, the single biggest of its kind for zero emission buses, will also help safeguard thousands of jobs in Britain's bus manufacturing industry.

We are clear that our support must focus on green vehicles and as such Government funding will not incentivise the continued use of diesel buses. As a principle, our reform of grant funding for bus services\* will ensure it is no longer paid on the basis of fuel used and instead will incentivise the take up of zero emission vehicles.

## **We will take a place-based approach to investment wherever appropriate**

De-carbonising the bus fleet requires investment in both fuelling infrastructure and vehicles. Taking an area-based approach to infrastructure investment allows more innovative solutions to be considered – such as:

- allowing for more effective land use and spatial planning;
- adopting plans to address local issues such as air quality; and
- utilising the technology solutions that work for the economies and topography of the area.

This approach allows a more strategic approach to energy networks which can provide longer term savings.

The All-Electric Bus Town or City competition demonstrated significant interest across England in rolling out zero emission buses quickly and at scale. The Department expect to announce funding for the first All Electric Bus Town or City by the end of 2020/21.

We will build on existing interest to identify locations that are ready this year deliver hundreds more zero emission buses. This will utilise the £120m announced at the Spending Review for the roll-out of zero emission buses. To drive forward our ambitions, we will learn from this early investment to inform models that will support scaling up of investment, exploring private financing and leasing options. This aligns with the work on the UK Government's new national infrastructure bank.

As we committed in “Gear Change” we will create at least one zero emission city. We are looking for at least one small or medium-sized city which wants to create a zero emission transport system, with extensive bike lanes, a zero emission bus fleet, and a ban on nearly all petrol and diesel vehicles in the city centre, with deliveries made to consolidation hubs and the last mile being done by cargo bike or electric van.

We will shortly announce details of the ZEBRA scheme and how this can be part of local areas' decarbonisation plans.

### **Both operators and LTAs must play their part**

We expect decisions on the local transition to zero emission fleets to be taken collaboratively through local bus partnerships.

Local authorities:

- will have expectations for the outcomes they want to see and when;
- will work with energy providers to integrate the needs of buses into wider fuel infrastructure plans and identify best energy provision solutions; and
- may play a central part in funding and financing arrangements.

Bus operators:

- should always take the lead in specifying the technical requirements for vehicles – ensuring that they meet passengers' needs;
- should develop an understanding of the energy requirements of decarbonising their fleet so that the best energy provision solutions can be identified; and
- will often provide or secure the majority of the investment required.

## **We will ensure our plans for buses lead to overall carbon reductions**

We are committed to achieving an all zero emission bus fleet in the future and will set a legal end date for the sale of new diesel buses, and set an expectation for when the entire bus fleet will be zero emission. We will consult on potential dates this year. A key factor will be ensuring these ambitions do not make bus services more expensive to operate overall, otherwise fares will rise or services will be cut – potentially leading to greater overall carbon emissions as more journeys are made by car.

At a local level we will expect every LTA that wishes to receive funding from the Department for local transport projects to develop ambitious strategies, targets and measures for cutting carbon from transport in their area. We will expect all LTAs to work with bus operators and energy providers to include ambitions to decarbonise the local bus fleet in their Bus Service Improvement Plans. We want to see local standards for zero emissions set in partnership and franchising schemes ensuring that commitments to invest are delivered.

## **Bus2Grid – An example of a smart charging approach**

In January 2018, the Office for Low Emission Vehicles and the Department for Business, Energy and Industrial Strategy awarded almost £30 million, through an Innovate UK vehicle-to-grid programme, where electric vehicles can supply electricity to the grid at times of high energy demand.

Bus2Grid is part of this programme and is exploring the commercial value and social benefits to the energy and passenger transportation systems. The project will develop services to support National Grid, local Distribution Network Operators (DNOs), bus operators and transport authorities and at the same time will consider bus fleet consumer engagement approaches necessary for its commercial implementation. Bus2Grid claims to be developing the “world’s largest bus to grid site” and is bolstered by a diverse project consortium, including: SSE Enterprise, automotive manufacturer Build Your Dreams (BYD), the Distribution Network Operator UK Power Networks (UKPN) and the University of Leeds.

The project is a first of a kind large scale, multi-megawatt, demonstration of vehicle-to-grid technology in electric bus depots located in London. This process is managed by an aggregation platform that enables the 28 e-bus batteries to interact with the energy system by charging or exporting energy to support the grid in times of high energy demand.

Appendix

# COVID recovery 2021–22

I wear this to  
protect you.

Please wear yours  
to protect me.

Face coverings help keep  
public transport safe.

STAY ALERT  
CONTROL  
THE VIRUS  
SAVE LIVES





In March 2020, the COVID-19 pandemic had the potential to severely impact and reduce the bus network. Both the request to travel less and the new social distancing requirements posed significant questions of viability on the bus network across the country. During the first lockdown, passenger numbers fell to approximately 10% of those before the pandemic<sup>32</sup> However, through the joint efforts of Local Transport Authorities (LTAs), bus operators and central government, vital bus services were supported, enabling frontline workers to get to their jobs, children to return to education and the public to make the essential journeys needed.

To support this effort, the Government has provided an unprecedented amount of support for the bus sector. Through the discretionary COVID-19 Bus Services Support Grant (CBSSG) Restart, and by continuing to pay out Bus Service Operators Grant (BSOG) at pre-COVID-19 levels, the Government had announced over £1 billion of support by the end of 2020. This has been essential to keep bus services running when, with reduced capacity due to social distancing, the vast majority of buses would otherwise have operated at a loss or would have stopped running entirely.

The efforts of LTAs and bus operators were also substantial over the year. Together, they have worked flexibly to adapt service levels to work for their local areas, adapted to the challenge of children returning to school in September, and worked to manage sickness absence and conduct winter planning. This, combined with the continued concessionary fare funding support from local government, has been central to the transport response to the pandemic. We will build on these successful partnerships to drive not only recovery of the sector but also to improve services for passengers and bring more people onto buses.

## CBSSG Restart

We will continue to provide CBSSG until the funding is no longer needed. To ensure services remain responsive to local demand whilst ensuring social distancing requirements are met, all operators receiving CBSSG are expected to continue to work closely with LTAs to agree service levels.

Local collaboration is a key tenet of this emergency funding. As a condition of receiving CBSSG, DfT can ask operators to demonstrate on request that consultations on service levels have taken place, and that reasonable requests from LTAs for service changes have been considered in good faith. DfT can deny or recover CBSSG payments from operators who have not engaged adequately with LTAs. From 1 July 2021, CBSSG and future funding streams will be available only to LTAs, outside of London, who have committed to entering Enhanced Partnerships or who have started the statutory process of franchising services, as set out in the Bus Services Act 2017; and to operators who are cooperating with those processes.

We also expect operators to run cost-effective services which are delivering value to the local area. As CBSSG has provided financial support for operators that have lost passenger revenue as a result of reduced demand, operators cannot achieve pre-tax profits on their bus services in receipt of CBSSG.

Over the coming months, we will be reviewing the terms and conditions of CBSSG to begin to rapidly deliver the policies set out in this strategy. Initially, we will be using this funding to drive the roll-out of contactless ticketing machines. However, we will also look at how we can encourage engagement on the rest of the strategy, including strengthening the role of LTAs in decisions on the services needed.



We will continue to provide CBSSG as long as necessary. Passenger numbers are likely to remain depressed for some time as confidence in public transport returns and new travel patterns bed-in. Further funding (outside of London) will only be available to LTAs who have committed to entering Enhanced Partnerships, and operators who cooperate with the process. It will also be available to LTAs that have started the statutory process towards franchising, or which have applied to the DfT for powers to do so.

This provides LTAs and operators with a significant opportunity. As service patterns and networks are reset, there is no better time to simplify fares and ticketing or address the traffic bottlenecks which can reduce operating costs on key routes.

What is needed during 2021–22 will be agreed locally, but we expect LTAs and operators to continue to work together to:

- maximise the number of services provided, supporting them and re-growing the customer base;
- prevent a scaling back of services to just the most profitable routes: focusing on the entire network and planning for the longer term;
- work towards agreeing the Bus Services Improvement Plans needed for October 2021 (see Chapter 3);
- ensure bus services meet the changing needs of local communities and do not change suddenly or unexpectedly;
- explore innovative approaches such as demand responsive transport; and
- deliver noticeable improvements for passengers, particularly around bus priority measures, information provision, fares and ticketing.

Funding will be used to achieve the objectives in this strategy, including bus priority measures in areas of high traffic stress, tendered services, support for existing services or set payments to operators similar to CBSSG Restart funding. We expect the majority of the funding will be used to support services, though the funding is not designed to replicate CBSSG and we understand operators and LTAs may need to make difficult decisions about the network they continue to run. Further information will be published once we have greater certainty about any follow-on funding and have confirmed how this will be delivered. Once Bus Service Improvement Plans are in place then the LTA must ensure it is clear how any funding drives delivery of these plans.

We want to see the commitment to these partnerships realised. From April 2022, only LTAs with an Enhanced Partnership in place, or following the statutory process to decide whether to implement a franchising scheme, will be able to access new streams of Government bus funding; and only services operated, or measures taken, under Enhanced Partnerships or where a franchising scheme has been made will be eligible for these discretionary funding schemes. The Secretary of State may disapply these rules or the deadline of April 2022 in individual cases, on an exceptional basis; we will also ensure that no operator is disadvantaged through any failure to establish an Enhanced Partnership due to actions beyond their control.

## Concessionary fares funding

Throughout the COVID-19 pandemic the continued contribution from local authorities to support the bus network in the form of English National Concessionary Travel Scheme payments has ensured that, along with our CBSSG funding, buses have continued to operate full networks and support essential journeys. The vast majority of local authorities have continued to use their pre-existing budgets to pay concessionary fares at pre-COVID levels, despite the significant fall in concessionary travel which has supported operators to maintain routes and service levels. As the pandemic response continues, we are asking local authorities to continue to make these payments in line with the guidance we have issued and we will be laying a statutory instrument to support them to do so, to explicitly strengthen the legal basis for these payments.

Further to this, however, we also expect that once social distancing rules are relaxed, local authority funding to operators will need to remain above the actual level of concessionary patronage for a period of time, in order to protect services and maintain sufficient service levels. While the bus market is recovering, we will still look to Local Authorities to contribute to the operation of their bus markets, though to a decreasing extent. We are working with Local Authority organisations, through the Urban Transport Group, the Association of Transport Coordination Officers, the Association of Directors of Environment, Economy, Planning & Transport and the Local Government Association, and with bus operators, through the Confederation of Passenger Transport and the Association of Local Bus Company Managers, to develop how best we can re-establish the link between concessionary journeys and concessionary fares payments as quickly as possible.

In doing so, we want to ensure that we do so in such a way that concessionary fare payments work effectively for local authorities and bus operators. To this end, we will be reviewing how these payments will work in this recovery period. We will also review the current appeals process, reimbursement guidance and, by extension, the reimbursement calculator, following the impact of COVID-19 on travel patterns.

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Report Title:	<b>Appointments to Outside and Associated Bodies</b>
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Johnson, Leader of the Council
Meeting and Date:	Cabinet – 24 <sup>th</sup> June 2021
Responsible Officer(s):	Emma Duncan, Deputy Director of Law and Strategy Karen Shepherd, Head of Governance
Wards affected:	All

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## **REPORT SUMMARY**

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

### **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Appoints representatives to serve on the organisations listed in Appendix 1.**
- ii) Delegates authority to the Head of Governance, in consultation with the Leader of the Council and Leaders of the Opposition Groups, to fill any ad hoc vacancies that might arise through the year from nominations received or make any changes to appointments as required.**
- iii) Notes the feedback received from a consultation with all associated and outside bodies and agrees to permanently reduce council representation on the organisations listed in Appendix 1.**

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

- 2.1 Appointments to a number of outside bodies are made by the Council. The schedule attached at Appendix 1 details the appointments due in June 2021 and indicates the nominations received for each body. Where organisations have stipulated or have expressed a preference that the representative appointed be a serving Councillor, this is indicated.
- 2.2 As agreed by Cabinet in June 2020, a consultation has been undertaken by the Democratic Services Team Manager to determine if organisations still required a representative and whether the number of council representatives appointed to each body was the appropriate number. The findings of the consultation, with those bodies which no longer require a representative, are detailed at the bottom of Appendix 1.

## Options

**Table 1: Options arising from this report**

Option	Comments
To appoint representatives to the outside bodies as detailed in Appendix 1 and review any vacancies.  <b>This is the recommended option.</b>	Group leaders and councillors not in a political group have been given the opportunity to put forward nominations for appointments.
Not to appoint representatives to the outside bodies as detailed in Appendix 1.	Not appointing would mean the Council was not represented on a number of outside bodies within the local authority.

### 3. KEY IMPLICATIONS

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
% Council representation on outside and associated bodies where it is considered appropriate to have a representative	Less than 80%.	80-90%.	91-95%.	96-100%	June/July 2021

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications directly arising from this report that are not already covered by existing budgets.

### 5. LEGAL IMPLICATIONS

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



**6. RISK MANAGEMENT**

**Table 3: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Lack of representation on relevant outside and associated bodies.	Medium	Promotion of all available appointments to all councillors.  Careful consideration of feedback from organisations where a reduction in representation is proposed.	Low

**7. POTENTIAL IMPACTS**

- 7.1 Members appointed to associated and outside bodies ensure good governance and promote partnership working within the Royal Borough.
- 7.2 Reduced or cessation of Member representation on individual associated and outside bodies could require the organisation to amend their constitution or terms of reference.
- 7.3 Equalities: All Councillors can be nominated for appointment. Where allowed by the organisation’s constitution, a council representative can be a non-Councillor. A full EQIA is not considered necessary for the purposes of this report.
- 7.4 Climate change/sustainability: No impacts identified.
- 7.5 Data Protection/GDPR: Contact details for all appointees are shared with the relevant organisation in accordance with the relevant [Privacy Notice](#).

**8. CONSULTATION**

- 8.1 All Group leaders and Members not in a political group have been given the opportunity to put forward nominations for appointment.

**9. TIMETABLE FOR IMPLEMENTATION**

- 9.1 Implementation date if not called in: Immediately.

**10. APPENDICES**

- 10.1 This report is supported by one appendix: (To follow)
  - Appendix 1 – Proposed nominations to outside and associated bodies.

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- [The Council's Constitution – Part 7E – Advice to Members \(Duties on Outside Bodies\)](#).
- Annual Reports – Council Representatives on Outside Bodies 2020/21. (Available on request).

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Councillor Andrew Johnson	Leader of the Council	26/05/21	03/06/21
Councillor Samantha Rayner	Deputy Leader of the Council	26/05/21	
Duncan Sharkey	Chief Executive	26/05/21	27/05/21
Adele Taylor	Executive Director of Resources/S151 Officer	26/05/21	01/06/21
Andrew Durrant	Executive Director of Place	26/05/21	
Kevin McDaniel	Executive Director of Children's Services	26/05/21	
Hilary Hall	Executive Director of Adults, Health and Housing	26/05/21	26/05/21
Andrew Vallance	Head of Finance	26/05/21	
Elaine Browne	Head of Law	26/05/21	27/05/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	26/05/21	26/05/21
Nikki Craig	Head of HR, Corporate Projects and IT	26/05/21	26/05/21
Louisa Dean	Communications	26/05/21	
Karen Shepherd	Head of Governance	21/05/21	25/05/21

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision	No	No

Report Author: Mark Beeley – Democratic Services Officer, 01628 796345, [mark.beeley@rbwm.gov.uk](mailto:mark.beeley@rbwm.gov.uk)

Report Title:	<b>Affordable Housing Maidenhead</b>
Contains Confidential or Exempt Information	Yes – Main report Part I, Appendix A – Part II - <b>‘Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.’</b>
Cabinet Member:	Councillor Johnson, Cabinet Member for Business, Economic Development and Property.
Meeting and Date:	Cabinet – 24 <sup>th</sup> June 2021
Responsible Officer(s):	<b>Duncan Sharkey – Chief Executive</b>
Wards affected:	Riverside

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## REPORT SUMMARY

In March 2015 Cabinet approved the sale of the land at Ray Mill Road East to CALA Homes in a subject to planning land transaction. As part of this agreement, the 20 no. Social Rent properties that would be delivered within the site would be retained by the Council and then transferred to RBWM Prop Co, for use as affordable housing.

In September 2018 Cabinet approved a Capital Budget of £4,448,543 to progress with the purchase of the 17 no. Shared Ownership homes that were also due to be delivered within the site. This would bring the total number of homes being transferred to the Council and then Prop Co up to 37 no. (subject to planning).

CALA subsequently submitted a planning application in April 2019 with a total of 18 no. Shared Ownership homes and 20 Social Rented homes (16 no. Social Rented flats and 4 no. Social Rented houses) and (18 no shared ownership flats).

The Council therefore needs to amend the bid for the acquisition of these homes to reflect the additional unit and increased floor space across the properties. CALA are obliged to consider any offer from the Council and to give first refusal but are not obliged to accept the Council’s offer.

No additional Capital Budget is required, as this project sits within a wider Capital Budget (Affordable Key Worker Housing) which has sufficient budget to cover the additional cost of the extra Shared Ownership Unit.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) **Agree that RBWM Property Company, acting on behalf of the Council, can progress with the offer to acquire 18 no. Shared Ownership Homes from CALA Homes.**
- ii) **Agree the reallocation of funds within the Affordable Key Worker Housing budget to enable the purchase of 18 no. Shared Ownership homes.**

- iii) **Agree the transfer of the 18 Shared Ownership homes to the RBWM Property Company, subject to Secretary of State approval.**

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

### Options

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Amend offer to CALA to reflect the inclusion of the additional Shared Ownership home.  <b>This is the recommended option</b>	The Shared Ownership homes would be transferred to the Property Company (subject to Secretary of State approval) as part of their property portfolio.
Do Nothing.  <b>This is not the recommended option.</b>	If the bid is not amended, the Council is unlikely to be successful in the purchase of the affordable homes from CALA.

2.1 The Shared Ownership homes would be transferred from RBWM to RBWM Property Company subject to approval from Cabinet and the Secretary of State for the ongoing ownership, and management of these residential assets.

## 3. KEY IMPLICATIONS

3.1 The approval of the reallocation within the existing budget will enable an offer to be made to CALA for 18 no. Shared Ownership homes.

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Planning Consent Obtained	18 August 2021	21 July 2021	16 June 2021	n/a	21 July 2021
Offer Accepted by CALA	Offer not accepted	21 July 2021	16 June 2021	n/a	21 July 2021

#### 4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The Capital Budget for this scheme is already included within the Affordable Key Worker Housing Budget of **£7,059,088**, which was agreed in September 2018. This was due to deliver three schemes.

- Mokkattam 4 homes
- School House, West Dean 4 homes
- Land at Ray Mill Road East 17 homes

4.2 No additional Capital Budget is required over and above the £7,059,088 budget already approved by Cabinet, as the additional costs associated with purchasing an extra unit as the scheme would be progressing with better returns and within the overall budget code. This is possible as Mokkattam as a project is no longer progressing.

4.3 An investment report, including a more detailed financial appraisal and comparison of the feasibility appraisal against the planning submitted appraisal can be found at Appendix A.

#### LEGAL IMPLICATIONS

4.4 There are no legal implications.

#### 5. RISK MANAGEMENT

5.1 CALA will be delivering the homes on behalf of the Council, so once the purchase price has been agreed, the risks are minimised.

5.2 There will be an ongoing risk regarding marketability and achieving the sales values for the Shared Ownership which are incorporated into the Financial Appraisal within Appendix A; however, these have been thoroughly interrogated and are considered achievable.

**Table 3: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
CALA do not accept the Council's offer for 18 no. Shared Ownership homes	High	Consultation with CALA and commercial negotiations to be undertaken.	Low
Sales Values for Shared Ownership not achieved by Council when selling the homes	High	Thorough market testing and interrogation of financial model.	Low

**6. POTENTIAL IMPACTS**

6.1 Equalities. Equality Impact Assessments are published on the [council's website](#). This does not require a full assessment; a screen assessment only has been completed.

6.2 Climate change/sustainability – not applicable.

6.3 Data Protection/GDPR. – no personal data will be stored by the council as part of this project.

**7. CONSULTATION**

7.1 Internal consultation undertaken. Report also taken and discussed with Capital Review Board and approved.

**8. TIMETABLE FOR IMPLEMENTATION**

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

**Table 4: Implementation timetable**

<b>Date</b>	<b>Details</b>
Planning Committee	June 2021
Start on Site	Q3 2021
Estimated Completion Date	Q3 2023
Practical Completion	Q2 2024

**9. APPENDICES**

9.1 This report is supported by one appendix:

- Appendix A – Investment report Part II - **Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.**

**10. BACKGROUND DOCUMENTS**

10.1 This report is supported by one background document:

- EQIA – Equality Impact Assessment [council's website](#)

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Andrew Johnson	Cabinet Member for Business, Economic Development and Property	26/05/21	27/5/21
Duncan Sharkey	Chief Executive	26/05/21	26/5/21
Adele Taylor	Executive Director of Resources/S151 Officer	26/05/21	27/5/21
Andrew Durrant	Executive Director of Place	26/05/21	
Kevin McDaniel	Executive Director of Children's Services	26/05/21	01/6/21
Hilary Hall	Executive Director of Adults, Health and Housing	26/05/21	26/5/21
Andrew Vallance	Head of Finance	26/05/21	07/6/21
Elaine Browne	Head of Law	26/05/21	27/5/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	26/05/21	27/5/21
Nikki Craig	Head of HR Corporate Projects and IT	26/05/21	02/6/21
Louisa Dean	Communications	26/05/21	
Karen Shepherd	Head of Governance	26/05/21	26/5/21

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key Decision	No	No

Report Author: Tamsin Traill, Head of Regeneration – RBWM Property Company Ltd. 01628-796791



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Report Title:	New upper school places in Windsor
Contains Confidential or Exempt Information	Yes - Part II (Appendix F) <b>Not for publication by virtue of paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972.</b>
Cabinet Member:	Councillor Carroll, Cabinet Member for Adult Social Care, Children’s Services, Health and Mental Health
Meeting and Date:	24 June 2021
Responsible Officer(s):	Kevin McDaniel, Executive Director of Children’s Services
Wards affected:	Windsor wards

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## **REPORT SUMMARY**

*The Royal Borough of Windsor and Maidenhead has carried out public consultation on a proposal to expand Windsor Girls’ School from 208 to 230 places per year group from September 2022. This report sets out the positive response to that consultation, recognising that potential issues around traffic will need to be addressed. The report also provides the latest (draft) pupil projections, which confirm the need for new places.*

*The report proposes, therefore, that funding is provided for the expansion. The scope of the new accommodation is set out in a Memorandum of Understanding to be signed by the school, its multi-academy trust and the local authority.*

## **1. DETAILS OF RECOMMENDATION(S)**

**RECOMMENDATION:** That Cabinet notes the report and:

- i) Recommends the budget estimate set out in Appendix F (Part II) to Council for approval and, subject to that being given, authorises the Executive Director of Children’s Services to undertake procurement and enter into contracts to deliver the expansion of Windsor Girls’ School.**
- ii) Authorises the Executive Director of Children’s Services to agree and sign a Memorandum of Understanding in relation to the proposed expansion of Windsor Girls’ School.**

## **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 demand<sup>1</sup>.
- 2.2 Cabinet considered a report in December 2020 on the need for additional school places in the borough, including in the Windsor upper schools and in Maidenhead primary schools. Public consultation on proposals to provide these new places was approved, alongside further feasibility works.

<sup>1</sup> Section 14, Education Act 1996.

2.3 This report relates to the consultation and proposal for new upper school places for girls in Windsor. A separate report relating to Maidenhead primary schools will be brought to Cabinet later this summer.

#### Year 9 places in Windsor schools

2.4 Windsor has a three-tier system of schools:

- first schools (ages 4 to 9; national curriculum years Reception to Year 4).
- middle schools (ages 9 to 13; Year 5 to Year 8).
- upper schools (ages 13 to 18, Year 9 to Year 13).

2.5 There are two upper schools in Windsor, both of which are single-sex:

- The Windsor Boys' School – 260 places per year group.
- Windsor Girls' School – 208 places per year group.

2.6 Both are in the Windsor Learning Partnership (WLP) multi-academy trust.

2.7 Year 9 places have also been available for a relatively small number of children at Holyport College. Recent changes to their school admissions criteria mean that, from September 2022, the school will no longer have a Year 9 intake for day pupils.

#### Projected demand for Year 9 places for girls

2.8 The report to Cabinet in December 2020 noted that there was expected to be an overall shortage of Year 9 places in the two upper schools from September 2023. This shortage would increase in subsequent years. More detailed work indicated that there would be a shortage of places for girls in September 2022 and, potentially, in September 2021. It was expected that there would be enough places for boys for most of the period to September 2025.

2.9 For the September 2021 Year 9 intake at Windsor Girls, there are currently 216 girls allocated places and a small number of applicants still on the waiting list. Windsor Girls' School and the WLP have agreed that the school will offer up to 216 places for this September. This is eight places above their Published Admission Number (PAN) of 208.

2.10 This is in line with the pupil projections reported to Cabinet in December, where a shortfall of 12 places was expected.

2.11 Those projections have now been updated, in preparation for the annual reporting to the Department for Education (DfE) in the School Capacity (SCAP) survey in July. Although still in draft form, these projections have been updated as far as possible to take account of the latest numbers moving up from the middle schools, changing parental preference and the latest available new housing information<sup>2</sup>.

2.12 Table 1 provides the draft projections and some commentary for Year 9 places for girls in Windsor.

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<sup>2</sup> Some minor work is still being carried out on the housing data to bring it fully up to date. This is not expected to affect the projections for Windsor upper schools.

**Table 1: Draft, 2021-based projections for girls into Year 9 in Windsor**

- 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.

<i>a</i>		<i>b</i> <i>c</i> <i>d</i> <i>e</i>				<i>f</i> <i>g</i> <i>h</i> <i>i</i> <i>j</i> <i>k</i>					
		<b>Actuals</b>				<b>Projected</b>					
		<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>
<b>Windsor Upper</b>											
<b>Number on roll in Year 9:</b>		<b>210</b>	<b>185</b>	<b>220</b>	<b>213</b>	<b>236</b>	<b>227</b>	<b>227</b>	<b>210</b>	<b>218</b>	<b>214</b>
<b>Places available*</b>		223	223	223	223	223	210	210	210	210	210
<b>Surplus/deficit</b>		<b>+13</b>	<b>+38</b>	<b>+3</b>	<b>+10</b>	<b>-13</b>	<b>-17</b>	<b>-17</b>	<b>0</b>	<b>-8</b>	<b>-4</b>
on published admissions numbers, including all temporary increases/decreases and agreed expansion schemes:		<b>5.8%</b>	<b>17.0%</b>	<b>1.3%</b>	<b>4.5%</b>	<b>-5.9%</b>	<b>-8.0%</b>	<b>-8.3%</b>	<b>0.0%</b>	<b>-3.6%</b>	<b>-1.9%</b>

**Commentary:**

New upper school places for girls are needed in Windsor. The projections for girls show that there are expected to be shortages until at least September 2026 unless more places are provided.

The shortage of places is caused by:

- rising numbers of girls transferring from the middle schools. This is expected to peak over the next few years, before falling back slightly.
- The closure of the Year 9 day intake at Holyport College from September 2022. This reduces the number of Year 9 day places by 26 overall (and by 13 for girls). The school's Year 9 boarding intake will continue, and it is assumed that a very small number of these will continue to be taken up by girls living in Windsor.

These projections are slightly lower than those produced last year. This is due to the normal variation of projected numbers as the very latest proportions of girls transferring from middle schools and from other areas are applied. In the longer term, and outside the scope of these projections, falling demand for places in the town's first schools will eventually affect the upper school demand as well. At this point, it is likely that there will be a surplus of places again.

\*This makes the assumption that half of the 26 (co-educational) day places at Holyport College are nominally available for girls up until September 2021. Two Year 9 boarding places are also nominally assumed to be available, based on historic allocations, throughout the period shown.

- 2.13 On the basis of these draft projections – supported by the high demand for places this September – it is confirmed that there is still a need for additional places for girls at Year 9 in Windsor.

#### Public consultation

- 2.14 Public consultation on a proposal to expand Windsor Girls' School from 208 to 230 places per year group was carried out in Spring 2021. More details about the consultation are set out in Section 8 but, in summary, 69% of the 257 respondents were in favour of the proposal. The main issues raised by respondents related to the potential negative impact on traffic and parking, and requests for co-educational upper school provision.

#### Formal responsibilities in relation to the expansion of an academy

- 2.15 As Windsor Girls' School is an academy, any decision to formally expand the school lies with the academy trust, the Windsor Learning Partnership (WLP) and the Regional Schools Commissioner (RSC), rather than the Royal Borough.
- 2.16 The Royal Borough does, however, have a statutory duty to provide school places to meet demand. The Department for Education allocated 'Basic Need' funding to local authorities to help meet demographic pressures. The rules of this grant specify that this can be spent at any time of state school, including academy, community, free, voluntary controlled and voluntary aided schools. This grant can be supplemented with other funding sources such as S106/Community Infrastructure Levy and/or council funds. There are more details about the financial implications in Section 4.

#### Memorandum of Understanding

- 2.17 In November 2017 Cabinet approved a recommendation requiring all parties to a school expansion (partially or fully funded by the borough) to sign a Memorandum of Understanding (MOU) setting out the terms of the proposed expansion.
- 2.18 The use of MOUs seeks to ensure clarity and transparency. Whilst not a legal contract, the agreement publicly commits both parties to the agreed course of action.
- 2.19 Discussions with the WLP and the school over the MOU are ongoing. Once agreed, all parties will then sign the MOU and it will be published on the borough website.

#### The proposed scheme

- 2.20 Windsor Girls' School will be provided with the additional accommodation required to achieve the proposed expansion in line with government guidelines on school buildings, currently Building Bulletin 103<sup>3</sup>. A fuller description of the scheme is set out in the draft MOU but, in short, the scheme will comprise:
- A new, six classroom, sixth-form block on a location on the site to be identified, but likely to be in the area in front of the main school buildings.
  - An all-weather pitch, new netball courts and increased staff parking.

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<sup>3</sup> [Building Bulletin 103](#), Department for Education, June 2014

- 2.21 In addition, the WLP and school will be exploring the potential for funding from the government's Condition Improvement Fund to make further internal adjustments in the main school building to improve those spaces for increased numbers.
- 2.22 The proposed scheme is based on Option 1 in the feasibility study produced as part of the Royal Borough's wider school expansions feasibility programme<sup>4</sup>. Option 1 in the feasibility relates to expansion by one for of entry (30 places per year group). The proposed expansion is slightly less than this, providing an extra 22 places per year group to give the school a PAN of 230.

#### Highways and parking

- 2.23 As part of the feasibility study, the borough's Highways team noted that:

*"Proposed increase in pupil numbers for a 1 [form of entry] expansion would have an acceptable impact on highways. The existing drop-off works well and should be retained to prevent congestion on Imperial Road.*

*[The] school has a low uptake of cycling. Many pupils walk to school or are dropped off by vehicle. The existing school has a good drop-off facility. Cars parked in the parking bays opposite the drop-off have the potential to cause congestion. A complete turning circle would improve vehicular manoeuvre."*

- 2.24 The potential traffic impact of an expansion was mentioned by a significant number of respondents to the public consultation, as set out in Section 8.
- 2.25 These issues will be addressed as the planning application for the new buildings is submitted. Children's Services have, however, also been working with the borough's Transport and Infrastructure team more generally on how the traffic implications of school expansions can be addressed.
- 2.26 Getting children to school safely and efficiently is a key part of their education. To achieve this, the Transport and Infrastructure team will work closely with Children's Services to review the existing highways situation for future school expansions, starting with Windsor Girl's school. The council has started an engagement process with councillors and local parishes to discuss the future of active travel in the borough. This includes seeking ideas for interventions that improve road conditions for cyclists and walkers such as school streets, modal filters and segregated cycle paths. The outcome of these conversations and the following public engagement in August and September will allow us to identify solutions that can be implemented as part of the school expansions across the borough.

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<sup>4</sup> Page 35, [Windsor Girls' School Expansion Feasibility Study](#), Royal Borough of Windsor and Maidenhead, March 2020.

## Options

**Table 2: Options arising from this report**

Option	Comments
<p>Recommends the budget estimate as set out in Appendix F to Council for approval and, subject to that approval, authorises the Executive Director of Children’s Services to undertake procurement and enter into contracts to deliver the expansion of Windsor Girls’ School.</p> <p><b>This is the recommended option</b></p>	<p>Funding this scheme will allow the project to proceed and to be approved by the Regional Schools Commissioner. This, in turn, will allow the borough to provide additional school places to meet the projected demand.</p>
<p>Authorises the Executive Director of Children’s Services to agree and sign a Memorandum of Understanding in relation to the proposed expansion of Windsor Girls’ School.</p> <p><b>This is the recommended option</b></p>	<p>This will allow all parties for signed an MOU, providing an agreed basis for the project as it progresses.</p>
<p>Do nothing.</p> <p><b>Not recommended.</b></p>	<p>If the scheme is not funded, then it is very likely that there will be insufficient school places for girls at Year 9 intake in Windsor for the projection period to September 2026. It may also be difficult to find places for families moving into the area.</p> <p>If the MOU is not signed the scheme can still proceed, but the likelihood for dispute over timing, scope and costs is increased.</p>

### 3. KEY IMPLICATIONS

**Table 3: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Accommodation for 22 additional places per year group is provided at Windsor Girls’ School.	After Sept. 2022	In time for Sept. 2022	n/a	n/a	1 <sup>st</sup> Sept. 2022
Delivery of the programme within the approved budget.	>£0 over approved budget	= approved budget	0 to 5% under approved budget	>5% under approved budget	1 <sup>st</sup> Sept. 2022
Sufficient places for girls in	>0 Windsor	All Windsor	n/a	n/a	1 <sup>st</sup> Sept. 2022



Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Windsor upper schools	resident girls without an upper school place	resident girls have an upper school place			

#### 4. FINANCIAL DETAILS / VALUE FOR MONEY

##### **Capital funding for the expansion of Windsor Girls' School**

- 4.1 The estimated capital cost of the proposed expansion is set out in Appendix F (Part II). This estimate includes all construction costs, professional fees, surveys, feasibility costs, statutory fees and a significant contingency. VAT will be recovered by the Royal Borough of Windsor and Maidenhead. The cost excludes loose furniture and fittings.
- 4.2 The Royal Borough currently has £2,140,033.42 of Basic Need allocations due from the DfE over the 2021/22 and 2022/23 financial years. The size of the allocation is based on pupil projections submitted by the Royal Borough to the DfE. This last happened in 2019, based on the 2019 projections, as the data submission was cancelled in 2020 due to Covid.
- 4.3 If approved by Cabinet, the budget for this proposal will then need to be considered and approved by full Council, as the total project costs exceed the currently available budget.
- 4.4 Borrowing is only undertaken when necessary and not on the date of approval of a scheme by the Council or Cabinet, but as the funding is required. Borrowing is generally taken over the economic useful life of the asset, for instance borrowing for buildings would be applied over 50 years. The council will use available balances and capital receipts before undertaking borrowing to reduce any unnecessary revenue costs. If it is necessary to borrow to support the achievement of this proposal then the estimated revenue implication of this would be as set out in Appendix F (Part II).

##### **Revenue funding for the expansion of Windsor Girls' School**

- 4.5 The Royal Borough's current 2021/22 school funding formula includes a growth factor of £60,989 to address the revenue implications of expanding schools. The £60,989 is paid for each form of entry increase, or pro-rata for increases below that, agreed with the borough, for a maximum of four years. The Royal Borough has agreed that Windsor Girls' School will be paid no less than the £44,725 (for 22 additional places per year group) for each of the 2022/23, 2023/24 and 2024/25 academy financial years.
- 4.6 The funding levels and timings set out above will not be affected by subsequent changes to the Royal Borough's school funding formula unless:
- The growth factor is revised upwards in one or more of the 2022/23, 2023/24 and 2024/25 financial years, in which case Windsor Girls' School will be paid the revised sum(s).

- Changes to national regulations and/or guidance mean that the funding can no longer be delivered this way. In these circumstances, all parties shall work together to find an alternative solution. This could occur when the National Funding Formula (NFF) is implemented, following further government consultation this year.
- All parties agree, in writing, to an amendment.

4.7 This revenue funding will not be provided if the proposed expansion does not go ahead.

4.8 These revenue costs will be met from within the Devolved Schools Grant, with no impact on the borough's revenue budget.

**Table 4: Financial impact of report's recommendations**

<b>REVENUE COSTS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Additional total	£0	£0	£0
Reduction	£0	£0	£0
Net Impact	£0	£0	£0

The capital costs are set out in Appendix F (Part II).

<b>CAPITAL COSTS</b>	<b>2021/22</b>	<b>2022/23</b>	<b>2023/24</b>
Additional total	-	-	-
Reduction	-	-	-
Net Impact	-	-	-

## 5. LEGAL IMPLICATIONS

### Provision of school places

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

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

### Expansion of Windsor Girls' School

5.3 A consultation is required if a significant expansion is proposed for academy, in this case St Peter's CE Middle School. Government guidance<sup>5</sup> defines a significant expansion as an increase by at least 30 pupils.

5.4 The government expects that only academies that are 'Good' or 'Outstanding' will usually be expanded, unless the academy is in an area of critical basic need; all other options have been considered and a robust school improvement plan is in place. 'Good' or 'Outstanding' academies can follow the 'fast track' route to expansion unless the proposal increases the size of the school by 50%+ or up to 2,000+ pupils. In all other cases, the academy must submit a full Business Case. In the case of Windsor Girls' School, it is expected that this will be a fast track application.

<sup>5</sup> Page 13, [Making significant changes to an open academy](#), DfE, November 2019.

- 5.5 In both cases, a “fair and open local consultation”<sup>6</sup> is required (see section 8).
- 5.6 The Secretary of State, via the Regional Schools Commissioners, will consider whether or not to approve the expansion. There is an expectation that all fast track applications will be approved provided that:
- The necessary consultation has taken place.
  - Capital funding has been secured.
  - The expansion is in line with local pupil place planning.
  - Planning permission has been obtained<sup>7</sup>.
- 5.7 The borough will need to approve the capital funding for the scheme in order for it to receive approval.

## 6. RISK MANAGEMENT

**Table 5: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>
Planning permission for the scheme is not granted	Medium	Pre-planning application advice has been sought on expansion as part of the feasibility study. The final design of the scheme will address issues raised here and by residents in response to the consultation.	Low
The scheme is not completed in time for September 2022, leaving the school with insufficient capacity.	High	The use of modular construction will speed up the build process. Nationally, however, construction projects are facing increasing issues with shortages of labour and materials. It is not yet clear what the impact of this will be. The MOU commits all parties to agreeing what measures will be taken to provide temporary accommodation (if required) if the project is delayed.	Medium
The cost of the scheme exceeds the agreed budget.	High	The estimated cost of the scheme is based on current construction costs, with a contingency	Medium

<sup>6</sup> Page 30, [Making significant changes to an open academy](#), DfE, November 2019

<sup>7</sup> Page 31, [Making significant changes to an open academy](#), DfE, November 2019.

		to address issues including rising costs arising from shortages of materials and labour. The MOU commits all parties to agreeing cost reductions to minimise any unexpected increases to the budget. Any increase will need to be approved in line with the Royal Borough's financial regulations.	
The number of places required is significantly higher or lower than projected, leading to a shortage of places (and difficulties for parents) or too many places (and difficulties for schools).	High	Pupil projections are updated annually to take account of changing demographics and parental preference. Draft projections for 2021 have been produced to support this report.	Medium

## 7. POTENTIAL IMPACTS

- 7.1 Equalities. An Equalities Impact Assessment (EqIA) is attached at Appendix E
- 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 these building schemes.
- 7.3 Data Protection/GDPR. Personal data received by the council as part of the public consultation has been processed in accordance with the requirements of the Data Protection Act 2018. The consultation responses are available to view at Appendix D to this report, and have been anonymised.

## 8. CONSULTATION

- 8.1 Public consultation on the proposal to expand Windsor Girls' School from 208 to 230 places per year group has been carried out.
- 8.2 The consultation ran from Wednesday 3<sup>rd</sup> March 2020 to Thursday 1<sup>st</sup> April 2021 (four weeks). A consultation document (Appendix A – More school places at Windsor Girls' School) was produced in consultation with the school and WLP. This was distributed, electronically or in hard copy, to parents, staff, governors and other interested parties as set out in Table 6 below.

- 8.3 All Windsor schools were asked to use their electronic parents messaging services to send the consultation weblink to their parents. A very small number of documents were sent to schools who had parents with no access to the internet.
- 8.4 The consultation was available on the Achieving for Children website, linked from the Royal Borough website, together with an online (SmartSurvey) response form.
- 8.5 A letter was sent to 222 residential addresses in the roads immediately around the school, informing them of the consultation and providing ways to access the consultation and survey.

**Table 6: Summary of consultation document distribution**

<b>Who</b>	<b>Where</b>	<b>Number distributed</b>
Parents, staff, governors	All Windsor schools	6,540
Headteacher	Other state schools in Windsor and Datchet/Wraysbury	24
Local residents	In addresses near Windsor Girls' School	222
Others	Local parish councils Diocesan authorities Local Multi Academy Trusts	14
<b>TOTAL</b>		<b>6,800</b>

- 8.6 257 responses were received, almost via the online survey form. This represents a response rate of 3.8%, which is above the 3% sought.
- 8.7 Respondents were asked whether they agreed with the proposal to expand Windsor Girls' School by 22 places per year group from September 2022.

**Table 7: Summary of the consultation outcome**

<b>Answer</b>	<b>Number of respondents</b>	<b>Percentage</b>
Yes, the proposal to expand Windsor Girls' School should go ahead.	178	69%
No, the proposal to expand Windsor Girls' School should not go ahead.	48	19%
I don't know if the proposal to expand Windsor Girls' School should go ahead.	24	9%
I have no view on whether the proposal to expand Windsor Girls' School should go ahead.	7	3%
<b>TOTAL</b>	<b>257</b>	<b>100</b>

- 8.8 From all respondents, there was significant support from parents (72% of 157 respondents), school staff (79% of 34 respondents) and governors (78% of 7 respondents).
- 8.9 From respondents connected with Windsor Girl’s School there was also significant support from parents (70% of 54 respondents), school staff (93% of 15 respondents) and governors (100% of three respondents).
- 8.10 Support was lower from residents, where 48% of 27 respondents were in favour, and 26% against.
- 8.11 The main comments made were:
  - Negative impact of proposal on traffic and parking (26 mentions).
  - Windsor should have a co-educational upper school (22 mentions).
  - Negative impact of proposal on traffic/parking in Longbourn (14 mentions).
  - Blocking of residential access due to traffic/parking (12 mentions).
  - Need for plans to address traffic/parking (11 mentions).
  - Importance of children attending a local school (10 mentions).
- 8.12 More details about the outcome of the consultation are given in the following appendices:
  - Appendix B: Numerical analysis of the consultation responses.
  - Appendix C: Commentary on the main issues raised in the consultation.
  - Appendix D: Anonymised individual consultation responses.

**9. TIMETABLE FOR IMPLEMENTATION**

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in Table 8.

**Table 8: Implementation timetable**

<b>Date</b>	<b>Details</b>
July 2021	Signing of MOU by all parties
July to Oct. 2021	Further design work
December 2021	Submission of planning application
February 2022	Procurement
March 2022	Start on site
1 <sup>st</sup> Sept 2021	Completion

**10. APPENDICES**

- 10.1 This report is supported by seven appendices:

Electronic only

- Appendix A: More school places at Windsor Girls’ School
- Appendix B: Numerical analysis of the consultation responses.
- Appendix C: Commentary on the main issues raised in the consultation.
- Appendix D: Anonymised individual consultation responses.
- Appendix E: Equalities Impact Assessment

## Paper

- Appendix F: Estimated budget and budget impacts (Part II).

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by four background documents:

- [Demand for school places](#), report to Cabinet, 17<sup>th</sup> December 2020.
- [Windsor Girls' School Expansion Feasibility Study](#), RBWM, March 202
- [Making significant changes to an open academy](#), DfE, November 2019.
- [National school delivery cost benchmarking](#), Hampshire, June 2019

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Carroll	Cabinet Member for Adult Social Care, Children's Services, Health and Mental Health	01/06/2021	
Duncan Sharkey	Chief Executive	01/06/2021	
Adele Taylor	Executive Director of Resources/S151 Officer	01/06/2021	08/06/2021 & 12/06/2021
Andrew Durrant	Executive Director of Place	01/06/2021	
Kevin McDaniel	Executive Director of Children's Services	01/06/2021	02/06/2021
Hilary Hall	Executive Director of Adults, Health and Housing	01/06/2021	
Andrew Vallance	Head of Finance	01/06/2021	
Elaine Browne	Head of Law	01/06/2021	08/06/2021
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	01/06/2021	
Nikki Craig	Head of HR, Corporate Projects and IT	01/06/2021	
Louisa Dean	Communications	01/06/2021	
Karen Shepherd	Head of Governance	01/06/2021	

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision First entered into the Cabinet Forward Plan: 27 <sup>th</sup> May 2020	No	No

Report Author: Ben Wright, School Places and Capital Team Leader





# More school places at Windsor Girls' School

## Public Consultation: March 2021

The Royal Borough of Windsor and Maidenhead and the Windsor Learning Partnership are proposing that Windsor Girls' School, in Windsor, be expanded to take more pupils.

We need more upper school places for girls in Windsor in time for September 2022.

The school, which currently takes 208 pupils per year group, would be expanded to take 230 pupils in each year group.

We now want your views on this proposal.

Responses must be received by Thursday 1<sup>st</sup> April 2021.



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[www.rbwm.gov.uk](http://www.rbwm.gov.uk)



## Summary of the proposal

The [Royal Borough of Windsor and Maidenhead](#) and the [Windsor Learning Partnership](#) are seeking your views on a proposal to permanently expand [Windsor Girls' School](#) from 208 to 230 pupils per year group, from September 2022.

The school has already agreed to take up to 230 pupils into Year 9 in September 2021, as a temporary measure ahead of consideration of a permanent expansion.

### Windsor Girls' School and schools in Windsor

Windsor Girls' School is a single-sex upper school, providing education for girls aged 13 to 18, in national curriculum year groups 9 to 13).

Headteachers:	Eimear O'Carroll & Peter Griffiths
School address:	Imperial Road Windsor SL4 3RT
School type:	Academy
Ofsted Inspection judgement:	Outstanding (May 2013)
Website:	<a href="http://www.windsorgirls.net/">http://www.windsorgirls.net/</a>



Windsor has a three-tier system of first, middle and upper schools. This is different to other parts of the borough, which have primary and secondary schools.

Boys in Windsor go to The Windsor Boys' School at age 13.

## What you say matters...

Parents, staff, governors, residents and community organisations are all being consulted. Your views are vital. You can tell us what you think by:

- Completing the online response form at: <https://surveys.achievingforchildren.org.uk/s/WindsorGirls/>
- Completing the paper response form at the end of this document and posting it to Windsor Places Consultation, School Places and Capital Team, Town Hall, Maidenhead, SL6 1RF.
- Emailing [schoolplaces@achievingforchildren.org.uk](mailto:schoolplaces@achievingforchildren.org.uk).

The closing date for your comments is Thursday 1<sup>st</sup> April 2021.

## What happens after the consultation finishes?

The school, the Windsor Learning Partnership and the Royal Borough will consider the outcome of the consultation and decide whether the permanent expansion of the school should proceed. The Windsor Learning Partnership will then need to submit a Business Case to the Department of Education for their consideration. A planning application for the new accommodation will need to be submitted, with construction then happening in Summer 2022.

## Why do we need extra school places?

### What have we done so far?

In recent years the Royal Borough of Windsor and Maidenhead has consulted with parents, staff, governors and residents on proposals to expand middle and upper schools in Windsor. As a result Windsor Girls' School was expanded from 178 to 208 places per year group, and The Windsor Boys' School was expanded from 230 to 260 places per year group in September 2017. Further expansion of the girls' school is, however, now required.

### Growing demand for upper school places...

The number of pupils expected to transfer from Year 8 in middle schools to Year 9 in upper schools is growing, as set out in Chart 1 on the opposite page.

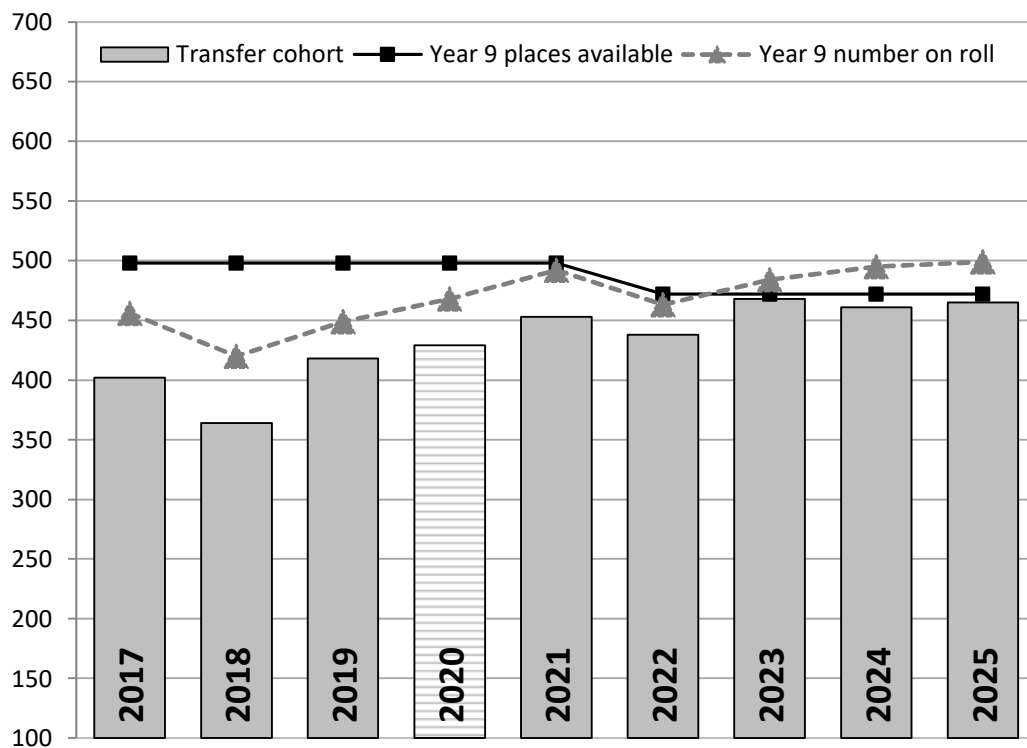
The grey bars in the chart show the number of pupils in the Windsor Middle Schools in Year 8. There are 453 pupils in the current Year 8 cohort, who will start in the upper schools in Year 9 this September. This is significantly higher than in previous years. Most of the following cohorts are expected to be even larger.

The dotted grey line in the chart shows the number of pupils in the Windsor Upper Schools in Year 9. There are 468 pupils in the current Year 9, but this is expected to increase to 492 this September. The numbers will remain high in most of the following years.

The black line in the chart shows the number of Year 9 places available in the upper schools. There are currently 498. From September 2022, however, Holyport College will no longer have a Year 9 intake for day pupils, which means the number of available places will fall to 472.

By September 2023, therefore, there are not expected to be enough Year 9 places to meet demand.

**Chart 1: Actual and expected demand for Year 9 places in Windsor**



		Actual numbers				Projected				
Age of pupils as at 31 <sup>st</sup> August 2020:		16	15	14	13	12	11	10	9	8
Year of intake into Year 9 (September):		2017	2018	2019	2020	2021	2022	2023	2024	2025
Size of transfer year group (Year 8):		402	364	418	429	453	438	468	461	465
Year 9 places available:		498	498	498	498	498	472	472	472	472
Year 9 pupils on roll in the upper schools:		456	420	449	468	492	463	484	495	499
Number of extra places needed:		0	0	0	0	0	0	+12	+23	+27

## Growing demand for upper school places for girls...

From September 2022, all the available Year 9 places will be at Windsor Girls' School or The Windsor Boys' School. There are currently more places available at the boy's school (260 places per year) than the girls (208 places per year). We have looked at the demand for girls and boys and it is clear that we need more places at Windsor Girls', rather than at Windsor Boys'.

The table below shows the expected numbers of spare places. Whilst we expect to have enough places overall in September 2021 and 2022, there are not enough places for girls in either year. The shortage is expected to be around 12 places this September. From September 2022 the shortage will be around 26 places.

**Table 1: Actual and expected spare places in Year 9 in the two upper schools**

School	Actual spare places				Expected spare places				
	2017	2018	2019	2020	2021	2022	2023	2024	2025
Year of intake into Year 9 (September):									
Overall	+42	+78	+49	+22	+6	+9	-12	-23	-27
The Windsor Boys' School	+29	+40	+41	+12	+18	+35	+14	+1	-2
Windsor Girls' School	+13	+38	+8	+10	-12	-26	-26	-24	-25

There are some indications that there may not be enough places for boys by September 2025, which is something the borough will keep under review.

## What options have we considered?

As Windsor Girls' School is the only school with places for girls in Year 9 and above, we have to expand this school to provide more places.

## What happens if no new places are provided?

If Windsor Girls' School is not given the go-ahead to expand then it is very likely that some young people in Windsor will be left without a local school place in September 2022. They would then have to travel to other schools outside the area for their education.

## Funding new school places

The Royal Borough of Windsor and Maidenhead is the local authority for the area and is legally responsible for making sure that there are enough school places to meet demand. The borough receives a grant from the government, called the 'Basic Need' grant, for the purpose of providing new school places. This can be spent at all types of state schools, including academies, community schools, free schools, voluntary aided and voluntary controlled schools.

## **The Proposal**

### **Increasing the number of places at Windsor Girls' School**

It is proposed that Windsor Girls' School is expanded from 208 to 230 places per year group, with a permanent expansion of the accommodation of the school from September 2022.

The school has already agreed to take up to 230 pupils into Year 9 in September 2021, as a temporary measure ahead of consideration of a permanent expansion from September 2022.

If the proposal is approved, then Year 9 intakes in 2022 and in the following years would also be 230, until all year groups have 230 places. The sixth form would grow from around 210 to 260 pupils.

### **Providing new accommodation**

Windsor Girls' School has sufficient accommodation to offer 230 places for one year group.

From September 2022, however, the school will need new accommodation to continue taking 230 pupils per year group. Over the next few months, the borough will be working with the school and its trust, the Windsor Learning Partnership on the details of what new accommodation needs to be provided.

### **Views of the co-headteachers at Windsor Girls' School**

“Windsor Girls' School supports this proposal and it has been discussed and approved by the Local Governing Body and the Windsor Learning Partnership. The school is committed to providing a high-quality education for girls in the Windsor area and this expansion of the PAN will enable this to continue. The school is able to absorb an additional class of entry in year 9 in September 2021, and would be able to do so from September 2022 with an increase in the number of classrooms in the school. We are working with the local authority to plan for this”.



# Advantages and disadvantages of expansion at Windsor Girls' School

## Advantages

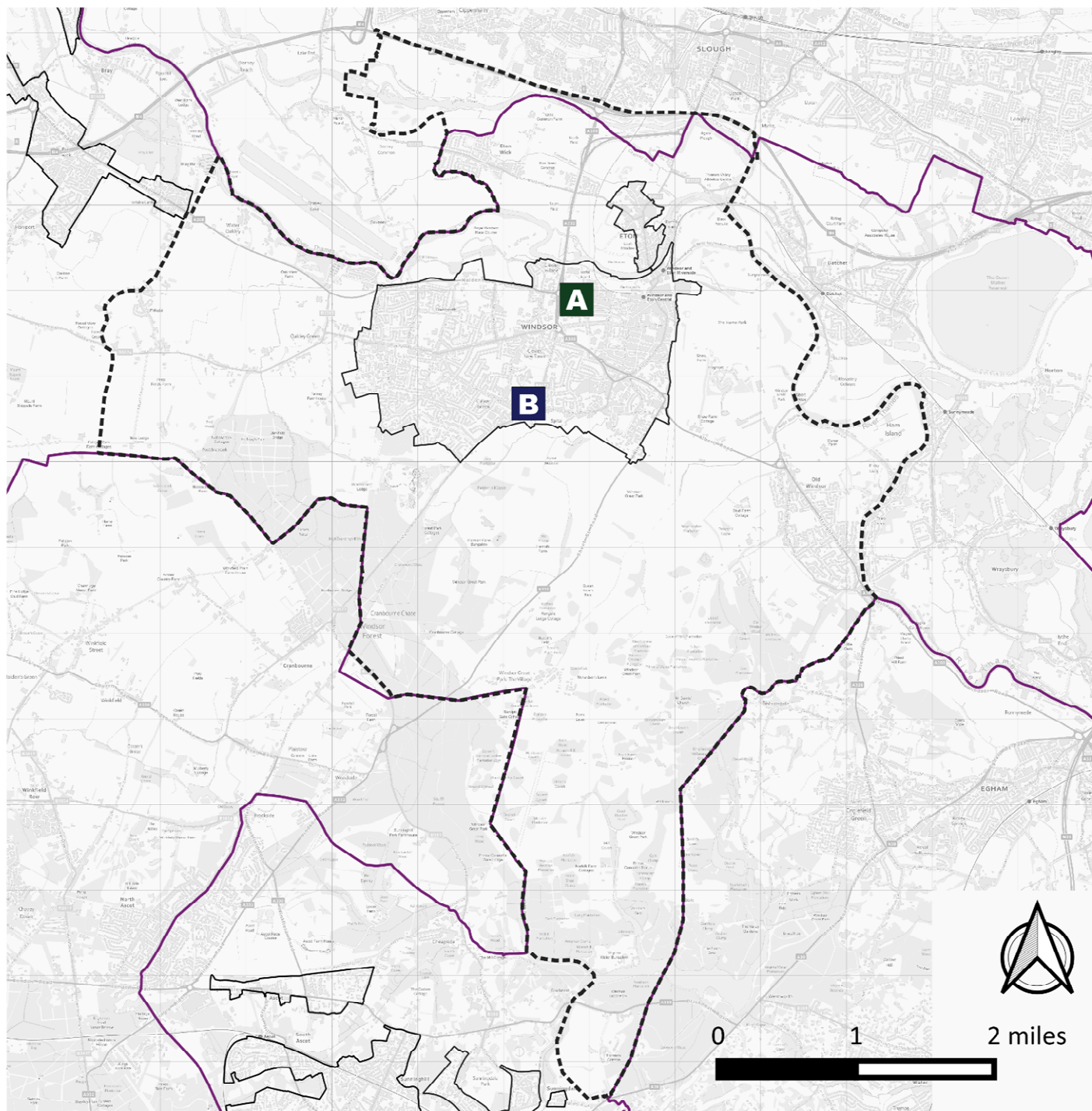
- The school is graded 'Outstanding' by Ofsted.
- Expansion here would provide all of the places needed for girls from September 2022.
- Expansion would provide a more even number of upper school places for girls and boys in Windsor.
- The site is large enough for 230 pupils per year group and a sixth form of around 260.
- With more children on roll, the school would receive more funding, benefit from some economies of scale and, in turn, would be able to use more funding for teaching and learning.
- Larger schools can find it easier to recruit staff, and there are more opportunities for professional development; and
- An expansion of the buildings could happen with relatively little disruption to existing pupils.

## Disadvantages

- Increasing a school's size is not always popular with parents, although a 950 place upper school would still be smaller than most secondary schools in the borough.
- The expansion could lead additional traffic to the site. Traffic is, of course, a major concern with all school expansions and will need to be addressed when a planning application for the school extension is submitted.

# Map showing upper schools in Windsor

This map shows the location of the two upper schools in Windsor, and the area they serve.



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## Key

— borough border

- - - designated area for Windsor Girls' School (and The Windsor Boys' School)

**A** The Windsor Boys' School

**B** Windsor Girls' School

# Pull out response form

Please note that all responses must be attributable to named individuals or organisations. Responses may be published, but all personal data will be removed. For further information on data protection, please see our privacy notice at:

<https://www.achievingforchildren.org.uk/privacy-notices/public-consultations-and-surveys/>

## Section 1 – About You

1. Name:

2. Address:

  
Postcode:

3. I am (please put an 'X' in the appropriate box or boxes, and insert school names where applicable):

A parent of a pupil:

at:

A governor at:

at:

A member of staff:

at:

A local resident:

in:

Representing an organisation or 'other':

If you are representing an organisation, or have another relationship with the school, please give further details here:

## Section 2 – Your views

4. Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Please put a cross in one box below to indicate your answer:

**Yes**, I agree that the permanent expansion of Windsor Girls' School should go ahead.

**No**, I do not agree that the permanent expansion of Windsor Girls' School should go ahead.

**I don't know** whether the permanent expansion of Windsor Girls' School should go ahead.

**I have no view on** whether the permanent expansion of Windsor Girls' School should go ahead.

5. If you have any comments relating to the proposed permanent expansion of Windsor Girls' School, please give these below.

Please continue your comments here if necessary.

## Keeping in contact

If you would like to be kept up to date on this proposal, please provide your email address below. This will only be used to send you updates specifically about the proposal to expand Windsor Girls' School.

## Returning this form to us

Please return this form to us at:

- Windsor Places Consultation, School Places and Capital Team, Town Hall, Maidenhead, SL6 1RF.

**The deadline for returning forms to us is midday on Thursday 1<sup>st</sup> April 2021.**

By posting this form to us, you give us permission to analyse and include your (anonymised) response in our results, in line with our privacy notice which you can find at

<https://www.achievingforchildren.org.uk/privacy-notice/>.

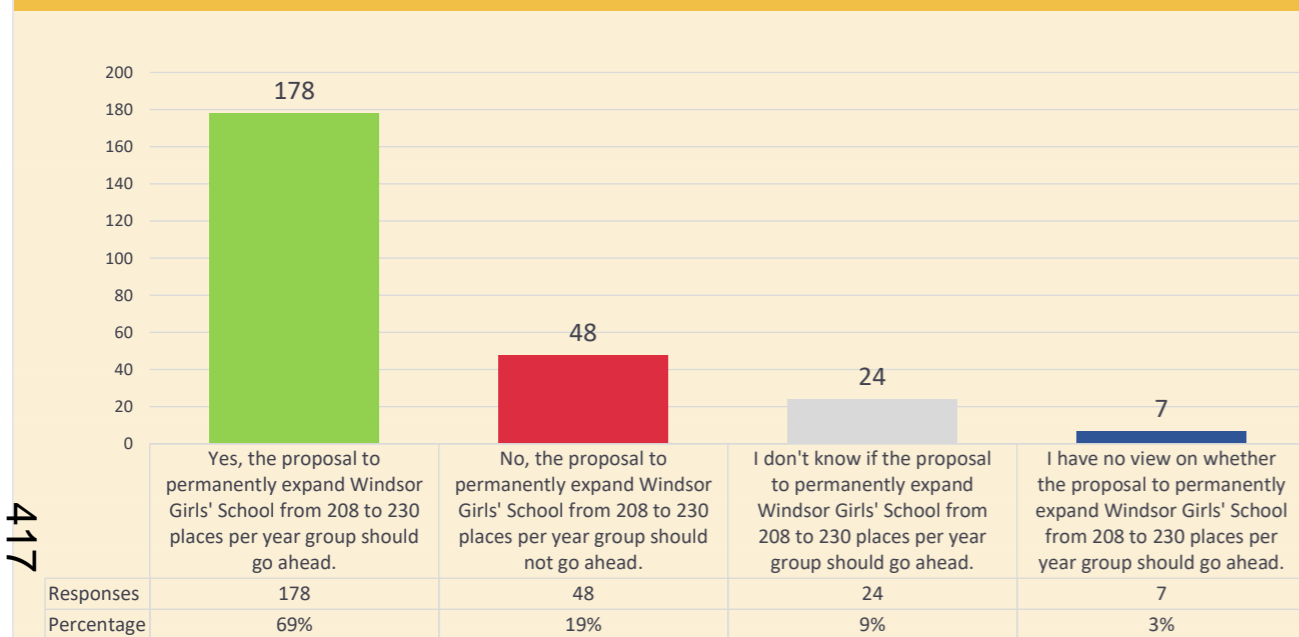
## APPENDIX B - NUMERICAL ANALYSIS OF THE CONSULTATION RESPONSES (ALL RESPONDENTS)



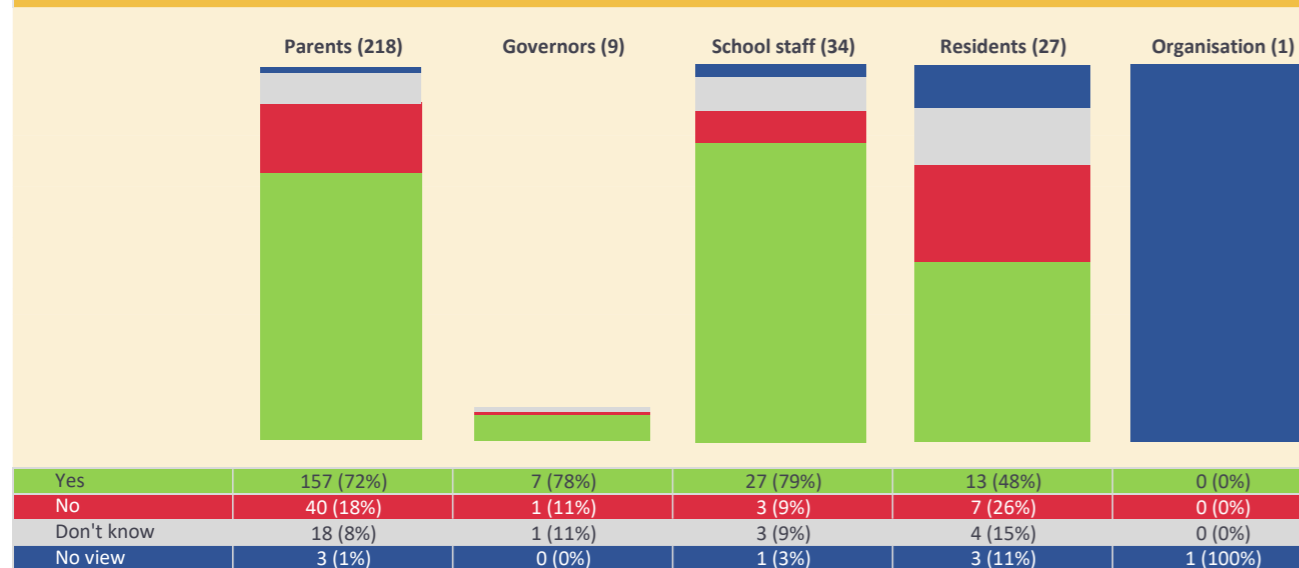
No. of consultees*	Responses received	Response rate
6,800	257	3.8%

Responses from parents/carers**	Responses from governors**	Responses from school staff**	Responses from local residents***	Responses from organisations
218	9	34	27	1

### 1. Views of all respondents on the proposal to expand Windsor Girls' School from 208 to 230 places per year group.



### 2. Percentage breakdown of views on proposed expansion of Windsor Girls' School, by category of respondent.

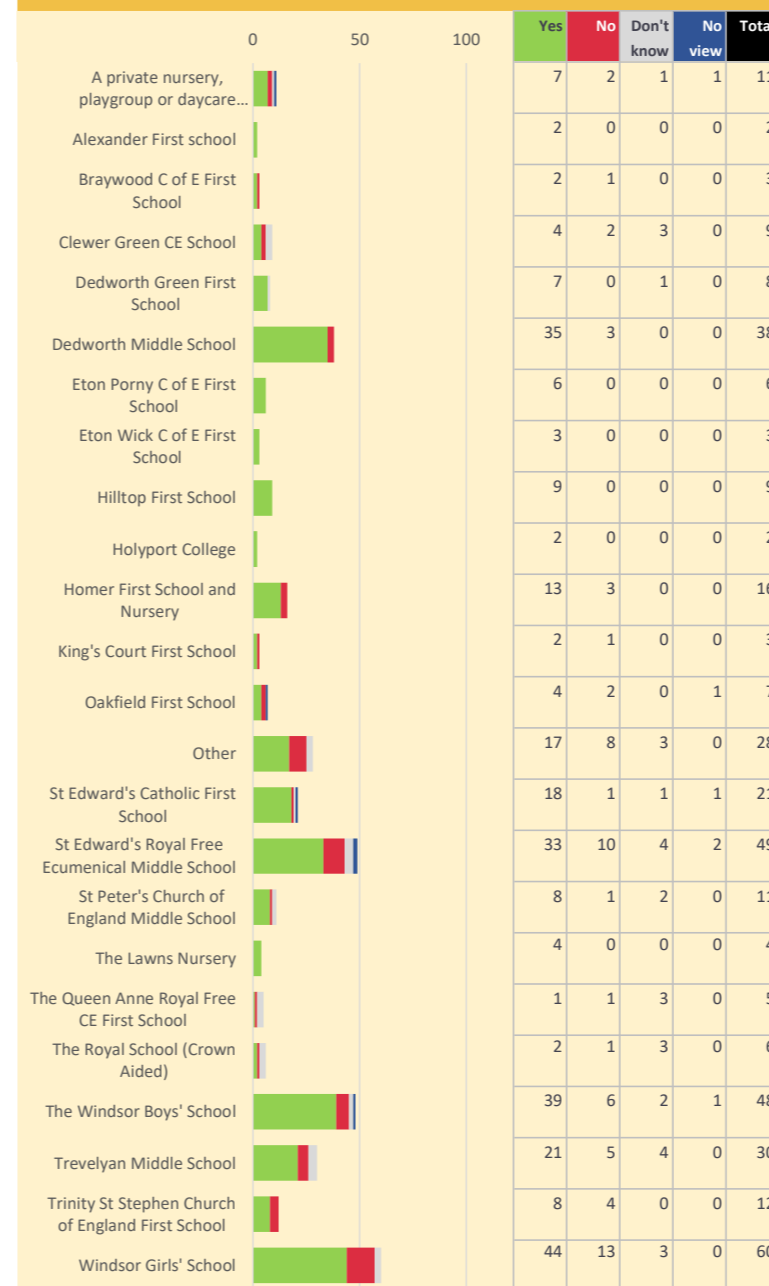


\*Number of consultees is estimated, based on number of families of children at the school, plus staff and governors, and addresses in local roads.

\*\*The number of responses broken down by parents, staff, governors and 'others' is higher than the total number of responses received, because some respondents fall into more than one category.

\*\*\*Local residents figure excludes those who have otherwise indicated they are a parent, governor or member of staff at a school.

### 3. Summary of views on the proposed expansion by school.



Where a respondent has indicated they are a parent of a child at a school, a governor or a member of staff at a school, their response has been included in the table above. Respondents may be counted at several different schools, but only once at any single school.

### 4. Most popular issues raised in the consultation

Issue	No of respondents raising the issue
1. AGAINST - negative impact on traffic and parking	26
2. CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school	22
3. AGAINST - traffic and parking impact on Longbourn	14
4. AGAINST - traffic and parking impact, blocking residential access	12
5. AGAINST - traffic and parking impact - need concrete plans to address this	11
6. SUPPORT - important for children to attend their local school	10
7. PROPOSAL - school will need better infrastructure, e.g. IT	8
8. AGAINST - traffic and parking impact on Imperial Road	5
9. AGAINST - will lead to increased class sizes.	5
10. AGAINST - traffic and parking impact on air quality	5
11. AGAINST - Holyport College Year 9 closure should not have happened	5
12. AGAINST - already out-borough children on roll, so don't need extra places	5
13. PROPOSAL - combine Windsor Girls' and Windsor Boys' to provide co-educational provision	4
14. AGAINST - traffic and parking impact on Peel Close	4
15. PROPOSAL - need more detail about the new buildings	4
16. CO-ED SCHOOL - single sex schools should be abolished	4
17. AGAINST - traffic and parking impact on road safety	4
18. CO-ED SCHOOL - single-sex not good for teaching and learning	3
19. AGAINST - traffic and parking - damage to green verges from parking	3
20. SUPPORT - need to ensure that proposal is properly supported and funded by RBWM	3
21. CO-ED SCHOOL - single-sex may not be appropriate for all LGBTQ+ children	3
22. AGAINST - quality of education at Windsor Girls' School is poor	3
23. CO-ED SCHOOL - expanding the single-sex schools will make it impossible to open a co-ed school	2
24. PROPOSAL - need to ensure that there will be enough outdoor space	2
25. AGAINST - traffic and parking impact on emergency services access	2
26. PROPOSAL - need more details about how expanded school would function	2
27. PROPOSAL - why is an academy receiving borough funding to expand?	2
28. SUPPORT - more parity of places for boys and girls at upper schools	2
29. THREE TIER - would not want to lose three tier system	2
30. AGAINST - traffic and parking impact on Addington	1
31. CONSULTATION - listing smaller size of Windsor Girls' compared to other secondary schools	1
32. PROPOSAL - increase capacity at Holyport College	1
33. PROPOSAL - there should be a joint Windsor Boys' and Windsor Girls' sixth form	1
34. AGAINST - what happens when the two upper schools can't be expanded any more?	1
35. AGAINST - many parents wish to avoid Windsor Girls' School	1
36. CONSULTATION - decision already made	1
37. THREE TIER - should take the opportunity to implement two tier system in Windsor	1
38. AGAINST - traffic and parking impact worse through reduced home to school transport options	1
39. SUPPORT - More demand coming from new housing in Windsor	1
40. CO-ED SCHOOL - not everyone wants single-sex education	1
41. SUPPORT - Windsor Girls' School has the capability to expand	1
42. ALTERNATIVE - provide new places by using spare capacity at Windsor Boys' instead	1
43. CO-ED SCHOOL - new co-ed school could be built in another location	1
44. AGAINST - disruption to existing pupils when school is expanded	1
45. PROPOSAL - ensure proper ventilation to make school covid proof	1
46. CO-ED SCHOOL - having a new co-ed school would promote competition and improve teaching	1
47. PROPOSAL - concern about where the buildings will be sited.	1
48. CO-ED SCHOOL - the single-sex schools are offering different courses, which isn't fair	1



## APPENDIX B - NUMERICAL ANALYSIS OF THE CONSULTATION RESPONSES (RESPONDENTS FROM WINDSOR GIRLS)

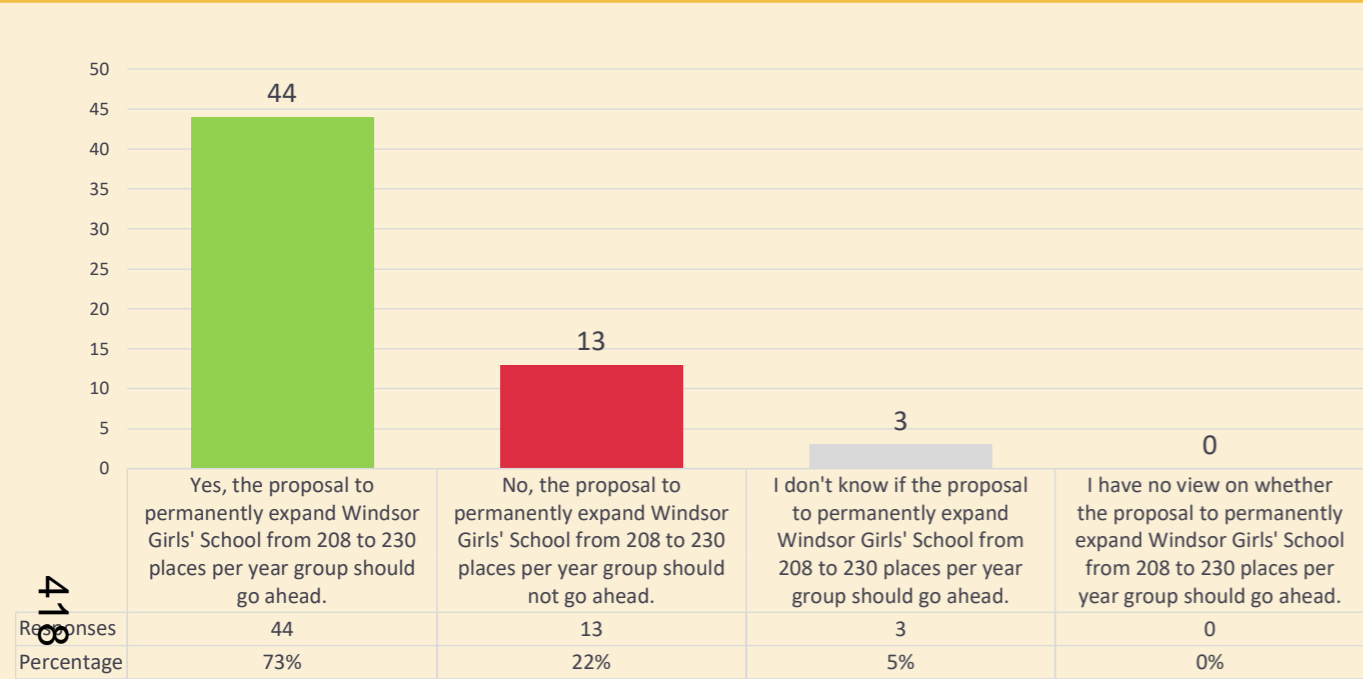
RESULTS AS AT: THURSDAY 1st APRIL 2021

No. of consultees*	Responses received	Response rate
800	60	7.5%

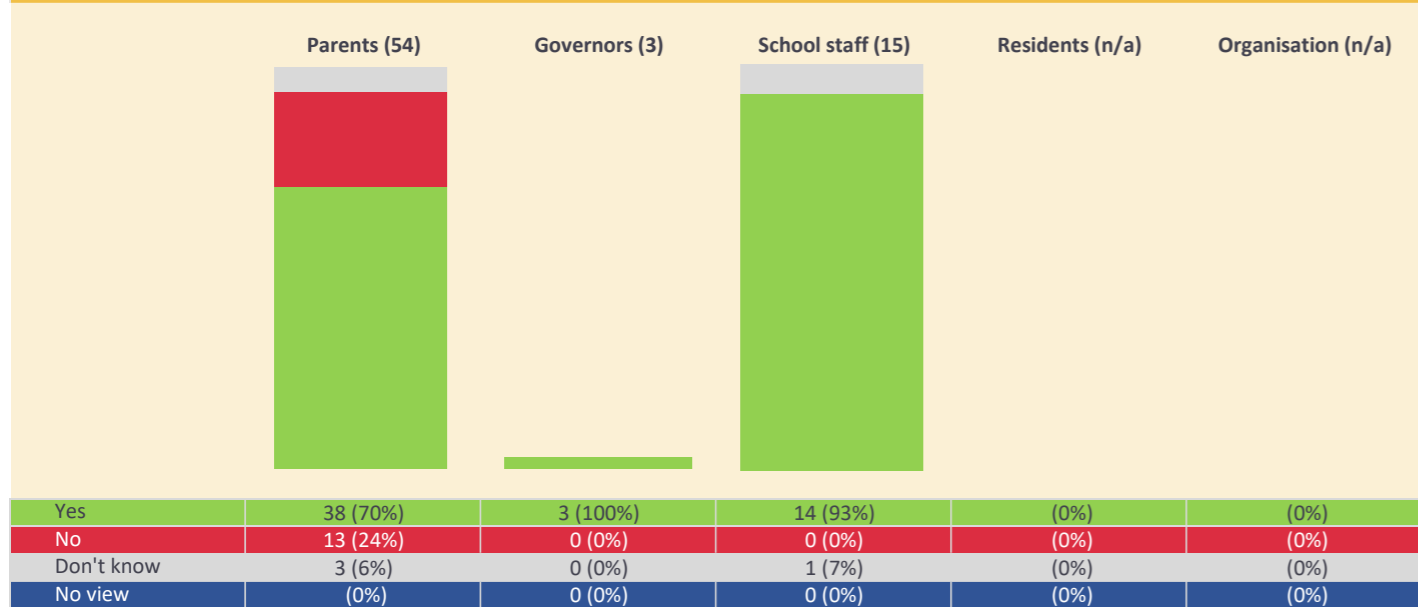
Responses from parents/carers**	Responses from governors**	Responses from school staff**	Responses from local residents	Responses from organisations
54	3	15	n/a	n/a



### 1. Views of all respondents on the proposal to expand Windsor Girls' School from 208 to 230 places per year group.



### 2. Percentage breakdown of views on proposed expansion of Windsor Girls' School, by category of respondent.



### 3. Most popular issues raised in the consultation

Issue	No of respondents raising the issue
1. PROPOSAL - school will need better infrastructure, e.g. IT	4
2. CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school	3
3. PROPOSAL - need more detail about the new buildings	2
4. AGAINST - quality of education at Windsor Girls' School is poor	2
5. AGAINST - will lead to increased class sizes.	2
6. SUPPORT - need to ensure that proposal is properly supported and funded by RBWM	2
7. AGAINST - negative impact on traffic and parking	2
8. SUPPORT - important for children to attend their local school	2
9. PROPOSAL - need to ensure that there will be enough outdoor space	1
10. AGAINST - already out-borough children on roll, so don't need extra places	1
11. PROPOSAL - need more details about how expanded school would function	1
12. PROPOSAL - increase capacity at Holyport College	1
13. PROPOSAL - there should be a joint Windsor Boys' and Windsor Girls' sixth form	1
14. THREE TIER - should take the opportunity to implement two tier system in Windsor	1
15. AGAINST - traffic and parking impact on Imperial Road	1
16. CO-ED SCHOOL - single sex schools should be abolished	1
17. CO-ED SCHOOL - the single-sex schools are offering different courses, which isn't fair	1
18. ALTERNATIVE - provide new places by using spare capacity at Windsor Boys' instead	1
19. CO-ED SCHOOL - expanding the single-sex schools will make it impossible to open a co-ed	1
20. SUPPORT - Windsor Girls' School has the capability to expand	1
21. CO-ED SCHOOL - single-sex may not be appropriate for all LBGQT+ children	1

\*Number of consultees is estimated, based on number of families of children at the school, plus staff and governors.

\*\*The number of responses broken down by parents, staff, governors and 'others' is higher than the total number of responses received, because some respondents fall into more than one category.

**APPENDIX C – COMMENTARY ON THE MAIN ISSUES RAISED IN THE CONSULTATION**

Ref	Issue	Number raising	Further description of the comments made	Response
1.	AGAINST – negative impact on traffic and parking.	26	Many respondents note the potential impact of a larger school intake on traffic and parking. This applies to both Imperial Road (the main road on which the school is located), and residential streets around the school. The current situation is described as 'diabolical', despite some actions taken by the school to address it.	If full in every year group, an expanded Windsor Girls' School could have an additional 66 girls on roll in national curriculum years 9, 10 and 11, plus another 30 sixth formers. It is likely that there will be an impact from 100 additional pupils at the school on traffic and parking. The Royal Borough's Highways Team have previously noted that the impact of a slightly larger expansion would have an acceptable impact on the local highways network. However, the borough will be working with the school to examine what further measures could be introduced. Further text to follow once paragraph from Highways received.
2.	CO-ED SCHOOL – need more choice at upper, e.g. a co-ed upper school.	22	Respondents note that there is no co-educational, upper school, choice in Windsor, resulting in less (or no) choice for parents and less competition between schools. Some feel that a new co-educational option should be pursued instead of expansion of the existing single-sex upper schools. A co-educational option would avoid segregation based on gender, allow equal access to facilities and opportunities, and better meet the needs of transgender and non-binary pupils.	From September 2022, there will be no Year 9 places offered at a co-educational school serving Windsor. The nearest co-educational secondary provision will be at Churchmead School in Datchet. Previously, Princess Margaret Royal Free School offered co-educational places until August 2000, but was closed as falling rolls made the school unviable. There are currently no practical ways to offer a third upper school within Windsor, due to a lack of sites and the cost of building a brand new upper school. A co-educational secondary school might be possible if Windsor were to be converted to a two tier system, which would allow one of the middle sites to change to a secondary school. At present, however, there are no plans to change the three-tier system.
3.	AGAINST – traffic and parking impact on Longbourn	14	Longbourn is the road from which the school is actually accessed. Although the opposite side of the road is playing field space, the road leads to dwellings in the Longbourn cul-de-sac. Residents note that it can be difficult to get in or out of Longbourn at school drop-off and pick-up times; that parents double-park, block access; block access for emergency vehicles and park on the green verges. One resident sent in pictures showing the significant current impact, with Longbourn blocked by parked cars and parents dropping off their children.	Windsor Girls' School has previously taken action to try and reduce the impact on Longbourn, including operating a one-way system and putting out signs to ask parents to park responsibly. The borough will need to work with the school to find out how this can be improved and what further action can be taken.
4.	AGAINST – traffic and parking impact, blocking residential access.	12	Residents in Longbourn and Peel Close say that access to their properties is blocked by parents at school drop-off and pick-up times.	As above.
5.	AGAINST – traffic and parking impact – need concrete plans to address this.	11	A number of respondents note the likely negative impacts on traffic and parking of an expansion, but are prepared to support it if sufficient mitigation measures are put in place. Suggestions included a waiting area within the school site; more trees to cut pollution; traffic calming measures; quieter road surfaces; sound proofing; gated streets in operation at peak hours; use of the Imperial Park Recreation Ground as a drop-off/pick-up; more signage.	The suggestions by respondents will be considered by the borough, school and WLP as the planning application is prepared.
6.	SUPPORT – important for children to attend their local school.	10	Some respondents make the point that it is important to expand Windsor Girls' School so that local residents can continue to attend a local school.	It is the case that, if Windsor Girls' is not expanded, some residents are likely to have to travel to secondary schools outside the local area, either in Datchet, Ascot or Maidenhead.

Ref	Issue	Number raising	Further description of the comments made	Response
7.	PROPOSAL – school will need better infrastructure, e.g. IT.	8	Some respondents note that the school will need additional infrastructure, including classrooms, improved ICT and a larger hall.	The school, WLP and borough have been working closely to develop a scheme that provides enough capacity for the additional pupils. This is set out in the Memorandum of Understanding. Some improvements to existing infrastructure are outside the scope of this project, but the school and WLP can bid to the DfE for funding from the Condition Improvement Fund to address these.
8.	AGAINST – traffic and parking on Imperial Road.	5	Respondents note the likely negative impact on traffic and parking on Imperial Road, which is an already busy route through Windsor. This will increase congestion and reduce the quality of life for residents along the road.	The Royal Borough's Highways Team have previously noted that the impact of a slightly larger expansion would have an acceptable impact on the local highways network. However, the borough will be working with the school to examine what further measures could be introduced.
9.	AGAINST – will lead to increased class sizes.	5	Respondents note that increasing the number of children in each year group could lead to increased class sizes. This would have a negative impact on teaching and learning.	As the school expands, more staff will be recruited, so that class sizes do not increase.
10.	AGAINST – traffic and parking impact on air quality.	5	Respondents note that Windsor Girls School is in between two Air Quality Management Areas (Windsor Town Centre and St Leonards Road/Imperial Road Junction). Expanding the school would bring more traffic into these areas, worsening pollution. In addition, a number of respondents note that parents waiting for their children at school pick-up time often park on residential roads (e.g. Peel Road, Longbourn) with their engines idling, further worsening air quality.	As above, the Royal Borough's Highways Team have previously noted that the impact of a slightly larger expansion would have an acceptable impact on the local highways network. However, the borough will be working with the school to examine what further measures could be introduced. The points about air quality will be discussed further as the scheme develops.
11.	AGAINST – Holyport College Year 9 closure should not have happened.	5	Respondents note that part of the reason for needing new places is the closure of the Year 9 intake to day pupils at Holyport College. There is concern that this has been allowed to happen	It is the case that the closure of the Year 9 intake is part of the reason for the requirement for new places at Windsor Girls'. It is possible that, without this, a smaller expansion could be proposed. Holyport college is an academy and, therefore, responsible for its own admissions criteria. The school carried out a consultation on the proposed changes, which come into effect in September 2022.  Whilst the change is of no benefit to Windsor residents, it does mean that more Year 7 places have been provided in Maidenhead, reducing the need for future expansions there.
12.	AGAINST – already out-borough children on roll, so don't need extra places.	5	Respondents highlight the numbers of out-borough pupils attending Windsor Girls' School, and say that the necessary extra places could be provided by not letting out-borough pupils in.	Windsor Girls' School takes between twenty and thirty girls each year who live outside the borough. The pupils are admitted in line with the published admissions criteria, which first prioritise children with Education, Health and Care Plans, 'looked after' children and children with exceptional social and/or medical reasons for attending. Priority is then given to girls living in the school designated area (covering Eton, Windsor and Old Windsor) who have siblings attending already; girls living in the designated area; girls living outside the designated area who have siblings attending; girls attending a feeder middle school and all other applicants. Many of the out-borough girls who get a place at Windsor Girls' will have moved up from a middle school and, in turn, up from a first school. Some will have started at first schools close to the borders (e.g. Eton Porny, Eton Wick).

Ref	Issue	Number raising	Further description of the comments made	Response
				Windsor does, of course, also send pupils out into schools in other areas – e.g. on average around 25 Windsor girls and boys go to selective schools in other local authority areas.
13.	PROPOSAL – combine Windsor Girls' and Windsor Boys' to provide co-educational provision.	4	Some respondents suggest that the facilities of the two schools could be combined – e.g. with GCSE teaching at one site, and post-16 at the other. This would make use of the spare capacity at the boys' school and not require any further accommodation at Windsor Girls'.	The two upper schools, which are part of the Windsor Learning Partnership do already work together on providing courses, particularly at post-16. Of course, fully combining the two schools in the way suggested would create two co-educational sites, with no single-sex provision.
14.	AGAINST – traffic and parking impact on Peel Close.	4	Peel Close is a residential road accessed from St Leonards Road. It is possible to park on the close and then cross Imperial Road to get to Windsor Girls' School. Residents note that it can be difficult to get in or out of Peel Close at school drop-off and pick-up times; that parents double-park, block access, block access for emergency vehicles and park on the pavements.	Windsor Girls' School has previously taken action to try and reduce the impact on Peel Close, including operating a one-way system and putting out signs to ask parents to park responsibly. The borough will need to work with the school to find out how this can be improved and what further action can be taken.
15.	PROPOSAL – need more detail about the new buildings.	4	Respondents state that the consultation has little detail about where the extra accommodation would go, and how it would therefore affect neighbouring properties.	The school, WLP and the borough have been working during the consultation period on developing the likely scheme. It is probable that the new building will go to the front of the main school buildings, as shown in Option 1 of the feasibility study. If the building does go here, it would be to the rear of a small number of properties at the St Leonards Road/Imperial Road junction. The location is still some distance back from the school boundary, however, so (if this option goes ahead) the impact on residents should be minimal. Any scheme will, of course, be subject to the usual planning approvals process.
16.	CO-ED SCHOOL – single-sex schools should be abolished.	4	A number of respondents suggest that single-sex schools should be abolished (often alongside a note that the two should be combined). It is suggested that single-sex education is outdated, when equality is sought in most other areas.	The two single-sex schools already work together in a number of areas, particularly for post-16 pupils. Making the two schools co-educational would leave Windsor without any single-sex provision, which many parents do prefer.
17.	AGAINST – traffic and parking impact on road safety.	4	Respondents note that increased traffic will have a negative impact on road safety, and refer to dangerous driving and parking that is already happening on Longbourn and other local roads.	These comments will be considered by the borough, school and WLP as the planning application is prepared.
18.	CO-ED SCHOOL – single-sex not good for teaching and learning.	3	Respondents make the point that segregating the schools by gender can lead to differences in access to sporting, artistic and educational opportunities, whilst also not preparing pupils for life with both men and women.	The two single-sex schools already work together in a number of areas, particularly for post-16 pupils. This includes shared courses for boys and girls.
19.	AGAINST – traffic and parking – damage to green verges from parking.	3	Residents in both Longbourn and Peel Close note that parents parking on their roads at school drop-off and pick-up times often park on the pavements and green verges. This can be damaging for both and residents can end up paying to repair the verges as part of their building/site management fees.	These comments will be considered by the borough, school and WLP as the planning application is prepared.
20.	SUPPORT – need to ensure that proposal is properly supported and funded by RBWM.	3	Residents state that the proposal needs to be funded properly, both in terms of revenue for staffing, books etc, and in terms of capital for the new buildings.	The school will receive additional funding based on the number of pupils on roll, which will address any increased revenue costs arising from having more pupils. The borough will fund the new accommodation (with the exception of some internal improvements to the existing buildings) as set out in the Memorandum of Understanding.

Ref	Issue	Number raising	Further description of the comments made	Response
21.	CO-ED SCHOOL – single-sex may not be appropriate for all LBGTQ+ children.	3	Respondents note that having no choice of co-educational provision can make it more difficult for LBGTQ+ children, and suggest that a co-educational school would be more inclusive in particular of transgender and non-binary pupils.	Comment to follow.
22.	AGAINST – quality of education at Windsor Girls' School is poor.	3	Some respondents feel that the quality of education offered by Windsor Girls' School is poor, noting the length of time since the school was last inspected by Ofsted, and criticising the quality or availability of some courses.	Windsor Girls' School was last inspected by Ofsted in 2013, when it was rated 'Outstanding'. The school have commented that, since then, they have continued to quality assure their education. This includes an external review of the provision commissioned by governors in October 2018. The school also note that they have a robust Quality Assurance cycle which includes both parent and student representation, and encourage any members of the community who have concerns to contact the school.

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 1

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: The Windsor Boys' School  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 2

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** King Edwards St mary in dach

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 3

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Holyport College  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 4

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 5

## Respondent details:

A parent? Yes  
 Parent of pupil at: Clewer Green CE School  
 Parent of pupil at: Clewer Green CE School  
 Parent of pupil at: Trevelyan Middle School  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: Windsor Girls' School  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I would want to see further details on the extra funding and the plans on how that is spent to provide support in the school and for pupils, including: Staff (Teaching & Support), SEND provision, resources, facilities, classroom space, equipment, transport demands etc.

## Summary of issues raised:

PROPOSAL - need more detail about the new buildings

PROPOSAL - need more details about how expanded school would function

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 6

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 7

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Dedworth Middle School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Eton Wick C of E First School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Eton Wick C of E First School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	Yes	<b>A local resident?</b>	No
<b>Member of staff at:</b>	Other	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	None		-
<b>Member of staff at:</b>	None		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 8

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Dedworth Middle School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Hilltop First School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

## Respondent details:

<p>A parent? <input type="text" value="Yes"/></p> <p>Parent of pupil at: <input type="text" value="St Edward's Royal Free Ecumen"/></p> <p>Parent of pupil at: <input type="text" value="The Windsor Boys' School"/></p> <p>Parent of pupil at: <input type="text" value="None"/></p> <p>Parent of pupil at: <input type="text" value="None"/></p> <p>Parent of pupil at: <input type="text" value="-"/></p>	<p>A governor? <input type="text" value="No"/></p> <p>Governor at: <input type="text" value="-"/></p> <p>Governor at: <input type="text" value="-"/></p> <p>Governor at: <input type="text" value="-"/></p> <p>Governor at: <input type="text" value="-"/></p>
<p>A member of staff? <input type="text" value="Yes"/></p> <p>Member of staff at: <input type="text" value="Oakfield First School"/></p> <p>Member of staff at: <input type="text" value="None"/></p> <p>Member of staff at: <input type="text" value="None"/></p> <p>Member of staff at: <input type="text" value="-"/></p>	<p>A local resident? <input type="text" value="Yes"/></p> <p>Representing organisation? <input type="text" value="No"/></p> <p>Representing organisation? <input type="text" value="-"/></p>

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 10

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Other  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** Eton College

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 11

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 12

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Dedworth Middle School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 13

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

14

## Respondent details:

A parent?

Yes

Parent of pupil at:

St Edward's Royal Free Ecumen

Parent of pupil at:

None

Parent of pupil at:

None

Parent of pupil at:

None

Parent of pupil at:

-

A governor?

No

Governor at:

-

Governor at:

-

Governor at:

-

Governor at:

-

A member of staff?

No

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

A local resident?

Yes

Representing

No

organisation?

-

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The permission should KP go ahead until clear plans have been made relating to access to and from the site have been agreed, because the situation with vehicles outside the school now is unacceptable

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 15

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 16

## Respondent details:

A parent? Yes  
 Parent of pupil at: St Edward's Catholic First Scho  
 Parent of pupil at: The Lawns Nursery  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I think WGS needs to be expanded to cope with future need as Windsor is not well-served by secondary schools and there is no other choice for girls of this age. I have concerns about the impact of the expansion on traffic around Longbourn and Peel Close as well as the impact on air quality in AQMA near the school.

## Summary of issues raised:

AGAINST - traffic and parking impact on Longbourn

SUPPORT - important for children to attend their local school

AGAINST - traffic and parking impact on Peel Close

AGAINST - traffic and parking impact on air quality



## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

17

## Respondent details:

A parent? Yes  
 Parent of pupil at: Oakfield First School  
 Parent of pupil at: Trevelyan Middle School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: St Peter's Church of England M  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

While I agree the expansion should go ahead, careful consideration should be taken with regards traffic and air pollution. As a Peel Close resident we suffer from both and the neighbourhood was recently still in an Air Quality Management zone which is not great for residents who have to breathe this air in, but also for children of Oakfield First and students and staff at the Girls' School. Finally the Girls school should do something about parents picking up their daughters in Peel Close every day. It has a private Green maintained by local residents and it is ruined by inconsiderate drivers, not to mention exhaust fumes and cars parked on kerbs preventing safe pedestrian movement.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Peel Close

AGAINST - traffic and parking - damage to green verges from parking

AGAINST - traffic and parking impact on air quality

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 18

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 19

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 20

## Respondent details:

A parent? Yes  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Windsor Girls school is the only Upper School available in Windsor and therefore should be expanded to meet demand in the catchment area.

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 21

## Respondent details:

A parent? Yes  
 Parent of pupil at: Clewer Green CE School  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Childminder

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Ensure there is proper ventilation built in (COVID) and additional outside space is maximised so that the girls can enjoy sports and pe

## Summary of issues raised:

PROPOSAL - need to ensure that there will be enough outdoor space

PROPOSAL - ensure proper ventilation to make school covid proof

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 22

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 23

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 24

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 25

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** St Edward's Royal Free Ecumen  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 26

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 27

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 Living at Trevelyan Middle sch

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 28

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 I am a member of staff at the s

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 29

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 30

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: Windsor Girls' School  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 31

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

It is important that local families are able to send their children to local schools.

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 32

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 33

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 34

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	The Royal School (Crown Aided	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Other	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Milton Hall Montessori in Engl		
<b>A member of staff?</b>	No	<b>A local resident?</b>	No
<b>Member of staff at:</b>	-	<b>Representing</b>	No
<b>Member of staff at:</b>	-	<b>organisation?</b>	Our children are in the school s
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 35

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 36

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: Homer First School and Nurser  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I feel that the borough should offer a co-educational school, not all children are a 'fit' for windsor boys or windsor girl schools. I feel this borough is definitely lacking a co-educational school as parents have no choice in upper schools in this area.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - not everyone wants single-sex education

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 37

## Respondent details:

A parent?	Yes	A governor?	Yes
Parent of pupil at:	Dedworth Middle School	Governor at:	Dedworth Middle School
Parent of pupil at:	Holyport College	Governor at:	Oakfield First School
Parent of pupil at:	None	Governor at:	None
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

We are still lacking a co-educational secondary / upper option for families in Windsor. As a parent of a boy and 2 girls I want a local school for my whole family, not segregation based on gender. I believe our adolescents should all have equal access to sporting, artistic and educational opportunities whilst learning to interact in the society they will experience later in life - i.e. a society with both women and men.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - single-sex not good for teaching and learning



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 38

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 39

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Clewer Green CE School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 40

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 41

## Respondent details:

A parent? Yes  
 Parent of pupil at: Trevelyan Middle School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

It is a shame that there is no choice because there are no other schools and very bad that Holyport College are not taking any day places (no one was informed at the time) why are they not?? When they opened that school it was proposed that they would offer day places to year 9 pupils from Windsor this doesn't seem fair that Windsor year 9 pupils have no places available at this school and the only option is Windsor Girls

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

AGAINST - Holyport College Year 9 closure should not have happened

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 42

**Respondent details:**

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

**Question and response:**

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

**Comments made:**

I have no objection to the increase of places at Windsor Girl's but the school needs to be reminded of ensuring that the picking up of all students does not cause the chaos of previous years. From 3pm residents of Longbourn found it impossible to get back into the development as parents parked on both sides of the road obstructing traffic coming out of the school or trying to get past it. It took a campaign of complaints to get the school to take action last year and put up notices on the pavement discouraging this practice. However if anyone forgets to put up the notices the problem returns. My daughter was a teacher at Penn wood School in Slough and there they put permanent notices on their boundary fence asking parents to be aware of not upsetting residents by selfish parking. It might be time for Windsor Girls' school to make their notices permanent by taking the same action.

**Summary of issues raised:**

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 43

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	The Windsor Boys' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	St Edward's Royal Free Ecumen	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 44

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** King's Court First School  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 45

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 46

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 47

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 48

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 49

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 50

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 51

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Homer First School and Nurser	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Windsor Girls School should be expanded. Year on year, more houses/flats are being built in Windsor, from small developments (we have a small development under construction in on our own road) to larger scale developments. The majority of these homes will require school places in catchment.

## Summary of issues raised:

SUPPORT - important for children to attend their local school

SUPPORT - More demand coming from new housing in Windsor



## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

52

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Queen Anne Royal Free CE  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

It would be preferable to provide better co-educational provision within Windsor by combining the facilities of Windsor Girls School and Windsor Boys School. GCSE provision could be at one site with A-Levels at the other site. The separation of sexes at upper schools on Windsor is antiquated in an age where the State strives to achieve equality, integration and diversity in most other areas. It also leaves residents of Windsor with little choice if they would prefer their children to go to a mixed state school.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - single sex schools should be abolished

CO-ED SCHOOL - single-sex not good for teaching and learning

PROPOSAL - combine Windsor Girls' and Windsor Boys' to provide co-educational provision

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 53

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

If the expansion is only accommodating pupils that enter middle schools from the Slough system it will increase the already busy imperial road

## Summary of issues raised:

AGAINST - already out-borough children on roll, so don't need extra places

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Imperial Road

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 54

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Clewer Green CE School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** The Riverside Nursery

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 55

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	The Royal School (Crown Aided	Governor at:	-
Parent of pupil at:	Other	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	St Bernerds Prep		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing	No
Member of staff at:	-	organisation?	-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

The secondary school situation in Windsor needs addressing in general. I myself came from a single sex school and I dont agree that it delivers an advantage in a young persons learning. I think Windsor needs mixed schools. We are living in a more integrated world. This system is behind the times.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - single-sex not good for teaching and learning

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 56

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** Clewer Green CE School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

With the increased number of pupils, would the facilities still be adequate?

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 57

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 I am ward councillor for Clewer

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I am in favour of the permanent expansion of Windsor Girls' School going ahead, with one caveat. I have serious concerns about the impact on volumes of traffic, parking and air quality as a result of the expansion. Already residents on Peel Close report that parents park in their road with engines idling at school pick up times, and residents in Longbourn report that the access road is jammed and they cannot get in and out of their road. The development must be accompanied by a joined-up approach to travel management between the school, learning partnership and council. I would suggest that this needs to be considered now and not be left to the planning application stage.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact on Peel Close

AGAINST - traffic and parking impact on air quality

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 58

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Other  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 59

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Currently based on my experience with my daughter the teachers at the school are already overstretched, adding more children to the classroom will further degrade the experience and learning for the students.

## Summary of issues raised:

AGAINST - will lead to increased class sizes.

AGAINST - quality of education at Windsor Girls' School is poor

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 60

## Respondent details:

A parent? Yes  
 Parent of pupil at: Oakfield First School  
 Parent of pupil at: A private nursery, playgroup or  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The expansion should be granted ONLY on condition that the already severe traffic issues are addressed. Imperial Road already sees some of the highest pollution levels in the borough. We also see that increasing numbers of parents are using Peel Close and Longbourn as drop off and pick up points. Cars are waiting with their engines running for long periods which further adds to the degradation of air quality for local residents on those roads and nearby. A waiting area within the WGS car park would alleviate congestion and lining this area with trees would aid the pollution levels and wardens either from the school or supported by the council enforcing idling and inconsiderate parking in collection areas would appease local residents.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact on Peel Close

AGAINST - traffic and parking impact on air quality

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 61

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Trinity St Stephen Church of En	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Trinity St Stephen Church of En	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 62

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** The Windsor Boys' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 63

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The roads to get to WGS are very heavy traffic. The roundabout near the school is very dangerous as it is. Maybe it's time to build another mix gender high school in another location!

## Summary of issues raised:

CO-ED SCHOOL - new co-ed school could be built in another location

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on road safety

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 64

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** King's Court First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 65

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	Yes
<b>Parent of pupil at:</b>	St Edward's Royal Free Ecumen	<b>Governor at:</b>	Hilltop First School
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	None
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	None
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 66

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 67

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 68

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 69

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 70

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 71

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 72

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I am responding to your consultation on more places at Windsor Girls and am a resident of Longbourn circulated with your proposal. As regards the provision of more places this is admirable for the children in the district. However there is an increasing issue with car transport traffic in Longbourn directly from Windsor Girls School which I have to advise would, if not acted upon, lead me to strongly object to the 'More Places' scheme. Since moving here 5 years ago, traffic in the morning and afternoon over the last two years has become frequently chaotic. The main issue is that those collecting children by car, park on the full approach in Longbourn to the Imperial Park development, which is only a narrow road anyway, and block residents entering and leaving. The issue is worse between 08.30 and 0915 and then again between 14.30 and 15.30 on a school day. I raised the matter with the school two years ago and to be fair, 'no parking' signs were placed immediately outside the two school entrances and exits on Longbourn and a one way entry and exit system introduced through the school. This was helpful for a term. However since then, the traffic has increased as shown on the attached

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact, blocking residential access



# APPENDIX C - INDIVIDUAL RESPONSES

plan making it impossible on some occasions to pass. Emergency Services vehicles, despite their capability for removal, would not cope, putting life at risk. Even if only 10% of the 230 increase in pupils use cars to come to school, 20 more cars will lead to increased chaos. I see no solution other than to forbid parking in the access road to Longbourn except within the two laybys provided for this purpose and possibly use the Imperial Park Recreation ground (400m further down Imperial Road) as a drop off for those parents who insist on using car transport to school. (St Edwards schools do this with the Pirate Park car park a mile away, very successfully.) I am sure it would help the pupils to have such exercise in a day. I look forward to receiving your response and am copying this to relevant RBWM Local Councillors. Further to my email this morning, today the Windsor Girls School traffic was chaotic again so I thought visual evidence would help so I attach photos of the traffic jam in Longbourn. The school had for today removed the no parking signs so even the one way system was not working correctly. Clearly the system isn't working now on a day which was dry and amenable to walking to and from school so will not cope with 230 more pupils whose parents wish to drive them to and from school when the weather isn't so good. I now feel I cannot support your scheme regrettably in any way until there is 'no parking' in Longbourn except in the proper laybys. Residents in Imperial Park are severely affected by the irresponsible parking by those collecting students from Windsor Girls School and this situation cannot continue. I have copied this email to the Coheads at the school to ask them to restore the 'no parking' signs in the interim and go back to providing a marshal to direct traffic who sorted the issue in the past. Also I ask the Coheads to pass this email to the Chair of Governors Nicky Frobisher, and the Chair of Trustees at Windsor Learning Partnership Paul Cash to take some action for the future to resolve the issue before there is a traffic accident. I will write separately to RBWM regarding control of the road.

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

73

## Respondent details:

A parent?

No

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

A governor?

No

Governor at:

-

Governor at:

-

Governor at:

-

Governor at:

-

A member of staff?

No

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

A local resident?

Yes

Representing

No

organisation?

-

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

As a resident whose property is next to WGS's grounds, I have no problem in principle with the proposed expansion in numbers of the school. My concern is about the extra accommodation which will be required and its possible siting within the grounds. During our time here, we have already experienced the building of the sports hall and the erecting of the extraordinarily tall fence associated with the hard court area. Any further building nearer adjacent houses would significantly affect residents' lives. It would, therefore, be useful to know where the extra classroom space etc, might be sited within the grounds.

## Summary of issues raised:

PROPOSAL - need more detail about the new buildings

PROPOSAL - concern about where the buildings will be sited.

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 74

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Clewer Green CE School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

75

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: Trinity St Stephen Church of En  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I am not convinced that separate girls and boys schools, founded over a century ago, are well aligned with contemporary gender identity views. This is most obvious in the different courses offered to different gender children. My GCSE and A-level options were not (and still are not) available to a girl in Windsor, they were available at Windsor Boys' though, I went to secondary school in Slough instead. An excess of 35 places at the boys school in a year when there is a deficit of 26 at the girls suggests a much simpler solution.

## Summary of issues raised:

CO-ED SCHOOL - single-sex may not be appropriate for all LGBTQ+ children

CO-ED SCHOOL - single sex schools should be abolished

CO-ED SCHOOL - the single-sex schools are offering different courses, which isn't fair

ALTERNATIVE - provide new places by using spare capacity at Windsor Boys' instead

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 76

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 77

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 78

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 79

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 80

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

At the moment it is difficult to understand the disruption and impact to the surrounding area that the permanent expansion might bring.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 81

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Rather than expanding the girls school, please introduce a mixed sex school in Windsor at senior school level. The old Trevellyn school land should never have been sold off, and Princess Margaret Royal mixed sex school that used to be on the current Trevellyn school site now occupies, should never have been closed. We really need a mixed sex senior school in Windsor rather than just expanding what is in place.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 82

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Windsor Girls' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	St Edward's Royal Free Ecumen	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

There should be another school in Windsor - probably coeducational so that parents have a choice of school for their children. Expanding the current schools would prevent this

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - expanding the single-sex schools will make it impossible to open a co-ed sch

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 83

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Trevelyan Middle School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Trevelyan Middle School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 84

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 85

## Respondent details:

A parent? Yes  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: Dedworth Middle School  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 86

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Clewer Green CE School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 87

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I have concerns about the disruption to pupils at the school when the expansion happens

## Summary of issues raised:

AGAINST - disruption to existing pupils when school is expanded

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 88

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

there is already too much traffic for the residents of longbourn. the cars picking up and dropping off at-the girls school have total disregard for longbourn residents. they park on the grass verges, double park and block access

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking - damage to green verges from parking

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 89

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Wick C of E First School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 90

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 91

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 92

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 93

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 94

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 95

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 96

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

97

## Respondent details:

A parent? Yes  
 Parent of pupil at: Clewer Green CE School  
 Parent of pupil at: A private nursery, playgroup or  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The expansion shouldn't go ahead until the congestion caused by school traffic is resolved. It is already ridiculous and dangerous during morning and afternoon drop off/pick up times, during which it is impossible for Longbourn residents to get out nor get in to the estate. Also there is no way to access the estate by emergency vehicles during those times as the road is fully blocked up to the gate and often overflowing to the private estate itself.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact on emergency services access

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 98

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: The Windsor Boys' School  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 99

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 100

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no.

## Respondent details:

A parent?   
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor?   
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff?   
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident?   
 Representing organisation?   
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 102

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

The school is situated on main road which is already very busy with commuters and visitors alike. Traffic and resulting air quality is a major concern.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Imperial Road

AGAINST - traffic and parking impact on air quality



# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 103

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 104

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 105

**Respondent details:**

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Hilltop First School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

**Question and response:**

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

**Comments made:**

I strongly believe that children should be able to attend a school in the catchment area where they live. I believe with extra classrooms WGS are well equipped to take extra pupils.

**Summary of issues raised:**

PROPOSAL - school will need better infrastructure, e.g. IT

SUPPORT - important for children to attend their local school

SUPPORT - Windsor Girls' School has the capability to expand

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 106

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 107

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 108

**Respondent details:**

**A parent?** Yes  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

**Question and response:**

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I don't know whether the permanent expansion of Windsor Girls' School should go ahead.**

**Comments made:**

I do believe there is a case for further places, however I am deeply concerned about the further impact this would have on the already diabolical traffic situation at drop off and pick up times. We already have 2 schools using Longbourn as a car park at these times, which is dangerous and at the detriment to those that live on the road. Emergency access would not be possible. Even with the measures WGS have in place, many parents do their 'own thing' often idling in the lay-by or worse still up on the pavement, bring the road to often a single lane. Unless there is a serious consultation on this then I don't see how it would work.

**Summary of issues raised:**

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact on emergency services access

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 109

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** Henley college

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 110

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 111

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Trinity St Stephen Church of En	Governor at:	-
Parent of pupil at:	Trinity St Stephen Church of En	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing	No
Member of staff at:	-	organisation?	-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I would rather there be more choice of schools. Have Windsor boys and Windsor Girls co-ed so that parents have a choice of where to send their children. There is no choice and therefore 'healthy competition' for schools in Windsor resulting in potentially less effective teaching? I would like to see two or more co-ed state schools in Windsor in order to allow more choice for parents in the local area.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - having a new co-ed school would promote competition and improve teaching

PROPOSAL - combine Windsor Girls' and Windsor Boys' to provide co-educational provision

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 112

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Windsor Girls' School	Governor at:	-
Parent of pupil at:	Trevelyan Middle School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Windsor Girls is not a good school. It has not been inspected by Ofsted for many years, and even at the time of its last inspection parents were not convinced that it met the "Outstanding" level awarded. Since then it has undergone several changes in management and as a parent my experience of the school has been poor. I believe that it would be a mistake to expand the school at this time, and preferable for girls to be educated elsewhere where possible

## Summary of issues raised:

AGAINST - quality of education at Windsor Girls' School is poor

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 113

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Eton Wick C of E First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 114

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Alexander First school  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 115

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

The expansion should go ahead but I am concerned with the possible increase in traffic at my address

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Longbourn

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 116

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 117

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: ST George's Windsor Castle

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 118

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 119

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Trevelyan Middle School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 120

## Respondent details:

A parent? Yes  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Na

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 Na

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Need to increase numbers of Teachers to be able to manage the numbers of students

## Summary of issues raised:

AGAINST - will lead to increased class sizes.

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no.

## Respondent details:

A parent?   
 Parent of pupil at:   
 Parent of pupil at:   
 Parent of pupil at:   
 Parent of pupil at:   
 Parent of pupil at:

A governor?   
 Governor at:   
 Governor at:   
 Governor at:   
 Governor at:

A member of staff?   
 Member of staff at:   
 Member of staff at:   
 Member of staff at:   
 Member of staff at:

A local resident?   
 Representing organisation?

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

## Comments made:

If the school will have enough professionals staff eg Teachers. As I believe if you increase the size and there is no enough staffing it will be problem.

## Summary of issues raised:

AGAINST - will lead to increased class sizes.

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 122

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 123

## Respondent details:

A parent? Yes  
 Parent of pupil at: Dedworth Green First School  
 Parent of pupil at: Trevelyan Middle School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I cannot make this decision without seeing concrete plans for managing traffic and parking. Living in the Longbourn estate, it is already nearly impossible to get in and out of our home around drop-off and pick-up times. Parents seem to have no concern for the local residents, and the school does not seem to be able/willing to do anything about it, other than small temporary measures. While I understand that our Windsor girls need school places locally, local residents also need to be considered. What about mixing up the two upper schools and making them both co-ed?

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

CO-ED SCHOOL - single sex schools should be abolished

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

PROPOSAL - combine Windsor Girls' and Windsor Boys' to provide co-educational provision

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 124

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Royal School (Crown Aided  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** Eton Dorney Independent Ther

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 125

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? Yes  
 Governor at: The Lawns Nursery  
 Governor at: None  
 Governor at: None  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I am concerned about the traffic situation as they are on the same road as a first school and nursery. I think this can only go ahead with the appropriate amount of investment and infrastructure to support it. I remain concerned about the lack of opportunities for a local mixed sex school in Windsor, but no way support any selective education options being introduced.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

AGAINST - negative impact on traffic and parking

PROPOSAL - school will need better infrastructure, e.g. IT

AGAINST - traffic and parking impact on Imperial Road

SUPPORT - need to ensure that proposal is properly supported and funded by RBWM

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 126

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The class sizes would be too big - over 30 in each. The places would be filled by people who don't actually live in Windsor as there are already girls there from outside Windsor filling spare places so clearly there is capacity and expansion is not needed.

## Summary of issues raised:

AGAINST - will lead to increased class sizes.

AGAINST - already out-borough children on roll, so don't need extra places



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 127

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** The Lawns Nursery  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The LA needs to work with WGS to ensure the site can accommodate all new the pupils and the buildings and services are sufficient to support the increased traffic on site.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

PROPOSAL - school will need better infrastructure, e.g. IT

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 128

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	The Windsor Boys' School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		

A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		I am an exam invigilator at Win
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I am concerned that Holyport is no longer offering places to year 9 students in Windsor. Was there no consultation about this?

## Summary of issues raised:

AGAINST - Holyport College Year 9 closure should not have happened

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 129

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 130

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

There needs to be a mixed school at high school for Windsor children

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 131

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 132

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Trinity St Stephen Church of En  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 133

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: Windsor Girls' School  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

It would be useful to outline in more detail what the proposed expansion plans would be if the proposal was to go ahead. As well as a physical expansion of the building would facilities also be considered such as improvements in IT to support a larger school site.

## Summary of issues raised:

PROPOSAL - need more detail about the new buildings

PROPOSAL - school will need better infrastructure, e.g. IT

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 134

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 135

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The traffic from parents picking up their children is a really big issue for the residents of Longbourn as they block up the whole road leading to our development and residents cannot get in or out. This problem will be exacerbated by additional pupils.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 136

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** Other  
**Parent of pupil at:** Bishopsgate

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 137

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: Datchet St Mary's Primary Coff

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

My only concern is that there must be enough outdoor space for PE, break and lunch to ensure they have quality time outside where there is enough space to accommodate the extra students.

## Summary of issues raised:

PROPOSAL - need to ensure that there will be enough outdoor space

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 138

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	Yes
<b>Parent of pupil at:</b>	Hilltop First School	<b>Governor at:</b>	Hilltop First School
<b>Parent of pupil at:</b>	Trevelyan Middle School	<b>Governor at:</b>	None
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	None
<b>Parent of pupil at:</b>	None	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 139

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Surrey University and Windsor

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The money would be better spent improving the quality of teachers and administrators. Woefully inadequate. 6 science teachers in one year. Maths not taught. No SENCO support. No remote teaching at all. Pathetic school.

## Summary of issues raised:

AGAINST - quality of education at Windsor Girls' School is poor

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 140

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Oakfield First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** William Street Nursery (Countr

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 Ex pupil

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 141

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 142

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 143

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

It is the only school for that age group for girls the other school is just for boys and the children need to get an education so where they ment to go?

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 144

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 145

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 146

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 147

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 148

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** Yes  
**Governor at:** Dedworth Middle School  
**Governor at:** None  
**Governor at:** None  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Other  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 149

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	The Queen Anne Royal Free CE	Governor at:	-
Parent of pupil at:	The Queen Anne Royal Free CE	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I am concerned about the lack of co-educational upper school places for children in Windsor. If more school places are needed in Windsor, why can't they be provided as co-educational places, instead of single sex places?

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 150

## Respondent details:

A parent? Yes  
 Parent of pupil at: St Edward's Catholic First Scho  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I would actually prefer that a co-ed provision was made available in Windsor

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 151

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 152

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 153

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 154

## Respondent details:

A parent? Yes  
 Parent of pupil at: A private nursery, playgroup or  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Riverside Day Nursery Windsor

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I have no objection to the expansion of Windsor Girls School in principle. However, should an expansion go ahead, it is imperative that the traffic situation around the Longbourn/Windsor Girls School/Clewer C of E School area is addressed. At present, parents/guardians use Longbourn road to drop off children for both of the above schools. This, combined with people driving to visit the local children's play park, leads to a dangerous and unmanageable traffic situation around school drop-off and pick up times where the safety of children is undeniably compromised. Access to the Longbourn Estate is all but blocked, with obvious consequences for emergency vehicle access etc, not to mention severe inconvenience to all Longbourn residents. This HAS to be address and an alternative parking/drop-off arrangement conceived as it is clear that no thought or planning has been devoted to this subject thus far. Thank you.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on road safety

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact, blocking residential access

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 155

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Dedworth Middle School	Governor at:	-
Parent of pupil at:	Braywood C of E First School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	No
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I believe building a new school for boys and girls together would be a better option for parents and children. I don't personally like the idea that parents are "forced" to choose only between boys or girls school.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 156

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 157

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 158

## Respondent details:

A parent? Yes  
 Parent of pupil at: A private nursery, playgroup or  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:



## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 159

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Bradfield College, Bradfield, Be

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

As a local resident - Longbourn, Windsor SL4 3TN - I am impacted by the inconsiderate nature of many of the parents when dropping off and collecting their children. This has been a problem for years and there has not been any visible efforts to address this issue. There have been times when I have been delayed by 20 minutes or more when trying to leave my property. Further these same drivers seem to feel it is okay to drive across grass verges creating ruts and destroying the grass - land that I pay annual service fees to provide landscaping gardening. This highlighted when you have parents evening and it is chaotic and destructive. The proposed increases will make this worse hence I am 100% opposed.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking - damage to green verges from parking

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 160

## Respondent details:

A parent?	Yes	A governor?	Yes
Parent of pupil at:	The Queen Anne Royal Free CE	Governor at:	The Queen Anne Royal Free CE
Parent of pupil at:	None	Governor at:	None
Parent of pupil at:	None	Governor at:	None
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 161

## Respondent details:

A parent? Yes  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

We need expansion, not just increased class size.  
 Also more investment in faculties to support this.

## Summary of issues raised:

AGAINST - will lead to increased class sizes.

PROPOSAL - school will need better infrastructure, e.g. IT

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 162

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 163

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 164

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 165

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 166

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 167

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Hi I am a resident in Addington Close, Windsor (Number XX).I tried to complete your online response form, but the link doesn't work.My main concern is regarding the additional parking and traffic that the additional pupils will generate in the area.The road I live in is constantly being used as a car park by the parents of existing pupils, as well as people dumping their cars during the day, that work in Windsor. How are you going to manage the extra vehicles additional pupils will bring to the area, with minimal disruption to the residents that live here?

## Summary of issues raised:

AGAINST - traffic and parking impact on road safety

AGAINST - traffic and parking impact on Addington

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 168

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 169

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Oakfield First School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Windsor needs more choice of upper schools

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 170

## Respondent details:

A parent? Yes  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: St Edward's Catholic First Scho  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: Reading Blue Coat School

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing  
 organisation? -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I do not think that you should be comparing the proposed new size of the school as "smaller than most secondary schools in the Borough" as one of the "advantages" - this is misleading as Windsor Girls only accommodates 5 year groups vs the other secondary schools which accommodate 7 year groups. What is the consideration for a new school, preferably mixed, in the Borough? There is a limit to the desirability of expansion at both schools. What happens next?

## Summary of issues raised:

CONSULTATION - listing smaller size of Windsor Girls' compared to other secondary schools is misleading

AGAINST - what happens when the two upper schools can't be expanded any more?

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 171

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 172

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** St. Josephs

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 173

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 174

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: St George's

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The parents at this school already present a significant hazard to the residents of Longbourn by driving too fast, performing dangerous turns which endangers small children. In addition, there are problems already with blocking the access road by parking in the road at collection times particularly which does not allow timely access for emergency vehicles. I strongly object to this unless the school insist on alternative parking

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact on road safety

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Longbourn

AGAINST - traffic and parking impact, blocking residential access



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 175

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 176

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 177

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 178

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** BCA college 6th form

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 179

## Respondent details:

A parent?	No	A governor?	No
Parent of pupil at:	-	Governor at:	-
Parent of pupil at:	-	Governor at:	-
Parent of pupil at:	-	Governor at:	-
Parent of pupil at:	-	Governor at:	-
Parent of pupil at:	-		
A member of staff?	Yes	A local resident?	No
Member of staff at:	St Edward's Royal Free Ecumen	Representing organisation?	No
Member of staff at:	None		-
Member of staff at:	None		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Whilst I have no concerns with the expansion of places, particularly so that provision is equal for both girls and boys, I am unclear as to why site expansion is required and how this will be funded. Windsor Girls is an academy and therefore eligible to apply for central capital funding, I am unclear why they would be eligible to get funding from RBWM. I am also aware of the political nature of the three tier system and would not support any move to provide accommodation that would later be used to justify the collapse of the three tier system. More transparency on this would be valuable.

## Summary of issues raised:

CO-ED SCHOOL - expanding the single-sex schools will make it impossible to open a co-ed sch

SUPPORT - more parity of places for boys and girls at upper schools

PROPOSAL - why is an academy receiving borough funding to expand?

THREE TIER - would not want to lose three tier system

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 180

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Dedworth Middle School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

whilst supporting the expansion of Windsor Girls i'm concerned that all the funding that went into Holyport is now wasted to the local community, since it does not operate to the local authority 3 tier system. Has the decision to stop a year 9 day intake been challenged and/or has expansion of Holyport to allow more girls to be educated there from Year 9 been considered?

## Summary of issues raised:

AGAINST - Holyport College Year 9 closure should not have happened

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 181

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? Yes  
 Governor at: Windsor Girls' School  
 Governor at: None  
 Governor at: None  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

All in favour of expansion as long as it's funded and supported properly by RBWM

## Summary of issues raised:

SUPPORT - need to ensure that proposal is properly supported and funded by RBWM

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 182

## Respondent details:

A parent?	No	A governor?	Yes
Parent of pupil at:	-	Governor at:	St Edward's Royal Free Ecumen
Parent of pupil at:	-	Governor at:	None
Parent of pupil at:	-	Governor at:	None
Parent of pupil at:	-	Governor at:	-
Parent of pupil at:	-		
A member of staff?	Yes	A local resident?	No
Member of staff at:	St Edward's Royal Free Ecumen	Representing organisation?	No
Member of staff at:	None		-
Member of staff at:	None		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Whilst I have no concerns with the expansion of places, particularly so that provision is equal for both girls and boys, I am unclear as to why site expansion is required and how this will be funded. Windsor Girls is an academy and therefore eligible to apply for central capital funding, I am unclear why they would be eligible to get funding from RBWM. I am also aware of the political nature of the three tier system and would not support any move to provide accommodation that would later be used to justify the collapse of the three tier system. More transparency on this would be valuable.

## Summary of issues raised:

SUPPORT - more parity of places for boys and girls at upper schools

PROPOSAL - why is an academy receiving borough funding to expand?

THREE TIER - would not want to lose three tier system



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 183

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 184

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: The Green Room School

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

There need to be enough spaces at Windsor schools for children who live in Windsor.

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 185

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 186

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Lawns Nursery  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** none

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 no

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 187

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 188

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Braywood C of E First School  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 189

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 Grandparent of two pupils at

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Need to provide places for all girls living within the Windsor area.

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 190

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 191

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 192

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Royal School (Crown Aided  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 193

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Braywood C of E First School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 194

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Clewer Green CE School	Governor at:	-
Parent of pupil at:	A private nursery, playgroup or	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing	No
Member of staff at:	-	organisation?	-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I do not agree that either Windsor Girls' School or The Windsor Boys' School should be expanded. It is very important that pupils and parents in Windsor have a local co-educational upper school option. At present, that option does not exist given the changes to Holyport College's admissions arrangements. If there is a shortage of places, the new places should be created in a mixed setting, not by expanding single sex provision. This will provide an important alternative for both boys and girls in the area and will be more inclusive of transgender and non-binary pupils.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - single-sex may not be appropriate for all LGBTQ+ children

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 195

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The traffic currently on Imperial Road is at times unmanageable with queuing cars blocking driveways during school drop off and finish time hours meaning residents can be blocked in and stick on traffic when leaving their home. The traffic noise is an issue on this road and more cars will only add to that, if this expansion does go ahead I would strongly urge a review of what measures can be put in place to help local residents cope with the increased traffic and increased noise from extra cars (e.g. speed bumps, quieter tarmac, sound proofing, potential blocking of road to non school or resident traffic during peak hours)

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact - need concrete plans to address this

AGAINST - traffic and parking impact on Imperial Road

AGAINST - traffic and parking impact, blocking residential access

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 196

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** Silchester Manor

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 197

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

If the need is there then it would be great to allow children to continue with school in their local catchment

## Summary of issues raised:

SUPPORT - important for children to attend their local school

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 198

**Respondent details:**

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

**Question and response:**

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I don't know whether the permanent expansion of Windsor Girls' School should go ahead.**

**Comments made:**

I am disappointed that there has not been a review of educational provision to consider a change to primary secondary education so the whole LA is in line. There are certain subjects that suffer at early KS3 as a result of the 3 tier education system especially for girls-notably sciences. We would be best placed to have a joint 6th form separate from both school and turn the schools into secondary models to rival and fall in line with the other two secondary school in this part of the borough namely Churchmead and Charters.

**Summary of issues raised:**

THREE TIER - should take the opportunity to implement two tier system in Windsor

PROPOSAL - there should be a joint Windsor Boys' and Windsor Girls' sixth form



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 199

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 200

## Respondent details:

A parent? Yes  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Rather than extended existing schools, RBWM should be concentrating on building a co-ed school. Not all pupils want to go to a single sex school. There is no consideration to LGBTQ+ children and where they would fit in at a single sex school.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

CO-ED SCHOOL - single-sex may not be appropriate for all LGBTQ+ children

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 201

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** Trinity St Stephen Church of En  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 202

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The facilities including infrastructure and road and parking arrangements are inadequate. If the school relocated outside the Borough then I may be in favour of expansion dependant in specifications for the new location.

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

PROPOSAL - school will need better infrastructure, e.g. IT

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 203

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 204

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The closure of the additional places at Holyport College should be cancelled as this will provide sufficient space without expanding either Windsor school.

## Summary of issues raised:

AGAINST - Holyport College Year 9 closure should not have happened

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 205

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 206

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 207

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 208

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 209

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Alexander First school  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 210

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** The Queen Anne Royal Free CE  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 211

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 212

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Trevelyan Middle School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Trinity St Stephen Church of En  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Please can we have a Co-Ed school back in Windsor .

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 213

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 214

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 215

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** Hilltop First School  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 216

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Oakfield First School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I think Windsor needs a new mixed senior school to meet demands of the local area.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 217

## Respondent details:

A parent? Yes  
 Parent of pupil at: Trevelyan Middle School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

The school currently accommodates students from Slough Borough so to accommodate RBWM this school presumably does not need expanding. Transport issues will arise on imperial road. The school hall currently is at capacity

## Summary of issues raised:

AGAINST - already out-borough children on roll, so don't need extra places

AGAINST - negative impact on traffic and parking

PROPOSAL - school will need better infrastructure, e.g. IT

AGAINST - traffic and parking impact on Imperial Road

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 218

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 219

**Respondent details:**

**A parent?** Yes  
**Parent of pupil at:** King's Court First School  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

**Question and response:**

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

**Comments made:**

Another secondary school should be considered as at the moment, as parent, we left with no choice of sending our girls to Windsor Girls School, it is the only secondary school in Windsor. It will be nice that parent have at least one more choice of school to send their girls to. That is why I think the council should consider and invest into another school and split the capacity between school.

**Summary of issues raised:**

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 220

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Only should go ahead if more resources are provided in a number of areas from staff to text books to materials to public transport. Please also consider the knowledge on impact of boys studying 6th form at WGS and how this will be incorporated. I have no objections in principle, but believe insufficient funding will be given to make it successful,

## Summary of issues raised:

PROPOSAL - school will need better infrastructure, e.g. IT

SUPPORT - need to ensure that proposal is properly supported and funded by RBWM

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 221

## Respondent details:

A parent? Yes  
 Parent of pupil at: Dedworth Green First School  
 Parent of pupil at: Dedworth Middle School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 222

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Royal School (Crown Aided  
 Parent of pupil at: The Royal School (Crown Aided  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? No  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

Why can't the two Windsor schools be made co-ed? I don't believe we should have a Girls School and a Boys School.

## Summary of issues raised:

CO-ED SCHOOL - single sex schools should be abolished

PROPOSAL - combine Windsor Girls' and Windsor Boys' to provide co-educational provision



# APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 223

## Respondent details:

A parent? Yes  
 Parent of pupil at: Other  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Upton house schoolSt johns b

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? Yes  
 Member of staff at: Other  
 Member of staff at: None  
 Member of staff at: None  
 Member of staff at: Heathfield school (Also used t

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 224

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Stop taking pupils from outside RBWM then there will be sufficient spaces. Increasing capacity will increase traffic especially as school transport subsidiaries are being stopped so more parents will drive their girls to school.

## Summary of issues raised:

AGAINST - already out-borough children on roll, so don't need extra places

AGAINST - negative impact on traffic and parking

AGAINST - traffic and parking impact worse through reduced home to school transport eligibility

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 225

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: The Windsor Boys' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 226

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 227

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 228

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Royal School (Crown Aided  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

More traffic Would make me think twice about sending my daughter there

## Summary of issues raised:

AGAINST - negative impact on traffic and parking

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 229

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 230

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Peter's Church of England M  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

I don't feel I have enough information on proposed class sizes and the impact on facilities and resources to make a decision.

## Summary of issues raised:

PROPOSAL - need more detail about the new buildings

PROPOSAL - need more details about how expanded school would function



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 231

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 232

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 233

## Respondent details:

A parent? Yes  
 Parent of pupil at: Dedworth Middle School  
 Parent of pupil at: Homer First School and Nurser  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I do not support the expansion of a single sex school. I would like to see proposals for a mixed sex provision in Windsor. It is unfair that the parents & teenagers of Windsor have no choice in high school as it is predetermined due to their gender.

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 234

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** The Marist Senior School

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 235

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** St Edward's Royal Free Ecumen  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 236

## Respondent details:

A parent?

No

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

Parent of pupil at:

-

A governor?

No

Governor at:

-

Governor at:

-

Governor at:

-

Governor at:

-

A member of staff?

No

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

Member of staff at:

-

A local resident?

Yes

Representing

No

organisation?

-

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

As a parent who had a child go to WBS, I feel strongly that both WGS and WBS intake should be restricted geographically to RBWM Windsor boundaries so that there is more likelihood that pupils will contribute to school life outside of normal school hours.

## Summary of issues raised:

AGAINST - already out-borough children on roll, so don't need extra places

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 237

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** Other  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** St Joseph's secondary

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 238

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** St Edward's Catholic First Scho  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Increase Holyport College's intake.

## Summary of issues raised:

PROPOSAL - increase capacity at Holyport College



# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 239

## Respondent details:

A parent? No  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 240

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** The Windsor Boys' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 241

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 242

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 243

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** Dedworth Middle School  
**Parent of pupil at:** A private nursery, playgroup or  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 244

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 245

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Windsor Girls' School  
**Parent of pupil at:** The Windsor Boys' School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
**Representing organisation?** -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 246

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** No  
**Representing organisation?** Yes  
 Slough Borough Council

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**I have no view on whether the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

Thanks for the information. No comment from Slough BC other than to wish you well with the proposals.

## Summary of issues raised:



# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 247

## Respondent details:

**A parent?** No  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Windsor Girls' School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 248

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Dedworth Green First School  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** Yes  
**Member of staff at:** Dedworth Green First School  
**Member of staff at:** None  
**Member of staff at:** None  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 249

## Respondent details:

A parent? Yes  
 Parent of pupil at: Windsor Girls' School  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



Respondent no. 250

## Respondent details:

A parent?	Yes	A governor?	No
Parent of pupil at:	Windsor Girls' School	Governor at:	-
Parent of pupil at:	Dedworth Middle School	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 251

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Eton Porny C of E First School  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 252

## Respondent details:

A parent? Yes  
 Parent of pupil at: St Edward's Royal Free Ecumen  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: -

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

I just don't understand why this is even a question. RBWM have allowed this to happen - allowed Holyport college to open in limited selection to Windsor and the allowed to close its intake when school places are in obvious desperate need? Maidenhead has X amount of good secondary schools to choose from - yet Windsor has 2 (girls OR boys) NO CHOICE!!! Why is this survey even going ahead when the plans are already wrapped up??!! Nothing Windsor residents can say will change anything. Windsor Girls school will continue to increase - Holyport College will continue to be Elite and Maidenhead will continue to benefit from Windsor!!

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

AGAINST - Holyport College Year 9 closure should not have happened

CONSULTATION - decision already made

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 253

## Respondent details:

A parent? Yes  
 Parent of pupil at: The Queen Anne Royal Free CE  
 Parent of pupil at: Other  
 Parent of pupil at: None  
 Parent of pupil at: None  
 Parent of pupil at: Kido

A governor? No  
 Governor at: -  
 Governor at: -  
 Governor at: -  
 Governor at: -

A member of staff? No  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -  
 Member of staff at: -

A local resident? Yes  
 Representing  
 organisation? No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

I don't know whether the permanent expansion of Windsor Girls' School should go ahead.

## Comments made:

We need places for girls in Windsor they should not have to travel out of area but whether that is at Windsor girls or there is a need for a coed option is a slightly different question. Have alternatives been considered?

## Summary of issues raised:

CO-ED SCHOOL - need more choice at upper, e.g. a co-ed upper school

SUPPORT - important for children to attend their local school

## APPENDIX C - INDIVIDUAL RESPONSES

Respondent no. 254

## Respondent details:

A parent?	Yes	A governor?	Yes
Parent of pupil at:	Trevelyan Middle School	Governor at:	Trinity St Stephen Church of En
Parent of pupil at:	Trevelyan Middle School	Governor at:	None
Parent of pupil at:	None	Governor at:	None
Parent of pupil at:	None	Governor at:	-
Parent of pupil at:	-		
A member of staff?	No	A local resident?	Yes
Member of staff at:	-	Representing organisation?	No
Member of staff at:	-		-
Member of staff at:	-		
Member of staff at:	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

It seems that there is a noticeable cohort of girls' parents in Windsor's middle schools who are attempting to avoid sending their children to the Windsor Girls School (rightly or wrongly) and I do not believe that this is considered in the numbers you have presented. I do not personally know more than a handful of parents who wish to send their children there and are looking at other options both out of Windsor and in the private system. I know this isn't a statistically valid comment and so I think it would be worth surveying parents on where they intend their girls to go in Yr 9 before you start expanding the school.

## Summary of issues raised:

AGAINST - many parents wish to avoid Windsor Girls' School



# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 255

## Respondent details:

<b>A parent?</b>	Yes	<b>A governor?</b>	No
<b>Parent of pupil at:</b>	Windsor Girls' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Windsor Girls' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Windsor Girls' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	Windsor Girls' School	<b>Governor at:</b>	-
<b>Parent of pupil at:</b>	-		
<b>A member of staff?</b>	No	<b>A local resident?</b>	Yes
<b>Member of staff at:</b>	-	<b>Representing organisation?</b>	No
<b>Member of staff at:</b>	-		-
<b>Member of staff at:</b>	-		
<b>Member of staff at:</b>	-		

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES



**Respondent no.** 256

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** St Edward's Royal Free Ecumen  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**No, I don't agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# APPENDIX C - INDIVIDUAL RESPONSES

**Respondent no.** 257

## Respondent details:

**A parent?** Yes  
**Parent of pupil at:** Homer First School and Nurser  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** None  
**Parent of pupil at:** -

**A governor?** No  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -  
**Governor at:** -

**A member of staff?** No  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -  
**Member of staff at:** -

**A local resident?** Yes  
**Representing organisation?** No  
 -

## Question and response:

Do you agree with the proposal to permanently expand Windsor Girls' School from September 2022, so that it takes 230 pupils per year group?

**Yes, I agree that the permanent expansion of Windsor Girls' School should go ahead.**

## Comments made:

-

## Summary of issues raised:

# ROYAL BOROUGH OF WINDSOR & MAIDENHEAD

## EQUALITY IMPACT ASSESSMENT

ESSENTIAL INFORMATION										
Item being assessed (Please tick):	Strategy		Policy		Plan		Project	Tick	Service/Procedure	
Responsible Officer:	Ben Wright				Service:	School Support Services				
					Directorate:	Children's Services				
STAGE 1: EqIA SCREENING (MANDATORY)					STAGE 2: FULL ASSESSMENT (IF APPLICABLE)					
Date created:	01/06/2021				Date created:					
					Date reviewed by Law & Governance:					
Approved by Head of Service / Overseeing group/body / Project Sponsor:	"I am satisfied that an equality impact has been undertaken adequately."									
	Signed:	Lynne Penn, Support Services Service Manager								
	Date:	01/06/2021								

## **GUIDANCE NOTES**

### **What is an EqIA and why do we need to do it?**

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqIAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

### **What are the “protected characteristics” under the law?**

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

### **What's the process for conducting an EqIA?**

The process for conducting an EqIA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

### **Openness and transparency**

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

### **Enforcement**

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

## STAGE 1: SCREENING (MANDATORY)

### 1.1 What is the overall aim of your proposed *strategy/policy/project etc* and what are its key objectives?

The overall aim of the project is expand Windsor Girls' School so that it can meet increased demand for Year 9 places for girls in Windsor. This is in line with the borough's statutory duty to ensure that there are sufficient school places.

### 1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics?

Consider each of the protected characteristics in turn and identify whether your proposal is **Relevant** or **Not Relevant** to that characteristic. If **Relevant**, please assess the level of impact as either **High / Medium / Low** and whether the impact is **Positive** (i.e. contributes to promoting equality or improving relations within an equality group) or **Negative** (i.e. could disadvantage them). Please **document your evidence** for each assessment you make, **including** a justification of why you may have identified the proposal as "Not Relevant".

683

Protected characteristic	Relevance	Level	Positive / Negative	Evidence
<b>Age</b>	Relevant	High	Positive	The policy will ensure that there are enough school places in Windsor for children in national curriculum year groups 9 to 13 in future.
<b>Disability</b>	Not relevant	n/a	n/a	n/a
<b>Gender reassignment</b>	Not relevant	n/a	n/a	n/a
<b>Marriage and civil partnership</b>	Not relevant	n/a	n/a	n/a
<b>Pregnancy and maternity</b>	Not relevant	n/a	n/a	n/a
<b>Race</b>	Not relevant	n/a	n/a	n/a
<b>Religion or belief</b>	Not relevant	n/a	n/a	n/a
<b>Sex</b>	Relevant	n/a	n/a	The policy will ensure that there are enough school places in Windsor for girls in national curriculum year groups 9 to 13 in future. There are already enough places for boys.

<b>Sexual orientation</b>	Not relevant	n/a	n/a	n/a
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### OUTCOMES, ACTION & PUBLIC REPORTING

Screening Assessment Outcome	Yes / No / Not at this Stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
<b>Was a significant level of negative impact identified?</b>	No	No	Ben Wright, School Places and Capital Team Leader.	n/a
<b>Does the strategy, policy, plan etc require amendment to have a positive impact?</b>	No	No	Ben Wright, School Places and Capital Team Leader.	n/a

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered "No" or "Not at this Stage" to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

**All completed EqIA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.**

## STAGE 2: FULL ASSESSMENT

### 2.1 SCOPE & DEFINE

2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? *List the groups who the work is targeting/aimed at.*

2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? *List those groups who the work is targeting/aimed at.*

685

### 2.2 INFORMATION GATHERING/EVIDENCE

2.2.1 What secondary data have you used in this assessment? *Common sources of secondary data include: censuses, organisational records.*

2.2.2 What primary data have you used to inform this assessment? *Common sources of primary data include: consultation through interviews, focus groups, questionnaires.*



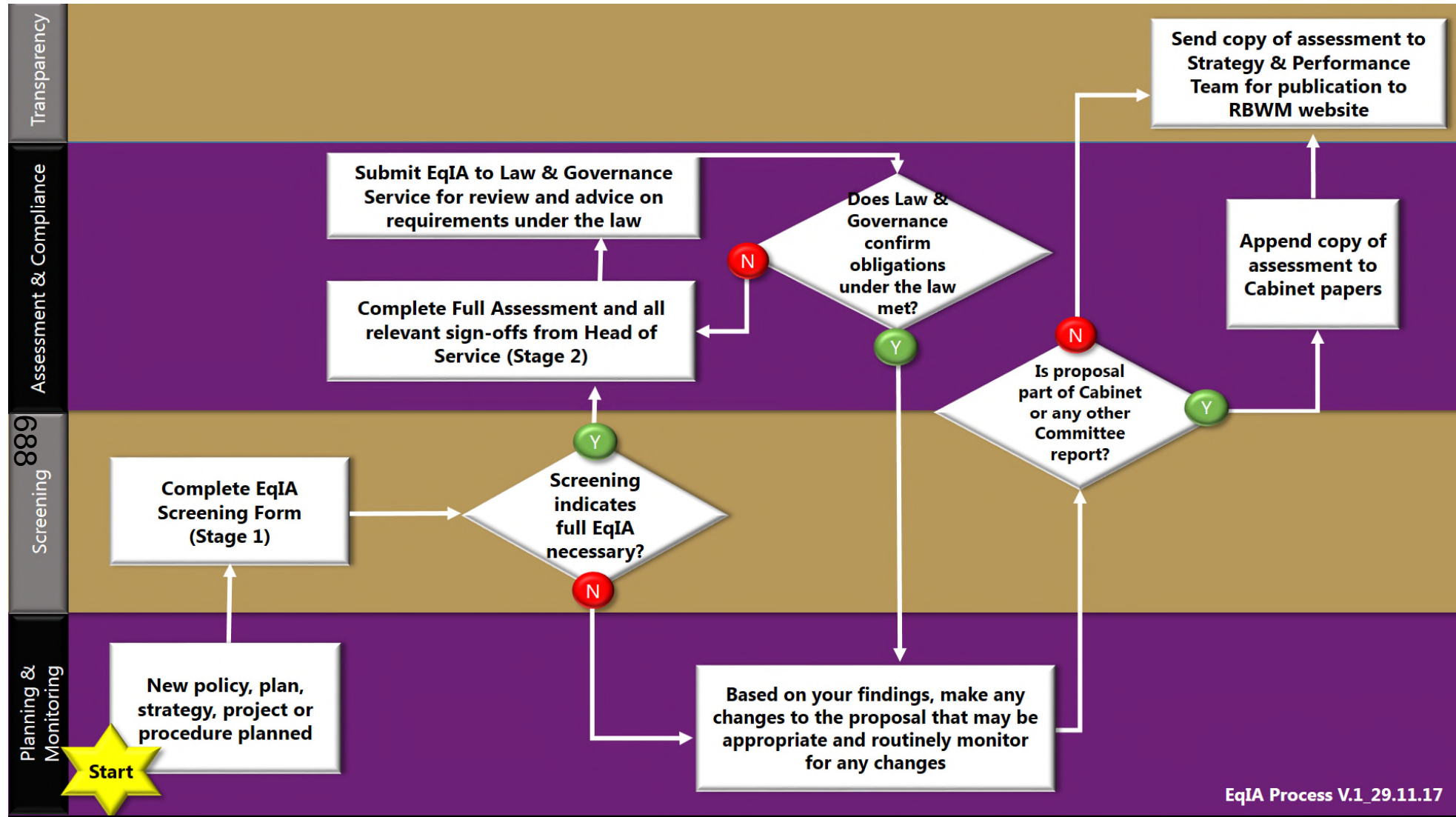
Equality Duty Statement	Protected Characteristic	Advancing the Equality Duty		Negative impact		Explanation & Mitigations
		Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	
689 Eliminate discrimination, harassment, victimisation	Age					
	Disability					
	Gender reassignment					
	Marriage and civil partnership					
	Pregnancy and maternity					
	Race					
	Religion or belief					
	Sex					
	Sexual orientation					
Advance equality of opportunity	Age					
	Disability					
	Gender reassignment					
	Marriage and civil partnership					
	Pregnancy and maternity					
	Race					
	Religion or belief					
	Sex					

	Sexual orientation					
Foster good relations	Age					
	Disability					
	Gender reassignment					
	Marriage and civil partnership					
	Pregnancy and maternity					
	Race					
	Religion or belief					
	Sex					
	Sexual orientation					

68

**2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts?**  
*These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.*

# EqIA Process



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