

NOTICE OF MEETING **CABINET**

will meet on

THURSDAY, 24TH FEBRUARY, 2022

At 7.00 pm

by

GREY ROOM - YORK HOUSE, WINDSOR, ON [RBWM YOUTUBE](#)

TO: MEMBERS OF THE 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 February 2022

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

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

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MEMBERS' GUIDE TO DECLARING INTERESTS AT 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 Disclosable Pecuniary Interest (DPI) or Other Registerable 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.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

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 (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.
- Any licence to occupy land in the area of the council for a month or longer.
- Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.
- Any beneficial interest in securities of a body where:
 - a) that body has a place of business or land in the area of the council, 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.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

CABINET

THURSDAY, 10 FEBRUARY 2022

PRESENT: 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: Councillor Christine Bateson, Councillor Julian Sharpe, Councillor Sayonara Luxton, Councillor John Bowden, Councillor Helen Price, Councillor Phil Haseler, Councillor Catherine del Campo, Councillor John Baldwin, Councillor Amy Tisi, Councillor Gurpreet Bhangra and Councillor Simon Bond.

Officers: Duncan Sharkey, Hillary Hall, Adele Taylor, Emma Duncan, Andrew Valance, Andrew Durrant, Kevin McDaniels, Louisa Freeth, Rebecca Hatch, Lousia Dean and David Cook.

APOLOGIES FOR ABSENCE

There were no apologies received.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

Cllr Baldwin asked if Cabinet Members should be declaring their interests they made at Council when considering the Borough Local Plan. The Monitoring Officer confirmed that they did not need to make the same declarations on the agenda items under discussion tonight.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 27th January 2022 were approved.

APPOINTMENTS

None

CABINET MEMBERS' REPORTS

A) 2022/23 BUDGET

Cabinet considered the report regarding the proposed 2022/23 budget.

The Chairman informed that Cabinet that he was putting forward a change to the recommendations in relation to funding for the arts and culture. Since the budget had been set the council had been undertaking discussions with arts organisations.

Norden Farm had agreed to work with the council and a joint consultant to look at their business model and working towards becoming self-funding. There had been a lot of lobbying from his Group and the consultation showed support for the arts. The administration had been keen on supporting the arts and the report from the consultant had given a figure on how best this should be done. The Leader proposed that £115,000 be provided in the 2022/23 budget to support Norden Farm this was not a grant but a partnership.

The Deputy Leader of the Council, Corporate & Resident Services, Culture and Heritage and Windsor informed Cabinet that with regards to proposals for the Old Court Windsor they were recommending a contribution of £25,000.

It was recommended that £140,000 be added to the budget to support arts and culture.

The Lead Member for Finance and Ascot informed Cabinet that it was a pleasure to present the Council's proposed budget to Cabinet. There were seven appendices that set out the financial plans for the Royal Borough of Windsor and Maidenhead, its net budget requirement and associated Council Tax level for 2022/23.

Cabinet had considered the draft Revenue Budget and draft Capital programme on the 25th November 2021 and agreed to a public consultation to run from the end of November until the end of January 2022. The results of that consultation were included within the report.

The Lead Member mentioned a number of changes and clarifications that had taken place since the November report had been approved as well as highlight a few other issues.

He proposed to increase council tax by 1.99% and the adult social care precept by 1% leading to band D Council Tax of £1164.99 or £65 pence a week. At the time of the November 2021 Cabinet there was some uncertainty about the estimated grant funding of £2.997 million that assumed a 6% increase in spending power. When challenged to say what he would propose if that assumption was wrong, he said he had confidence in the Finance team who had worked to gain as clear a view as possible of additional funding. He asked to be put on record that his confidence was well founded, the increase in grant funding at £2.976 million was just £21K less than that forecast. Cabinet should be aware that with the exception of Wokingham BC our share of funding was the lowest in the country.

Next year they were proposing growth and new investments of £5.449M shown on page 57 and on page 60 details of savings and income generation totalling £3.396M. Probably contrary to the expectations of some, they proposed increasing spending on services by £2m.

The budget continued to support the most vulnerable in our community with a spend of £40M on Adult Social Care and £27M on Children's Services. To maintain our excellent services for children a significant feature was approximately £10M additional funding committed to Children Services during the next 5 years.

Investment of £300K in busses waste contract costs £500K that allow bi-weekly black bin collections and help drive increased recycling. A budget for climate change of £250K a year for three years. More staff and expertise to assist those at risk of homelessness and client support officers to support vulnerable households. £1.5M to improve cycling infrastructure and increase cycling across the Borough. Revenue Investment and growth bids had increased by £75K as a result of our decision to support the Local Enterprise Partnership from 2022/23 following changes to central Government funding. Revenue savings and income generation proposals were unchanged from the draft budget.

The impact of Covid continued into 2022/23 with a projection of £1million lost income in Leisure Centres and Parking. This was covered by an appropriate use of earmarked reserves.

The Council's policy in relation to fees and charges was included at Appendix 2 page 76 which covered statutory and discretionary fees. The ambition was to be broadly in line with other Councils and for fees to reflect demand. The actual fees and charges were published on page 78, these had been debated by the Corporate Overview and Scrutiny Panel with an in-depth discussion on parking charges and the proposed parking discount scheme.

The Capital Strategy on page 141 set out very clearly the Council policy in relation to capital investment and explained the process for the technical approval and management of schemes. The Council was now operating within its means and no new discretionary spending was included as an addition to the proposed Capital Programme. New schemes were either

self-funded or essential to maintain service provision. The capital programme included £100M of investment in projects ranging from the Broadway Car Park and Affordable Housing to Highway Maintenance and Thames Flood scheme. Details of all schemes were included in annexes B1 to B6. starting on page 169.

Capital projects were funded through grant, S106, CIL funding or borrowing. Despite private individuals borrowing for mortgages, some take exception to the Council borrowing to deliver projects such as Braywick Leisure Centre, the waterways project and the Stafferton Link Road. With every £1m of debt adding roughly £30K to the revenue budget borrowing is carefully managed.

With regards to the capital cash flow at page 206 Appendix 4 annexe C of the Treasury Management papers. This showed projected capital expenditure, capital receipts, short term and long-term debt going out to 2035/36. The cash flow statement showed that debt would increase to £238M in 2025/26 and then fall with the option, if Council chose, to be debt free by 2035/36.

It was a requirement that the Council approves its Treasury Management Strategy, on page 187, at the start of each financial year. Treasury management was the management of the authority's cash flows, borrowing and investments, and the associated risks. This was an important aspect of the Council's business. The strategy was considered by the Audit and Governance Committee on the 21st October 2021, they noted the report which will go to Council for approval.

On page 211, Appendix 5 was the Council's pay policy, updated as a consequence of changes to the Councils structure affecting chief officers, appendix 6 on page 219 is the Pay award it is recommended that a pay award of 2% is made for 2022 and appendix A includes information supporting that recommendation. Last was the budget consultation report shown at Appendix 7 on page 223.

The Chairman said he was more than happy to second the report and put for ward for adoption by Council on 22nd February 2022. This had been a challenging budget build process with a lot of national issues, a loss of income and the pandemic. 12 months ago it would have been difficult to see a budget being presented that was increasing investment more than savings. This was a balanced budget that had been out to extensive consultation. He thanked the finance team for their excellent work especially getting their estimates so close to the final settlement on the draft budget, the draft budget that was criticised by the opposition saying we could not consult on those estimating figures.

The balanced budget allowed the council to start working on delivering its newly adopted Corporate Plan, investing in services such as children's services and the environmental agenda. There would also be continued innovation and transformation in service delivery.

As the national pressure on the cost of living continued the budget, if approved, would mean we continued to have one of the lowest council tax rates outside London. The proposed increase was 65 pence per week, he did not wish to see any increase taxation but they did need to invest in services. There was also a well deserved planned 2% increased pay award.

The resident 1 hour free parking scheme was locked in, transformation of adult services was locked in, the improvements to the library services locked in, environmental agenda was locked in, increased recycling was locked in, highways and digital connectivity was locked in, continued development in housing and the housing services was locked in and improved sports and leisure facilities were locked in. the Chairman thanked the Lead Member and finance team for their work on producing the balanced budget.

The Lead Member for Planning, Environmental Services and Maidenhead reported that he had worked closely with Norden's Farm and he was pleased to see the proposed investment and the strategic partnership.

The Lead Member for Transport, Infrastructure and Digital Connectivity thanked the finance team and Lead Member for the report and getting their grant estimates so accurate. It was good to see a focus on service improvement, the £300k for buses, the improvement bids for government grants and £1.5m for cycling and waling.

The Lead Member for Climate Change, Sustainability, Parks and Countryside informed that there had been investment in the tackling the climate crises, there had been a recruitment of 8 new officers, trees had been planted, there was the management of Battlemead Common, review of 31 council buildings, £205k for LED lighting, action on single use plastics and £250k per year for three years investment toward the Climate Change Partnership. Sustainability fell across all services in the Council and we were seeing more work done.

The Deputy Leader of the Council, Corporate & Resident Services, Culture and Heritage and Windsor thanked the Finance Team and she thanked everyone who took part in the consultation as this helped strengthen our case for investment in the arts and culture sector. There was a very well deserved proposed pay reward for staff. There had been a decrease in the gap between the highest paid and lowest paid throughout the organisation. However the proposed pay reward was also linked to councillors pay, she did not feel that councillors should also get the salary increase so she proposed the following addition to the reports recommendations at appendix 6:

iii) and requests the Independent Remuneration Panel review the indexation element of the scheme and report back to full Council.

Cabinet agreed to this amendment.

She was pleased to see the budget being aligned to the new Corporate Plan, that there had been an increase in weddings and thus an addition £100k income, a £96k growth bid in systems to help deliver better, a capital investment of £615k for improvements to the Guild Hall, grants to outside organisations were continued, libraries continued their excellent transformation programme, investment in Eaton for the Electrical Box project and additional investment in ICT that followed the important pre pandemic investment that allowed the council to be agile when the pandemic hit.

The Lead Member for Public Protection and Parking also thanked officers and the Lead Member for the report. He highlighted that the financial management had allowed the residents discount scheme to be brought back and that there was £10m investment in flood prevention schemes.

The Lead Member for Housing, Sport & Leisure, and Community Engagement informed Cabinet that the consultation had been a success, it had only been the second one undertaken on the budget recently and there had been over 1800 respondents which was three times more than the previous year. There was to be £1.2m spent on John West House that was a homeless shelter that also provided a comprehensive support service that helped vulnerable people. With regards to leisure centre figures were improving as we came out of the pandemic and more people were jabbed. For transparency he also made reference to Cllr Baldwins comments at the start of the meeting regarding declarations of interest and said that with regards to his job he had spoken to the monitoring officer who had confirmed he had no declarations of interest to declare.

The Chairman said there were three members of the public who had registered to address Cabinet and he welcomed them to speak in the order he had been given:

Charlotte Kewell informed Cabinet that she had prepared her speak prior to tonight's announcement of the additional investment into the arts.

She informed Cabinet that as a resident of the borough of 15 years, and with a young family, she would like to strongly urge the council to make investment in arts and culture across the

whole borough a top priority. She mentioned that speaking to Cabinet was something outside her comfort zone and thus hoped it showed how important this issue was to her.

Living in Maidenhead, we were so lucky to have a facility like Norden Farm Centre for the Arts, yet it was so much more than an arts centre. The cultural capital that Norden Farm offered its community through their work with schools and community groups was enormous. With inflation, energy bills and interest rate rises, the cost of living was increasing at a terrific rate, people's income was being squeezed like never before. Mental health services were seeing their biggest rise in cases, especially among children.

Many children across our borough would never have access to the inspiration and ideas that culture can spark if it were not for Norden Farm and the Old Court. Here, different cultures were celebrated and a huge sense of wellbeing and belonging generated through the pure joy they brought.

As a family, the Lantern Festival in Maidenhead remained one of the absolute highlights of our year. She informed how special it was to be there in person on Lantern Parade evening. On a cold night in December, the family look forward to the incredible lantern creations lighting up the streets, the sound of the bhangra drums, and a proud group parade around our town, all contributing to this amazing atmosphere. It was a chance to really see our town as never seen it before, beyond its retail centre.

She was constantly amazed at what Norden Farm achieved with what she believe was a really small team. Their programme was immense, from creative arts for the elderly to theatre, live screenings from venues that most of our community would never physically access and the biggest names in Comedy.

The value for money for the council therefore, not to mention the value in terms of public satisfaction, sense of belonging and wellbeing that this gave the community was exceptional. Norden Farm was the reason she loved living in Maidenhead, it was for all backgrounds, and for all ages.

These venues cannot do this on their own, they worked hard at fundraising, but they could not begin to resource their own fundraising without your critical foundation of support. 20 years to get Norden Farm open and 20 years now running, we cannot let this close.

Our council had an opportunity to sustain them through these challenging times. Please, from the bottom of her heart, please sustain investment in all arts and culture venues in our borough; in Norden Farm, Old Court and Windsor Festival, to nurture and inspire our community and the next generation.

The Chairman thanked Charlotte Kewell for her speech and agreed with her sentiments and that was why they were recommending the £140k being added to the budget for arts and culture. He also agreed with the mention of the importance to our residents mental health.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health said that as ward member where Norden Farm was based he was pleased to see that an agreement had been reached. He agreed what had been said about the importance of mental health, this had been an evidence based decision. He also mentioned that Norden Farm also worked with Adult Social Care. He had been mindful of the impact of the pandemic and especially that on young peoples mental health and opportunities such as those provided by Norden Farm were important.

Patricia Powell addressed Cabinet and said that she was in her 43rd year of living in Windsor. She had intended to address the proposed total slashing of arts funding in the Borough, which seemingly had one of the lowest in the country already. This was written before tonight's announcement.

She informed that she had a long business career, including a sizeable part in Windsor and environs, she had been a member and continued to be a member of a raft of local organisations and facilities, had volunteered, been on committees and more, so she offered a rounded point of view.

Despite the universally agreed principle that we should aim for healthy bodies and minds, for which the arts and culture were an essential contributory factor, the latter often seemed to be treated as luxuries. She firmly believed they should be seen as needs.

She recognised that the Government and local government had a very difficult job in seeking to balance all the basic tenets and requirements of our society and communities but feel strongly that there must somehow be a budget adjustment to take in at least some arts funding.

Arts should be seen as the twin of physical health and exercise facilities. Healthy bodies, healthy minds, healthy society. This was vital, not least as our life-spans continue to extend. Windsor and Maidenhead, which in many ways were admirable places in which to live, work and play, as the promotional approach says, will be diminished by a depletion of arts funding and the strong risk that The Old Court and Norden Farm would have to close.

Arts centres, including our two, are part of the building bricks of society. Take them away and the structure would be weakened. They offered, in warm, friendly environments and for sensible prices, a wonderful range of enjoyment, learning, inter-personal communication, volunteering and have something for all ages and everyone, from tiny children to senior citizens, abled and disabled, disadvantaged, disaffected, from individuals to groups. They are out-reaching havens.

The previous tabled proposal to delete all arts funding had attracted a well-supported petition against it, backed by Teresa May and others and mentions in the national and local media. It did the Borough no favours to be slammed for this proposal.

The arts centres and other cultural organisations worked hard themselves to secure funding from other sources but this was not always easy, particularly in times of crisis as in the pandemic, whose effects, not least the economic ones, would not vanish for some time. Arts needed, we needed, bolstering with some financial input from the local authority.

The Chairman thanked Patricia Powell for her presentation to Cabinet and again acknowledged his support for her sentiments and that was why they were proposing the £140k support for the arts across the borough. He mentioned Cllr McWilliams work with regards to leisure facilities and said he hoped that the proposals tonight would make a meaningful difference.

Robert Castell addressed Cabinet and he also said he had been prepared to speak prior to tonight's announcement. He said that he worked in the community choir and during the pandemic they had visited care homes to sing outside and entertain the residents during the difficult times. He mentioned that the benefits of arts and crafts was not a quantifiable measurement. The £140k funding was pleased to hear but councillors had said that it was not a grant, he asked if this could be expanded upon. There was talk of partnership but with regards to financial stability there needed to be certainty of funding for future financial planning.

The Chairman replied that he saw this not as a grant but as social investment and he would be working in partnership with Norden Farm. It was only correct that when spending our residents money that due diligence was undertaken. The budget consultation had showed the support for the arts and the commissioned support provided evidence for the appropriate level of support. This was a partnership to work toward long term stability. Cllr Rayner reiterated the support for the £140k investment in arts and culture across the borough, especially supporting Norden Farm and the Old Court.

The Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health reiterated the comments made by the last public speaker especially regarding mental health. This was a residents budget built upon data and what residents value. He mentioned that his portfolio took a significant proportion of the budget but there was still significant investment into services especially for the vulnerable in our society. He was pleased to see that people were living longer and more independent lives but this required investment and transformation. Continued work with our health colleagues was important. With regards to education he mentioned that 97% of our schools were either rated as good or excellent and there was continued investment not our children's services especially supporting the most vulnerable.

Cllr Luxton asked about investment in the south of the borough especially about the promises made for the proposed Oaks Leisure Centre in Sunningdale, she requested that funding be built into this budget. She was informed that the administration were still committed to the project but only when it was financially viable. When the leisure centre contract was up for review this would be looked at as a viable option. There had also been considerable lobbying in the south of the borough that had resulted in the new Heatherwood Hospital.

Cllr Baldwin mentioned that at this meeting last year he had a number of questions to ask but this resulted in confusion. He said he had spoken to the Lead Member at this week's Council meeting and been given the reassurance that his questions would be answered. He questioned the figures in the report about the Ray Mill Road East project and the expenditure around the sale and development of projects. As the discussion made reference to this week's Council meeting and the accusations made the Chairman asked Cllr Baldwin to either condemn those who made the accusations or ask them to report them to the police.

Cllr Baldwin also asked questions about the reserve allocations and the movement between the draft budget and the papers provided tonight in the different allocation of reserves. As there was confusion about the references made in the report and page number the Lead Member said a written reply would be provided if Cllr Hilton sent in his detailed question.

Cllr Baldwin also mentioned that he supported the pat reward and the proposal for member increase go to panel for consideration, however he asked about the assumptions made about inflation rates and where there risks and contingencies for increased inflation built into the budget. He was informed that with regards to inflation this was built into and shown in the MTFS. Each contract would have inflation implications built into them and with regards to utilities this was shown in the report.

Cllr Baldwin mentioned as his detailed questions could not be answered this evening he would email them to the Lead Member and Director of Resources and asked for reassurance that he would get a reply. He was informed that if he emailed in his question then he would get a reply.

Cllr Price mentioned that because of a bereavement Cllr Jones was not able to attend this meeting, the Chairman asked for his condolences be given to Cllr Jones.

Cllr Price mentioned that she welcomed the £140k being given to the arts in the budget but asked how this was possible as members had been informed that any amendments or additions to the draft budget had to be made by showing how they would be funded by either removing funding from elsewhere or showing income generation. The Executive Director for Resources replied that there had been an underspend in this year's budget that she had agreed to be set aside for this new proposal for one year only.

Cllr Price also mentioned that she was please to see more community groups being contacted to take part in the consultation but there was little detail about their responses in the appendix, she asked if more detail would be in the Council report. The Director for Resource said that a summary had been included in the Cabinet report as the consultation had only recently ended, more detail would be in the Council appendix.

Cllr Price went on to mention the newly announced £150 being given by the Government via Council Tax to help families during this increased cost of living. She raised concern that due to the changes in Council Tax this money would be wiped off for those on low income whilst those that may not need it as much would get the benefit. It was not right that those in the most need would not get the benefits of the payment. She asked if there were sufficient staff to help support those in need.

The Director replied that the £150 was a new announcement and that there were waiting for further detail from the Government on how it would be issued. The funds were not linked to Council Tax, they were just using the data. The money would be received by those in need. The Council also had hardship schemes and were working on bringing this information on one place on the website that people and agencies could easily access. There was a project looking into supporting those in need and new officers to help.

Cllr Price mentioned that building control had been brought back in house and asked if more services would be brought back in house and if so was there provision for this in the budget. She also asked if the budget was aligned to the corporate plan to allow projects to be resources and completed. The Chairman said that with regards to insourcing this was done on a case by case basis looking at what the best solution was and yes if appropriate they would be funded. He also confirmed that the budget would support the corporate plan.

Cllr Sharpe said that there was £40m capital spend in the budget and asked how much of this was for the southern wards. He also mentioned that £30m was being spent on a new car park in Maidenhead. The Lead Member replied that there was £200k in the budget for the wards mentioned and a further £316k for improved crossing on the A329. With regards to the car park this was a decision made in the past regarding Maidenhead Regeneration.

Cllr Larcombe made reference to a number of budget lines within the report regarding funding towards flood schemes. He highlighted section 2.4.6 The River Thames Environment Agency Scheme. He read out the paragraph where the Council had agreed in April 2015 at a cost of £10,000,000 to support the scheme. There was budget provision of £9,100,000 over the next two financial years. The report said that the scheme would cost £60m over three years. This was not funded but there was no mention in the report that the project would no longer go ahead. The Lead Member replied that when the Council said it would support the scheme this was on the condition of commitment and funding from Government, this did not happen.

Cllr Del Campo said she was pleased to see the proposals for funding for the arts, but was concerned that members had been kept in the dark. She mentioned that on numerous occasions she had requested that this be brought to Communities O&S Panel on a number of times but had been told it was not the appropriate time. She requested that the consultants report be brought to O&S and that all parties worked together on finding solutions for funding beyond next year. The Chairman replied that he was happy to have cross party working and that it was a shame Cllr Werner did not join us this evening, he was pleased that Cllr Del Campo supported the proposals. With regards to the topic going to the O&S Panel he would mention this to the Chairman but it was for the Panel to set their own work programme.

Cllr Tisi referred to Cllr Clerks comments that the walking and cycling initiatives were being funded by the council. She questioned that if grant funding was not forthcoming would some of the schemes be scaled back. She was informed that the schemes were funded as planned if additional grant funding became available then the schemes would be enhanced.

Cllr Bhangra mentioned that he supported the report, it was an excellent paper and a balanced budget. He welcomed the amendment and the funding for the arts.

The Lead Member for Finance and Ascot concluded by saying he accepted the thanks for all the hard work of the Finance Team. A balanced budget had been produced in the backdrop of very testing times.

Resolved unanimously: that Cabinet:

Appendix 1 – Revenue Budget

That Cabinet considered and recommends that Council approves:

- i) The 2022/23 Net Budget of £103.346m consisting of:
 - a. The proposed new growth in service budgets of £5.449m as set out in **Annex D to Appendix 1**; plus an additional £0.140m growth in the Arts budget recommended by Cabinet.
 - b. The proposed new opportunities and savings of £3.396m as set out in **Annex E to Appendix 1**;
 - c. The associated contribution from Earmarked Reserves of £2.262m, and the level of contingency as £2.38m as set out in paragraph **Error! Reference source not found.**;
- ii) Council Tax:
 - a. A Council Tax Requirement of £82.493m.
 - b. A Band D charge of £1,164.99 for the Royal Borough of Windsor and Maidenhead in 2022/23, reflecting an overall increase of 2.99%, based on:
 - i. A 1.99% increase in base Council Tax taking the charge to £1,025.90 for 2022/23;
 - ii. An additional 1% to reflect an increase in the Adult Social Care Precept which is proposed as £139.09;
 - c. The Special Expenses Precept increases by £0.67(1.99%) to £34.57 for 2022/23 for the unparished areas of Windsor and Maidenhead in accordance with Section 35 of the Local Government Finance Act 1992, as set out in **Annex F to Appendix 1**;
- iii) Schools Budget:
 - a. The allocation of the £140.607m Dedicated Schools Grant as set out in **Annex G to Appendix 1**, and delegated authority be given to the Executive Director of Children's Services and S151 officer in consultation with the Cabinet Members for Finance and Adult Social Care, Children's and Health Services to amend the total schools' budget to reflect the actual Dedicated Schools Grant levels once received;
- iv) Delegated authority to the Grants Panel to award community grants (capital and Kidwells Trust) for the 2022/23 annual round and publish the decisions following the Grants Panel.

Appendix 2 – Fees and Charges

That Cabinet considered and recommends that Council approves:

- iv) The Fees and Charges for 2022/23 as set out in **Annex A to Appendix 2**.
- v) Delegated authority is extended to the Executive Director for Adults, Health and Commissioning, in liaison with the Cabinet Member for Adult Social Care, Health, Mental Health and Children's Services, to set the Direct Payments Standard Rate (p20 of Annex A to Appendix 2).

Appendix 3 – Capital

That Cabinet considered and recommends that Council approves:

- vi) The Capital Strategy 2022/23 – 2024/25 as set out in **Annex A to Appendix 3** of this report. A draft was considered by Audit and Governance Committee on 21st October 2021.
- vii) The consolidated Capital Programme for 2021/22 – 2024/25 in **Annex B1-3 to Appendix 3** of this report, including previously approved schemes and proposed new schemes as set out in **Annexes B4 & B5 to Appendix 3** of this report.
- iii) Capital programme slippage to date from 2021/22 to 2022/23 as detailed in **Annex B6 to Appendix 3**.

Appendix 4 – Treasury Management

That Cabinet considered and recommends that Council approves:

- viii) The Council's Treasury Management Strategy for 2022/23 as set out in **Appendix 4** of this report, including
 - a. The proposed Lending Counterparty Criteria;
 - b. the continuation of the current Minimum Revenue Provision Policy for 2022/23.

A draft was considered by Audit and Governance Committee on 21st October 2021.
- ix) The Council's Treasury Management Policies as set out in **Annex A to Appendix 4** of this report;
- x) The Council's Prudential Indicators as set out in **Annex B to Appendix 4** of this report

Appendix 5 – Pay Policy Statement

That Cabinet considered and recommends that Council approves:

- xi) The Council's updated Pay Policy Statement Strategy for 2022/23 as set out in **Appendix 5** of this report, noting that Sections 2.9, 3.3, 4.1, 4.2, 4.3, 4.4 and 4.5 of that appendix will be updated following Council's decision regarding the 2022 staff pay award.

Appendix 6 – Proposed Pay Award

That Cabinet considered and recommends that Council approves:

- xii) A pay award of 2% from 1 April 2022 for all staff paid on RBWM local pay scales.
- xiii) An increase in Members' Allowances of 2% in line with the employee pay award, as required by Section 17 of the Members' Allowances Scheme.
- xiv) and requests the Independent Remuneration Panel review the indexation element of the scheme and report back to full Council.

Appendix 7 – Feedback from the Corporate Overview and Scrutiny Panel / Public Consultation

That Cabinet considered and had due regard to the contents of Appendix 7 and recommends that Council also gives it due regard.

B) WASTE CONTRACT AMENDMENT

Cabinet considered the report regarding a decision made under delegated authority in relation to a contract change notice to the Serco Waste Contract.

The Monitoring Officer informed Cabinet that officers of the Council discussed with the waste contract provider the introduction of a new fortnightly waste collection in line with the direction given by Cabinet which resulted in a change to be agreed using the contract change provisions in the contract. This involved setting off potential income streams within the waste budget, however the net increase to budget provision was identified at £500,000.

Under the Council's Contract Standing Orders and delegated authority officers were able to make variations to contracts up to £500,000 subject to consultation requirements with officers and the Cabinet Member. If the change proposed was over £500,000 then it becomes a decision to be exercised by Cabinet.

Whilst the net effect on the budget was correctly identified as £500,000, the adjustment to the contract was in excess of that when revenue pressures were taken into effect, meaning that appropriate officer delegated authority was not in place at the time the change notification was completed and thus it should have been a Cabinet decision. The contract was now binding but Cabinet were being asked to ratify the decision.

The Chief Executive apologised to Cabinet and said that this had been a mistake by officers and should have been picked up as a Cabinet decision, there were no financial implications but our processes would be reviewed and reported to the Audit and Governance Committee.

Cllr Bond said that he would have liked to have seen more detail within the report explaining the increase in the contract. He mentioned that Cabinet had been informed about the issue so that briefing note could have been attached as an appendix. The Chief Executive informed that during lockdown domestic tonnage had increased, he agreed that the briefing note would be circulated.

Cllr Carrol reported that as he had left the room during the discussion he would not be voting on the recommendations.

Resolved unanimously: that Cabinet notes the report and:

- i) **Ratifies the contractual amendment dated 28 September 2021.**
- ii) **Notes and endorses the actions proposed and taken in respect of future decision making.**
- iii) **Recommends that the Audit and Governance Committee to review the suggested improvements to process identified in the report.**

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.

RESOLVED UNANIMOUSLY: That the Part II minutes of the meeting held on 27th January 2022 were approved.

The meeting, which began at 7.00 pm, finished at 9.30 pm

CHAIRMAN.....

DATE.....

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

ITEM	SCHEDULED CABINET DATE	NEW CABINET DATE	REASON FOR CHANGE
RBWM PropCo Business Plan, Annual Milestones and Risk Management including Update on Governance Action Plan	n/a	31/03/22	New Item
Corporate Peer Review Report	n/a	31/03/22	New Item
Award of contracts for Domiciliary (Home based) Care for adults	31/03/22	28/04/22	Further work required
Biodiversity Action Plan	n/a	28/04/22	New Item
HR & Payroll Solution	n/a	26/05/22	New Item

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)
18								
Financial Update	- Open	Latest Financial Update.	Yes	Cabinet Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal process	Cabinet 31 Mar 2022	
Achieving for Children Reserved Ownership Decisions	- Open	This report seeks approval of Achieving for Children's Business Plan, annual budget and Treasury Plan.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Kevin McDaniel	Internal process	Cabinet 31 Mar 2022	

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)
19 RBWM PropCo Business Plan, Annual Milestones and Risk Management including Update on Governance Action Plan'	Fully exempt - 3	A report seeking approval of the RBWM PropCo five year Business Plan and Annual Milestones, an update on current risks and mitigation and an update on the Governance Action Plan including approval of the revised Shareholder Agreement and Scheme of Delegation	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Duncan Sharkey	Internal Process	Cabinet 31 Mar 2022	
Windsor Vision	- Open	The Prince's Foundation will support the Council in the preparation of a Windsor Visioning document through a seven-month programme with three key stages.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Andrew Durrant	Internal Process	Cabinet 31 Mar 2022	
Corporate Peer Review Report	Open -	To update Cabinet on the Corporate Peer Review Report	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Emma Duncan	Internal process	Cabinet 31 Mar 2022	

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)
Award of contracts for Domiciliary (Home based) Care for adults	Fully exempt - 3	This report seeks approval to award contracts for the provision of domiciliary care following a tender exercise. The contracts will be awarded for 5 years with the option to extend for a further 2 years commencing in August 2022.	Yes	Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll)	Hilary Hall	Internal process	Cabinet 28 Apr 2022	
Biodiversity Action Plan	- Open	TBC	Yes	Cabinet Member for Climate Change, Sustainability, Parks and Countryside (Councillor Donna Stimson)	James Thorpe	Internal process	Cabinet 28 Apr 2022	
Finance Update	- Open	Latest Financial Update	Yes	Cabinet Member for Finance and Ascot (Councillor David Hilton)	Adele Taylor	Internal Process	Cabinet 26 May 2022	

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)
21 HR & Payroll Solution	- Open	The Royal Borough of Windsor and Maidenhead (RBWM) requires an integrated HR management and payroll software (HRMS) which addresses all its needs for workforce management and employee salary payments.	Yes	Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor (Councillor Samantha Rayner)	Nikki Craig	Internal process	Cabinet 26 May 2022	
Appointments to Outside Bodies	- Open	To make appointments of council representatives on outside and associated bodies.	Yes	Leader of the Council and Chairman of Cabinet, Business, Economic Development and Property (Councillor Andrew Johnson)	Emma Duncan	Internal Process	Cabinet 23 Jun 2022	

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~~ 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

Report Title:	Transport Service Delivery Model
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Clark, Cabinet Member for Transport, Infrastructure and Digital Connectivity
Meeting and Date:	Cabinet, 24 February 2022
Responsible Officer(s):	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth and Andrew Durrant, Executive Director of Place.
Wards affected:	All



REPORT SUMMARY

In 2017, the Council made the decision to enter into a five-year highways and professional services contract with Project Centre Ltd to provide a range of services on behalf of the Council. This involved transferring some Council employees across to Project Centre under TUPE regulations.

The needs of the service and priorities of the Council have changed. The end of the contract represents the opportunity to review the model for delivery of the service and this paper recommends that the Council brings these services back 'in-house' and provides a direct award contract to Project Centre Ltd to provide specific technical advice and support.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Approves the proposed change in delivery model to bring transport and infrastructure services back into the Council, including letting a new direct award contract to Project Centre Ltd to provide specific technical support.**

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

Options

Table 1: Options arising from this report

Option	Comments
Bring the contracted services back into the Council and let a new direct award contract to Project Centre Ltd to provide specific technical support. This is the recommended option	The proposed arrangements will give greater clarity to other officers and members as well as better accountability for service delivery. Being fully integrated into the service will also provide stronger links to other parts of the Council and its priorities.

Option	Comments
Extend the existing contract using the provisions in the contract to extend by one or two years.	Extending the current contract would not resolve any of the issues identified with the current service arrangements.
Retender the contract to seek a new provider for the service in its current form.	The current issues with service delivery relate more to the structure and performance arrangements in the contract rather than the individuals or organisation delivering the service.
Renegotiate a different form of contract to deliver a hybrid model with some services delivered in-house and others being delivered through the contract.	Each of the services within the contract have been reviewed individually to assess whether they could be better delivered through the existing contract.
Bring service back in house and commission all elements of technical support separately.	The proposed direct award contract will allow continuity of service during the transition as well as retaining the knowledge and experience developed working on borough projects to be maintained for ongoing projects.

2.1 As part of a review of the service a range of options have been considered which have included bringing the service back into the Council, retaining the current outsourced solution and other hybrid models. Each part of the contracted service has been reviewed taking into account the principles of our commissioning strategy.

2.2 The existing approach to service delivery could be maintained. The contract has clauses to allow for either a one- or two-year extension. Given some of the challenges highlighted in the review of the current service provision, this is not the preferred option. The current contract makes it difficult to manage performance based on service outcomes and also does not empower officers to improve day-to-day service provision. It also provides a dual layer of management which increases costs and delivery time. Pursuing an option to retender the same contract with a different provider would not fix the structural issues with the delivery model. The Council would also lose a significant amount of institutional knowledge from within Project Centre.

2.3 The approach could be modified using a hybrid of in-house and outsourced service delivery. Having reviewed the delivery of services within the contract, the majority of work is carried out by a core team of individuals who work exclusively on the contract. These core roles are undertaken by mostly ex-Council

employees fulfilling roles across road safety, development control and public transport support. Providing the Service Lead for Transport with the opportunity to directly manage this team will reduce layers of management and allow the team to be empowered to deliver service improvement, in line with our values.

2.4 The area of scope where there was more ad-hoc support and expertise used was in 'Transportation'. This includes transport policy responses, transport studies and transport planning advice. Given the breadth of issues that the transport and infrastructure service cover it is important to maintain the ability to call in specialist expertise for specific projects or issues. It is also valuable to be able to call on additional resource in the short term to deliver against potential opportunities offered and requirements placed on the Council by third parties, such as central Government. A good example of this was the recent Bus Service Improvement Plan where central Government placed urgent demands on the Council and a dedicated team was put together to lead its development.

Background

2.5 In April 2017, the Council entered into a contract with Project Centre Limited to provide highways and transport professional services. As part of the contract, nine roles undertaken by Council employees were transferred to Project Centre. The scope of the contract was split into five key areas (The contract scope is included as Appendix B.):

- **Account management**, which covers all the areas required to manage and run the contract including regular performance management.
- **Road safety and traffic management**, which includes accident records and monitoring, road safety education and training and traffic management studies.
- **Transportation**, which includes traffic and travel monitoring, strategy and policy, transport studies and transport planning support.
- **Development control and flood risk management**, which includes support on planning applications, travel plans, S278 agreements and flood risk management support.
- **Public transport support**, which includes monitoring, information and liaison with operators.

2.6 There have been several changes to the Council structure and its priorities since the original contract was agreed almost 5 years ago. In terms of structure, the Council made the decision to separate the strategic transport and infrastructure functions from the commissioning service and create a new Infrastructure, Sustainability and Economic Growth service within the Place Directorate. This was to enable the Council to provide greater strategic leadership in these areas.

2.7 The Council also set its strategic direction to create a sustainable borough of opportunity and innovation through its new corporate plan. This sets out three priorities which include taking action to tackle climate change and delivering quality infrastructure that connects neighbourhoods and businesses and allows them to prosper. The Transport and Infrastructure team has a key role to play in delivering these.

Current issues with the contract

- 2.8 With the changes to the Council's structure, there is now a physical and corporate separation of those leading and delivering the service. This creates a lack of clear accountability between the roles within RBWM and Project Centre. This translates into confusion of accountability for decision making and a difficulty in empowering those delivering day-to-day service to make decisions. As a result, this regularly falls back to a small RBWM client team where there is insufficient capacity to take responsibility for all operational decisions.
- 2.9 It also creates additional layers of management with officer work often being reviewed within the Project Centre hierarchy prior to being passed to RBWM officers. This creates delay in the process meaning delivery is less efficient and timely, when it needs to be more agile.
- 2.10 There is also a mix of contracted services, projects and commissioned studies which means it isn't always clear what value is being delivered specifically through the contract. This is compounded by the contract performance management structure being focussed on volume of work rather than quality or timeliness of delivery.

Proposed solution

- 2.11 The proposed solution is to create a new team structure within Transport and Infrastructure with 13 roles. This includes four existing roles, five roles with potential for TUPE from Project Centre and four additional roles to build capacity and improve service delivery.
- 2.12 The transport and infrastructure portfolios will be separated with a service lead for each area. The Service Lead – Transport will focus on transport strategy and policy, studies and analysis, active travel, public transport, road safety and highways development control. The Service Lead – Infrastructure will be responsible for our capital programme, broader infrastructure planning, digital infrastructure, funding and developer contributions (CIL & S106). The proposed structure is included as Appendix C.
- 2.13 A direct award contract will be awarded to Project Centre to provide technical expertise and support in transport planning matters. This will include studies commissioned by the Council and strategy documents that require larger levels of resource over a short period of time. This will also allow the Council to draw in specialist expertise as required. This new contract is intended to be a short-term arrangement of up to two years to allow a broader review of how to commission highways, transport and professional services in a holistic way.
- 2.14 It is proposed that the current arrangements in the contract for flood risk management are maintained. This function has recently moved into the sustainability team and a new Flood Risk Manager has just joined the Council. Maintaining continuity of service will be important whilst the team settles into its new area and will enable the new officer to review the existing arrangements and make decisions on future service provision in due course.

3. KEY IMPLICATIONS

- 3.1 The Transport and Infrastructure teams will be responsible for delivering 10 of the 50 goals set out in the corporate plan. Therefore, having a stronger in-house

team will enable a greater focus on these outcomes and allowing those delivering the service to take ownership of those goals, in line with our values.

3.2 The proposals will result in five members of the existing Project Centre team to transfer back to the Council under the TUPE regulations. This requires a 28-day consultation period during which those team members can ask questions and determine whether they wish to join the Council. Any remaining roles to be filled and the new roles within the team would need to be recruited. This would be through the normal recruitment processes.

3.3 A new contract direct award contract will be finalised, working with the procurement team. The outline heads of terms have been agreed and therefore this can be implemented within the timescales of the completion of the existing contract.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The proposed changes to the service can be delivered within the existing budget, with the expectation to enable delivery of an improved service better aligned to our corporate priorities. As such the proposals are considered to represent value for money.

4.2 Within the budgets there will be a shift in the balance of spending from the current situation. In the relevant budget cost codes, there is currently £240k for employee costs and £485k for consultancy fees. This would shift to £625k on employee costs and around £100k on consultancy.

4.3 The pensions team have been consulted on the proposals, as there are some members of the Project Centre who are still part of the Local Government Pension Scheme. No significant risks or issues have been identified and an actuarial report will be commissioned once the TUPE consultation has concluded, and we have confirmation as to whether any of the team will be re-joining the Council.

5. LEGAL IMPLICATIONS

5.1 The contract is due to come to an end on 31st March 2022 and therefore the council is able to consider alternative approaches to service delivery. Under the terms of the current contract, the TUPE regulations will apply to five members of the existing Project Centre team. Although the obligations will mostly relate to the Project Centre as the current employer, the Council will work closely with them to ensure any consultation is carried out in accordance with the regulations.

5.2 The proposals will require a new contract with Project Centre. The Council procurement team was engaged at an early stage to seek advice and have agreed the approach.

6. RISK MANAGEMENT

6.1 The key risks relate to maintaining a continuity of service. Therefore, we have built controls into the proposals so that the essential elements of the service can be maintained.

Table 2: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Team members choose not to TUPE leaving a gap in service provision	HIGH	Informal discussions have taken place with team members to understand their key issues and views. The direct award contract will include provisions to second resource into the team to support in the short term, if needed.	LOW
Recruitment to roles is difficult due to the labour and skills shortages in the market	MEDIUM	In the short term the service can be delivered utilising the existing team and those roles due to transfer back into the organisation. This can be supplemented by consultant support if needed.	LOW

7. POTENTIAL IMPACTS

7.1 Equalities. A screening assessment has been undertaken and has found no issues in relation to equalities.

7.2 Climate change/sustainability. Bringing services back into the Council is intended to allow those delivering the service to have a greater understanding of the Council's corporate priorities. This will support delivery of our wider environment and climate strategy and closer working arrangements with colleagues in sustainability.

7.3 Data Protection/GDPR. Project Centre has its own data protection processes which ensure that the obligations under GDPR are met. However, having the service back in the Council will align processes with the rest of the Council and will make it easier to respond to information data requests.

8. CONSULTATION

8.1 The proposals have been developed working closely with colleagues across different departments within the Council. There has been informal engagement with Project Centre and those employees who would be affected by the proposals.

9. TIMETABLE FOR IMPLEMENTATION

9.1 If approved, the proposals would begin implementation at once with the formal launch of the TUPE consultation. The new contract would be finalised and the recruitment process for the new roles would begin. The intention is to enable the core team to be in place alongside the new contract with Project Centre by 1st April 2022.

10. APPENDICES

10.1 This report is supported by three appendices:

- Appendix A – EQIA Screening Assessment
- Appendix B – Scope of existing contract
- Appendix C – Proposed service structure

11. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	27/01/22	01/02/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	27/01/22	01/02/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	27/01/22	01/02/22
Elaine Browne	Head of Law (Deputy Monitoring Officer)	27/01/22	01/02/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	27/01/22	27/01/22
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	27/01/22	08/02/22
<i>Other consultees:</i>			
<i>Directors</i>			
Duncan Sharkey	Chief Executive	27/01/22	01/02/22
Andrew Durrant	Executive Director of Place	27/01/22	27/01/22
Kevin McDaniel	Executive Director of Children's Services	27/01/22	01/02/22
Hilary Hall	Executive Director of Adults, Health and Housing	27/01/22	27/01/22
<i>Heads of Service</i>			
Nikki Craig	Head of HR, IT and Corporate Projects		
Kevin Taylor	Pension Services Manager	27/01/22	27/01/22

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Transport, Infrastructure and Digital Connectivity	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision	No	No
First entered into the Cabinet Forward Plan:		

Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Essential information

Items to be assessed: (please mark 'x')

Strategy		Policy		Plan		Project		Service/Procedure	X
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Responsible officer	Chris Joyce	Service area	Infrastructure, Sustainability and Economic Growth	Directorate	Place
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Stage 1: EqlA Screening (mandatory)	Date created: 27/01/2022	Stage 2 : Full assessment (if applicable)	Date created : N/A
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Chris Joyce

Dated: 27/01/2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Guidance notes

What is an EqlA 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.

EqlAs 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. All completed EqlA 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.

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 EqlA?

The process for conducting an EqlA 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.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

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 proposals will change the way that the transport and infrastructure function is delivered moving from a mostly contracted model to an in-house service. This will provide better links to the council's corporate plan objectives and more joined up leadership and service delivery. Some expertise will be maintained through a new direct award contract to allow the council to access specialist expertise and additional resource to deliver specific projects as required.

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".

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Disability	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Gender re-assignment	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Marriage/civil partnership	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Pregnancy and maternity	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Race	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Religion and belief	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Sex	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>
Sexual orientation	Not relevant			<i>The proposed changes to the service are intended to improve service quality for all users but not expected to have a significant impact on any protected characteristic.</i>

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Outcome, action and 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
Was a significant level of negative impact identified?	No			
Does the strategy, policy, plan etc require amendment to have a positive impact?	No			

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).

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqlA : Transport Service Delivery Model

Stage 2 : Full assessment

2.1 : Scope and 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.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqlA : Transport Service Delivery Model

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.*

Eliminate discrimination, harassment, victimisation

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

Advance equality of opportunity

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Transport Service Delivery Model

Foster good relations

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.

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.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD
EQUALITY IMPACT ASSESSMENT
EqlA : Transport Service Delivery Model



Highway and Transport Professional Services Scope

INDEX OF SCOPES

(AM) ACCOUNT MANAGEMENT

(RS) ROAD SAFETY & TRAFFIC MANAGEMENT

(TP) TRANSPORTATION

(DC) DEVELOPMENT CONTROL & FLOOD RISK MANAGEMENT

(PT) PUBLIC TRANSPORT

Preamble to Scopes

Consultants are asked to consider all issues around the provision of the Professional Services contract as described in these documents and to enter your prices into Annex E Lot 3 – Highway and Transport Professional Services Pricing Schedule.

The Client has not yet decided how to provide co-located facilities for Client and Consultant.

There are two possible options which are set out in the Account Management (AM) Scopes. Consultants are asked to consider all the issues associated with each solution and provide appropriate prices to cover all costs in supporting either solution.

Consultants are asked to submit details of the proposed staff structure that will be needed to provide the Service/s – Annex D Lot 3 Award Criteria Response R2.

There are specific duties that you will have allowed for to achieve the scope of works defined, or additional work that will be instructed, there will be various management tasks which you are expected to have included in your prices

Appendix 2 provides a series of diagrams for information which outline the information flow between the Client and Consultant and links to associated providers. These include:

- Project Lifecycle;
- Passenger Transport enquiries;
- Traffic & Road Safety Enquiries;
- Flood Risk Management enquiries;
- Transport Policy Support;
- Highways Development Control & Sustainable Urban Drainage (SUDS).

For information, this contract is being let in parallel with two (2) other contracts (referred to as Lot 1 and Lot 2):

- Lot 1 is Highway Management and Maintenance Contract;
- Lot 2 is Traffic Management and Ancillary Services.

The Consultant will be expected to deliver the Contract with staff that are qualified or have professional memberships commensurate with the Services outlined in the scopes.

Allow for all printing costs. Normal printing costs are not reimbursable.

You must allow for all travel in connection with this Contract, and any subsistence costs that arise. No travel or subsistence claims will be allowed except in exceptional unforeseen circumstances.

Consultants rates must allow for complying with all requirements of the Contract not allowed for elsewhere.

Prices entered in the Pricing Schedule will be deemed to include the production and supply of all monitoring information set out in the scopes.

General Handover: The Consultant will provide the services to the Client from 1st April 2017. The Pricing Schedule is deemed to cover all costs in undertaking the handover during the period 1st January 2017 to 1st April 2017.

Prepare to accept Services and provide seamless delivery to be effective from the end of March 2017. Ensure liaison takes place with the existing providers and with Clients Officers, so that all ongoing issues are fully covered.

Allow for any other work which is to arise in the Handover period and during initial contract period which provides additional workload not covered elsewhere.

Handover at the End of the Contract: prune all records as necessary, destroy discarded records, gather all information together, prepare for collection and load for despatch, distinguishing between records for archiving, and records to go to new Consultant/Client. Provide transfer boxes, schedule and index all items and mark up accordingly. Includes providing copies of all datasets and databases.

REF.	ACTIVITY: ACCOUNT MANAGEMENT
AM1	ACCOUNT MANAGEMENT

GENERAL

AM1 ACCOUNT MANAGEMENT:

Purpose: To ensure the Professional Services operation is properly managed.

TASK	
1 a)	<p>Option A (Optional) To provide and operate a fully equipped local office to deliver the contract with 2 no. 'touch-down' facilities.</p> <p>To provide IT and communications systems to deliver the contract in the Consultant's local office. Allow for all staff included in your submitted structure plus an additional 2 units 'touch-down' facilities</p> <p>To operate and maintain local office and IT communications systems each year.</p>
1 b)	<p>Option B (Optional) The Client will provide offices which will be furnished and supplied with IT and communications equipment. Include for all costs and support necessary to operate a team established in aa Client-provided Office per year.</p> <p>To provide any additional IT systems and connections that may be necessary to connect to Consultant's offices. Include for support and maintenance. The Consultant will be responsible for resolving this provision with the Client's ICT team.</p>
Annual Activities	
2 a)	<p>Provide and technically maintain a project management computer system</p> <p>Provide and technically maintain a cost capture computer system and make available to the Client on an "open book" basis per year</p> <p>Provide and technically maintain a computer system for the management of the account generally and attend meetings and undertake work as required per year</p>
2 b)	<p>Annually prepare programme to include all work in hand and all works to be undertaken in year.</p> <p>Update programme each month to indicate progress</p> <p>Produce individual detailed scheme programmes and project plans as required</p> <p>Maintain the Risk Register each month to ensure it is an accurate reflection of all significant risks</p>

2 c)	<p>Attend six-monthly strategic meetings of the Programme Board.</p> <p>Produce monthly progress reports on each scope, arrange necessary meetings and arrange attendance by all who need to be present to monitor progress on entire contract,</p> <p>Produce summary reports of outcomes, concerns, exceptions, performance indicators and financial information to agreed format.</p> <p>Arrange and hold monthly meetings with the Client / Commissioning team, and produce approved minutes and actions</p> <p>Give general advice on the consultancy work not otherwise covered in individual tasks</p>
2 d)	<p>Receive and process all requests for work including agreeing brief and timescale, and revise as necessary.</p> <p>Maintain a computerised log of all work received, in hand and completed to include all relevant information including scheme progress and monthly actions. Ensure all work is in accordance with Client procedures, Standing Orders and Financial regulations, and any other documents used by the Client</p> <p>Note: No separate charge will apply for producing a cost estimate for a job or scheme or for agreeing the brief and programme to apply to the work</p>
2 e)	<p>Provide draft responses to enquiries for all areas of work set out in the Contract Scopes as requested by the Client (over and above indicative volumes included in the contract scopes) up to 250 per year within 20 working days of receipt</p>

REF.	ACTIVITY: ROAD SAFETY & TRAFFIC MANAGEMENT
RS1	ACCIDENT RECORDS AND MONITORING
RS2	TRAFFIC MANAGEMENT AND ROAD SAFETY (GENERAL)
RS3	ROAD SAFETY EDUCATION AND TRAINING
RS4	TRAFFIC MANAGEMENT STUDIES

RS1 ACCIDENT RECORDS AND MONITORING:

Purpose: To identify road accidents caused by highway characteristics and resulting user behaviour.

TASK	
1 a)	Provide up to one license, maintain and develop the 'ACCSMAP' system for management of accident information. New accident data is required to be sent electronically to the Client on a monthly basis
1 b)	Obtain AccsMap data from Wokingham / WSP to update records on a monthly basis
1 c)	Review an annual summary report from the Safer Roads Partnership concerning the number and type of accidents including appropriate national/regional comparators. Identify key trends, high risk sites and analysis as necessary to develop annual works programmes
1 d)	<p>Monitor and report the ongoing accident records of all sites where remedial action has been taken (about 15 schemes per annum) and calculate 3½ years after the completion of these schemes the first and third year rate of return.</p> <p>Yearly undertake inspections and consider any complaints, representations or references and produce report on effectiveness of schemes implemented in the previous year against the predictions, and where desirable, suggest need for further work to be included in programme. (Optional)</p>

Monitoring Information

- Inputs to database
- Summary report for all accidents
- New high risk sites identified
- Monitor accident records of sites (Optional)

RS2 TRAFFIC MANAGEMENT AND ROAD SAFETY (GENERAL):

Purpose: To improve road safety consciousness and to promote and maintain appropriate policy guidelines and standards for all traffic management and road safety issues.

Prepare reports and replies to enquiries and attend meetings to give technical support to the Client relating to all aspects of traffic and road safety set out in the RS scopes

TASK	
1 a)	Maintain appropriate policy guidelines and standards for all traffic management and road safety matters Keep Client informed of any new guidelines/standards within one month of publication by a technical note. Report in writing on any changes where appropriate within 28 days
1 b)	Prepare Cabinet reports and technical notes (indicative volume – 20 per annum) regarding traffic management/road safety matters (set out in the RS scopes) and provide all accident information required for enquiries/reports.
1 c)	Attendance at meetings, for example; Public consultation; Parish Council; Member engagement, to support the Client on any road safety or traffic management matter/scheme (set out in RS Scopes). Approx. 15 per year.

Monitoring Information Number of reports submitted to Client
Number of meetings attended

RS3 ROAD SAFETY EDUCATION AND TRAINING:

Purpose: To improve awareness of road safety issues, encourage and support safer road user behaviours, and reduce the number and severity of road traffic casualties in the Borough.

TASK	
1 a)	Prepare an annual programme of activities for Road Safety Education, Training and Publicity (ETP) to help deliver the road safety objectives and strategies identified in the Local Transport Plan. Provide the client with a draft programme for each financial year in the preceding January.
1 b)	<p>Liaise with Safer Roads (or their successor) to identify:</p> <ul style="list-style-type: none"> • key road safety issues affecting the Borough's roads and population; • local road traffic casualty numbers and trends; • common crash causation factors; • high risk demographics; • the most appropriate communication channels for engaging target audiences. <p>The ETP programme must reflect this market intelligence.</p>
1 c)	Provide accredited individual(s) to undertake child car seat safety checks and provide advice and demonstrations for parents on how to properly fit and adjust car seats. (Up to 5 events per annum.)
1 d)	Provide information, guidance and advice at new parent sessions schools on safe travel to and from schools. (Up to 12 events per annum.)
1 e)	<p>Provide road safety ETP activities for school pupils, including:</p> <ul style="list-style-type: none"> • Classroom activities for primary school pupils to teach road safety awareness and how to travel to / from school safely. • Young / pre-driver events for secondary school pupils <p>(Currently provide 20 sessions for Year 3, 20 sessions for year 4 and 20 sessions for year 6, with 10 events for secondary school pupils)</p>
1 f)	<p>Prepare and submit bids to the Department for Transport to secure funding to deliver the Bikeability programme in schools, which will be agreed in advance with the client.</p> <p>Provide or procure and manage Bikeability training providers with the appropriate skills, experience and resources to deliver the programme and who can deliver the programme within the agreed budget. Manage all aspects of delivery of the Bikeability programme, including bookings and payments.</p> <p>Submit claim forms to the Department for Transport in order to draw down the funding.</p>

1 g)	<p>Develop, deliver, monitor and evaluate road safety publicity campaigns as informed by market intelligence provided by Safer Roads (or their successor).</p> <p>This may involve supporting national campaigns (e.g. Think! campaigns promoted by the Department for Transport), or bespoke campaigns to address local issues, working with Thames Valley Police, neighbouring authorities and other partner agencies as appropriate. (Up to 5 per annum).</p> <p>Previous campaigns have addressed: safe travel to school; young driver education; older driver education; driver impairment (i.e. drink / drug driving); distraction (e.g. mobile phone use); seat-belts; speeding; behaviour of vulnerable road users (e.g. pedestrians, cyclists and children).</p>
1 h)	<p>Procure and store road safety information leaflets / booklets / resources that are necessary to support Road Safety ETP activities.</p>

Note: The above activities represent the projects currently undertaken in accordance with the road safety programme. However subsequent programmes may need to be revised to ensure they represent current best practice. This is to be the responsibility of the Consultant in liaison with the Client. The Consultant is to price to undertake the activity (to the extent resources are required) and not a specific programme of events.

Monitoring Information

Number of meetings
 Number of events attended
 Number of pupils attending Bikeability sessions
 Number of pupils attaining levels 1, 2 and 3 Bikeability
 Number of road safety publicity campaigns run

RS4 TRAFFIC MANAGEMENT STUDIES:

Purpose: To review and respond to requests for traffic management and road safety improvements.

TASK	
1 a)	Enquiries: undertake an investigation and produce a technical report / briefing paper for consideration by the Client (allow for up to 25 per annum)
1 b)	<p>High Risk Accident Sites: Investigate the 15 most high risk sites (from Accident Recording) and produce an annual summary report for consideration by the Client scheduling the site and recommended measures to be implemented</p> <p>Allow for a full study and detailed technical note (including a budget estimate) to be prepared on the top 5 sites prioritised by the Client</p>
1 c)	<p>The Consultant is to prepare a programme commencing in October each year based upon its knowledge of the Royal Borough and the inputs received from the Client and partners, recommending studies that the Client should consider undertaking, or revisions to the prioritised programme that already exists, and identifying a scope and timetable for each study in the list.</p> <p>This is to produce a list of ongoing work, which will be reviewed every quarter. The Client may amend but is to agree the reports to come before the next and future meetings.</p>
1 d)	<p>Traffic Management Studies: The above produces a programme of approximately 20 traffic management schemes and Local safety schemes to be undertaken each year resulting in a detailed report and proposal. This generally results in Cabinet approval to implement works. Sometimes the Committee may request further feedback before works are agreed.</p> <p>Undertake studies to the agreed scope and timetable and include the following as circumstances demand:</p> <ol style="list-style-type: none"> Prepare and undertake an approved consultation programme. Following consultation prepare draft report for consideration by the Client detailing any revisions considered necessary. Produce a draft study report including an analysis of information and responses with a recommendation, covering:- <ul style="list-style-type: none"> - Traffic management measures - Environmental measures - Estimated costs - Any foreseeable objections - Possible sources of financing - Any further consultations with local communities/ other bodies which should be undertaken - Form and scope of publication of the final Study. <p>Note: - Where a scheme proceeds from feasibility to detailed design this will be commissioned by the Client from the Lot (3) provider.</p>

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Monitoring Information Enquiries received and addressed
Number of traffic management studies

REF.	ACTIVITY: TRANSPORTATION
TP1	TRAFFIC AND TRAVEL MONITORING
TP2	LEGISLATION, POLICIES, STRATEGY, CONSULTATIONS AND FUNDING
TP3	TRANSPORT STUDIES
TP4	ADDITIONAL TRANSPORT PLANNING SUPPORT

TP1 TRAFFIC AND TRAVEL MONITORING

Purpose: To determine traffic flows, public transport patronage, and levels of walking and cycling activity. This is needed to inform transport planning and development control decisions.

TASK	
1 a)	Manage and maintain the network of 50 permanent traffic counters, ensuring 90% data capture at each site over the course of each financial year, including Bluetooth journey time data at 8 sites (contract currently with Road Traffic Equipment Manufacturers (RTEM) Ltd).
1 b)	Manage the mobile data connection at each ATC site (sim cards are currently provided by Vodafone).
1 c)	Manage and maintain the database of current and historic ATC data (currently hosted by Drakewell and accessed via the C2 online analysis tool).
1 d)	Propose to the client any changes that should be made to monitoring sites on the basis of new or revised transport and land use plans, and implement changes as agreed.
1 e)	Undertake an annual programme of monitoring to show changes in walking and cycling activity (currently achieved via annual snapshot using video surveys between 7am and 7pm at 25 sites on cordons around Maidenhead and Windsor town centres). Cycle counts should be disaggregated by gender at each site.
1 f)	Undertake traffic counts / surveys for Traffic Management and Road Safety purposes, including (indicative volume – 25 per annum): <ul style="list-style-type: none"> o Classified link counts o Classified junction turning counts o Pedestrian crossing surveys o Speed surveys
1 g)	Deploy 10 speed indicator devices at agreed sites across the Borough, changing the locations of signs every seven (7) days
1 h)	Analyse and validate results from temporary counts /surveys, and provide them to the client in Excel spreadsheet format within 10 days of data being collected.
1 i)	By the end of June each year, prepare an annual travel report to include the following: <ul style="list-style-type: none"> o Changes in rail passenger numbers at each rail station in the Royal Borough (data published by the Office for Road and Rail – data will be one year in arrears due to publication dates). o Changes in the number of bus journeys starting in the Royal Borough (data provided by public transport operators). o Changes in bus punctuality (based on data from on-bus GPS systems and operators, with occasional manual surveys to check any anomalies). o Changes in walking and cycling journeys (measured through the annual cordon counts in Maidenhead and Windsor) o Changes in traffic (million vehicle kilometres) within the Royal Borough as estimated by the Department for Transport o Changes in traffic speed on A-roads within the Royal Borough as estimated by the Department for Transport o Changes in traffic movements in the Royal Borough (Average Annual Daily Traffic) as measured by the automatic traffic counters, with breakdown by AM peak, inter-peak and PM peak periods and by area (Maidenhead, Windsor and

	the rest of the Borough).
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Monitoring Information

Data coverage across automatic counter sites.
Monitoring sites repairs and costs.
Recommended changes
Surveys commissioned
Responses to data requests
Reports produced

TP2 LEGISLATION, POLICIES, STRATEGY, CONSULTATION AND FUNDING

Purpose: To identify the need for changes in the policies and programmes that the Client pursues in response to changes at national, regional and local levels, and identify opportunities to maximise funding.

TASK	
1 a)	<p>Advise the client on national, regional and sub-regional transport highway asset issues, in the form of briefing papers to be issued within one month of the relevant publication date. This will include:</p> <ul style="list-style-type: none"> ○ advice on matters of national transport legislation, policy and strategy, including related environmental, economic, financial and land use policy and relevant consultations ○ advice on regional and sub-regional transport strategy, strategic road and rail issues, Heathrow, and inter-authority transport matters, including relevant consultations. <p>Specific consideration is to be given to the implications for the Royal Borough and its policies and programmes. Produce reports to a standard framework with an executive summary.</p>
1 b)	<p>Advise the client on external funding opportunities, in particular those available via the Department for Transport and the Thames Valley Berkshire Local Enterprise Partnership. My Community Interest Company Ltd is contracted to prepare bids on the Clients behalf. The consultant is to advise the client as to whether additional work is necessary to support each funding bid (e.g. a supporting webTAG compliant business case), and the timescale and cost estimate for completing this work.</p>
1 c)	<p>Prepare responses to public consultations, as agreed with the client (6 per annum).</p>
1 d)	<p>Review and update the Local Transport Plan (LTP) every five years, to reflect changes in conditions on local and strategic transport networks and changes to land use plans – the first review is due 2017/18. Year to be confirmed by the Client. Attend project meetings (12 per annum), prepare minutes, prepare draft and final version and arrange all necessary public consultation, including online questionnaires, workshops, exhibitions, etc.</p>
1 e)	<p>Prepare thematic strategies (e.g. bus / cycling / road safety strategy, etc.) as agreed with the client in order to support the Local Transport Plan and / or Borough Local Plan (maximum of two per year).</p>

Monitoring Information:

Number of client briefings
 Number of reports
 Number of consultation responses
 Number of strategies
 Number of meetings, consultations, events
 Number of bids prepared

TP3 TRANSPORTATION STUDIES

Purpose: To provide information relating to the transport needs of the Borough, which is required in order to support the development of relevant strategies and schemes, as well as internal and external funding bids.

TASK	
1 a)	Submit to the client annually a suggested programme of studies that could be undertaken in support of the Local Transport Plan and associated capital programme. The programme should be costed and provided with accompanying briefs. Examples of studies are provided in Note 1. The study framework may include: summary of existing conditions, relevant policies, study objectives, existing data, data collection, problem identification, market research, consultation and consensus building, partnership working, option identification, evaluation, environmental assessment, impact assessment, option recommendation, funding options, costings, and strategy development.
1 b)	As requested, carry out studies in accordance with a specific brief and programme agreed with the client and submit reports. The content of the study reports is to be submitted to the client in draft in the format identified in the agreed brief and is to be the subject of revisions and updates during the study process, to take account of client and Committee requirements and consultation responses. The timescale for submission of drafts is to be as required. (Approximately 3 studies per annum).
1 c)	For larger schemes (i.e. more than £250,000 in value), carry out post implementation surveys within 1 year of practical completion. All data collection requirements in advance with the client (e.g. traffic counts, accident stats, queue lengths etc.) and prepare reports identifying the success or otherwise of the works and any further works that are considered necessary to address issues identified. (Optional)

Monitoring Information:

- Number of studies recommended
- Number of studies completed
- Number of studies completed within estimate

Note 1:

Examples of studies that may be considered for inclusion in the annual programme include:

- Transport / land use integration studies
- Corridor studies
- Local area studies
- Parking studies
- Interchange studies
- Public transport studies
- Travel demand management studies
- Freight distribution studies

Examples of scheme development work (i.e. feasibility / outline design / detailed design):

- Urban realm improvement schemes
- Disabled access schemes
- Pedestrian schemes
- Cycle schemes
- Bus priority schemes
- Public transport interchange schemes
- Public transport information initiatives

- Park and ride schemes
- Parking schemes
- Electric vehicle charging point schemes
- Road safety schemes
- Traffic management schemes

TP4 ADDITIONAL TRANSPORT PLANNING SUPPORT

Purpose: To provide additional support to the Transport Planning service.

TASK	
1 a)	To be the first point of contact for all internal and external queries, deal with day-to-day issues and coordinate responses on behalf of the Transportation Planning service. To include: <ul style="list-style-type: none"> o Dealing with requests from Client officers and elected members o Dealing with enquiries from the general public and other external stakeholders o Dealing with request for information from the Department for Transport and Thames Valley Berkshire Local Enterprise Partnership
1 b)	Attending and reporting on meetings relating to matters of: <ul style="list-style-type: none"> o national transport legislation, policy and strategy o regional and sub-regional transport strategy o related environmental, economic, financial and land use policy o strategic road and rail issues o airport access issues o cross-boundary transport matters (12 per annum)
1 c)	Attend Committee, Forum and Working Group meetings as required to support the client and answer technical questions (12 per annum) (Optional) Attend working group/steering group meetings for inter-authority projects as advisor and/or Client representative, when instructed by the Client. Provide summary report to Client within 10 working days of the meeting.
1 d)	Supply transport advice and data to external bodies / members if the public as and when agreed with the Client. All customer charges to be agreed with the Client prior to action. Any charge payable by the customer is to be invoiced and retained by the Client.

Monitoring Information: Number of responses within agreed timescales.
Number of meetings attended
Data provided within agreed timescales.

REF.	ACTIVITY: DEVELOPMENT CONTROL & FLOOD RISK MANAGEMENT
DC1	PLANNING APPLICATION ADVICE AND SUPPORT
DC2	TRAVEL PLANS
DC3	SECTION 278 AGREEMENTS
DC4	SUSTAINABLE URBAN DRAINAGE – PLANNING APPLICATION SUPPORT
DC5	FLOOD RISK MANAGEMENT

DC1 HIGHWAYS PLANNING APPLICATIONS ADVICE AND SUPPORT

Purpose: To provide highways planning advice to developers including the scope of TIAs and Travel Plans to ensure that proposals comply with Client policies.

TASK	
1.	Pre-application and Planning Advice (indicative volume – 700 per annum)
1 a)	<p>Receive copies of plans correspondence & supporting data together with written instructions from Client on required input.</p> <p>Within 10 days, or as otherwise agreed with the Client::</p> <ul style="list-style-type: none"> • discuss and clarify with the Client general issues relating to activity area, policies to be pursued and proposals for actioning any particular submission; • undertake an initial appraisal of proposal submitted to establish if submission is generally satisfactory and that all necessary information has been received and seek further information or clarification in writing; • Provide assistance and guidance to the developer on the Scoping of any TA required;
1 b)	Take receipt of any revised or additional information submitted and consider such information as part of the submission.
1 c)	<p>Carry out site visit to establish:</p> <ul style="list-style-type: none"> • how the development will fit into the surrounding highway infrastructure; • the level and nature of the existing traffic, on street parking and pedestrian movements in the locality; • any additional constraints on the development not evident from the plans – such as Traffic Regulation Orders, level differences etc; • the location of nearby public transport facilities, schools, shops etc in so far as these cannot be assessed from records already available.
1 d)	<p>Consider data submitted within 7 days of receipt of submission or as otherwise agreed with the Client. Assess (in accordance with Client's instructions):</p> <ul style="list-style-type: none"> • whether the proposals are feasible within the highway and the developer's land ownership; • whether the proposals are technically sound • whether any Traffic Assessment submitted is robust, junction modelling and capacity calculations comply with recognised practices, complies with any previously agreed Scoping and that the conclusions are sound and acceptable; • the proposals comply with Client policies in respect of car parking whether and highway design, where appropriate; • whether a satisfactory stage 1 audit has been completed in respect of any works to be carried out on the public highway by the developer; • whether there is a need to secure works to the highway or contributions to support alterations to the highway infrastructure to accommodate the specific travel needs of the proposal, giving details of the required specifications and standards where appropriate. (I.e. Specific works to form a new or improved junction); • whether there is a need or other justification for seeking contributions towards public transport or other travel initiatives in accordance with RBWM Supplementary Planning Guidance (I.e. general upgrading of transport infrastructure in support of SPG on developer contributions • appropriate conditions and informatives to be attached to any planning consent.

	TASK
1 e)	Prepare and submit a briefing note in writing for the Client with a summary statement on action required by the developer within 10 days of receipt of the original submission or most recent amended/additional documents where appropriate unless otherwise agreed with the Client.
1 f)	(Optional) Meet with the Client, the planning office and applicant where appropriate to discuss the issues and seek to find solutions to outstanding problems to facilitate the successful outcome of the planning application.
1 g)	Take receipt of additional and revised submissions seeking to resolve and clarify issues identified in the briefing note and prepare and submit an updated briefing note on the same basis as above.
1 h)	Respond to written and oral requests from Members or the general public about highway issues arising from the proposals as required by the Client.
1 i)	Return application and supporting data to the Client with the briefing note unless it is agreed that it is retained to carry out further assessments when further submissions are made. All documents remain the property of RBWM.
1 j)	Large schemes requiring all elements outlined above - 5 per annum.
1 k)	<p>Planning Appeals (Note: any meetings with the appellant to discuss possible solutions to the highway and parking reasons for refusal are included in DC1 above)</p> <ul style="list-style-type: none"> • To receive instructions from the Client and carry out such background reading of DC and Highway DC files, committee reports and appeal documents as is necessary to understand the highway and parking issues to be covered within the written and verbal submissions • To agree in consultation with the Client (or Planning Officer if so instructed) the deadline for the submission of written proofs of evidence or other statements • To liaise with the Client, Planning Officer, Legal Representatives and other Client officers involved in the appeal to ensure a unified approach to the appeal • To attend meetings with the Client, planning officer, and/or legal representatives of the Client, and other interested parties, to discuss the presentation, format and content of the appeal submissions as required • To carry out such research ,surveys and site inspections as are required to support the Client's highway and parking reasons for refusal • To prepare statements and/or written proof of evidence as required to support the 's case for the highway and parking reasons for refusal and submit them in accordance with the agreed timetable • To attend Informal Hearings, Public Inquiries and Site Visits with the Inspector as required <p>All documents remain the property of RBWM but will be held by the Consultant for reference during the life of the agreement</p>

DC2 TRAVEL PLANS

Purpose: To provide advice and support to schools, developers and Client officers in the preparation and implementation of travel plans, and administer the ongoing monitoring of existing travel plans to ensure that they comply with the Client's policies.

TASK	
1)	School Travel Plans
1 a)	To advise and support schools with the preparation, implementation, monitoring and review of school travel plans, ensuring that they are prepared to a standard agreed with the client (up to five new travel plans for new / expanded schools per year and review up to three existing school travel plans per year)
1 b)	Set up and maintain a database of travel survey results from school travel plans to inform education planning and transport planning decisions.
2)	WorkPlace Travel Plans
2 a)	Provide advice to developers on the format and content of Workplace Travel Plans associated with development proposals submitted to the Client as part of pre-application consultations, or in support of planning applications, as requested by the client, ensuring that they are compliant with local policies and guidance with regards to content, actions, targets, monitoring and sanctions. Requests should be actioned within 10 days of receipt, or as otherwise agreed with the client (checking / approving up to 10 new travel plans per year).
3)	Travel Plan Monitoring
3 a)	Receive monitoring reports relating to Travel Plans, through the client or obtain direct from the developer/occupier. Consider the results of the review process and discuss with the developer / occupier actions or initiatives that are required to meet targets. Requests should be actioned within 20 days of receipt or as otherwise agreed with the client (monitoring up to 10 existing travel plans per year).
3 b)	Set up and maintain a database of travel plan survey results to inform transport planning and future development control decisions.
3 c)	Ensure that all documentation relating to travel plans that have been secured through the planning process are sent to the Planning Development Management Team for logging on the planning database.

Monitoring Information:

- Number of school travel plans developed to agreed standards
- Number of workplace travel plans developed to agreed standards
- Number of monitoring reports obtained

DC3 SECTION 278 AGREEMENTS

Purpose: Carry out detailed appraisal of developers' proposals to ensure that they comply with Royal Borough of Windsor and Maidenhead's standard policies. Secure sufficient information for inclusion in a S278 Agreement. Inspect the construction of the developer's highway works on site and ensure that all works comply with the latest approved drawings (Indicative volume – 20 per annum)

TASK	
1 a)	<p><u>Negotiation of Agreement</u></p> <p>On receipt of planning consent and at the request of Developer to proceed with the Section 278 agreements. Receive and record notice of intention of developer to proceed with development. Seek number from 4000 series from HDC to match S106 agreement.</p> <p>Liaise with the Client to agree the extent of works required, and any specific requirements or constraints in respect of specifications, design of the scheme or timing of the works, including any restrictions on hours of work or routes used by construction traffic.</p> <p>Within 10 working days of receipt of notice of intent, or as otherwise agreed with the Client, issue a comprehensive list of Highway Client's requirements as specified in the current Highway Design Guide. Where a response is not provided within 10 days, the developer should be notified within 5 days of the expected response date which in any case should not exceed 20 days.</p>
1 b)	<p>Receive and record drawings and specifications from the developers assessing each proposal including:-</p> <ul style="list-style-type: none"> • Checking that all the relevant highway planning consent requirements are met • Evaluation of any divergence from the requirements and the implications and recommended remedies; • Ensuring that all stages for satisfactory safety audit have been/will be carried out for the scheme in accordance with Method 3 IHT publication "The Safety Audit of Highways" (or subsequent updated document approved by HA); • Check on implications of the proposal for properties adjoining the schemes including alterations to or effects on means of access (consider Land Compensation Act implications) • Ensuring all consultations with public utilities have been undertaken and evaluating the implications of any concerns raised and possible remedies; • Checking that all necessary notices under the New Roads & Street Works Act have been prepared for all statutory undertakers • ensure all Traffic Regulation Orders and diversion orders and associated signing/ lining are being progressed in order to facilitate the works, including the need to revise parking controls; • checking that all street lighting, signing, white lining, drainage and accommodation works are provided as far as can be reasonably established; • check the extent of the works is adequately defined on the plans with particular reference to the areas to be resurfaced upon completion of the works and how the works will merge with the existing highway.
1 c)	<p>Within 15 days of receipt of drawings respond in writing to the developer or his agent or Contractor identifying any concerns or failures to comply with the highway requirements and clearly stating what action should be taken to resolve these concerns or failures.</p> <p>Where a development is to be implemented under a "design and build" contract the initial</p>

	<p>agreement of drawings will be less complete. Arrangements should be made within the S278 agreement for the submission of design details as the development proceeds with an agreed timescale for checking and approving details</p> <p>Receive amendments and additional plans and process as above. Ensure that developer is invoiced appropriately by the Client</p> <p>Agree extent of consultations and notifications with the Client and ensure all necessary consultations are undertaken which will include Parish Authority's, Local Members, residents and occupiers of commercial premises within 200m of the works. Arrange for the developer to post signs on the highway at least 10 days prior to the start of works giving the start date and expected programme period for the works. If there any significant variations to the scheme from that approved at Planning Stage the revised scheme should be referred to the Highways Policy Team.</p> <p>Once the detailed plans have been agreed, secure a detailed estimate of the value of the highway works for the purposes of securing a 100% bond.</p> <p>Secure details of the developers registered address, and names & addresses of the solicitor and bondsman.</p> <p>Secure 6 copies of drawings for legal agreements, plus 1 set each for site inspections, retention in Client's office and for Consultants reference.</p> <p>Forward all necessary details and drawings to Legal Services so that the Section 278 agreement can be drafted using an agreed pro forma</p> <p>Ensure S278 is registered with Land Charges once signed</p> <p>Negotiate and secure a programme of works from the developer.</p> <p>Respond to requests for information from Members, the general public and other interested parties as required.</p>
1 d)	<p>Inspection of Works</p> <p>Within 10 days of receipt of notification that developer wishes to proceed:</p> <ul style="list-style-type: none"> • ensure that contractor's public liability insurance has been verified and seek references to check suitability of contractor if not on the Client's approved list; • ensure Section 278 is signed and inspection fees have been paid to the CLIENT; • ensure that all legal notices have been served to allow commencement of works to the highway; • ensure local residents Parish Council and Ward Councillors are advised of start date and overall programme timescale; • ensure contractors drawings are the same as Section 278 agreement drawings, or that any amendments have been agreed. <p>Before S278 works commence, liaise with site manager to ensure:</p> <ul style="list-style-type: none"> • Contractors are working to approved Section 278 plans and specifications and are aware of any specific constraints, such as lorry routing requirements or limitations on times of working; • Plans show all necessary ducts and service alterations that are required to avoid unnecessary disruption to traffic and excavation in the carriageway after the carriageway wearing course is applied. Agree how ducts will be marked on site and positions recorded so they can be found later; • a record of condition survey has been carried out with developer to agree the condition

	<p>of the highway within the agreement site;</p> <ul style="list-style-type: none"> the Consultant is aware of need and how to inform Contractor when key elements of work are to be carried out, so that adequate inspections can be undertaken particularly in respect of checking road formation (CBR), connections to highway drains and approval of materials to be laid; procedures for testing of materials are agreed. <p>Carry out site inspections to ensure works are carried out in accordance with the agreed drawings and specifications.</p> <p>Where variations are required record these and submit report to the Client detailing the reason and nature of the changes. Where major problems occur which require a deviation from the basic requirements, discuss variation with HDC Team Leader before approving variation.</p> <p>Ensure appropriate temporary road signing is in place during the works including any necessary diversions and that "new layout " signing is displayed for the required period after the works are completed and removed when that period has expired.</p> <p>Recommend issue of certificates in accordance with Section 278 agreement and notify legal services of reductions in bond as appropriate.</p> <p>Ensure developer carries out and submits a stage 3 safety audit and review findings with the developer, agreeing any further amendments to be carried out prior to adoption.</p> <p>Ensure any other processes needed to support the works are in hand to enable the works to be handed over at the expiry of the maintenance period, including any TROs, easements, sewer adoptions, public right of way diversion orders etc.</p> <p>Ensure any other processes needed to support the works are in hand to enable the works to be handed over at the expiry of the maintenance period, including any TROs, easements, sewer adoptions, public right of way diversion orders etc.</p> <p>Deal with any issues arising to the Client's satisfaction to bring all matters to a conclusion, including dealing with queries and complaints from the public, local residents, and Councillors (including Parish Councillors).</p> <p>Towards end of maintenance period, carry out remedial works check and advise developer of any works requiring attention prior to adoption including any damage caused to the highway during the progress of the works.</p> <p>Provide written quarterly progress report to the Client (on 1st March, June, Sept and Dec) in a format suitable to be presented to the Highways Policy Team indicating:</p> <ul style="list-style-type: none"> any significant changes to the design progress against the developers programme; inspection fees charged against the total fee secured under the S278 and how this compares with the progress of the works – highlighting any possible overspend. <p>Secure as built drawings, check their accuracy as far as possible by visual inspection of site and issue to the Client coloured as set out above (Two copies) Update GIS record for highway land ownership where additional land is dedicated, details of new highway layout etc.</p> <p>Report on recommendation for final adoption and issue of Final Certificate of completion. Arrange for release of Bond and notification of Land Charges. Send original copy to Client for their formal records.</p>
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	On completion and final acceptance of the works, return all documents to the Client for archiving. All documents remain the property of RBWM but will be held by the Consultant for reference during the life of the agreement
1 e)	<p>Monitoring</p> <p>Provide a quarterly progress report (on 1st of March, June, Sept and Dec or as otherwise agreed) on all current S278 agreements in writing to and meet with the Client to discuss any pertinent issues about the service. Prepare a technical note for consideration by the Client to include all sites currently being negotiated, including:</p> <ul style="list-style-type: none"> • the location of the works including the names and numbers of all road affected and the Parish in which the works lie; • a brief description of the works • where available the likely start date and construction timescale; • where available the agreed or provisional bond value.
1 f)	<p>All documents remain the property of RBWM but will be held by the Consultant for reference during the Contract Term.</p> <p>S278 drawings will include a coloured copy at not less than 1:500 scale indicating the following for the purposes of defining the intended new highway layout:</p> <ul style="list-style-type: none"> • The extent of the S278 works in green outline; • The extent of new or amended carriageway in brown; • The extent of new or amended footway in grey; • The extent of new or amended highway verge in green; • The extent of new or amended cycleways in blue; • New or amended highway drainage and gullies in orange; • New or relocated street lights by a yellow circle; • Any easements in purple. <p>Further plans will need to indicate:</p> <ul style="list-style-type: none"> • construction details • the extent of resurfacing to be carried out after all excavations have been completed; • the removal of redundant highway drainage, street furniture and lining • the proposed new street furniture and lining; • levels, long sections and setting out details.

DC4 SUSTAINABLE URBAN DRAINAGE – PLANNING APPLICATION SUPPORT

Purpose: Where planning applications are for major developments the local planning authority must ensure that SuDS are implemented unless demonstrated to be inappropriate. A major development is considered as:

1. Residential Development: 10 dwellings or more, or site area of 0.5 hectares or more where the number of dwellings is not yet know.
2. Non Residential Development: Provision of a building or buildings where the total floorspace to be created is 1000 square metres or more, or where the floor area is not yet know a site of one (1) hectare or more.

The Client anticipate 250 major applications will be submitted a year (spanning pre-application advice, outline planning, full planning and discharge of consent applications). Of these approximately 80 will be 'new' developers.

TASK	
1 a)	<p>Scope of Services provide advice on the flood risk and drainage elements of major planning applications for the following six key applications types:</p> <ul style="list-style-type: none"> • Pre-application advice; • Outline applications; • full applications; • review of conditions; • reserved matters applications; and, • scoping opinions.
1 b)	<p>Pre-application advice Review publically available information on flood risk, geology and RBWM planning policies to produce a summary of requirements and recommendations in regards to the flood risk and drainage opportunities and influences for pre-applications.</p> <p>Review any location plans and further information submitted with pre-applications. To undertake a desktop study assessing current flood risk to the site and the geology and hydrogeology of the area. Policy requirements for the site will also be outlined. The results of the desktop study and policy requirement will then be combined to present drainage opportunities and constraints for the site and provide a list of recommended information to be submitted with the application.</p>
1 c)	<p>Outline Applications Provide a summary of findings and recommendations in regards to the flood risk and drainage aspects of outline planning applications. Review any relevant submitted documents with the application. Undertake a desktop study to assess the (publically available) flood risk, geology and hydrogeology information of the site and relevant policy documents. This information will then be combined to assess whether the documents submitted with the application are adequate to demonstrate that flood risk and drainage are adequately addressed for the application. The following details are required for a major outline drainage strategy:</p> <p>In order to determine the suitability of flood risk and drainage proposals for an outline application we envisage the following information will be submitted by the applicant:</p> <ul style="list-style-type: none"> • Topographical survey including existing ground levels and how water flows naturally on the site, including flows to and from the site; • Identification of any existing watercourses; • Ground investigation results including groundwater levels and infiltration tests;

	<ul style="list-style-type: none"> • If appropriate, contamination survey and remediation proposals; • Conceptual drainage design demonstrating how SuDS are to be integrated into the proposed development, including plans and sections; • How runoff is to be collected from roofs, roads and other hard surfaces; • Flow routes including low flow, overflow and exceedance routes; • Approximate surface water storage volumes and locations; • Confirmation of proposed destination of “controlled flow of clean water” from the site post development (i.e. to ground by infiltration, to watercourse or to surface water sewer) and details of any offsite works, and • Planned maintenance arrangements for the drainage system(s). <p>Recommend whether there is sufficient detail to approve the application, approve subject to conditions or whether refusal is recommended and the additional information the applicant is required to submit to enable determination.</p> <p>Where approved and/or approved subject to conditions provide recommended conditions which should be attached to the decision notice, and if the application is refused the additional information the application is required to submit to enable determination.</p>
1 d)	<p>Full Applications</p> <p>Provide the same information as expected for outline applications. Some extra details are also required for major full applications, and the information below is required in all instances, unless already approved on the outline permission:</p> <ul style="list-style-type: none"> • Topographical survey including existing ground levels and how water flows naturally on site, including flows to and from the site; • Identification of any existing watercourses, their typical dimensions and resting water levels & depths; • Ground investigation including trial pit and / or borehole information to at least 1m below any significant proposed infiltration drainage element. The minimum number of trial pits required will be dependent on design, but must take account of any variation in ground conditions. • Groundwater monitoring within 1.5m of any significant proposed infiltration drainage element. Monitored for a suitable period dependent on prevailing weather conditions and regional water levels. • Infiltration test(s) at the depth(s) and location(s) of all significant infiltration features or other agreed representative locations; • If appropriate, contamination survey and remediation proposals; • Design calculations for: <ul style="list-style-type: none"> ○ Greenfield run-off ○ Brownfield run-off (including reductions) ○ Peak flow rates ○ Surface water volumes and storage volumes required ○ Drain down times • Plan(s) showing detail of the SuDS including levels, detail locations and detail drawings; • How runoff is to be collected from roofs, roads and other hard surfaces; • Flow routes including low flow, overflow and exceedance routes; • Details of the phased implementation of the drainage system(s), including where necessary, mitigation during construction. • Details of Source Control features for each sub-catchment; • Details of each Site Control feature with flow control locations and details; • Details of conveyance features from place to place;; • Confirmation of final storage volumes and flow control rates; • Details of Regional (Catchment) Controls in public open space where appropriate; • Confirmation of proposed destination of “controlled flow of clean water” from the site post development (i.e. to ground by infiltration, to watercourse or to surface water sewer) and details of any off site works;

	<ul style="list-style-type: none"> Planned maintenance regime including details of responsible parties for the lifetime of the development; Agreement(s) in principal with any relevant authorities for discharge to ground / watercourse / sewer.
1 e)	<p>Review of Conditions and Reserved Matters Application</p> <p>Provide a summary of findings and recommendations as to whether planning conditions relating to flood risk and drainage have been met. Review the conditions/reserved matters attached to the decision notice for the planning permission as well as any relevant documentation from the original planning application and the documentation submitted to discharge the condition/reserved matter.</p> <p>By reviewing this information assess whether all information required for discharging the condition/reserved matter has been submitted (as detailed above for full applications). Recommend whether there is sufficient detail/information to enable the condition/reserved matter to be discharged, or whether additional information is required. If additional information is required list what is expected from the applicant.</p>
1 f)	<p>Scoping Opinions</p> <p>Provide a summary of findings and recommendations regarding flood risk and drainage for Scoping Opinion requests. Review any relevant documentation submitted with the application. Documentation will be assessed against publically available information on flood risk, drainage, the water environment (quality) and relevant planning policy will be outlined to determine what is required for the Application Site. Use the above information to determine whether the methodology and assessment detailed in the submitted Scoping Opinion is appropriate for the proposed development.</p>
1 g)	<p>Deliverables</p> <p>For each of the above application types provide the following deliverables:</p> <p><u>Review Checklist</u></p> <ul style="list-style-type: none"> A digital checklist detailing aspects of the planning application which have been reviewed including comments, observations and details of irregularities with regards to the submitted information. <p><u>Letter summarising findings</u></p> <ul style="list-style-type: none"> A digital copy of a signed letter summarising the findings of the planning application review and whether it is recommended to approve or refuse the application. Where the application is recommended for approval WSP may also provide details of conditions required. Where the application is recommended for refusal WSP will provide details of the additional information required to enable a determination to be made. <p><u>Monthly Progress Report</u></p> <ul style="list-style-type: none"> A digital copy of a monthly progress report detailing progress against planning application reviews, spend in period, spend to date and forecast spend for the coming period.
1 h)	<p>Timescale</p> <p>Provide the deliverables within ten working days of receipt of instruction to proceed from RBWM.</p>

DC5 FLOOD RISK MANAGEMENT

Purpose: To provide a flood risk management service as required by the Flood Risk Regulations 2009 and the Flood and Water Management Act 2010. As the Lead Local Flood Authority the Royal Borough of Windsor and Maidenhead is responsible for managing flood risk from surface water, groundwater and ordinary watercourses within the Borough. In conjunction with leading and co-ordinating flood risk management activities, the Act also places a number of key duties on the LLFA including:

TASK	
1 a)	Provide all support and advice to the Client in accordance with the Local Flood Risk Management Strategy (refer to Appendix)
1 b)	Undertake the duty of the Lead Local Flood Risk Management Authority to Investigate Flood Incidents (Optional)
1 c)	Review and prepare consents for issue by the Client for works to Ordinary watercourses (indicative volume – five (5) per annum)

REF.	ACTIVITY: PUBLIC TRANSPORT
PT1	PUBLIC TRANSPORT SUPPORT

PT1 PUBLIC TRANSPORT SUPPORT

Purpose: To provide public transport support.

TASK	
1 a)	Management / Liaison with Operators <ul style="list-style-type: none"> Local bus service management: respond as required to queries on the part of ward members and members of public; liaison with third parties; review operator proposals for network development and provide support in consultation and implementation. (indicative volume – 50 per annum) Liaison with the resurfacing programme and other highway maintenance programmes; Liaison with officers when requested on bus stop siting and infrastructure issues (including any upgrades required to meet the requirements of the PSV accessibility regulations, but excluding any bus stop survey or design exercises) (Indicative volume – 12 per annum); Concessionary bus travel: check operator returns; trend analysis and forecast out-turn; negotiations with bus operators on reimbursement parameters for the 2016-17 concessionary travel scheme; develop proposals in response to queries from Lead Member and Deputy Lead Member for Highways & Transport; Convene and provide notes for regular operator liaison meetings; Comment as required on planning applications and develop proposals for utilising section 106 contributions;
1 b)	Monitoring <ul style="list-style-type: none"> Local bus service monitoring: punctuality monitoring and contract compliance monitoring for supported services both through roadside surveys and analysis of operator returns on a quarterly basis; Collation of patronage figures for services procured under 'de minimis' and annual returns from operators; Collation and reporting of punctuality figures for local bus services;
1 c)	Information <ul style="list-style-type: none"> Lead the development of bus passenger information material and proofing, including the provision of roadside information at bus stops. Advice on RTPi systems integration and data issues and provide liaison with neighbouring authorities, particularly monitoring arrangements put in place to exchange data with neighbouring authorities

APPENDICES

Contents –

Appendix 1 – The Royal Borough of Windsor & Maidenhead Constitution

Appendix 2 – Highways & Transportation Information and Process Flowcharts (attached document)

Appendix 3 – Safer Roads Partnership

Appendix 4 – Local Flood Risk Management Strategy

APPENDIX 1 – The Royal Borough of Windsor & Maidenhead Constitution

Weblink to [Council Constitution](#)

APPENDIX 2 – Highway & Transportation Information and Process Flowchart

Attached as a separate document

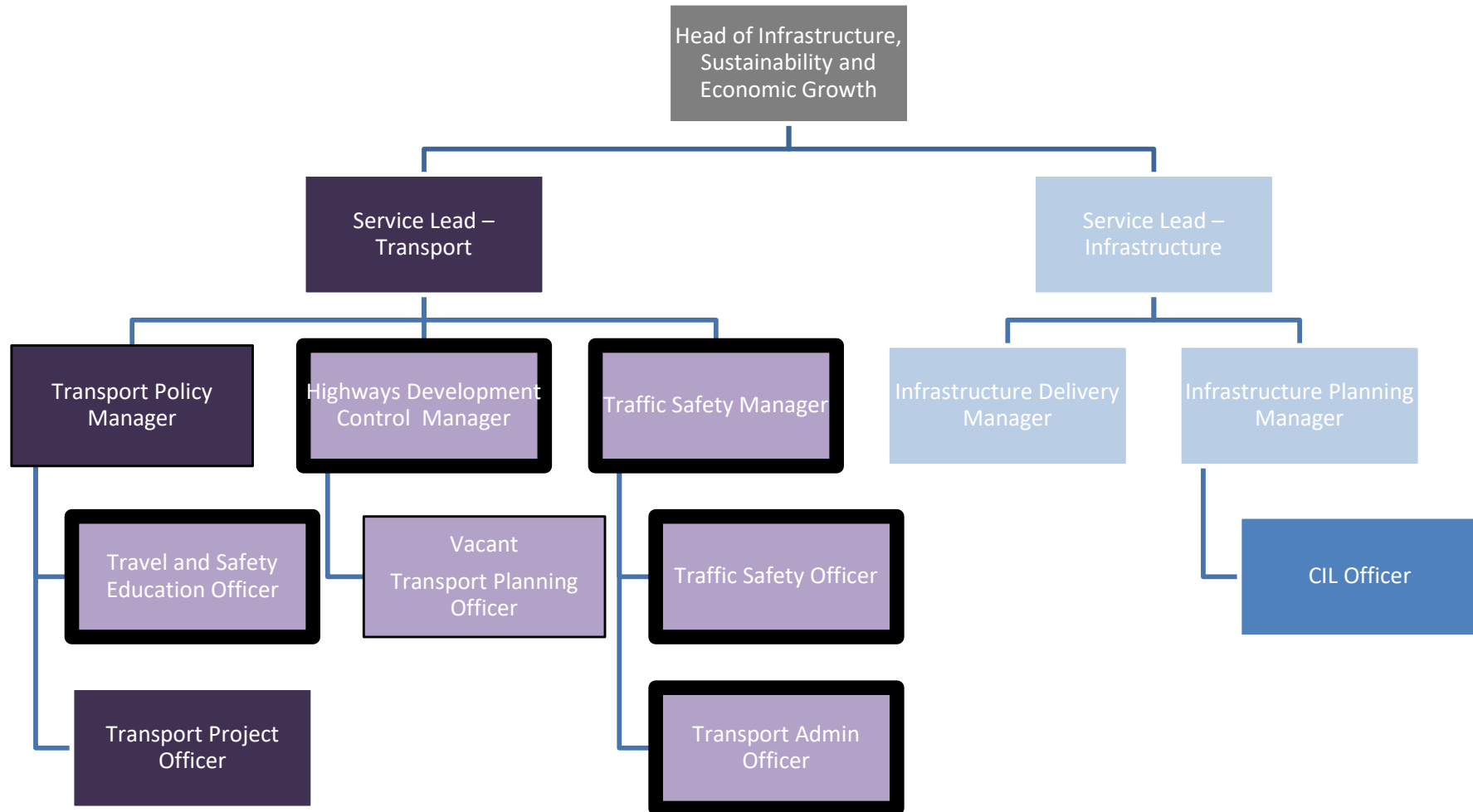
APPENDIX 3 – Safer Roads Partnership

Weblink to [Windsor & Maidenhead | Safer Roads](#)

APPENDIX 4 – Local Flood Risk Management Strategy

Weblink to [Local Flood Risk Management Strategy](#)

Proposed organisation structure



Report Title:	Domestic Abuse Safe Accommodation Strategy
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor McWilliams, Cabinet Member for Housing, Sport and Leisure and Community Engagement
Meeting and Date:	Cabinet – 24 February 2022
Responsible Officer(s):	Tracy Hendren, Head of Housing, Environmental Health & Trading Standards
Wards affected:	All



REPORT SUMMARY

The Domestic Abuse Act 2021 requires local authorities to prepare, consult on and publish a Domestic Abuse Safe Accommodation Strategy to set out their strategic plans to comply with the Act.

The Domestic Abuse Safe Accommodation Strategy 2021-2024 has been developed around six key priorities:

1. Access to safe accommodation
2. Support to remain safely at home
3. Perpetrators
4. Coordinated support
5. Victim representation
6. Improved data collection across services.

The Domestic Abuse Safe Accommodation Strategy has clear links to the Corporate Plan, and particularly to our approach and values. Furthermore, the Strategy will further the objective to see 'An increase in the proportion of women and girls who feel safe in the borough, including through a safe, thriving night-time economy.'

The Domestic Abuse Safe Accommodation Strategy 2021-2024 was published for consultation on 21 January 2022 for two weeks and has been subsequently updated with the addition of the action plan.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Domestic Abuse Safe Accommodation Strategy 2021-2024 for publication

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

Options

Table 1: Options arising from this report

Option	Comments
Approve the Domestic Abuse Safe Accommodation Strategy 2021-2024 for publication This is the recommended option	The Domestic Abuse Act 2021 requires local authorities to publish a Domestic Abuse Safe Accommodation Strategy to set out their strategic plans to comply with the Act. Publishing the Domestic Abuse Safe Accommodation Strategy is recommended because it is a statutory requirement, and it will provide a clear plan for the development of services to vulnerable domestic abuse victims over the life span of the strategy.
Do nothing. This is not the recommended option	The Domestic Abuse Act 2021 requires local authorities to publish a Domestic Abuse Safe Accommodation Strategy to set out their strategic plans to comply with the Act. Failure to comply with the requirements may lead to legal challenge as well as undermining the Council's commitment to supporting vulnerable residents.

2.1 The Domestic Abuse Safe Accommodation Strategy 2021-2024 will help to shape services aimed at supporting domestic abuse victims within the borough and will provide a framework for prioritisation of funding received from the Government to support households fleeing domestic abuse.

3. KEY IMPLICATIONS

3.1 Adopting the Domestic Abuse Safe Accommodation Strategy 2021-2024 will enable the action plan to be delivered and appropriately monitored by the Domestic Abuse Executive Group and will report back into the Children and Adult Safeguarding Partnership each year. The action plan will set out SMART actions and will include milestones, ownership, and proposed outcome dates for each of the agreed priorities.

3.2 The Domestic Abuse Safe Accommodation Strategy 2021-2024 supports the Housing Strategy 2021-2026: Building a Borough of Opportunity and Innovation and in particular the following two objectives:

- To assess the need for supported accommodation, including Extra Care, and review our supported accommodation provision to ensure we are able to offer accommodation to support better health and wellbeing outcomes.
- To explore and optimise opportunities to support vulnerable residents in maintaining accommodation and reduce instances of repeat homelessness.

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 The Domestic Abuse Act 2021 places a duty on local authorities to provide support to victims of domestic abuse, akin to that they would receive in a refuge. In 2021/22 the Council received £241k to support with these endeavours; however, to date there has been no indication of funding levels for 2022/23 and subsequent years and therefore it has not been possible to consider contracting arrangements to ensure that the duties can be covered. An interim arrangement is currently in place for the remainder of 2021/22 and a waiver is sought for 2022/23 to enable a full tender to be undertaken to include the new duties

4.2 Once financial settlements from Central Government have been received and the budget for 2022/23 is confirmed, the available funding will be spent in line with the priorities set out in the Domestic Abuse Safe Accommodation Strategy 2021-2024.

LEGAL IMPLICATIONS

4.3 The Domestic Abuse Act 2021 requires local authorities to publish a Domestic Abuse Safe Accommodation Strategy. Failure to do so could result in legal challenge.

5. RISK MANAGEMENT

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
5.1 There is a risk of legal challenge if the Domestic Abuse Safe Accommodation Strategy is not adopted as it is a statutory	High	To adopt the Domestic Abuse Safe Accommodation Strategy	Low

requirement under the Domestic Abuse Act 2021.			
5.2 Without the strategic direction of the Domestic Abuse Safe Accommodation Strategy, victims of domestic abuse may not receive adequate support and be left at risk of violence from perpetrators of domestic abuse.	High	To adopt the Domestic Abuse Safe Accommodation Strategy and implement the agreed priorities.	Low

6. POTENTIAL IMPACTS

6.1 The Domestic Abuse Safe Accommodation Strategy will have a positive impact on victims of domestic abuse and their families and will ensure that services are developed to enhance service provision.

6.2 The EqIA has not identified any potential for discrimination or adverse impact and all opportunities to promote equality have been taken. The Equality Impact Assessment has been added as an appendix to this report.

6.3 Climate implications, as part of the implementation procedure for sourcing accommodation units, only properties that meet the minimum legal EPC requirements, will be considered, however wherever possible the service will aim for an EPC rating of C.

6.4 Data Protection/GDPR. Personal data is not being processed as part of this report, therefore a Data Protection Impact Assessment has not been completed for the purpose of approving the strategy. However, a DPIA will be required before data can be collected as part of the for the implementation of the action plan.

7. CONSULTATION

7.1 The Domestic Abuse Safe Accommodation Strategy was published for consultation on the website on 21 January for two weeks, including promotion through a press release, social media representation, member and resident newsletters, the website and an email to external partners.

- 7.2 The consultation was viewed 71 times and received 41 responses. Some demographic information about the respondents was collected and is as follows:
- Responses were received from all age groups over 18, with the majority of responses (76%) being received from those aged 35-64.
 - 72.5% of respondents were female, 25% male and 2.5% other.
 - 80% of respondents identified as heterosexual, 7.5% as bisexual, 5% as gay/lesbian, 2.5% as asexual and 5% as other.
 - 15% of respondents considered themselves to have a disability.
 - 51% of respondents considered that they had been impacted by domestic abuse.
- 7.3 Consultees confirmed that access to safe accommodation was the most important of our proposed objectives, and of the accommodation options suggested, refuge provision was the preferred option.
- 7.4 When asked if they believe that providing accommodation to perpetrators protects victims, 37% agreed and 39% disagreed, with the remaining consultees choosing 'don't know'. Whilst these views have been taken into consideration, there is evidence that perpetrators of domestic abuse are more likely to try to return to the family home if they have no other accommodation available to them.
- 7.5 85% of respondents believed it is important that services have victim representation.
- 7.6 80.5% of respondents believe that services supporting residents should work together and share information.

8. TIMETABLE FOR IMPLEMENTATION

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

Table 2: Implementation timetable

Date	Details
24 February 2022	Cabinet considers approval of the draft strategy
30 April 2022	Consider a specialist role within Housing to support victims of domestic abuse
30 June 2022	Consider how anonymised data could hold markers to avoid case duplication across services and to enable customer journeys to be tracked across services to inform service provision.
30 June 2022	Review accommodation options for victims of domestic abuse (including for minority groups such as male victims, disabled victims and LGBT victims) and consider specialist accommodation provision.

31 July 2022	Review how victims' voices can be heard and how this can be shared with relevant services to inform service provision
31 July 2022	Develop a pathway approach for victims of domestic abuse.
31 December 2022	Consider an application for funding to house a DASH IVDA within Housing

9. APPENDICES

9.1 This report is supported by two appendices:

- Appendix A – Equality Impact Assessment
- Appendix B – Draft Domestic Abuse Safe Accommodation Strategy 2021-2024

10. BACKGROUND DOCUMENTS

10.1 This report is supported by two background documents:

- Corporate Plan 2021-26
- Housing Strategy 2021-26

11. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>	<i>Statutory Officers (or deputies)</i>		
Adele Taylor	Executive Director of Resources/S151 Officer	08/02/22	14/02/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer		
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)	8/02/22	14/2/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	8/2/22	10/2/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	08/02/22	10/02/22
Andrew Durrant	Executive Director of Place		

Kevin McDaniel	Executive Director of Children's Services		
Hilary Hall	Executive Director of Adults, Health and Housing	08/2/22	09/2/22
<i>Heads of Service (where relevant)</i>			
Lynne Lidster	Head of Commissioning - People	08/02/22	10/02/22
Alysse Strachan	Head of Neighbourhood Services		
<i>External (where relevant)</i>			
N/A			

Confirmation relevant Cabinet Member(s) consulted	Councillor McWilliams, Cabinet Member for Housing, Sport and Leisure and Community Engagement Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision First entered into the Cabinet Forward Plan: December 2021	No	No

Report Author: Emma Congerton, Housing Service Manager, 07786274717

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

Essential information

Items to be assessed: (please mark 'x')

Strategy	x	Policy		Plan		Project		Service/Procedure	
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Responsible officer	Emma Congerton	Service area	Housing	Directorate	Adults, Health and Housing
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06

Stage 1: EqlA Screening (mandatory)	Date created: 19/01/2022	Stage 2 : Full assessment (if applicable)	N/A
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Tracy Hendren

Dated: 20th January 2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

Guidance notes

What is an EqlA 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.

EqlAs 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. All completed EqlA 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.

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 EqlA?

The process for conducting an EqlA 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.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

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 Domestic Abuse Safe Accommodation Strategy 2021-2024 sets out The Royal Borough's strategic objectives to ensure that the duties brought in as a result of the Domestic Abuse Act 2021 are appropriately managed and prioritised, and to ensure that victims of domestic abuse within the borough are provided with the support necessary to keep them safe and to enable them to rebuild their lives.

There are six key priorities within the Domestic Abuse Safe Accommodation Strategy 2021-2024:

1. Access to safe accommodation
2. Support to remain safely at home
3. Perpetrators
4. Coordinated support
5. Victim representation
6. Improved data collection across services

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".

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 Census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. Of these, 28,660 (20%) were 0-15, 91,823 (63%) were 16-65 and 24,077 (17%) were 65+.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of age.</p>
Disability	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. Of these residents, 34,850 (15%) reported a long-term health problem or disability which limited their day-to-day activities.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, including those who are disabled, to ensure all can access accommodation as and when required.</p>

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

Gender re-assignment	Relevant	Low	Positive	<p>The 2021 Census topic consultation identified a need for gender identity data. There is limited data available at a local level about this protected characteristic for the population.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of their gender re-assignment status.</p>
Marriage/civil partnership	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. Of these 60,863 (42%) residents were in a marriage. 264 residents were in a same-sex civil partnership (<1%).</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of their marital status.</p>
Pregnancy and maternity	Relevant	Low	Positive	<p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. Limited data is available in relation to this particular protected characteristic however ONS provides that in 2016 (latest available data) there were 1757 live births where the child's mother stated she was usually resident in the Borough.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, including pregnant women.</p>

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

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Race	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. Ethnicity data from the 2011 Census indicates that the majority of people living in Windsor and Maidenhead describe themselves as White British (78%). The Black and Minority Ethnic (BME) population in the borough decreased slightly from 15% in 2001 to 14% in 2011. The largest BME group living in Windsor and Maidenhead in 2011 was Asian or Asian British (10%). There was also a growing number of people (7%) who classified themselves as 'Other White'.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of race.</p>
Religion and belief	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. The 2011 census shows that 27% of residents identified as having no religion, 63% identified as Christian, 1% as Buddhist, 3% as Hindu, >1% as Jewish, 3% as Muslim 1% as Sikh and <1% as 'other.'</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of religion or belief.</p>

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Domestic Abuse Safe Accommodation Strategy

Sex	Relevant	Low	Positive	<p>Evidence from the Royal Borough of Windsor and Maidenhead 2011 census:</p> <p>In 2011, Royal Borough of Windsor and Maidenhead had a resident population of 144,560. 71,328 (49%) were males and 73,232 (51%) were female.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of their gender identity.</p>
Sexual orientation	Relevant	Low	Positive	<p>The ONS advises that in 2011, 2% of the UK population identified themselves as lesbian, gay or (LGB). There is limited data available at a local level about this protected characteristic for the population.</p> <p>The Domestic Abuse Safe Accommodation Strategy sets out our plans to prioritise enhancing services for victims of domestic abuse and their families, irrespective of their sexual orientation.</p>

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Domestic Abuse Safe Accommodation Strategy

Outcome, action and 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
Was a significant level of negative impact identified?	No	N/A		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	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).



The Royal Borough of Windsor and Maidenhead Domestic Abuse Safe Accommodation Strategy

2021-2024

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Foreword

Domestic Abuse Safe Accommodation Strategy

There is never an excuse or reason for domestic abuse. It is wrong, rightly criminal and RBWM will always take a zero tolerant approach. We stand right behind any victim of domestic abuse and will always do what we can with our partner organisations to ensure victims can escape domestic abuse and be fully supported.

Domestic abuse is an insidious menace in our society, but it is sadly a reality and one we need to keep educating on, improving awareness about, and critically ensuring victims or anyone who could be susceptible to becoming a victim know there is support and services on hand. Indeed, in 2020, the Crime Survey of England and Wales reported an estimated 1.6 million women and 757,000 men aged 16-74 years of age experienced domestic abuse in the previous year.

Domestic abuse can manifest in many forms, including - but not limited to - coercive control, psychological and/or emotional abuse, physical or sexual abuse, financial or economic abuse, harassment and stalking and online or digital abuse. It is the responsibility of every single one of us to educate ourselves on domestic abuse to help spot the signs and ensure no victim is ever on their own – we must ensure that victims across RBWM hear “you are not alone”.

Anyone can be a victim of domestic abuse, regardless of age, race, gender, sexual orientation, faith, or class. Leaving a violent or abusive partner is a process and not a single act. RBWM has a long-standing commitment to eradicating domestic abuse and enjoys a strong relationship with our commissioned domestic abuse service the Dash (Domestic Abuse Stops Here) Charity and other key partner organisations. We work closely with our partner organisations, including Thames Valley Police, to ensure the perpetrators of domestic abuse are appropriately pursued and worked with to change behaviours.

Sadly, the pandemic world with all its challenges of lockdowns and restrictions has seen an increase in domestic abuse. Between March 2019 and March 2020, 1.6 million women and 757,000 men experienced domestic abuse with a 7% growth in police recorded domestic abuse crimes. Although there is limited official data so far on the impact of lockdown on domestic abuse, the Office for National Statistics report that in mid-May 2020, there was a 12% increase in the number of domestic abuse victim cases referred to victim support. Between April and June 2020, there was a 65% increase in calls to the National Domestic Abuse Helpline, compared with the first three months that year. The need to take a deeper, holistic approach is therefore paramount and, crucially, this includes safe accommodation. The need to take a deeper holistic approach is therefore paramount and that crucially includes safe accommodation.

It is critical that victims of domestic abuse are aware of the options available to them. Making the decision to leave an abusive partner is a journey rather than a single act. It

takes, on average, seven attempts before a victim is able to leave for good. We want to ensure that victims across RBWM know that they are not alone and that there is a compassionate, thorough, and clear process for securing safe accommodation and support.

Access to safe accommodation enables victims and their families to escape or protect themselves from their abuser, which is so often a vital first step toward. It is critical that victims of domestic abuse are aware of the options for access good quality accommodation, how their home can be made safe, and reassured they are protected from their perpetrator. Making the decision to act is a huge moment for any victim and having a compassionate, thorough, and clear process for securing safe accommodation can ensure that when support is needed it is there.

We know that safe accommodation alone is not enough to break the cycle of abuse. Each situation is unique, and each victim will have their own path – our support should be holistic and tailored to the individual needs of the victim and their family. Safe accommodation is a vital first step upon which other support services can be delivered and a strong foundation to build from. We are acutely aware that we need more genuinely affordable homes, particularly social housing, in RBWM to support victims that need them - this is something we will continue to work on both locally and with national partners.

We hope this strategy and actions within demonstrate our commitment to this critical issue and clearly says to all victims in RBWM – you are not alone.



Cllr Ross McWilliams
Cabinet Member for Housing,
Sport & Leisure, and Community
Engagement



Cllr Stuart Carroll
Cabinet Member for Adult Social
Care, Children's Services, Health
and Mental Health

Introduction

In 2018, the Government carried out a public consultation to look at the response to domestic abuse. This led to the Government publishing a draft Domestic Abuse Bill in January 2019. The bill covered legislative and non-legislative aspects to: “promote awareness of domestic abuse; protect and support victims and their families; transform the justice process to priorities victim safety and provide an effective response to perpetrators; and to drive consistency and better performance in the response to domestic abuse across all local areas, agencies and sectors”.

The Domestic Abuse Act 2021 received Royal Assent on 29th April 2021. Part 4 of the Act requires local authorities to carry out a needs assessment of the need for accommodation-based support for victims of domestic abuse or their children, prepare and publish a strategy for the provision of this support, and monitor and evaluate the effectiveness of the strategy.

Following completion of a needs assessment, the Royal Borough of Windsor and Maidenhead (the Royal Borough) has developed the Domestic Abuse Safe Accommodation Strategy 2021-2024 (the Strategy). This provides a strategic framework in which to prioritise resources to enable us to ensure that all domestic abuse victims and their children are able to access good quality, affordable and safe accommodation in which they can begin to rebuild their lives, with the provision of appropriate support. The strategy and associated action plan will remain live for three years, after which point a review of its effectiveness will take place and the strategy will be amended/refreshed for the following years.

The draft strategy went out for public consultation on the 21st of January for two weeks and was promoted in Member and resident newsletters and on social media, including the Royal Borough website to ensure maximum participation. The consultation page was viewed 71 times, with 41 responses being received. The feedback has been reviewed and has influenced and shaped the develop of the action plan below. A meeting then took place with DASH, our domestic abuse support provider, to review, agree and add to the action plan to ensure that the action plan supports our ambitions as a domestic abuse partnership.

Executive Summary

The RBWM Domestic Abuse Safe Accommodation Strategy 2021 – 2024 sets out how the Borough will implement the statutory duties associated with the provision of safe accommodation, as required by the Domestic Abuse Act 2021. It describes how safe accommodation and support for domestic abuse victims and their children will be provided over the next three years and outlines six priorities that will be the focus of delivery:

- 1. Access to safe accommodation** – to ensure that victims of domestic abuse, and their children, have access to safe, good quality accommodation that meets their needs.
- 2. Support to remain safely at home** – access to a target hardening (sanctuary scheme) to secure the property, alongside the provision of tailored support.
- 3. Perpetrator management** – the provision of accommodation, where possible, for perpetrators of domestic abuse to reduce the risk to victims and their families, alongside referrals to relevant support services.
- 4. Coordinated support** – an initial assessment will determine the support services required by victims and their families and a tailored support package will be offered.
- 5. Victim representation** – to ensure that local victims are given the opportunity to have input into the services that are provided for them, the borough will be looking for opportunities to secure victim representation, where this is appropriate.
- 6. Improved data collection across services** – to streamline the data collection from services who work with victims of domestic abuse to ensure a consistent approach and to enable meaningful data collection to inform future service delivery.

This strategy will complement the Domestic Abuse Strategy 2017-2021, Housing Strategy 2021-2026, Homelessness and Rough Sleeping Strategy 2018-2023 and the Health and Wellbeing Strategy 2021-2025. This strategy has been produced by the Royal Borough with support from the RBWM Domestic Abuse Executive Group (DAEG), the RBWM Domestic Abuse Forum and the Community Safety Partnership.

The implementation of the Domestic Abuse Safe Accommodation Strategy will be led by the Housing Service and will be monitored by the RBWM Domestic Abuse Executive Group and will report back into the Children and Adult Safeguarding Partnership each year. As part of the Domestic Abuse Act there is a requirement for the Local Authority to appoint a Domestic Abuse Local Partnership Board. As an already established group, the Domestic Abuse Executive Group has taken on this role.

The strategy will be reviewed annually, and regular updates will be provided to the Department for Levelling Up, Housing and Communities (DLUHC).

Definition of Domestic Abuse

The Domestic Abuse Act 2021 provides a statutory definition of domestic abuse, which is where behaviour of a person towards another where both are aged 16 or over, have a personal connection and that the behaviour is abusive.

Personal connection

For the purposes of the statutory definition, two people have a 'personal connection' if:¹

- they are, or have been, married to each other.
- they are, or have been, civil partners of each other.
- they have agreed to marry one another (whether or not the agreement has been terminated).
- they have entered into a civil partnership agreement (whether or not the agreement has been terminated).
- they are, or have been, in an intimate personal relationship with each other.
- they each have, or there has been a time when they each have had, a parental relationship in relation to the same child.
- they are relatives.

What constitutes abuse?

There are a range of abusive actions defined under the Domestic Abuse Act, which include:

- Physical abuse or sexual abuse.
- Violent or threatening behaviour.
- Controlling or coercive behaviour.
- Economic abuse – affecting the victim's ability to acquire, use or maintain money or other property, or obtain goods or services.
- Psychological, emotional or other abuse.

¹ Domestic Abuse Act 2021 - [Domestic Abuse Act 2021 \(legislation.gov.uk\)](https://www.legislation.gov.uk)

Furthermore, it does not matter whether any of the above abuse happens as a single incident or a sustained campaign of abuse, it is still defined as domestic abuse.

Local Authority Duties

The Domestic Abuse Act 2021 sets out a range of requirements for local authorities, including to:

- Assess the need for accommodation-based domestic abuse support within the Borough.
- Prepare and publish a Domestic Abuse Safe Accommodation Strategy, giving due regard to the needs assessment.
- Commission/de-commission services in regard to the strategy.
- Create a Domestic Abuse Local Partnership Board and consult with the board whilst carrying out functions relating to the Domestic Abuse Act.
- Monitor and evaluate the effectiveness of the Domestic Abuse Safe Accommodation Strategy.
- Provide annual data to the Government in relation to the exercising of the required functions.

What do we mean by Safe Accommodation?

The Domestic Abuse Act 2021 defines Safe Accommodation as:

“...solely dedicated to providing a safe place to stay for victims of domestic abuse, including expert support...”⁵

The Domestic Abuse Act 2021 requires local authorities to provide safe accommodation for victims of domestic abuse and their children. The different types of safe accommodation provision are outlined below.²

Refuge accommodation	Offers single gender or single sex accommodation and domestic abuse support which is tied to that accommodation. The address will not be publicly available. Victims, including their children, will have access to a planned programme of therapeutic and practical support from staff. Accommodation may be in shared or self-contained housing, but in both cases the service will enable peer support from other refuge residents.
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² Department for Levelling Up, Housing and Communities - [Delivery of support to victims of domestic abuse in domestic abuse safe accommodation services - GOV.UK \(www.gov.uk\)](#)

Specialist safe accommodation	Offering single gender or single sex accommodation, alongside dedicated domestic abuse support which is tailored to also support those who share protected characteristic(s) and/or who share one or more vulnerabilities requiring additional support. Accommodation may be in shared or self-contained housing, and the address will not be publicly available.
Dispersed accommodation	Safe (secure and dedicated to supporting victims of domestic abuse), self-contained accommodation with a similar level of specialist domestic abuse support as provided within a refuge but which may be more suitable for victims who are unable to stay in a refuge with communal spaces, and/or where peer support from other residents may not be appropriate, due to complex support needs, or where older teenage sons cannot be accommodated in a woman only refuge, for example. Where two or more units share any part of the accommodation, including shared hallways or access routes, provision should be single gender or single sex.
	Safe (secure and dedicated to supporting victims of domestic abuse), self-contained 'semi-independent' accommodation which is not within a refuge but with support for victims who may not require the intensive support offered through refuge, but are still at risk of abuse from their perpetrator/s. Where two or more units share any part of the accommodation, including shared hallways or access routes, provision should be single gender or single sex.
Sanctuary Schemes	Sanctuary Schemes properties with local authority or private registered providers of social housing installed Sanctuary Schemes which provide enhanced physical security measures to a home or the perimeter of the home. A Sanctuary Scheme is a survivor centred initiative which aims to make it possible for victims of domestic abuse to remain in their own homes, where it is safe for them to do so, where it is their choice, and where the perpetrator does not live in the accommodation.

Move on and / or Second Stage	Second stage accommodation (move-on) - temporarily provided to victims, including their children, who are moving on from other forms of relevant accommodation and/or who no longer need the intensive level of support provided in a refuge, but would still benefit from a lower level of domestic abuse specific support for a period before they move to fully independent and settled accommodation. Where second stage accommodation is in shared housing it should be single gender or single sex.
Other accommodation designated by the local housing authority, registered social landlord or registered charity as domestic abuse emergency accommodation– i.e., a safe place with support	Other forms of domestic abuse emergency accommodation – a safe place (single gendered or single sex, secure and dedicated to supporting victims of domestic abuse) with domestic abuse support tied to the accommodation to enable victims to make informed decisions when leaving a perpetrator and seeking safe accommodation. For example, short term (e.g., 2-3 weeks) accommodation providing victims with the space and safety to consider and make informed decisions about the options available to them.

What do we mean by Support?

The Domestic Abuse Act statutory guidance describes Domestic Abuse Support within Safe/ relevant Accommodation as:

Overall management of services within relevant accommodation – including, the management of staff, payroll, financial and day to day management of services and maintaining relationships with the local authority (such functions will often be undertaken by a Service Manager)
Support with the day-to-day running of the service, for example scheduling times for counselling sessions, group activities (such functions may often be undertaken by administrative or office staff)
Advocacy support – development of personal safety plans, liaison with other services (for example, GPs and Social Workers, welfare benefit providers).

Domestic abuse prevention advice – support to assist victims to recognise the signs of abusive relationships, to help them remain safe (including online), and to prevent re-victimisation.

Specialist support for victims. Designed specifically for victims with relevant protected characteristics (also known as by and for) such as faith services, translators and interpreters within BAME led refuges. Immigration advice, interpreters for victims identifying as deaf and or hard of hearing and dedicated support for LGBTQ+ victims

Designed specifically for victims with unique and or complex needs such as, mental health advice and support, drug and alcohol advice and support, including sign posting accordingly.

Children's support – including play therapy and child advocacy.

Housing-related support – providing housing-related advice and support, for example, securing a permanent home, rights to existing accommodation and advice on how to live safely and independently.

Advice service – financial and legal support, including accessing benefits, support into work and establishing independent financial arrangements; and,

Counselling and therapy (including group support) for both adults and children, including emotional support.

National Picture

Domestic abuse remains a hidden crime, with many incidents going unreported, however, it is estimated that 2.3 million adults (age range of 16-74) experienced domestic abuse in the previous year, with approximately 67% of incidents relating to women and 33% to men³ as victims.

³ Office for National Statistics - [Domestic abuse in England and Wales overview - Office for National Statistics \(ons.gov.uk\)](https://ons.gov.uk/domesticabuse)

According to the Crime Survey for England and Wales, a total of 846,235 domestic abuse events were recorded in the year ending June 2021⁴, a 6% increase in the number of recorded domestic abuse offence on the previous year

Local Picture

Housing

The Royal Borough of Windsor and Maidenhead had a population of 145,000 people at the time of the 2011 Census and the population is set to increase to 158,100 by 2039. The Borough is an affluent area and house prices mean that home ownership is unachievable for many households. The Borough does not own social housing stock, with Abri having been transferred the Windsor housing stock and Housing Solutions the Maidenhead housing stock in 1995. There is sustained demand for social housing within the Borough, with c.1000 households on the housing register who are in housing need and requiring an allocation. This means that general accommodation options are limited, and it is necessary to ensure there is specific safe accommodation provision for victims of domestic abuse and their children.

In Thames Valley, 30,612 domestic abuse-related incidents and crimes were recorded in the year ending March 2020. This is equivalent to 13 incidents and crimes for every 1,000 people in the population.

The Windsor and Maidenhead Local Police Authority recorded a total of 2,943 domestic abuse victims in the three-year period to March 2021. 70% of the recorded victims were female, 29% male and 1% other, not recorded or unknown.

The table below shows the number households who have approached The Housing Service at The Royal Borough, over the last three years, in need of advice and assistance due to being at risk of, or who have experienced, sexual abuse, exploitation or other forms of domestic abuse.

Year	At risk of/has experienced sexual abuse/exploitation	At risk of/has experienced domestic abuse
2020 – 2021	11	39
2019 – 2020	3	34
2018 – 2019	9	18

Each case was assessed on an individual basis and appropriate support offered with each household being offered a Personal Housing Plan. Options included referrals to domestic abuse support agencies, support to stay in their home, support to move into a refuge or suitable temporary accommodation.

⁴ Office for National Statistics - [Crime in England and Wales - Office for National Statistics \(ons.gov.uk\)](https://www.ons.gov.uk/crime-in-england-and-wales)

Domestic abuse needs assessment

As part of the Domestic Abuse Act requirement, a domestic abuse needs assessment was completed in 2021, with data collected from a range of partners, including:

- RBWM Housing Service
- The Dash (Domestic Abuse Stops Here) Charity
- Thames Valley Police
- Resilience Drug and Alcohol Service
- MARAC (Multi Agency Risk Assessment Conference)
- Optalis (Adult Social Care)
- Achieving for Children (Children's Services)
- FLAG DV Free Legal Advice Group for Domestic Violence
- Berkshire Healthcare NHS Foundation Trust

A variety of methodologies were used to collect the data and ensure inclusivity:

- Data collection from stakeholders including professionals and victims
- Focus groups
- Over phone interview
- Email feedback

The needs assessment required RBWM & its partners to collect and consider a wide spectrum of data regarding victims & their children.

- Age
- Gender
- Ethnicity
- Marital Status
- Sexual Identity
- Disability
- Socio-Economic status
- Employment status
- Occupation

Survivors/victims of domestic abuse were included either through a focus group or direct contact. The RBWM's Domestic Abuse Strategy Officer worked jointly with DASH to collect and collate data.

The data obtained from the domestic abuse needs assessment has contributed to the formulation of the Strategy and will be used to improve the service offer locally to domestic abuse victims and their children. Some of the recommendations identified through the domestic abuse needs assessment are:

1. Consistency needs to be established across partners and services regarding the collection of domestic abuse related data. This links to Priority 6 of the strategy - **Improved data collection across services**
2. Develop a method to listen to victims. This links to Priority 5 of the strategy - **Victim Representation**
3. To commission specific safe accommodation within the borough. This links to Priority 1 of the strategy - **Access to safe accommodation**
4. Broaden the collaborative working mechanisms with partners in and out of the borough to ensure best outcomes for victims. All 6 priorities relate to this.
5. Develop a 'Steps to Safety Guide' that can be used for staff and residents. All 6 Priorities relate to this

Victim support

The DASH Charity which provides local support services for victims of domestic abuse have seen a substantial increase in referrals since the Coronavirus pandemic began in March 2020, with 1,072 approaches in 2020-21 representing a 35% increase on the number of approaches in 2019-20.⁵ A total of 495 people have approached for support in the first half of 2021-22.

Domestic Abuse Support Services available in the Borough

- The Domestic Abuse Stops Here Charity (DASH)
- Achieving for Children
- Optalis
- Early Help
- DWP Independent Domestic Violence Advisor (IDVA)
- Flag Domestic Violence (FLAG DV)
- Police
- Hospitals
- Substance Misuse
- Multi Agency Safeguarding Hub (MASH)

Identified Gaps in Service

There is currently no refuge provision within The Royal Borough, however placements out of Borough can be sourced for those who would benefit from the support of a refuge.

There is currently no group specific accommodation or tailored support (Male, BAME, LGBTQ +)

⁵ RBWM Domestic Abuse Annual Report 2020-21

There is lack of consistency in the data collected by stakeholders. The needs assessment demonstrated that each organisation collects data to suit their needs, but this presented a barrier to getting a comprehensive picture.

There is limited information on the socio-economic status of victims. There was limited information provided for the needs assessment in some areas and no information available in other areas.

There is limited data on disabled households. More data is required to map the outcomes for disabled households.

There is limited information on households fleeing domestic abuse and being placed in the borough by other local authorities.

Whole Housing Approach

The Whole Housing Approach⁶ is a framework developed by the Domestic Abuse Housing Alliance (DAHA) which aims to ensure that housing options for victims of domestic abuse are considered in conjunction with their other support needs, to provide a holistic approach.

The key aims of the Whole Housing Approach are to:

1. Create earlier identification and intervention for domestic abuse through mobilising social and private landlords and key institutions involved in private ownership.
2. Reduce the number of people who are made homeless as a result of domestic abuse.
3. Increase tenancy sustainment options so that people experiencing domestic abuse can remain safely in their home when it is their choice to do so or do not lose their tenancy status if they relocate. This includes social housing landlords taking action to remove perpetrators from properties through enforcement and positive engagement activities.
4. To bring together the housing and domestic abuse sectors through a Coordinated Community Response (CCR) to keep victim/survivors safe and hold abusers to account

⁶ Domestic Abuse Housing Alliance - [Whole Housing Approach - daha - Domestic Abuse Housing Alliance \(dahalliance.org.uk\)](https://dahalliance.org.uk)

The Whole Housing Approach consists of a mixture of tenure types and support provision, as shown in the diagram below.



The Royal Borough will be using the Whole Housing Approach as a framework to develop our support offer to victims of domestic abuse, by ensuring a joint assessment is undertaken where appropriate, or referrals are made to ensure the wider services are included in the tailored support plan for the household.

Monitoring

The RBWM Domestic Abuse Executive Group (incorporating the Domestic Abuse Local Partnership Board) will monitor, refresh and review the action plan on a quarterly basis, with progress being reported to the Children and Adult Safeguarding Executive Steering Groups annually. The Domestic Abuse Safe Accommodation Strategy and associated action plan will also be reported and shared through a

variety of routes to ensure that it remains current and fit-for-purpose throughout the strategy period. These include:

- The Housing Strategy Group
- The Homelessness and Rough Sleeping Forum
- The Community Safety Partnership

Priorities

1. Access to safe accommodation

The overarching purpose of this strategy is to ensure that victims of domestic abuse, and their families/children, have access to safe, good quality accommodation that meets their needs. Where temporary accommodation is provided it will be dispersed and will come as a package along with tailored support to ensure that the needs of the victim and their family are fully considered and met.

There is currently no refuge provision in The Royal Borough, however once funding allocations for 2022/23 have been published in relation to the new burdens funding for the Domestic Abuse Act, we will consider whether to create a refuge would be the best use of funds and the best way to meet the needs of victims and their families. Currently, victims who approach as fleeing domestic abuse are supported in finding a refuge placement out of area, where this is the most appropriate solution for them.

Consideration will be given to the location of any Borough-funded refuge provision as it is likely that any refuge provision within the Borough would be used by women from other areas who would be referred in and women from the Borough would still be likely to be referred to a refuge out of the area for their safety.

We will continue to provide housing options advice and assistance to victims of domestic abuse and their children and will support with access to a range of housing options, including social rented, privately rented, home ownership, refuge and other supported accommodation options as appropriate.

2. Support to remain safely at home

For some victims of domestic abuse, their preference may be to remain in their own home instead of moving to alternative safe accommodation. Where this is the case and the perpetrator has left the home, we can offer a target hardening (Sanctuary Scheme) service to ensure that their accommodation is secure and will reduce ease of access should the perpetrator try to access the home. Prior to any referral being made to the target hardening scheme, the housing options will be discussed with the victim so that an informed choice can be made about whether this is the right option for them.

Where a victim chooses to remain in their own home, tailored support will be provided to ensure that they are able to and that their needs and the needs of their family can be met.

3. Perpetrators

The Royal Borough takes a zero tolerance approach to domestic abuse. Wherever possible, victims of domestic abuse will be supported by local services to engage with the criminal justice systems in place to protect and support them, with support to access legal advice and assistance where this is required.

However, whilst working with victims of domestic abuse and their families is a priority, it is recognised that without tackling the needs of perpetrators, they may be unlikely to change their behaviour which puts the victim and future partners at risk of abuse.

When a perpetrator of domestic abuse approaches the Housing Service we endeavour to provide them with suitable accommodation which reduces access to the victim and which enables them to access the support they need to change their behaviour. The Housing Service also engages with colleagues in the Police, Prison Service and Probation to ensure that the risk to victims is minimised and that perpetrators of domestic abuse are appropriately managed.

Achieving for Children runs a perpetrator programme for perpetrators of domestic abuse where there are children who have been affected by domestic abuse in their home environment.

4. Coordinated support

A wide range of support can be provided to victims of domestic abuse and their families, and an initial assessment will determine what support is required for each household so that support can be tailored to meet their specific needs. Support on offer includes:

- Housing options advice and assistance in securing accommodation – both short- and long-term options.
- Access to specialist domestic abuse support.
- Referrals to mental health services.
- Referrals to Resilience, drug and alcohol abuse support provider.
- Access to support for children who have witnessed domestic abuse or for whom a parent has been a victim of domestic abuse.
- Support with applying for benefits to maximise income.

5. Vicitim representation

To ensure that local victims are given the opportunity to have input into the services that are provided for them, The Royal Borough will be looking for opportunities to secure victim representation, where this is appropriate.

The RBWM Domestic Abuse Executive Group is made up of partner agencies (statutory and voluntary) and meets quarterly to discuss the strategic approach to tackling domestic abuse with the Borough. The Domestic Abuse Executive Group also acts as the Domestic Abuse Local Partnership Board for the purposes of the Domestic Abuse Act duty. Case studies will be sought from The Dash Charity, our domestic abuse support provider, for discussion at each of the Domestic Abuse Executive Group meetings. It has been agreed that DASH and Achieving for Children will advocate for and represent the voice of the victim; adult and children. Furthermore, where victims would be happy to talk to professionals about their experiences, they may be invited to the meeting as guest speakers or special events will be arranged if there are several victims willing to share their experiences.

6. Improved data collection across services

The Domestic Abuse Needs Assessment 2021 highlighted the need for improved and coordinated data collection from services who offer support to victims of domestic abuse, to enable robust analysis of the data and to ensure that service delivery across the sector can meet the needs of victims and their families.

Discussions will take place with relevant services to determine the level of information that should be collected and how this can be shared and collated, whilst protecting the personal data of victims, their families and perpetrators.

Action Plan

Priority area/actions	Due date	Proposed Lead	Working Group
1. Access to safe accommodation Review accommodation options for victims of domestic abuse (including for minority groups such as male victims, disabled victims and LGBT victims) and consider specialist accommodation provision. Consider a specialist role within Housing to support victims of domestic abuse. Work with other Berkshire authorities to consider a reciprocal approach to victims of domestic abuse wishing to move out of area.	30 June 2022 30 April 2022 30 November 2022	Housing Housing Housing Services in all six Berkshire authorities.	DASH, Commissioning, AfC, Optalis
2. Support to remain safely at home Review referral mechanisms into Safer Spaces to ensure a streamlined service. Consider a specialist role within Housing to support victims of domestic abuse. Develop an information pack for victims of domestic abuse and promote this on social media, our website and through partner services.	30 June 2022 30 April 2022 31 December 2022	Housing Housing Housing	DASH, Safe Partnership DASH, AfC, Optalis
3. Perpetrators			

Incorporate procedures for provision of accommodation for perpetrators of domestic abuse into our service offer.	31 August 2022	Housing	
Strengthen links between services to ensure perpetrators are effectively managed and supported to prevent reoffending.	30 September 2022	Housing	Probation, TVP, AfC, DASH, Optalis
Develop a referral mechanism from wider agencies to Housing where a perpetrator is being asked to leave the victims home.	31 July 2022	Housing	DASH, TVP, Probation, AfC, Resilience, Optalis
4. Coordinated support			
Develop a pathway approach for victims of domestic abuse.	31 July 2022	Housing,	AfC, DASH, TVP, Optalis
Consider a specialist role within Housing to support victims of domestic abuse.	30 April 2022	Housing	
Establish referral pathways between relevant services to streamline access.	31 July 2022	DA Coordinator	Housing, DASH, AfC, Resilience, Probation, TVP, NHS, Optalis
Develop a shared training offer for services providing support to domestic abuse victims.	30 November 2022	DA Coordinator	Housing, DASH, AfC, Resilience, Probation, TVP, NHS, Optalis
Develop an information pack for victims of domestic abuse and promote this on social media, our website and through partner services.	31 December 2022	Housing	Housing
Consider an application for funding to house a DASH IVDA within Housing	31 December 2022	DASH	

<p>5. Victim representation</p> <p>Look at an Ambassadors programme for survivors of domestic abuse to share their experience with services.</p> <p>Review how victims' voices can be heard and how this can be shared with relevant services to inform service provision</p> <p>Review how victims voices are heard within other areas, looking for best practice.</p> <p>Consider hosting an annual event where survivors can share their experience with professionals.</p>	<p>31 August 2022</p> <p>31 July 2022</p> <p>31 August 2022</p> <p>31 December 2022</p>	<p>Housing</p> <p>DASH</p> <p>DA Coordinator</p> <p>DASH</p>	<p>Housing, Commissioning, AfC, Optalis</p> <p>Housing, DASH, AfC, Optalis</p> <p>Housing</p>
<p>6. Improved data collection across services</p> <p>Consider how anonymised data could hold markers to avoid case duplication across services and to enable customer journeys to be tracked across services to inform service provision.</p> <p>Review available data and consider Comms campaigns to raise awareness and raise confidence in reporting.</p>	<p>30 June 2022</p> <p>31 October 2022</p>	<p>Housing</p> <p>Housing</p>	<p>DPO, TVP, DASH, AfC, Optalis, NHS, Resilience</p> <p>TVP, DASH, AfC, Optalis, NHS, Resilience</p>

