

Public Document Pack

Notice of Meeting

Council

Councillors Neil Knowles (Chair), Simon Bond (Vice-Chair), Clive Baskerville, Adam Bermange, George Blundell, David Buckley, Mandy Brar, Catherine Del Campo, Alison Carpenter, Richard Coe, Suzanne Cross, Carole Da Costa, Wisdom Da Costa, Devon Davies, Karen Davies, Jack Douglas, Genevieve Gosling, Jodie Grove, Geoff Hill, Mark Howard, Maureen Hunt, Lynne Jones, Ewan Larcombe, Sayonara Luxton, Asghar Majeed, Siân Martin, Chris Moriarty, Helen Price, Gary Reeves, Joshua Reynolds, Julian Sharpe, George Shaw, Gurch Singh, Kashmir Singh, John Story, Helen Taylor, Amy Tisi, Julian Tisi, Leo Walters, Simon Werner and Mark Wilson

www.rbwm.gov.uk



Tuesday 16 April 2024 7.00 pm

Council Chamber - Town Hall - Maidenhead & on [RBWM YouTube](#)

A handwritten signature in black ink, appearing to read 'Stephen Evans'.

**Stephen Evans
Chief Executive**

Agenda

Item	Description	Page
1	Apologies for Absence To receive any apologies for absence.	
2	Council Minutes To receive the minutes of the meetings of the Council held on 29 February and 11 March 2024.	7 - 20
3	Declarations of Interest To receive any declarations of interest.	21 - 22
4	Mayor's Communications To receive such communications as the Mayor may desire to place before the Council	23 - 24
5	Public Questions a) John Baldwin of Boyn Hill ward will ask the following question of Councillor Coe, Cabinet member for Household & Regulatory Services	

	<p>Budget 24/25: Appendix F, Fees/Charges for Environmental Health – Commercial Services There are 94 items listed. Against 23/24 59 are new, 18 went up, 2 remained the same. 15 went down! 14 of these relate to services involving animals. Why are pet and horse owners an exception to the general rule?</p> <p>b) John Baldwin of Boyn Hill ward will ask the following question of Councillor Werner, Leader and Cabinet member for Community Partnerships, Public Protection and Maidenhead</p> <p>There are four Public Space Protection Orders in place within the Royal Borough, dealing with dog control, cycling, alcohol consumption and BBQs. Two are Borough-wide and one other may as well be, given the long list of stipulated locations. Isn't their very existence proof that this Council does not trust the residents of the Borough to police their own behaviour?</p> <p>c) Simon Williamson of Datchet, Horton & Wraysbury ward will ask the following question of Councillor Bermange, Cabinet member for Planning, Legal and Asset Management</p> <p>Despite the submission of substantial evidence demonstrating that no commercial garage was in operation at 102 Hythe End Road, Wraysbury, for the decade leading up to 2019, and with no counter-evidence provided by RBWM, why has the LPA not acted to reverse the decision detailed in Closure Note 21/50026/ENF?</p> <p><i>The Council will set aside a period of 30 minutes to deal with public questions, which may be extended at the discretion of the Mayor in exceptional circumstances. The councillor who provides the initial response will do so in writing. The written response will be published as a supplement to the agenda by 5pm one working day before the meeting. The questioner shall be allowed up to one minute to put a supplementary question at the meeting. The supplementary question must arise directly out of the reply provided and shall not have the effect of introducing any new subject matter. A councillor responding to a supplementary question will have two minutes to respond.</i></p>	
--	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

6	<p>Petition for Debate: Restoration of direct bus service from Maidenhead to Heathrow</p> <p>Hari Sharma of Furze Platt Ward has submitted the following petition for debate:</p> <p><i>We the undersigned petition the Royal Borough of Windsor & Maidenhead to restore every half an hour direct bus service from Maidenhead to Heathrow. A. Recently Maidenhead had lost every half an hour direct bus service Number 4 to Heathrow Central. B. This direct bus service to Heathrow had been running more than 20 years, serving Maidenhead train station/Taplow/Burnham/ Slough/Colnbrook /Heathrow Central. C. New replaced service number 6 terminates at Wexham Estate in Slough D. Residents have to change at Slough to another bus service to get to</i></p>	
---	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

	<p><i>Heathrow which is causing inconvenience to elderly, disabled in wheel chair and people with young children in buggies + luggage. especially in the dark, rain and bad weather as there is no waiting space due to non-operational bus station.</i></p> <p>Full information about the petition, context and signatures can be viewed on the petition pages of the website.</p> <p>The Constitution provides for a maximum time of 30 minutes for councillors to debate petitions; this can be extended at the Mayor's discretion.</p> <p>a) The Mayor will invite the Lead Petitioner to address the meeting (5 minutes maximum)</p> <p>b) The Mayor to invite the relevant Cabinet Member to speak, including proposing any recommendation in the report (if relevant) (5 minutes maximum)</p> <p>c) The Mayor to ask for the motion to be seconded</p> <p>d) Motions without Notice (other than those detailed in Part 2 C13 of the constitution) will not be allowed.</p> <p>e) The Mayor to invite any relevant Ward Councillors to speak (5 minutes maximum each)</p> <p>f) The Mayor will invite all Members to debate the matter (Rules of Debate as per the Constitution apply)</p>	
7	<p>Petitions</p> <p>To receive any petitions presented by Councillors on behalf of residents.</p> <p><i>Notice of the petition must be given to the Service Lead – Electoral and Democratic Services not later than noon on the last working day prior to the meeting. A Councillor submitting a Petition may speak for no more than 2 minutes to summarise the contents of the Petition.</i></p>	
8	<p>Council Plan 2024-28</p> <p>To approve the new Council Plan, 2024-28, setting out the council's strategic aims and priorities for the next four years. This includes a Technical Appendix, comprising of key deliverables for 2024-25 and a revised set of performance metrics to monitor performance and progress against the Plan.</p>	25 - 80
9	<p>Constitution updates</p> <p>To approve proposed amendments from the Constitution Working Group to a number of sections within the Constitution to improve clarity, consistency and transparency, avoid duplication, ensure efficient use of resources and to amend job titles that no longer exist.</p>	81 - 102

Councillor's Questions

a) Councillor Wilson will ask the following question of Councillor Hill, Cabinet member for Highways and Transport, Customer Service Centre and Employment

Please explain the plans to support EV owners in the Borough, particularly where they live in Resident Parking Zones or otherwise need public charging facilities. Could some on street charging spaces be reserved for EV's, and could car parks with EV chargers installed be open for Residents Permit holders to park in using their permit and recharge overnight?

b) Councillor G Singh will ask the following question of Councillor Reynolds, Cabinet member for Communities and Leisure

Having been closed for 7 years I was glad to hear from Councillor Reynolds last year that the Kidwells Park Pavilion was to be put on the market and reopened.
Could the Lead Member give us a progress update on how this is going?

c) Councillor Buckley will ask the following question of Councillor Werner, Leader and Cabinet member for Community Partnerships, Public Protection and Maidenhead

Can you confirm that all expenditure whether through a reallocation of Community Infrastructure Levy (CIL) or 106 monies or just general spending, not itemised in the budget, will be approved by the spending panel? The spending panel was set up in 2023 to help control and improve the council's precarious financial position by scrutinising all expenditure over £500.

d) Councillor Buckley will ask the following question of Councillor A Tisi, Cabinet member for Children's Services, Education and Windsor

Datchet's Churchmead secondary school had 300 applicants for 120 places this year. Many local families from the feeder school, Wraysbury Primary weren't allocated places. They were offered places in Maidenhead, up to 19 miles away, disrupting friendships and harming education and well-being. Why are some RBWM schools primarily attended by non-local children and how do you propose to fix this?

The Council will set aside a period of 30 minutes to deal with Councillor questions, which may be extended at the discretion of the Mayor in exceptional circumstances. The Councillor who provides the initial response will do so in writing. The written response will be published as a supplement to the agenda by 5pm one working day before the meeting. The questioner shall be allowed up to one minute to put a supplementary question at the meeting. The supplementary question must arise directly out of the reply provided and shall not have the effect of introducing any new subject matter. A Councillor responding to a supplementary question will have two minutes to respond.

11	<p>Motions on Notice</p> <p>a) By Councillor Wilson</p> <p>The Roundmoor Stream in Eton Wick has seen three major incidents of raw sewage being released from the local Water Treatment Works this year. Critical annual maintenance is jeopardised due to the heightened health risk from manually removing sewage-covered plants. The environmental harm is excessive, with dead fish, stream vegetation covered in residue, and strong, unpleasant odours facing RBWM residents.</p> <p>This motion calls upon the Leader of the Council to write to Thames Water, the Environment Agency and the Secretary of State for the Environment, Food and Rural Affairs, The Rt Hon Steve Barclay MP, to request:</p> <ol style="list-style-type: none"> 1. In the short term, call on Thames Water and the Environment Agency to clean the Roundmoor Ditch vegetation of sewage residue so that an appropriate maintenance plan can be carried out safely. 2. Subsequently, to implement an infrastructure improvement plan to ensure sewage is not released into the streams but either contained within the Treatment Works, or released directly to the River Thames, where it is subject to much more dilution immediately. 3. That DEFRA and the Environment Agency review the permits issued to Thames Water and tighten them so that Thames Water are prohibited to release anything other than fully treated water into natural waterways. <p><i>A maximum period of 30 minutes will be allowed for each Motion to be moved, seconded and debated, including dealing with any amendments. At the expiry of the 30-minute period debate will cease immediately, the mover of the Motion or amendment will have the right of reply before the Motion or amendment is put to the vote.</i></p>	
12	<p>Adult Social Care Case Management Project Update</p> <p>To provide Council with an overview of progress and seek approval for the additional capital cost to ensure the successful implementation of the new system.</p>	103 - 116
13	<p>Unit 4 Agresso Finance System - Upgrade and Transition to Cloud Version</p> <p>To consider the proposal to continue use of an updated Unit 4 Agresso Finance system and its transition to a Cloud based version.</p>	To Follow
14	<p>Use of Urgency - Highway Maintenance Contract Extension</p> <p>To note the report explaining the Highway Maintenance Contract Extension decision, the reasons for it and why the decision was treated as matter of urgency.</p>	117 - 120

--	--	--

By attending this meeting, participants are consenting to the audio & visual recording being permitted and acknowledge that this shall remain accessible in the public domain permanently.

Please contact Kirsty Hunt, kirsty.hunt@rbwm.gov.uk, with any special requests that you may have when attending this meeting.

Published: Monday 8 April 2024



**AT A MEETING OF THE BOROUGH COUNCIL held in the Council Chamber -
Town Hall - Maidenhead on Monday 11 March 2024**

PRESENT: The Mayor (Councillor Neil Knowles), The Deputy Mayor (Councillor Simon Bond)

Councillors Clive Baskerville, Adam Bermange, George Blundell, Mandy Brar, Catherine Del Campo, Alison Carpenter, Richard Coe, Suzanne Cross, Carole Da Costa, Wisdom Da Costa, Devon Davies, Karen Davies, Jack Douglas, Genevieve Gosling, Jodie Grove, Geoff Hill, Mark Howard, Maureen Hunt, Lynne Jones, Ewan Larcombe, Sayonara Luxton, Asghar Majeed, Siân Martin, Chris Moriarty, Helen Price, Gary Reeves, Joshua Reynolds, Julian Sharpe, George Shaw, Gurch Singh, Kashmir Singh, John Story, Helen Taylor, Amy Tisi, Julian Tisi, Leo Walters, Simon Werner and Mark Wilson

Officers: Stephen Evans, Elaine Browne and Kirsty Hunt

50. Apologies for Absence

Apologies for absence were received from Councillor Buckely.

51. Council Minutes

The Mayor noted that the minutes of the budget meeting held on 29 February 2024 were not yet available for review and would be considered at the April meeting.

52. Declarations of Interest

Councillor Moriarty declared a personal interest in agenda item eight, Overview and Scrutiny Co-Optees, by virtue of having a personal relationship with one of the proposed Co-Optees listed but he did not believe it presented a conflict of interest or would affect his approach to considering the agenda item.

53. Mayor's Communications

The Mayor shared a series of images with the meeting to highlight activities he and the Deputy Mayor had attended since the previous Council meeting including:

- attending the World Day of Prayer service at High Street Methodist Church, Maidenhead
- attending the Hungerford Star Dinner
- visiting the Maidenhead Rotary's Maidenhead Big Read Festival at Maidenhead Library
- attending the Lord Lieutenant's Awards Ceremony
- attending the Windsor and Eton Society Dinner
- attending the Maidenhead's Got Talent event
- attending the Windsor and Maidenhead Symphony Orchestra concert

54. Public Questions

The Mayor advised that the first public question set out in the agenda had been withdrawn.

b) Sir Brian Donohoe from outside the borough asked the following question of Councillor Werner, Leader of the Council and Cabinet member for Community Partnerships, Public Protection and Maidenhead

COUNCIL - 11.03.24

RBWM entered into a £90,000 settlement on 24/11/2006 with a part 20 defendant in consolidation action number WC049023. This protected the defendant from all future liability, and included a non-disclosure clause.

Why does RBWM have a policy which allows such contracts in child abuse cases?

Written response: I have been advised by the Council's Legal Team that in the case referred to in the question, the Council (via its insurers and insurers lawyers) settled with a Part 20 Claimant out of court as part of the civil claim relating to the negligent running of Green Field House by the former Berkshire County Council. As is customary in such settlements, the Council agreed to waive all liability for future civil claims and agreed that the details of the settlement would not be disclosed. The Council does not have a policy in relation to such agreements, these agreements being customary during civil claim settlements and being made on a case by case basis.

This Settlement Agreement (including the non-disclosure clause) related to the civil negligence claim only; it did not relate to any criminal prosecution of the Part 20 Defendant and it did not prevent the Council from providing evidence in relation to the Part 20 Defendant in any criminal proceedings

Sir Brian Donohoe commented that one of the child abuse victims was refused entry to the Council where he was attempting to whistle blow and officers had shown him the confidential settlement which he understood contained a clause to the effect that a known, or suspected, perpetrator of child abuse was “discharged from any further liability” and for “any claim arising hereafter”. He reported that Council officers had described this clause repeatedly as “customary” and do not rule out its “customary” use in the future. He asked whether officers had shown him the settlement document in preparation for the meeting and whether he agreed that the Council should debate banning the use of taxpayers money to underwrite and protect child abusers from their future financial liability?

Councillor Werner responded that he would ask officers in the Legal team to prepare a written response.

55. Petitions

There were no petitions presented.

56. Establishment of a Joint Committee - the Berkshire Prosperity Board

Council considered the proposed arrangements to establish a fully constituted Joint Committee (to be known as the Berkshire Prosperity Board) from May 2024 to deliver a Berkshire-wide vision for inclusive, green and sustainable economic prosperity.

Councillor Werner explained that over the last few years the Council Leaders from the Berkshire councils had met regularly to look at how their collective power could be used to lobby central government. Previously the Local Enterprise Partnership (LEP) used central government money on schemes that had ‘dreamt up’ with the leadership of each Council. Some of those ideas were developed and implemented and he gave the example of the failure of the station for forecourt design as an example of how the LEP was wasting money. Central government have decided to end LEP funding from the end of March 2024 with those budgets being handed back to groups of local authorities. Working with the other Berkshire Leaders a board was established where we would focus on four different work streams: Net Zero, Health and Inequalities; Education and Skills; Affordable housing development and Strategic Infrastructure. He explained that in the short term the Council would commission the LEP to do some of the work but with the local councils in charge. He was keen to see a pipeline of ideas being developed involving all RBWMs partners e.g. Maidenhead Town Partnership and

Windsor Vision for when the money becomes available. He concluded that this could have amazing benefits with very little cost to us and it could give us big rewards.

Councillor Jones seconded the proposal.

Councillor Price commented that working collaboratively could bring benefits that working alone just could not. She reflected that the LEP had made some very strange decisions such as the Vicus Way car park and the Maidenhead station forecourt. She hoped that lessons had been learnt, this would not be repeated, and the new board would be more responsible with taxpayers' money. She queried how residents would find out what was happening: would the results be reported to Cabinet or to Council, would the minutes be published on the website, would meetings be available to watch on YouTube and would the amount considered in Part Two be minimised. She continued to query who was this new body accountable to and how its success would be measured as the appendix refers to the accountable body, but it was not clear if this was a separate body. She concluded by suggesting that the Corporate Overview and Scrutiny Panel might have a role to play in ensuring the new Boards' efficiency, good use of monies and of officers' time.

Councillor W Da Costa stated that he had dreams and visions for residents and businesses based on many conversations. He imagined a regional green public transport network enabling travellers to travel cheaply and conveniently to their destination and improve footfall, reduce carbon footprint and boost the local economy. He recognised that nature and ecosystems did not worry about council boundaries so suggested a regional biodiversity action plan to build up ecosystems holistically across the region or raising funds publicly and privately to build up green industries in the region. He asked what the Leader and the Chief Executive's visions were for the Berkshire Prosperity Board to achieve for RBWM residents and how would they involve councillors, residents and businesses.

Councillor Hunt commented that the proposal was a good thing, agreed that there must be accountability by another body and supported the comments about transparency and that this could be considered by Overview and Scrutiny.

Councillor Jones commented that the Berkshire Prosperity Board had the potential to provide more flexibility and influence than a single Council would have on its own. It would enable authorities to speak collectively to government and other organisations to secure funding for key projects and would also provide a strengthened case to government and private investors for funding and greater investment for strategic projects across Berkshire. She stated that it could also position Berkshire for potential future devolution proposals to benefit from additional responsibilities and funding opportunities. She believed that meetings would be held in public. She stated that it was low cost and low risk and the benefit was that it could offer opportunity for greater funding and collaboration for strategic investment across Berkshire.

Councillor Werner agreed that it was absolutely imperative that the new Berkshire Prosperity Board was an open and transparent process. He reflected that the previous administration's relationship with the LEP had left the area with ridiculous schemes that wasted money and harmed the well-being of residents. He stated that this would be avoided by making sure that the decisions were open and transparent so they could be debated and that it was not only about being collaborative between the councils in Berkshire but across this Council. The Berkshire Prosperity Board would be accountable to the Council, the meetings would be public meetings that could be attended or watched and he considered it vital that particular decisions were able to be called in to scrutiny. He reflected that Councillor W Da Costa's ideas were the kind of ideas that were already part of the discussion and they would be pursuing all those kind of ideas and more. He concluded that they were not guaranteed the money to pay for all the ideas but by working as a Berkshire wide authority it would mean that they had the clout to hopefully be able to fund at least some of the schemes.

On the proposition of Councillor Werner, Leader of the Council and Cabinet Member for Community Partnerships, Public Protection and Maidenhead and seconded by Councillor Jones it was

RESOLVED unanimously that:

- i) the report be noted;**
- ii) the establishment of a fully constituted Joint Committee (to be known as the Berkshire Prosperity Board) be agreed from May 2024 to deliver a Berkshire-wide vision for inclusive, green and sustainable economic prosperity;**
- iii) that the proposed constitution for the Joint Committee be agreed as set out in Appendix A - Functions and Procedure Rules for a Joint Committee, Appendix B - responsibilities of the accountable body and Appendix C - governance structure is approved, subject to the Monitoring Officer being authorised to make minor amendments to the Functions and Procedure Rules in conjunction with the participating authorities; and**
- iv) that the Chief Executive, in consultation with the Leader of the Council, be delegated to agree and enter into a legally binding agreement between the six member authorities setting out the supporting arrangements and responsibilities between the authorities - particularly that between the lead authority (known as the accountable body) - and the other member authorities and go through the relevant democratic process if required.**

57. Overview and Scrutiny Co-Optees

The meeting considered the report recommending the appointment of co-opted representatives to the Place and People Overview and Scrutiny Panel.

Councillor Taylor, Chair of People Overview and Scrutiny Panel explained that the People Panel had the ability to appoint a number of individuals as co-opted members to give the Panel a wide range of viewpoints, knowledge and experience. The People Overview and Scrutiny Panel were seeking to appoint a representative from Church of England diocese, the Roman Catholic diocese, two parent Governor Representatives which one representing the primary phase and one to represent the secondary phase and finally one representative from the Regional Schools commissioner. She explained that the two religious representatives agreed to remain on the panel for a new term. All parent governors were contacted and made aware of the positions available and nominations were received. After discussing with both individuals interested in the primary parent government position one agreed to be representative the other was happy to be a substitute. Mark Jarvis had previously served on the Panel as a Parent Governor and had expressed an interest in remaining. He has a new role as the Chair of Trustees for the Pioneer Educational Trust, which includes RBWM schools such as Desborough College and Trevelyan Middle School, and therefore the Panel have recommended he was also appointed on the Panel as the Regional Schools Commission representative.

Councillor Martin, Chair of Place Overview and Scrutiny Panel explained that the Place Panel similarly were able to appoint two Parish Councillors with one representing the northern parishes and one representing the southern parishes. All Parish councils were made aware of the positions available and nominations were received. Two nominations were received from the southern parishes however one nomination was received after the deadline and therefore this nomination was recommended to be the substitute representative.

The report had been considered and recommended by both the People and Place Overview and Scrutiny Panels. Councillor Martin moved the recommendations as listed in the report and this was seconded by Councillor Taylor.

Councillor Hunt commented that the Council was very lucky to have people who wanted to volunteer and reflected that those that had volunteered before had been excellent.

On the proposition of Councillor Martin, Chair of Place Overview and Scrutiny Panel and seconded by Councillor Taylor it was

RESOLVED unanimously that

- i) the report be noted;**
- ii) the appointment of the following representatives be made to the Place Overview and Scrutiny Panel until May 2027:**
 - Louvaine Kneen as the Parish Councillor representing the Northern Parishes
 - Roly Latif and David Sanders (sub) as the Parish Councillors representing the Southern Parishes; and
- iii) the appointment of the following representatives be made to the People Overview and Scrutiny Panel until May 2027:**
 - Tony Wilson as the Church of England diocese representative
 - Catherine Hobbs as the Roman Catholic diocese representative
 - Poornima Karunacadacharan and David Hicks (sub) as the primary parent governor representatives
 - Noel Wood as the secondary parent governor representative
 - Mark Jervis as an additional co-optee on the Panel.

58. Councillors' Questions

a) Councillor Larcombe asked the following question of Councillor Werner, Leader and Cabinet member for Community Partnerships, Public Protection and Maidenhead

Four of the five Directors of RBWM Property Company Ltd resigned on 13 February 2024. Can you please explain the circumstances behind these resignations?

Written response: In terms of the reasons for these resignations, the decision of the former Chair and the non-exec directors is their own and we thank them for their contribution. A new interim company board has since been installed.

Regarding the RBWM Property Company more widely, as part of our financial recovery plan we're looking at all services to determine whether the current delivery model is the right one - that's something we have to do given the pressures facing the council. It's in this context that we'll be reviewing the Property Company and the services it provides, although no decisions have been taken about future approach. We've also taken steps more recently to strengthen council oversight of the company, which was needed.

Councillor Larcombe asked how much had the property company had cost the Council. He clarified that he meant that when the property company was set up in 2011 there were expectations as to how it would perform over the years and he wondered whether it had performed in accordance with those expectations.

Councillor Werner replied he had wanted to tackle the scrutiny of the property company when he became Leader and implemented scrutiny changes two levels: as owners of the property company they put in place a shareholder panel but as the Council was also a client they had

appointed an officer to act as the main liaison with the property company so it could be scrutinised at that level. At the second shareholders panel they had raised a number of issues with performance and asked for an improvement plan to urgently be put in place. It was the following day that four of the non-executive directors resigned and they have temporarily been replaced with senior officers of the Council while the future of the property company is considered.

b) Councillor Gosling asked the following question of Councillor Reynolds, Cabinet Member for Communities and Leisure

Windsor is one of the UKs best tourist attractions. I believe that our iconic Museum is part of this with an accreditation from The Arts Council. When it charged, it still had a large footfall. Over 1000 people have signed the Museum petitions. What alternative ways are being considered to preserve this attraction for future generations?

Written response: The official RBWM petition has just over 70 signatures from local residents asking us to keep the museum open. You are correct to say that when the museum charged a small admission fee there was an income generation from the museum. When the decision was made by the previous administration to remove the fee, they failed to remove the income target. Therefore, the museum has always been set up to fail in the eyes of the budget.

We are committed to keeping a museum service within Windsor, and options for the museum are currently being explored with stakeholders. The Windsor and Royal Borough collection is a vital part of our history, and we want to ensure that residents still have access to our local heritage.

We're also exploring how we can get the museum to different community groups. Since 2020 0 school trips have been booked to the museum, which is disappointing and somewhat different to what's been shared on social media. Therefore, we're exploring whether we can send the museum collection out to schools and care homes so more of our residents can learn about the history of The Borough.

Councillor Gosling stated that as the draft budget was made public in mid-December there had been plenty of time to make initial inquiries as to likely suitable venues in Windsor. She queried where the museum was going to be put if it was moved, what would the costs be and would there be a charge to customers if the museum was rehoused.

Councillor Reynolds responded that was an interesting question regarding charging as the museum used to have a charge but several years ago that fee was removed but the income target was kept. The previous administration required the museum to generate an income and he queried how the previous administration expected to preserve the attraction for future generations when having that negative target. He explained that in this year's budget the previous administration had zero planned for the museum so there was a one year funding settlement agreed for it last year and the previous administration had not planned for anything for it for this year. He continued that they were exploring how we can get the Museum to different Community groups and noted that since 2020 zero school trips had been booked to the museum which was different to what he had read on some social media platforms. He stated that they wanted to make sure that the museum was set up for the future, worked for the residents of Windsor and Maidenhead as it was a borough Museum, and they were committed to keeping the Museum service in Windsor. He concluded that they would see what the outcome was of the review currently taking place.

c) Councillor Brar asked the following question of Councillor Coe, Cabinet Member for Cabinet Member for Household & Regulatory Services

Can I be assured that the Environment Agency and council will engage with Bisham Parish Council and the flood wardens to make sure that any lessons are learnt from the recent flood events on the Thames?

Written response: The council is working through its debrief process to ensure the lessons are learnt from the recent major flooding incident across the borough. This includes working with multi-agency partners as well as meeting with all local communities affected by the incident to get feedback on how we can improve our plans and complete our statutory duty to investigate all flooding incidents as the lead local flood authority. The council has provided all impacted Parish Councils the opportunity to feed into the Council's debrief process through a survey. This has helped to shape immediate learning which can change processes quickly ahead of any new flood events. Meetings with each impacted Parish Council are being organised to collect data for the Section 19 Flood Investigation Report. 3 of these have been completed and the final details of the remaining 3 are being put together.

The council has also secured the support of Environment Agency and Thames Water to meet with Bisham and Cookham Parish Councils to discuss their concerns. We are in the process of finalising the details of that meeting.

Although the formal review has a timetable, we will continue to welcome stakeholder ideas on how we can improve at any time.

Councillor Brar asked as her supplementary question whether Councillor Coe agreed that they could only solve flooding issues in Cookham or other parishes, which were liable to flooding, if the national government accepted responsibility for it.

Councillor Coe did agree and stated that it was easy for Cookham, Bisham and also Hurley to get forgotten with all the focus that was put on Datchet, Horton and Wraysbury and Old Windsor which suffered with flooding as well. He continued that the responsibility for the channels around Cookham, which flooded during the recent incident, rest with the Environment Agency and the channels around Cookham are what is known as 'main Channel' which are drainage channels which are responsibility of the Environment Agency to maintain or to enforce maintenance. This includes the channel at Cookham Moor which burst its banks and flooded the whole area around the Causeway. He stated that addressing the problems with a river as significant as the Thames and the channels that come off it around Cookham was definitely a matter which is beyond the scale of a small unitary authority to fund. He reflected that national government needed to stop trying to kick the issue down the road, take responsibility for this national issue and infrastructure of such national importance.

d) Councillor Price asked the following question of Councillor Bermange, Cabinet Member for Planning, Legal and Asset Management

A Motion was agreed by Council in September relating to Part II items. When will the periodic review take place regarding historic Part II decisions?

Written response: The council is fully supportive of a new approach to transparency and this can be clearly seen in the subsequent reduction of information reserved for part 2 discussions to date in the interests of local democracy. Since last summer, steps have been taken to reduce the number of Part 2 papers over the past year and ensure that more information is covered in Part 1 discussions. I fully supported the Motion agreed by Full Council in July 2023.

Concerning the provision in that Motion to periodically review historic Part 2 Reports and Minutes with a view to publication, this was subject to officer capacity and resource availability.

As was noted in the Report of the Chief Financial Officer at Budget Full Council in February 2024 (Appendix O to the Budget Paper), the Council faces a significant risk in relation to capacity, and in all areas of the Council resource has been reduced to very lean levels. Officers are regularly facing difficult decisions on how to prioritise the resources available and our focus is rightly on delivering the budget recently agreed by Full Council to help reduce the risk of effective bankruptcy.

The periodic review of historic Part 2 Reports and Minutes requires significant officer resource and capacity. This impacts both teams within Law & Governance (Information Governance and Democratic Services) and also the relevant Service Areas responsible for the original reports, especially where there has been a high turnover of staff which necessitates lengthy research into historic issues.

Therefore, at the present time, we are prioritising doing what is required to put the council back on a firmer financial footing and deliver the essential services the borough needs. As a consequence, there is, unfortunately, no capacity to prioritise the review of historic reports at present.

However, this does not affect the ability for FOI requests to be made in relation to historic Council Reports, which will be handled through the statutory process.

Councillor Price thanked Councillor Bermange for his response and for spending time with her the previous week to work collaboratively and pragmatically on finding what she believed was an acceptable way forward working with the current limited resources. She asked him to explain further what they had agreed with officers.

Councillor Bermange thanked her for working with him to find this solution to help achieve the aims of the motion and acknowledging the scarce resources available. He had validated the approach with the Monitoring Officer, Democratic Services and the Information Governance Team. As he had noted in the written response the Freedom of Information (FOI) process is an established statutory regime with built-in safeguards, is open to both public and members of the Council and the Council has a duty to comply with this statutory obligation. He explained that the public interest test applied to potentially exempt information was very similar to the test that was applied when determining whether documents needed to be in part two in the first place. He described that when the Freedom of Information team published a former part two report in response to an FOI query they would flag this to Democratic Services team who would add a link to the response on the original meeting agenda page where the restricted report was originally considered. He shared on screen an example of the Alexander Gardens cabinet report from February 2000 which was now available via an FOI query. All members would be made aware that this has happened and the details. He asked that if Councillors were aware of any particular past FOI responses that should be linked to past agendas they should advise him or Democratic Services and these would be retrospectively linked.

59. Motions on Notice

Motion a) regarding minimising the probability of flooding by ensuring that land drainage infrastructure was maintained

Councillor Larcombe introduced his motion as set out in the Council agenda. He referred to the Councillor question about flooding earlier in the agenda stating that the upstream catchment was about 8,500 square kilometers and once the area was saturated every drop of rain came past here, especially in the winter season. As part of the answer to the earlier Councillor question reference was made to the Section 19 report which was a report on what had happened during the last flooding event and he queried where the report went.

He referred to Councillor Walters who had objected, 30 years ago, to what is now known as The Jubilee River and recognised his efforts to ensure that it was considered by the Planning

Committee. He recounted that the Inspector had said “it would be very embarrassing for all concerned if the new channel did not carry its design capacity” and stated that it could not and never would.

He continued that 20 years later his ward, Datchet, Horton and Wraysbury, repeatedly flooded every time the gates were opened and highlighted that this was not a natural flooding event but someone was sitting in an office looking at a chart and pressing a button.

Councillor Larcombe described his ward, Datchet, Horton and Wraysbury, explaining that apart from two motorways, two railway lines with two railway stations his patch had the Thames, the Jubilee River, the Myrke which was a designated main river, the Datchet Common Brook, Wraysbury Drain which was a critical ordinary water course, the Horton drain, the Cole Brook which was another designated main river and the County Ditch.

He explained that the area flooded at the beginning of January and they were still flooded today because the ordinary water courses and the channels had not been kept clean and tidy for years. He recognised this was a nationwide and political problem and the issue for Datchet, Horton and Wraysbury was that it was geopolitical because they were at the end of the borough and at the end of the county.

He stated that the legislation was substandard as there was no duty anywhere for anybody to keep these water courses and the land drainage infrastructure clean and tidy. A Lead Local Flood Authority resulted from the Floods and Water Management Act 2010 but he queried who they were and what did they do. He reflected on the changes to partnership funding. He concluded that the images shared with the meeting was a road in Wraysbury called Feathers Lane from previous flooding in 2011.

Councillor Werner seconded the motion.

Councillor W Da Costa supported the motion. He reported that recent training on emergency planning within the borough. He reflected that due to the climate change they were observing increased amounts of carbon emissions, weather warnings and floods. He stated that he did not think that the existing plan dealt with the worsening situation. He suggested that it may be something for the Berkshire Prosperity Board to consider building in resilience to protect residents, farmland and businesses.

Councillor J Grove commented that the recent flooding event in January had focused attention on the ongoing and ever worsening risk of flood events within the borough. The water had behaved very differently this year compared to the floods of 2013 and 2014. The preceding six months had been exceptionally wet but they could not ignore the deteriorated state of land drainage systems. As a Council we are looking to the government for funding for a long-term meaningful flood defence system in the form of a flood alleviation channel e.g. RTS Channel One. Even if successful this would take years to build but a difference could be made now as well-maintained land drainage infrastructure were essential to protect the properties, businesses and possibly the lives of the residents. She suggested that investment was financially prudent as flooding events were becoming more regular and the cost for recovery and reinstatement post flooding was increasing. She concluded that she supported the motion.

Councillor Reynolds agreed that it was really important that not only the infrastructure was built but it is then maintained so it is fit for purpose. He agreed with earlier comments that land drainage was also really important as they were aware that green areas in many wards flooded when it rained. He referred to a number of sites due to be built upon within the Borough Local Plan and raised concerns that plans to build homes on flood plains and green sites did not sit well with making improvements to reduce flooding.

COUNCIL - 11.03.24

Councillor Howard reiterated the comments about reducing the amount of flood plains, which slow the transit of water into the river, by covering them in concrete the flow channels are not maintained. He raised the misery of polluted water coming into people's houses as the water mains were leaking and raw sewage was being pumped into the flood water.

Councillor Jones also supported the motion noting that the responsibilities for maintenance of different land drainage infrastructures lay with different people or Organisations. She stated that everyone needed to step up and take responsibility because without everybody maintaining the infrastructure it just would not change.

Councillor Bermanage referred to the council's ability to serve enforcement notices under the Land Drainage Act. He advised that the council did not currently have a land drainage enforcement policy but hoped it was something they would have the resources to develop and implement in the future.

Councillor Wilson commented on the unpleasant situation in Eton and Castle where raw sewage had been flowing past residents' back gardens. Paths and fields had been flooding due to lack of channel maintenance and grazing land had now designated a wetland because of poor drainage. He concluded by encouraging the use of local contractors to support the local economy.

Councillor Moriarty thanked Councillor Larcombe for his continuous work to ensure this issue was not ignored. The contributions to the debate showed that this issue was affecting different parts of the borough, even those that were not previously affected. He thanked Councillor Larcombe for ensuring that resource was put into this area and noted his expertise. He was pleased to see the motion seconded by Councillor Werner, that Councillor Coe was working with him and Cabinet members were listening. He understood that creative solutions would be required and concluded by showing admiration for his determination.

Councillor Coe supported the comments made and added that he had been on site visits with Councillor Larcombe to view land drainage and the design of the Jubilee River. He reflected on the difficulties and complications of enforcing maintenance across the number of land and homeowners. He observed that the Council owed a debt to the voluntary groups that helped maintain these water courses as the enforcement resources had been removed within the organisation.

Councillor Walters reflected that he had heard Councillor Larcombe's lone voice for some time. He reflected that previous discussions had been lost and he thanked him for bringing the motion and was pleased to see it supported.

Councillor Reeves mentioned the lack of maintenance of a culvert in Kimbers Lane had caused flooding which meant walkers had to climb over a fence to continue. He stated that developers needed to be reminded that when building on affected land they needed to take appropriate accountability and responsibility for maintenance. He continued that the council should be asking as part of planning conditions that they achieve this critical aim of them taking responsibility.

Council Werner commented that Section 19 report captures each incident in detail and stated it would be foolhardy not to use the report as a work in progress to help fix issues. He said that as council we need to have a plan to help resolve the various issues of the drains and he said the work had already begun. He referred to the pumping station in Cookham which was overwhelmed with recent flooding. Councillor Reynolds was leading a campaign against sewage being pumped into waterways and encouraged everyone to sign his petition. He agreed that it would be a long process. He agreed that it was so important that the national government stepped up and dealt with this emergency. He reflected that this infrastructure issue was the kind of project that the new Berkshire Prosperity Board could support future growth.

Councillor Larcombe summed up the debate by stating that the Environment Agency had failed to maintain the Thames, they got rid of the dredgers, dredger operators and disposal facilities. He described how dredging was currently carried out. He advised that his petition had nearly got 1,200 signatures and would be brought to a future meeting. He stated that people and organisations needed to work together. He commented that there was a lack of oversight and scrutiny as the Flood Liaison Committee was not a committee of the Council. He said there was an opportunity for the new Administration to do better. He wanted to see progress on the Wraysbury Drain as the culvert had not worked for five years. He suggested that Parish Councils were asked to make an annual report about the quality of their land drainage infrastructure in terms of water levels, water flows and water quality. Work with Parish Councils to help identify and communicate with those who were responsible and enforce when action was not taken.

On the proposition of Councillor Larcombe, Ward Councillor for Datchet, Horton and Wraysbury and seconded by Councillor Werner it was

RESOLVED unanimously that this council takes immediate action to ensure that the probability of flooding is minimised by ensuring that land drainage infrastructure is maintained in a condition fit-for-purpose.

60. Appointment of Chair

The Mayor advised that an updated report had been circulated to address the other vacancies that were likely to occur as a consequence of the nominations.

Councillor Bermange introduced the item explaining that the report related to the remainder of the current municipal year as Councillor Reynolds had indicated that he no longer wished to be on the Maidenhead Development Management Committee. His extremely capable vice chair, Councillor Martin, was being proposed to become Chair, he had seen her step up into the role already and she had shown a real skill in managing the lively committee ensuring that all members got a chance to put their views across. He endorsed her nomination as the new Chair and noted that this would require a new Vice Chair be appointed and Councillor Hill was recommended as a long-standing member of the development management committee with a lot of experience in planning matters. He asked those present to note that Councillor Gurch Singh would be appointed as a permanent member of the Committee.

Councillor Reynolds seconded the recommendation and fully supported Councillor Martin's nomination as Chair. He noted that in a short time as a councillor she had already shown her skills in chairing the Place Overview and Scrutiny Panel and had chaired the Maidenhead Development Management Committee for the Spencer's Farm agenda item. He concluded that he was delighted that Councillor Martin had agreed to take over as chair with Councillor Hill as Vice Chair.

On the proposition of Councillor Bermange, Cabinet Member for Planning, Legal and Asset Management and seconded by Councillor Reynolds it was

RESOLVED unanimously that:

- i) **Councillor Martin be appointed as Chair of the Maidenhead Development Management Committee for the remainder of the municipal year 2023-24;**
- ii) **Councillor Hill be appointed as Vice Chair of the Maidenhead Development Management Committee for the remainder of the municipal year 2023-24; and**

- iii) **it be noted that Councillor Gurch Singh has been appointed as a member of the Maidenhead Development Management Committee for the remainder of the municipal year 2023-24.**

61. Annual Meetings Schedule 2024-25

The members present considered the report setting out the programme of meetings for the Council, Cabinet and the other various panels, forums, sub-committees and other bodies administered by Democratic Services for the 2024/25 Municipal Year.

Councillor Werner recommended the meetings programme noting that the schedule tried to avoid school holidays for all the councillors who were parents accepting that if something came up during the year that made one of the dates impossible there would be the opportunity to change it at a later date. Councillor Bermange seconded the proposed programme.

Councillor W Da Costa raised concerns that the proposed schedule did not include any scheduled dates for the Aviation Forum and none had been held since 2023. He stated that was very alarming for Windsor residents who were suffering from the level of aviation noise. He reported that Windsor residents were affected throughout the day with noise at levels that were 30 times greater than the World Health Organisation recommended. He reflected that there were a number of issues that had not been addressed in the Aviation Forum including the noise action plan and the various consultations. He requested that Councillor Werner put in a hybrid meeting of the Aviation Forum each quarter.

Councillor Price recorded her thanks to the officers who had created the meetings programme as she recognised that it was not simply rolled forward from the previous year but incorporated the changes with Cabinet meetings and avoided school holidays.

Councillor Coe responded to Councillor W Da Costa's queries about the Aviation Forum and advised that they had been considering how the Forum could be reformed to make it more purposeful. They were looking to schedule the meetings to fit in with the meetings of the main Heathrow bodies so that the Forum would input into those consultations via RBWMs representative on those panels. He explained that there was a meeting coming up in relation to latest round of consultations and hoped to be able to timetable a programme that interlocked with the meetings of the subgroups so that information could then be discussed at the Aviation Forum. He stated that he had asked for the meetings to be held in Windsor in recognition that area was more affected currently than other parts of the borough.

Councillor W Da Costa requested a guarantee of four meetings per year.

Councillor J Tisi observed that as the Chair of Audit and Governance Committee he recognised that the excellent budget process this year had been supported by how Overview and Scrutiny meetings had been dovetailed to actually get really good scrutiny over the process. He considered that it was a welcome development from the previous CiFPA observations and it was important that they were able to act as a critical friend to the Executive of the Council.

Councillor Bermange reiterated the thanks to the officers in Democratic Services who had worked to accommodate an annual schedule with so many different bodies and getting it all to work together in harmony. He emphasised that avoiding school holidays, wherever possible, was important when recognising that Councillors come from all different walks of life and they needed to make sure that Council meetings were accessible to everyone. He noted that Councillor Coe had already responded to Councillor W Da Costa's comments, acknowledged that the Aviation Forum was a really important body and they would look at firming up the next date soon. He concluded that as the Council moved forward into the next Municipal year they had a comprehensive schedule and should all look forward to it.

On the proposition of Councillor Werner, Leader of the Council and Cabinet Member for Community Partnerships, Public Protection and Maidenhead and seconded by Councillor Bermange it was

RESOLVED unanimously that

- i) the report be noted;**
- ii) the programme of meetings for the 2024/25 Municipal Year, attached as Appendix B be approved;**
- iii) the split of virtual meetings/in-person meetings for the 2024/25 Municipal Year, attached as Appendix C be agreed; and**
- iv) that a further review of in-person/virtual meetings would take place if and when legislation is enacted to allow decision making meetings to take place virtually.**

62. Use of Urgency - Early Adoption of Fees and Charges

The meeting considered the report explaining the Early Adoption of Fees and Charges decision, the reasons for it and why the decision was treated as matter of urgency.

Councillor Jones explained that the fees and charges report was originally proposed to be part of the draft Budget report to be considered by Cabinet in November 2023. She explained that when that report was delayed to December the fees and charges element of the report was taken as a separate report to enable it to be implemented according to the planned timetable. The subsequent separation of the two reports meant that the fees and charges report as an individual report was entered onto the forward plan with less than the required 28-day notice period. The report was considered as an urgent item and was agreed by Cabinet on 29 November 2023. To ensure full governance and transparency this report was being brought to the meeting to be noted. This was in accordance with the Constitution in Part Three, Section 15 paragraph 4B which states that the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as a matter of urgency.

Councillor Jones proposed the report be noted and this was seconded by Councillor Werner.

In response to Councillor Price's query it was confirmed that this was the next available Council meeting because the January meeting had been rescheduled and the February meeting was reserved to budget discussions.

Councillor Sharpe was hesitant about the use of urgency for a decision taken in November, that it was not taken through Overview and Scrutiny and did not accept the reasons provided as it did not feel right for a well organised and well-managed Council.

Councillor Reynolds explained that the urgency was due to the state to the Council's finances that had been inherited and the need for the changes to fees and charges to be implemented. He stated that was very clear at the Council meeting on 27 September that an action plan was being put together which included maximising income from fees and charges. He continued that the Chair of Corporate Overview and Scrutiny was consulted about the proposal and a full discussion was held at the time. He did not recall anybody approaching or speaking to us at the time or coming to speak at Cabinet when the item was presented at Cabinet or asking any of these questions at the time of the decision. He concluded that it felt as though the opposition was trying to make a political point out of something that was very clearly constitutional.

COUNCIL - 11.03.24

Council Bermange commented that considering this report actually showed an example of good governance as they had identified there was a technical issue with the separation of the fees and charges item from the wider budget paper which was advertised correctly on the Forward Plan. He described the full process undertaken, as set out in the report, to separate the two items. He stated that it demonstrated the administration were committed to good and clear governance.

In response to Councillor C Da Costa's question it was clarified that the original decision was not being revisited but the report included details of the original decisions' implementation timetable at paragraph nine to explain the need for urgency in November.

Councillor W Da Costa queried whether elements of the fees and charges could be discussed.

It was reiterated again by the Monitoring Officer that the constitution required that whenever urgent decision decisions were taken this should be reported to the next available Council meeting explaining the original decision, the reasons for it and why the decision was treated as a matter of urgency. The report was not an opportunity to revisit the original decision but the reasons for it to be taken under urgency was to be noted by the Council.

Councillor Reeves stated that the report had to be taken as a separate item at Cabinet to allow the public consultation to be undertaken and allow the implementation timetable to be met. He stated that the purpose of the report was really clear.

Councillor Carpenter commented that she did not believe that the Council did listen to what the residents wanted in relation to parking fees as part of the consultation.

Councillor Werner considered the report to be an example of the partnership Cabinet of delivering good simple governance but there was still some misunderstanding. He noted that the Constitutional Working Group could look at constitutional issues and if there were suggestions for changes in the Constitution with regard to urgency items then he was happy to work with colleagues to improve the Constitution.

Councillor Jones summed up by reiterating the technical process that had been followed and the constitutional reason why the report had been brought to Council's attention for noting.

As per Council agenda rule C17.3.4 the following Councillors requested that how they voted be recorded in the minutes. Councillors Gosling, Hunt, Luxton, Majeed, Sharpe, Story and Walters abstained from the vote to note to the report and accept the reasons provided.

On the proposition of Councillor Jones, Deputy Leader of the Council and Cabinet member for Finance and seconded by Councillor Werner it was

RESOLVED that the report and reasons provided for the Cabinet decision on early adoption of fees and charges being taken as an urgency item be noted.

The meeting, which started at 7.00 pm, ended at 9.00 pm.

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:

- a) *any unpaid directorships*
 - b) *any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority*
 - c) *any body*
 - (i) *exercising functions of a public nature*
 - (ii) *directed to charitable purposes or*
 - (iii) *one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)*
- of which you are a member or in a position of general control or management*

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, or a body included under Other Registerable Interests in Table 2 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 financial interest or well-being of a body included under Other Registerable Interests as set out in Table 2 (as set out above and in 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 (referred to in the paragraph above) **affects** the 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.

MAYOR'S COMMUNICATIONS

Since the last Council meeting the Mayor and Deputy Mayor have carried out the following engagements:-

- Attended a meeting of the Samuel Lewis Old Age Pension Fund
- Attended the official opening of the Taylor Wimpey development at Heatherwood Royal
- Attended a couple of sessions of the Mock Trials at Reading Crown Court
- Attended the Windsor and Eton Choral Society concert
- Attended the Berkshire Community Foundation Showcase and High Sheriff's Awards Evening
- Attended Citizenship Ceremonies and hosted receptions afterwards
- Launched the Windsor Director of Community Groups and Charities
- Welcomed the 1st Maidenhead Sea Beavers to the Mayor's Parlour
- Attended the official opening of Ultra Intelligence
- Attended the funeral of former Mayor, Baroness Shreela Flather
- Attended the annual centenary dinner of the Old Maidonians and Desborough Society
- Visited Marlow for their Town Mayor's Civic Celebration
- Joined members of the Windsor Old People's Welfare Association for Easter lunch at the King George VI Day Centre, Windsor
- Started the Maidenhead Easter Ten race and presented the trophies/medals
- Attended the swearing in ceremony for the new High Sheriff
- Attended the Royal Air Force Air Cadets laying up ceremony and standing up of the new Thames Valley Wing
- Attended charity meetings of the Spoores Merry Rixman Foundation and Pooles & Rings
- Hosted reception for the Ceremonial Wardens following their King's Award for Voluntary Service

This page is intentionally left blank

Report Title:	Council Plan 2024-28
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Simon Werner, Leader of the Council
Meeting and Date:	Full Council – 16 April 2024
Responsible Officer(s):	Rebecca Hatch, Assistant Director of Strategy and Communications
Wards affected:	All



REPORT SUMMARY

This report shares the new Council Plan, 2024-28, which sets out the council’s strategic aims and priorities for the next four years. The Council Plan includes a Technical Appendix, which comprises of key deliverables for 2024-25 and a revised set of performance metrics, by which to monitor performance and progress against the Plan. The Council Plan is presented here for agreement and adoption.

The report was shared with the Corporate Overview & Scrutiny Panel, ahead of Cabinet on 27 March. Recommendations made by the Panel were published as a supplementary document to the Cabinet Report. Cabinet agreed delegated authority to the Leader and Chief Executive to amend the final council plan in line with their recommendations as appropriate. A summary of the responses to their recommendations are included in this report.

The Council Plan provides a framework for all council decision-making, including resource allocation. The Strategic Aims and Priorities were shared in draft as part of the November and February Cabinet reports on the 2024-25 Budget and Medium Term Financial Strategy and were developed in consultation with staff, Members, parishes and key stakeholders. A programme of engagement and communications will be taken forward, following agreement of the Council Plan, to ensure that it is embedded throughout the organisation.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Full Council agrees to adopt the Council Plan, including the Technical Appendix

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

Options

Table 1: Options arising from this report

Option	Comments
Full Council agrees to adopt the Council Plan 2024-28	This is the recommended option.

Option	Comments
Full Council does not agree to adopt the Council Plan, 2024-28.	This is not recommended. The Council Plan is the key strategic document, for the council.

3. KEY IMPLICATIONS

3.1 The Council Plan is the council’s most important strategic document – it sets out our vision over the next few years for the council and the borough; our priorities; what we’ll do to deliver those priorities; and how we’ll measure our success.

3.2 The Strategic Aims and Priorities set out in the Council Plan, are as follows:

Aim 1: Put the council on a strong financial footing to serve the borough effectively

- 1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council’s financial position.
- 1.2 Improve and modernise the way in which we deliver priority services, including using technology in better ways.
- 1.3 Drive channel shift and improve digital access to services, including the council’s website – making payments and transactions easier and refreshing reporting functions.
- 1.4 Manage contracts effectively and explore alternative ways to deliver to improve value for money, including insourcing where appropriate.
- 1.5 Maximise the income we receive, through commercialisation, grants, fees and charges, and managing debt effectively.
- 1.6 Optimise use of the buildings, land and other assets that we own.

Aim 2: A cleaner, greener, safer and prosperous borough

- 2.1 Keep our neighbourhoods clean and safe.
- 2.2 Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity.
- 2.3 Support our local economy, working with businesses and other partners to secure inward investment.
- 2.4 Develop a more coherent approach to regeneration and place-making across the borough’s key locations and ensure economic and housing development benefits local communities.
- 2.5 Ensure availability of housing, that meets our local housing needs, with a focus on social housing and tackling homelessness.

Aim 3: Children and young people have a good start in life and opportunities through to adulthood

- 3.1 Support children and families to live safe, happy and healthy lives.
- 3.2 Support children and young people in our care and meet their needs safely.
- 3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities.
- 3.4 Support young people and families to develop resilience and independence.

Aim 4: People live healthy and independent lives in supportive communities

- 4.1 A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities.
- 4.2 Provide access to the right support to residents at the right time, in the right place, with a focus on early help and prevention, to maintain and extend independent living.
- 4.3 Deliver quality adult social care with suitable homes for those who need life-long support.

Aim 5: A high-performing council that delivers for the borough

- 5.1 Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making.
 - 5.2 Strengthen partnerships with charities, the voluntary sector, businesses, parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents..
 - 5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council.
 - 5.4 Empower and support our workforce to deliver well for the borough, now and in the future.
- 3.3 The Council Plan includes a Technical Appendix, summarising a selection of activities that will be delivered to achieve our priorities, and the Key Performance Indicators (KPI) which will enable us to monitor progress, and identify and respond to issues. The Council Plan deliverables focus on the coming financial year (2024-25) and will be updated on an annual basis. The full Council Plan is attached at **Appendix A**.
 - 3.4 Success in delivery of the Council Plan is based on assessments of achievement of the deliverable and performance against the KPIs. Progress of the Council Plan will be monitored through the Quarterly Assurance Reports (QAR) to Cabinet. The Quarterly Assurance Report will include the revised set of KPIs included within the Technical Appendix and share updates on progress against deliverables. A full assessment of progress on delivering the Council Plan will be included within an Annual Report.
 - 3.5 An annual review and refresh of the Council Plan will be undertaken to renew our deliverables and refresh our KPIs (if appropriate) for approval in April 2025.
 - 3.6 An easy read version of the Council Plan is being developed and will be shared with 'Speaking Out' group on Tuesday 16 April.

4. FINANCIAL CONTEXT

- 4.1 The Council Plan provides the framework for decisions on resource allocation and the draft Strategic Aims and Priorities were shared as part of the reports to Cabinet and Full Council on the 2024-25 Budget and Medium Term Financial Strategy in November 2023 and February 2024. Budget allocations are informed

by our priorities, and in turn, the activities undertaken to achieve these priorities are developed in line with the resources available.

- 4.2 The Council Plan makes it clear that setting the council on to a strong financial footing to serve the borough effectively, must be the primary focus. The current financial position constrains the organisation's ability to pursue wider priorities until it achieves a more stable financial position. However, the council remains ambitious for the borough. The council will spend almost £100m next year in delivering essential services, in addition to capital investment of £13m in the borough's critical infrastructure. The council is also undertaking an ambitious transformation programme to change the ways in which we deliver services, and to enable more efficient and effective delivery of our priorities.

5. LEGAL IMPLICATIONS

- 5.1 None. Legal implications associated with specific deliverables will be considered as part of the development and delivery of these activities.

6. RISK MANAGEMENT

- 6.1 The Council Plan includes key deliverables and performance indicators which enable the council to monitor its performance and progress. This includes performance against our corporate priorities, delivery of statutory services and in delivering the savings and transformation needed to achieve a balanced budget. The Council Plan provides a strategic framework which supports the organisation to assess and manage risk.

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** An Equalities Impact Assessment for the Council Plan is attached at **Appendix C**. The Council Plan makes clear the council's commitment to addressing inequalities in the borough and providing support to those in need at the earliest opportunity. The specific priorities and deliverables focused on equalities, or with particular equalities impacts, are highlighted within the EQIA.
- 7.2 **Climate change/sustainability.** Climate change and sustainability are a key priority for the council, as reflected in **Strategic Aim 2: A cleaner, greener, safer and more prosperous borough**, and specifically under the priority to 'Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity'. The delivery of our climate change and sustainability aims requires action across all areas of the organisation and externally with our communities, businesses and partners.
- 7.3 **Data Protection/GDPR.** Not applicable.

8. CONSULTATION AND INPUT FROM CORPORATE OVERVIEW AND SCRUTINY

8.1 The Council Plan has been informed by engagement sessions with key stakeholder groups including: young people, older people, people with disabilities, the voluntary and community sector, Members, parishes and staff. A total of 224 people participated in the sessions, with more contributing to responses submitted via email or the online survey. There was support for the general direction of the council's emerging aims and priorities, with feedback contributing to their shaping and definition in a number of key areas, such as partnership working. The early community engagement highlighted priority concerns for residents and the VCS and the later sessions fed into the definition of the aims and priorities. A summary of key themes from the engagement is available as link in Background Document section of this report.

8.2 Corporate Overview and Scrutiny had a detailed discussion of the Council Plan on Monday 25 March. They provided recommendations on the narrative content, deliverables and KPIs which were summarised in a report for Cabinet on Wednesday 27 March, available as link in Background Documents in this report. Cabinet agreed to delegate the authority to the Leader and Chief Executive to agree the recommendations that have been accepted into the final plan. All the recommendations and officer responses are included in **Appendix C** of this document. A summary of the key changes to the narrative, deliverables and KPIs is below.

Table 2: Responses to key recommendations from Corporate Overview and Scrutiny

Recommendation	Response
Strategic Aim 1	
Priority 3: Contract management and procurement strengthen the deliverable	Additional deliverable added: "Implement a contract management framework and associated guidance, and review the published contract register to ensure completeness and compliance with the Local Transparency Code 2015."
Aim 5, priority 3: Consider additional deliverable around accountability to the public, including Report it.	A new deliverable under priority 1.2 "Scope further work to improve front and back end system integration, including Report it functions."
Strategic Aim 2	
Aim 2: Economy & Place-making: Additional KPIs to reflect strength of business relationships	Four Additional KPIs: <ul style="list-style-type: none"> • Retail vacancy rate: Ascot • Retail vacancy rate: Maidenhead • Retail vacancy rate: Windsor • Square foot of office lettings
Strategic Aim 3	
Aim 3: Education: Additional KPI on	Two additional KPIs:

Recommendation	Response
% achieving KS2 expected standards for all students.	1. Percentage of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (Not disadvantaged) 2. Percentage of pupils meeting the higher standard in reading, writing and maths (combined) at KS2 (Not disadvantaged)
Strategic Aim 4	
Aim 4, priority 1: Strengthen socio-economic disadvantage deliverable	Socio-economic deliverable strengthened to: “Work with a range of partners to support residents experiencing financial difficulties, with a focus on those most at risk - through targeted financial and practical support including Here to Help, Household Support Fund, Multiply programme and provision of advice to maximise incomes.”
Strategic Aim 5	
Aim 5: Complaints: Volume of complaints: include in addition to complaints upheld.	Additional metrics added on the volume of complaints.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 If agreed by Full Council, the Council Plan will then be adopted with immediate effect. Communications and engagement with Members, staff and stakeholders will follow the adoption of the Plan, to ensure that it is embedded across the organisation and externally. Resources including a video, poster and e-shot will be available alongside two planned in-person staff engagement sessions and communication through routine newsletters to members, officers and residents. Alongside this, services will be working through the detail of the implementation in their teams in terms of both delivery and monitoring of the plan.

10. APPENDICES

- 10.1 This report is supported by three appendices:

- Appendix A: Council Plan, including Technical Appendix
- Appendix B: Equality Impact Assessment
- Appendix C: Response to recommendations from Corporate Overview & Scrutiny

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- [Recommendations from the Corporate Overview and Scrutiny Panel](#) from March Cabinet
- [Appendix B Summary, Council Plan 2024-25 Engagement](#) from March Cabinet

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Julian McGowan	Senior Business Partner & Deputy S151 Officer	3/4/24	5/4/24
Elaine Browne	Monitoring Officer	3/4/24	4/4/24
<i>Mandatory: Equalities Officer</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	3/4/24	4/4/24
<i>Other consultees:</i>			
<i>Directors</i>			
Stephen Evans	Chief Executive	3/4/24	4/4/24
Andrew Durrant	Executive Director of Place	3/4/24	5/4/24
Lin Ferguson	Executive Director of Children's Services	3/4/24	8/4/24
Kevin McDaniel	Executive Director of People Services	3/4/24	5/4/24

Confirmation relevant Cabinet Member(s) consulted	Cllr Simon Werner, Leader of the Council	5/5/24
---------------------------------------------------	------------------------------------------	--------

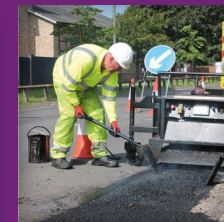
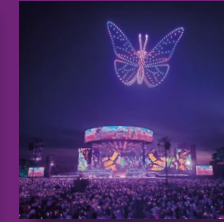
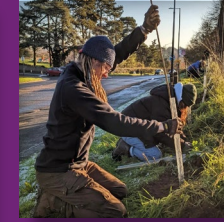
REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	Not applicable

Report Author: Rebecca Hatch, Assistant Director of Strategy and Communications

This page is intentionally left blank

ROYAL BOROUGH OF WINDSOR & MAIDENHEAD 33 COUNCIL PLAN 2024 - 2028



A borough of safer, greener and cleaner communities, with opportunity for all

CONTENTS

- 1 Foreword**
.....
- 2 Introduction**
.....
- 3 The Royal Borough context**
.....
- 4 About the Council Plan**
.....
- 5 Our vision**
.....
- 6 Our strategic aims and priorities**
.....
- 7 Technical Appendix**
.....



1 Foreword

Our borough is an amazing place. Beautiful countryside, desirable towns and villages, fantastic schools, with strong transport links to regional, national and international connections, and a rich portfolio of heritage assets. We can all be proud of living here and it is not surprising that so many people come to live, work and enjoy time in our borough.

I'm a life-long resident and have been a councillor here for over 30 years now so I understand the importance of the council and the wide-ranging impacts it has on our communities. We are responsible not just for the highly visible services like fixing potholes and collecting rubbish but also providing essential services to the most vulnerable members of our communities including children, people with lifelong disabilities and older people.

The council continues to face significant financial challenges and remains in a weak and serious financial position, which will take time to turn around. Higher inflation and interest rates are driving up council costs, our income has fallen and demand for our services – particularly adult social care, children's services and housing – continues to rise. We also have specific circumstances, as a result of historic decisions, taken nationally and locally, and also macro-economic pressures more recently including high levels of inflation and interest rates which weaken the council's financial position. These include low rates of council tax compared to other authorities – meaning that the council is not able to bring in as much income as other local authorities to fund local services. We have high levels of debt relative to the size of the council's budget and low general fund reserves.

It is in this challenging context that we present our Council Plan to provide a framework of aims and priorities that we will focus on delivering over the coming years.



**Cllr Simon Werner,
Leader of the Council**

“I really want to see the council back at the heart of the community – being a champion for residents, supporting our communities and businesses and enabling our voluntary sector to thrive.”

Creating more social housing is a key priority for the council going forward.

We have a commitment to clean up the borough. I've seen for myself and heard from you how litter, graffiti and fly tipping are very visible across the borough and I am passionate about sorting out these problems. We also want to increase what the council is doing to head towards net-zero and increase our biodiversity, to ensure that we are responsible guardians of our landscape and wildlife.

In my view, for the times we are living through, there has never been a greater need for strong local government. Our new Council Plan demonstrates how a strong democratic council working collaboratively across the borough can deliver (and advocate for) the policies and resources that all residents need to live a good life within the framework of a resilient, sustainable, healthy borough.

***Cllr Simon Werner
Leader of the Council***



Our top priority must be to put the council on a strong financial footing. Without money, we simply cannot do all the things we want to do and there continue to be tough choices ahead.

The borough's popularity means that housing is expensive, and many residents struggle to afford to rent and buy homes for their families.

2 Introduction

As the head of the council's officer team, I can say how proud we are to serve the people of the Royal Borough of Windsor and Maidenhead. We take our responsibilities seriously.

We know that the council plays a big part in people's lives – not just in providing services to all members of our community; but in supporting some of our most vulnerable residents; driving economic prosperity; creating opportunity for our young people and helping to shape the future of the borough – our people and places.

As someone who was born, brought up and educated in the borough, I was very lucky to benefit from the opportunities it provides. My motivation is to make sure that everybody can benefit from those same opportunities – working to protect what people love about the borough and improve what needs to be improved.

Local government – like many other parts of the public sector – faces some big challenges. Our council is no different. We undoubtedly face a serious position financially and this remains our top priority. But we also have big opportunities ahead and we're determined that the budget challenges we face won't define us. We'll continue to deliver high quality services and work tirelessly to improve the borough. I see such strong determination by colleagues at the council – our Councillors and staff – to get things done in difficult circumstances since I joined as Chief Executive in April 2023.

Our new Council Plan sets out our vision for the borough and for the council. It's not intended to capture everything we do, but it does set out those things we think are most important and the areas we will focus on. These are our strategic priorities – what we want to achieve as an organisation and for the people of the borough.



Stephen Evans
Chief Executive

“This document is intended to set out a blueprint for progress – driving a positive culture, reforming local services and delivering for the people we're here to serve. My task is to build an organisation capable of delivering our ambitions day in, day out. That is my focus.”

But it's important that we also set out what we're going to do to get there and how we'll measure our progress, so that the people of the borough can hold us to account. Which is why our new Council Plan sets out some of the key programmes and activities we will deliver over the next four years in order to achieve our ambitions, together with the performance targets we'll use to check we're on track.

As we look to the future, our goal is always to do what's best for the people of the borough. Working together towards a shared vision, putting the people of the borough at the heart of what we do, living our organisational values and demonstrating a strong customer ethos is what must drive us.

Stephen Evans
Chief Executive



3 The Royal Borough context

Located in the heart of the Thames Valley, the Royal Borough is rich in areas of natural beauty and green space and home to 153,500 people.

Distinct towns and villages, connected by attractive countryside, create a high-quality environment in which to live, work and visit. The Royal Borough's long association with the Crown has gifted the borough with an impressive portfolio of heritage assets, attractions and world class events.

Borough residents broadly enjoy longer and healthier lives than average in England. Healthy life expectancy at birth is 69.7 years for men and 70.3 years for women. An active, skilled and caring volunteer community regularly give their time and energy to a range of causes, and this helps people of all ages to connect with each other and enjoy life.

With 93.8% of borough schools rated by Ofsted as Good or Outstanding, the borough's educational offer is strong and local educational attainment (73.2% achieving Grades 9-4 at Key Stage 4) better than the South East (67.5%) and England (65.4%) averages in 2022/23.

Strong regional, national and international links mean residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital. The number of jobs available in comparison to working age residents (job density) is high compared to the South East, and unemployment is low at 3% (Oct-22 to Sep-23).

But there are challenges.

The majority of our population have happy and secure childhoods, go on to work in well-paid roles and enjoy a high quality of life. However, this can mask inequalities and there are concentrations of disadvantage and poverty within some neighbourhoods.

Around 230 households are in temporary accommodation, and many other residents have been supported with cost-of-living and benefits payments and services. In a 2022 survey, over half of residents said that the cost-of-living is their primary concern for the years ahead, with young adults (aged 18-34) being concerned particularly about access to affordable housing and job security. Around 4,000 households in the borough are in fuel poverty (2020) and around 2,000 children under 16 live in families with absolute low income (2021/22).

We are already living with the effects of climate change and weather events have increased in frequency and magnitude. These can have a devastating impact on the lives of residents and business owners in the borough, as seen most recently in the 2024 floods.

More information about the Royal Borough – including population, health, economy, and deprivation statistics – can be found online at [Berkshire Observatory](#) and benchmarking is available from [LG Inform](#).



4 About the Council Plan 2024-2028

Our vision, aims and priorities

This Council Plan sets out our vision for the borough and the council over the next four years. The intention of the Plan is not to capture everything we do as a council but to provide a framework for the decisions we take – how we prioritise and how we allocate the resources we have available to achieve these priorities. It describes the most important aims and priorities that we will focus on completing.

It's important that the Plan is more than a high-level strategic document, which is why the 'technical appendix' at the end of this document sets out the key deliverables we will take forward to help achieve our ambitions, together with a set of performance targets for measuring progress and against which we will be held to account.

Although our aims and priorities are likely to remain fairly constant over the medium term, the rapidly changing environment within which the council operates means that we will update this Plan every year.

How we will measure our progress

The technical appendix in this Plan sets out:

- The priority deliverables we will complete to achieve our aims and priorities, with target delivery dates. The deliverables are focused on those actions we will complete in the coming year (2024-25) and new deliverables will be set ahead of each financial year of this four year Council Plan.
- A set of Key Performance Indicators (KPIs) for measuring our performance across a range of important service areas. Our performance against these KPIs will be monitored and reported publicly on a quarterly basis to Cabinet and the Corporate Overview & Scrutiny Panel.

Annual review

Council Plan aims, priorities and KPIs will be reviewed and updated each year to reflect any change in emphasis. An updated set of deliverables will be agreed by Cabinet on an annual basis, focused on the year ahead.

The annual review will include an assessment of performance in the previous year and this will be reported to Cabinet alongside the annual budget, so that the council's strategic approach continues to influence how our resources are spent.

When strategic reviews are undertaken for service areas these may occasionally lead to changes in KPIs during the year; where this is the case, this will be reported to Cabinet as part of the regular quarterly reporting process and reflected in the next annual refresh of this Council Plan.



5

Our vision

Our vision for the council

We have a clear vision about the type of council we want to be:

- **An outward-looking, collaborative, learning organisation** where all colleagues feel empowered and take responsibility.
- **A council at the heart of the borough's communities** – championing local issues, caring for and empowering residents, and creating opportunity.
- **A council which operates on a regional footprint**, leading and convening partners and stakeholders across the public, private and voluntary sectors to drive economic growth and prosperity and get the best outcome for our people and businesses.



Our vision for the borough

Our vision for the borough is: **“A borough of safer, greener and cleaner communities, with opportunity for all”**.

This vision is underpinned by our five strategic aims:

- Put the council on a strong financial footing to serve the borough effectively.
- A cleaner, greener, safer and more prosperous borough.
- Children and young people have a great start in life and opportunities through to adulthood.
- People live healthy and independent lives in supportive communities.
- A high-performing council that delivers for the borough.

Our commitment to equality, diversity and inclusion for all residents

We are committed to equality for all borough residents. As an employer, contractor of services and a community leader, we celebrate diversity and the contribution that different groups make to the borough.

We are committed to the delivery of accessible services and removing barriers to participation, making sure that we do not discriminate against someone because of perceived difference and reducing barriers to those facing digital exclusion.

We will continue to strengthen our approach to engagement and embed this across the council to ensure that we hear from and respond to residents and other stakeholders, particularly those from hard-to-reach groups.

Our workforce and organisational values

The talent, skills, passion, knowledge and experience of our workforce are central to all that we do. If our Council Plan is our strategic blueprint, the culture of the organisation is what will achieve our ambition.

Our organisational values – refreshed and relaunched in September 2023 – set the standard of the way we work and behave every day. This means that we are all invested in, and accountable for, building and maintaining a positive working culture for our customers, partners, elected members and each other.



Humility



Empower



Respect



One Team

6 Our strategic aims and priorities

Over the next four years to 2028 we will focus on achieving five aims. These are cross-cutting, so every area of the council will look for ways to work together to support the delivery of our aims. These aims and priorities will be delivered in partnership, through different services working together and with a wide range of partners across the borough.

Aim 1: Put the council on a strong financial footing to serve the borough effectively

- 1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council's financial position.
- 1.2 Improve and modernise the way in which we deliver priority services, including using technology in better ways.
- 1.3 Drive channel shift and improve digital access to services, including the council's website – making payments and transactions easier and refreshing reporting functions.
- 1.4 Manage contracts effectively and explore alternative ways to deliver to improve value for money, including insourcing where appropriate.
- 1.5  Maximise the income we receive, through commercialisation, grants, fees and charges, and managing debt effectively.
- 1.6 Optimise use of the buildings, land and other assets that we own.

Aim 2: A cleaner, greener, safer and prosperous borough

- 2.1 Keep our neighbourhoods clean and safe.
- 2.2 Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity.
- 2.3 Support our local economy, working with businesses and other partners to secure inward investment.
- 2.4 Develop a more coherent approach to regeneration and place-making across the borough's key locations, and ensure economic and housing development benefits local communities.
- 2.5 Ensure availability of housing, that meets our local housing needs, with a focus on social housing and tackling homelessness.



Aim 3: Children and young people have a good start in life and opportunities through to adulthood

- 3.1 Support children and families to live safe, happy and healthy lives.
- 3.2 Support children and young people in our care and meet their needs safely.
- 3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities.
- 3.4 Support young people and families to develop resilience and independence.



Aim 4: People live healthy and independent lives in supportive communities

- 4.1 A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities.
- 4.2 Provide access to the right support to residents at the right time, in the right place, with a focus on early help and prevention, to maintain and extend independent living.
- 4.3 Deliver quality adult social care with suitable homes for those who need life-long support.



Aim 5: A high-performing council that delivers for the borough

- 5.1 Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making.
- 5.2 Strengthen partnerships with charities, the voluntary sector, businesses, parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents.
- 5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council.
- 5.4 Empower and support our workforce to deliver well for the borough, now and in the future.



7 Technical Appendix

This technical appendix to the Council Plan sets out the key activities and deliverables we will focus on to achieve our strategic aims and priorities. The deliverables are, in the main, due for completion in the year 2024-25. Deliverables will be updated each year and focused on the most important actions that need to be taken to make progress towards our vision for the borough.

The appendix also contains the Key Performance Indicators (KPIs) which we will use to measure our progress and which we will report against publicly on a quarterly basis, so that the people of the borough can hold us to account. Many indicators have targets against which we will assess our performance. Some indicators are new measures, and we will be baselining data for this year with the intention of setting an appropriate target for next year. Some indicators do not have a specified target, but we will ‘track and report’ performance. We will assess our performance and progress by benchmarking against relevant comparator groups such as our CIPFA neighbours, our region or nationally where available and appropriate.

Priority activities and Key Performance Indicators

Aim 1: Put the council on a strong financial footing to serve the borough effectively

Strategic Priority	1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council’s financial position		
Deliverables	Target completion date	Lead Directorate	
Cabinet to review and scrutinise the in-year budget position on a monthly basis, with update reports published to aid public scrutiny. The annual draft budget to go through the scrutiny process before approval.	Process established	All directorates	
Create a new Performance & Resources Board – chaired by the Executive Director of Resources and attended by Assistant Directors from across services – to scrutinise and monitor budget forecasting, risk and savings delivery.	Process established	All directorates	
Executive Leadership Team (ELT) to scrutinise the in-year budget position on monthly basis. Directorate Leadership Teams to also scrutinise their budgets on a monthly basis.	Process established	All directorates	
Establish a new combined Quarterly Performance Report which brings together challenges; successes; progress against performance targets; risk management and audit performance – scrutinise the combined Report quarterly through ELT, Cabinet and Scrutiny Committee.	Process established	Chief Executive	

Strategic Priority	1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council's financial position	
Deliverables	Target completion date	Lead Directorate
Review and refresh Directorate and Corporate Risk Registers and continue to report publicly on a quarterly basis to Cabinet and Scrutiny Committee.	Process established	All directorates
Review and update the Medium-Term Financial Strategy on an annual basis.	Process established	Resources

Strategic Priority	1.2 Improve and modernise the way in which we deliver priority services, including using technology in better ways	
Deliverables	Target completion date	Lead Directorate
Develop and implement a new directorate level and corporate service transformation programme to drive service change and achieve savings. The new "Future Shape RBWM" transformation programme will ensure the right resources and governance structures are in place to improve delivery.	New programme established by April 2024	Chief Executive / Resources
Implement a new Case Management System (Mosaic) in Adult Services to support more effective service delivery and ensure income collection is timely and robust, including recovery of unpaid debt for care, and drive system and team integration to make "30-day billing with self-service" the norm for adult social care recipients.	March 2025	Adults, Health & Communities
Deliver Phase 1 of migration to a new Case Management System (LiquidLogic) in Children's Services to support more effective service delivery.	January 2025	Children's Services & Education

Strategic Priority	1.3 Drive channel shift and improve digital access to services, including the council's website – making payments and transactions easier and refreshing reporting functions	
Deliverables	Target completion date	Lead Directorate
Embed new Customer Relationship Management (CRM) software to improve customer interaction.	September 2024	Resources
Upgrade and update our Content Management System (Phase 1) to support improvements to our public-facing website (Phase 2).	October 2024	Resources
Scope further work to improve front and back-end system integration, including Report it functions.	March 2025	Resources

Strategic Priority	1.4 Manage contracts effectively and explore alternative ways to deliver to improve value for money including insourcing where appropriate	
Deliverables	Target completion date	Lead Directorate
Implement a contract management framework and associated guidance, and review the published contract register to ensure completeness and compliance with the Local Transparency Code 2015.	March 2025	Resources
Develop and strengthen organisational capacity and capability in procurement and contract management, including through the recruitment of two new posts in the procurement team and developing a council-wide procurement pipeline document.	June 2024	Resources
Review governance arrangements for contract management within the Place Directorate and embed improvements to strengthen practices, rationalise systems and quality assure delivery.	March 2025	Place

Strategic Priority	1.5 Maximise the income we receive, through commercialisation, grants, fees and charges, and managing debt effectively	
Deliverables	Target completion date	Lead Directorate
Review debtor management practices to improve collection rates across council functions and recover existing debt.	July 2024	Resources
Identify and implement new commercial opportunities for revenue generation, including from events, advertising and sponsorship, with initial phase to review and rationalise existing cross-council approaches.	July 2024	Place
Review all fees and charges on an annual basis to ensure that fee income continues to play an important role in generating income to fund local services.	Process established	Resources/all directorates

Strategic Priority	1.6 Optimise use of the buildings, land and other assets that we own	
Deliverables	Target completion date	Lead Directorate
Develop a Corporate Landlord Portfolio Management Plan to ensure council owned premises are well managed, compliant and that assets are regularly reviewed to optimise usage and commercial benefit.	March 2025	Place

Aim 1: Key performance indicators

Indicator		Target 2024/25
Budget	% forecast variance to service revenue budget	Track and report [Smaller is better]
	Forecast variance to service revenue budget (£000)	Track and report [Smaller is better]
	% savings made or on track	100%
	Savings made or on track (£000s)	Track and report [Monitoring]
	% of first bills for Adult Social Care delivered within 30 days	Baselining
	Overdue debts (excluding Housing Benefits over-payments) (£000s)	Track and report [Smaller is better]
46 Revenues	% of Council Tax collected	≥ 98.5%
	% of Non Domestic Rates (Business Rates) collected	≥ 98.3%

Aim 2: A cleaner, greener, safer and more prosperous borough

Strategic Priority	2.1 Keep our neighbourhoods clean and safe	
Deliverables	Target completion date	Lead Directorate
Engage with residents and businesses and deliver campaigns to keep the borough clean, increase recycling and promote positive behaviour in relation to reducing waste.	March 2025	Place
Work in partnership to deliver key priorities for public protection in the reduction of serious violence, crime, disorder, anti-social behaviour and enabling community resilience through community warden engagement.	Process established	Place
Deliver effective regulatory functions to ensure a safe experience for our residents, visitors and businesses and encourage economic growth.	Process established	Place
4 Deliver effective Emergency Planning response to major events (e.g. flooding) and maintain effective business continuity arrangements to protect residents, businesses and visitors.	Process established	Place
Deliver an improved enforcement policy (which incorporates civil penalties) that is transparent, proportionate, consistent and targeted at higher risks.	March 2025	Place

Strategic Priority	2.2 Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity	
Deliverables	Target completion date	Lead Directorate
Secure external funding to deliver energy and decarbonisation projects, with a focus on design work to enhance energy efficiency within council-operated leisure facilities.	December 2024	Place
Centralise council energy procurement and management in order to reduce utility costs.	April 2024	Place
Assess condition of facilities (Phase 1) as part of improvement to parks, playgrounds and green spaces for recreation and leisure, and build on community involvement in protecting and enhancing the environment including biodiversity.	September 2024	Place

Strategic Priority	2.3 Support our local economy, working with businesses and other partners to secure inward investment	
Deliverables	Target completion date	Lead Directorate
Prepare a new Economic Growth Plan, with a focus on building stronger business partnerships, resilient and compliant businesses, vibrant town centres and local skills and employment.	October 2024	Place
Establish a new Berkshire Prosperity Board with the five other Berkshire local authorities to oversee a joined-up approach to driving economic growth and discharging functions transferred from Local Enterprise Partnerships.	May 2024	Chief Executive
Develop and agree a series of Memorandum of Understanding (MOUs) with anchor businesses and organisations to strengthen partnership working and support delivery of our priorities.	Process established	Place

Strategic Priority	2.4 Develop a more coherent approach to regeneration and place-making across the borough's key locations, and ensure economic and housing development benefits local communities	
Deliverables	Target completion date	Lead Directorate
Develop plans in partnership to unlock place-making opportunities within key town locations, including establishing programme governance for Windsor Vision, review and refresh of the Maidenhead Vision and Charter, and adoption of the Ascot Supplementary Planning Document (SPD).	March 2025	Place
Develop and embed a new Local Transport Plan.	April 2025	Place
Review and update the Infrastructure Delivery Plan to reflect priorities for investment.	March 2025	Place
Develop and adopt the Sustainability Supplementary Planning Document (SPD) to provide detailed advice and guidance on energy and carbon, climate adaptation, sustainable materials and construction, biodiversity and sustainable transport.	May 2024	Place

Strategic Priority	2.5 Ensure availability of housing, that meets our local housing needs, with a focus on tackling homelessness		
Deliverables	Target completion date	Lead Directorate	
Review and revise Housing policies, practice and procurement to provide improved service and accommodation solutions to those who are homeless or seeking provision of social housing.	March 2025	Place	
Identify opportunities and explore partnerships to increase availability of permanent housing/temporary accommodation and reduce the cost of temporary accommodation.	March 2025	Place	
Develop and adopt Affordable Housing Supplementary Planning Document (SPD) to provide detailed guidance to support implementation of the affordable housing policy requirements in the Borough Local Plan.	July 2024	Place	
Review empty Council Tax properties in the borough (Empty Homes Review) in support of central government initiatives to tackle the shortfall in national housing.	March 2025	Resources	

49

Aim 2: Key performance indicators

Indicator		Target 2024/25
Waste management & recycling	% of household waste sent for reuse, recycling	≥ 50%
	Average no. missed collections per 100,000 collections	≤ 60*
Environmental services	% of reported fly tipping (hazardous and non-hazardous) instances removed within timescale	Baselining
	Levels of litter [NI 195a]	Baselining
	Levels of detritus [NI 195b]	Baselining
	% of grass cutting completed against target (parks, highways and cemeteries)	≥ 89%*

Indicator		Target 2024/25
Highways	% satisfaction with the condition of road surfaces [NHT Survey KBI 23]	Track and report [Bigger is better]
Community safety	# of anti-social behaviour incidents and complaints	Track and report [Monitoring]
Environmental Health & Trading Standards	% food businesses that are broadly compliant with food law Note that 'broadly compliant' refers to food business establishments whose compliance levels have been assessed as equivalent to a food hygiene rating of 3 (generally satisfactory), 4 (good) or 5 (very good) at their most recent food hygiene inspection.	≥ 80%
Environment	Borough's CO2 emissions estimates – Grand total (LA influence) (in kt CO2e)	Track and report [Smaller is better]
	Council's direct carbon dioxide equivalent emissions from council operations (in tonnes Co2e)	≤ 2,620
	% of borough land for nature	≥ 25.63%
Economy & Place-making	% of working age people in employment	Track and report [Bigger is better]
	% of working age people who are unemployed	Track and report [Smaller is better]
	Retail vacancy rate: Ascot	Track and report [Smaller is better]
	Retail vacancy rate: Maidenhead	Track and report [Smaller is better]
	Retail vacancy rate: Windsor	Track and report [Smaller is better]
	Square foot of office lettings	Track and report [Bigger is better]

Indicator		Target 2024/25
Housing & Rough Sleeping	% successful homelessness prevention activity for households subject to the Prevention/Relief duty	Track and report [Bigger is better]
	# of people sleeping rough	Track and report [Smaller is better]
	% of households in temporary accommodation that is located within the borough	Track and report [Bigger is better]

* Target derived from contract

Aim 3: Children and young people have a great start in life and opportunities through to adulthood

Strategic Priority	3.1 Support children and families to live safe, happy and healthy lives	
Deliverables	Target completion date	Lead Directorate
Publish the support available within the borough so that children, young people, families, and professionals know where and how to seek help.	March 2024 & quarterly review	Children's Services & Education
Build on our multi-disciplinary teams to provide early support to children and young people as part of a "Think Family" approach, so that their needs do not escalate to requiring statutory support.	March 2025	Children's Services & Education
Build on our targeted outreach support for young people and their families so that their needs can be safely met at home or in their communities, when appropriate.	September 2024	Children's Services & Education
Provide effective early help support to children and young people experiencing difficulties with their wellbeing and/or mental health.	June 2024 & quarterly review	Children's Services & Education
5 N Improve the timeliness of initial and annual health assessments for children in care and Care Leavers.	June 2024 & quarterly review	Children's Services & Education
Review and appraise options for sustainable delivery of statutory health visiting and school nursing duties, alongside specific early help interventions, and deliver preparatory work ahead of the new health visiting and school nursing specification implementation in August 2024.	August 2024	Children's Services & Education and Public Health

Strategic Priority	3.2 Support children and young people in our care and meet their needs safely		
Deliverables	Target completion date	Lead Directorate	
Participate in the Department for Education’s Regional Care Collaborative pathfinder programme to better recruit foster carers.	April 2024 & quarterly review	Children’s Services & Education	
Embed the Mockingbird programme to strengthen support for foster carers as part of the Department for Education’s Regional Care Collaborative pathfinder programme.	September 2024	Children’s Services & Education	
Develop a business case for an in-house registered children’s home provision and supported accommodation model for Care Leavers to meet care needs safely and locally.	March 2025	Children’s Services & Education	
Strengthen our approach to Family Network Meetings and Family Group Conferences to promote viable alternatives to foster and residential care and enhance support to kinship and connected carers.	March 2025	Children’s Services & Education	
Develop a Care Leavers’ guarantor scheme and improve the range of support available to Care Leavers to enable them to move into their own housing with appropriate support.	March 2025	Children’s Services & Education	

Strategic Priority	3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities		
Deliverables	Target completion date	Lead Directorate	
Improve and maintain education provision for all students through targeted improvement support to schools.	March 2025	Children’s Services & Education	
Active co-production with parents/carers and children/young people to ensure that the deliverables in the SEND Strategy are achieved.	March 2024 & quarterly review	Children’s Services & Education	
Develop a model for alternative education provision to better support children and young people with challenging behaviours who have been permanently excluded or are at risk of exclusion from school.	March 2025	Children’s Services & Education	

Strategic Priority	3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities	
Deliverables	Target completion date	Lead Directorate
Develop resources to support assessment and early intervention in mainstream early years settings, schools and colleges.	June 2024 & quarterly review	Children's Services & Education
Work to reduce gaps in attainment in reading, writing and mathematics between children in receipt of the Pupil Premium grant and their peers.	March 2025 & quarterly review	Children's Services & Education
Work with Adult Social Care and housing providers to improve pathway and transition planning for young people with SEND.	April 2024	Children's Services & Education

Strategic Priority	3.4 Support young people and families to develop resilience and independence	
Deliverables	Target completion date	Lead Directorate
Develop an enhanced practice framework, based on the Signs of Safety practice model.	September 2024	Children's Services & Education
Develop a Participation Strategy to strengthen engagement with children and young people and ensure their views are heard and included in decisions that impact their lives.	May 2024	Children's Services & Education
Empower and support children and young people to co-produce their own plans, chair their own meetings when appropriate and involve them in meetings where they have the opportunity to hold decision-makers to account for commitments made to deliver or improve services (e.g. Youth Council, Girl's Forum).	March 2024 & quarterly review	Children's Services & Education
Identify new external funding opportunities and partnerships to enhance our local offer and enable us to support families through challenges, e.g. cost of living crisis.	Process established	Children's Services & Education
Create a new child and family help service that supports children in need (CIN) and families needing targeted support.	March 2025	Children's Services & Education

Strategic Priority	3.4 Support young people and families to develop resilience and independence	
Deliverables	Target completion date	Lead Directorate
Strengthen Family Hubs to bring together different support services into a single accessible location in local communities as part of the 'tell us once' principle.	September 2024 & quarterly review	Children's Services & Education
Improve information sharing between services as part of the Early Help Systems Guide and RBWM threshold document.	April 2024 & quarterly review	Children's Services & Education
Implement the national reforms to childcare so that all eligible working parents have choices about affordable childcare and early education for their children.	March 2025	Children's Services & Education

Aim 3: Key performance indicators


Indicator	Target 2024/25	
Care Leavers	% of Care Leavers living in 'suitable accommodation' DfE (19-21yr olds)	≥ 95%
	% of Care Leavers in education, training and employment (19-21yr olds)	≥ 60%
Child Protection	% of initial Child Protection Conferences held within timescale	≥ 90%
	% of children subject to a Child Protection Plan for 2+wks visited within last 10 working days	≥ 95%
	% of children becoming subject of a Child Protection Plan for a second or subsequent time within 2yrs	≤ 20%
	Domestic violence: # of children in households of MARAC referrals (including repeats)	Track and report [Monitoring]
	Domestic violence: # of reports to police in RBWM (crimes + non-crimes)	Track and report [Monitoring]

Indicator		Target 2024/25
Children in Care	% of Children in Care visited within statutory timescale (6wks)	≥ 95%
	% of Children in Care statutory reviews held within timescale	≥ 95%
	% of Children in Care with 3+ placements within 12mths	≤ 10%
	% of eligible young people with an up-to-date Pathway Plan	≥ 90%
	% of fostered children placed with Achieving for Children Independent Fostering Agency (IFA) carers	≥ 60%
	% of Children in Care who are attending a school rated by Ofsted as good/outstanding	≥ 90%
Children in Need	# of children referred per 10,000 population (cumulative)	≤ 530
	% of re-referrals to Children's Social Care within 12mths	≤ 22%
56 Education & SEND	% of borough schools rated by Ofsted as good/outstanding	≥ 95%
	% of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (Disadvantaged)	≥ 44%
	% of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (Not disadvantaged)	≥ 67%
	% of pupils meeting the higher standard in reading, writing and maths (combined) at KS2 (Not disadvantaged)	≥ 13%
	% of EHCP assessments completed within 20wks (inc. exceptions)	≥ 90%
	# of new Education, Health and Care Plans issued	Track and report [Monitoring]
Family Hubs	# of children referred to Family Hubs	Track and report [Monitoring]
	% of referrals closed in the period with a positive outcome	≥ 90%
Health Visitors	% of children with a review at 2-2.5 years of age	≥ 77.2%
	% of eligible children receiving a 6-8wk review within 8wks	≥ 87%

Aim 4: People live healthy and independent lives in supportive communities

Strategic Priority	4.1 A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities		
Deliverables	Target completion date	Lead Directorate	
Refresh and embed our Health & Wellbeing Strategy to align across council priorities and embed a council-wide focus that builds in prevention for long-term improvements in healthy life expectancy.	Autumn 2025 (current strategy ends 2025)	Adults, Health & Communities	
Work with a range of partners to support residents experiencing financial difficulties, with a focus on those most at risk - through targeted financial and practical support including Here to Help, Household Support Fund, Multiply programme and provision of advice to maximise incomes.	Process established	Adults, Health & Communities	
Develop a delivery plan and make progress towards RBWM becoming 'Smokefree' in line with the national ambition.	Summer 2024	Adults, Health & Communities	
5 Develop and deliver a whole systems approach to healthy weight for children and families, focusing in areas with higher rates of overweight and obesity, including steps to improve the food environment.	Process established*	Adults, Health & Communities	
Develop effective pathways to improve accessibility and inclusivity to drug and alcohol services.	March 2025	Adults, Health & Communities	
Increase access and opportunities for residents to be physically active as part of daily life, including sport, leisure, active travel, and participation within community clubs, supported by newly published strategies and plans.	December 2024	Place	

* Phase 6 of [Whole systems approach to obesity: A guide to support local approaches \(publishing.service.gov.uk\)](https://publishing.service.gov.uk) to be completed by November 2025

Strategic Priority	4.2 Provide access to the right support to residents at the right time, in the right place, with a focus on early help to maintain and extend independent living		
Deliverables	Target completion date	Lead Directorate	
Review and embed stronger engagement practices with appropriate community sector partners to support early community-based, non-statutory help for residents, helping them to remain living independently for longer in their own homes.	September 2024	Adults, Health & Communities	
Work with Achieving for Children to provide clearer pathways into adulthood, including independent living, so that more young people can thrive in their local communities as adults.	September 2024	Adults, Health & Communities and Children's Services & Education	
Review ongoing arrangements for care packages and services such as day centres to ensure that clients receive targeted and effective support/provision at the right cost to the council. This includes services funded by the Better Care Fund as well as directly by the Council to ensure compliance with the Care Act 2014.	Process established	Adults, Health & Communities	
 Develop effective service pathways to improve accessibility and inclusivity.	November 2024	Adults, Health & Communities	
Review and revise the Disabled Facilities Grant Policy to enable wider use of the funding in supporting residents to live a safe and full life in their own homes.	September 2024	Place	

Strategic Priority**4.3 Deliver quality adult social care with suitable homes for those who need life-long support**

Deliverables	Target completion date	Lead Directorate
Drive continual service quality and practice improvement, building on forthcoming Care Quality Commission (CQC) inspection recommendations: including co-producing solutions with service-users which seek to increase the length of time that residents can live independently at home. This includes timely reablement to further reduce the reliance on long-term support.	Refreshed plan following CQC inspection	Adults, Health & Communities
Explore options and potential risk/return of working with Optalis to provide a council owned and run nursing home, catering for the most complex level of care needs.	November 2024	Adults, Health & Communities
Develop more “lifetime homes” in Windsor and up to 18 “Shared Lives” arrangements across the borough to enable more people with learning disabilities to live in their own homes or with families, reducing the number of out-of-borough residential placements and further increasing service value for money.	March 2026	Adults, Health & Communities

59

Aim 4: Key performance indicators

Indicator		Target 2024/25
60 Adult social care	[Rank] % satisfied/very satisfied with the care & support services they receive (exc LD customers)	Ranking within England top 10%
	% of safeguarding concerns progressing to enquiry	Track and Report [Monitoring]
	% of permanent admissions to a care home for those aged 65yrs+ (previously self-funded)	Track and report [Smaller is better]
	# of permanent admissions to care for those aged 65yrs+ per 100,000	Track and report [Smaller is better]
	% of clients with Learning Disabilities in settled accommodation	≥ 78.8%
	% of Mental Health clients securing appropriate employment	≥ 8%
	% of older people (aged 65 and over) who were still at home 91 days after discharge from hospital	≥ 80%
	Average length of stay in residential and nursing homes for older people (by enabling people to stay at home for longer)	35 days less than baseline
	# of people placed in Shared Lives	≥ 6

Indicator		Target 2024/25
Health improvement	Inequality in life expectancy at birth (Male)	Track and report [Smaller is better]
	Inequality in life expectancy at birth (Female)	Track and report [Smaller is better]
	% of service users who have successfully quit smoking at 4 weeks	≥ 60%*
	# of residents with drug and alcohol issues engaged in treatment, support, and recovery services	≥ 604
Leisure centres	# of attendances at leisure centres	1% increase on baseline

*Target derived from contract

Aim 5: A high-performing council that delivers for the borough

Strategic Priority	5.1 Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making		
Deliverables	Target completion date	Lead Directorate	
Develop and deliver a refreshed Communications and Engagement Strategy to strengthen and update the council's overarching approach to communications with our communities and other stakeholders.	December 2024	Chief Executive	
Strengthen our approach to public consultation to better promote engagement with under-represented groups including young people and continue to embed the council's engagement framework.	August 2024	Chief Executive	
Establish a community-based Equality Forum in order to strengthen relationships with diverse groups in our communities.	June 2024	Chief Executive	
Develop and embed a new Customer Services Strategy.	April 2025	Resources	
62 Take steps to improve digital access to services, including the council's website – making payments and transactions easier and refreshing reporting.	April 2025	Resources	
Develop a comprehensive asset-based community development plan to leverage existing community resources, skills, networks and grant funding priorities in order to strengthen communities. Further develop a targeted capacity-building program for communities to build the skills and knowledge needed to actively participate and lead asset-based community development projects.	January 2025	Adults, Health & Communities	

Strategic Priority	5.2 Strengthen partnerships with charities, the voluntary sector, businesses, and parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents		
Deliverables	Target completion date	Lead Directorate	
Review and embed stronger engagement practices with appropriate community sector partners to support early community-based, non-statutory help for residents, helping them to remain living independently for longer in their own homes.	August 2025	Adults, Health & Communities	
Further develop the infrastructure support and guidance for a wider range of community and voluntary groups so that there is a wide base of services to support residents across the Borough. Use this wide base to promote and support a range of targeted activities including delivery of projects which support community-led priorities.	March 2024	Adults, Health & Communities	
Engage with all stakeholders to review and revise the Homelessness and Rough Sleeping Strategy to reduce Homelessness in the borough and ensure that those in need have a safe place to call home.	March 2025	Place	

63

Strategic Priority	5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council		
Deliverables	Target completion date	Lead Directorate	
Deliver lawful elections and by-elections and ensure effective management of the Electoral Register.	December 2024	Resources	
Embed strong governance and strengthen programme and performance management, including through Quarterly Assurance Reports and a new Corporate Transformation Board.	Process established	Chief Executive	
Deliver the Planning Service improvement plan to strengthen service-delivery across key customer-facing and enabling functions.	March 2025	Place	
Deliver planned IT infrastructure upgrades and maintenance including: Broadband, Firewalls replacement, Network refresh, Laptop and mobile phone refresh, Wifi replacement and Telephony review.	March 2025	Resources	

Strategic Priority	5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council		
Deliverables	Target completion date	Lead Directorate	
Deliver planned digital migration of Local Land charges system.	December 2024	Resources	

Strategic Priority	5.4 Empower and support our workforce to deliver well for the borough, now and in the future		
Deliverables	Target completion date	Lead Directorate	
Address continuing challenges with recruitment and staff retention by continuing to develop our staff offer and opportunities to reform terms and conditions.	March 2025	All directorates	
Continue roll-out of HR platform (iTrent) modules (workforce). Identify and implement automation of HR platform (iTrent) to deliver increased functionality and reduce manual practices.	October 2024	Resources	
Continue to explore ways to improve staff Terms & Conditions to make RBWM a more attractive employer.	Process established	Resources	

Aim 5: Key performance indicators


Indicator	Target 2024/25	
Customer service	# of contacts progressed as complaints [RBWM Formal Corporate]	Track and Report [Smaller is better]
	# of contacts progressed as complaints [Adults]	Track and Report [Smaller is better]
	# of contacts progressed as complaints [Childrens]	Track and Report [Smaller is better]
	% of Stage 1 complaints upheld [RBWM Formal Corporate]	≤ 30%
	% of Stage 1 complaints upheld [Adults]	≤ 40%
	% of Stage 1 complaints upheld [Childrens]	≤ 40%
	% of Stage 1 complaints responded to within timescale [Adults/Childrens/RBWM combined]	≥ 70%
	% of calls answered within 2mins	≥ 80%
	% of calls abandoned after 5 seconds	≤ 4%
Benefits	Average # of days to process new claims [Housing Benefits]	≤ 12 days
	Average # of days to process changes in circumstances [Housing Benefits]	≤ 5 days
FOI requests	% of Freedom of Information (FOI) requests processed within 20 working days or within agreed timelines	≥ 90%

Indicator		Target 2024/25
Planning	% of major planning applications processed in time (or within agreed time period)	≥ 80%
	% of minor planning applications processed in time (or within agreed time period)	≥ 75%
	% of other planning applications processed in time (or within agreed time period)	≥ 85%
	% of planning decisions overturned	Track and report [Smaller is better]
Workforce	# of working days lost to sickness per headcount (YTD) [RBWM]	≤ 5.8 working days**
	% voluntary turnover (YTD) [RBWM]	15.5%**
	% of posts filled with permanent staff [RBWM]	Baselining
	% of social worker posts filled with permanent staff [Achieving for Children]	≥ 70%
	% of social worker posts filled with permanent staff [Optalis]	≥ 81%
	% of vacancies advertised and filled successfully at first attempt [RBWM]	Baselining

** Will be reviewed mid-year

 www.rbwm.gov.uk

 01628 683 800

 Royal Borough of Windsor & Maidenhead
Town Hall
St Ives Road
Maidenhead
SL6 1RF



Follow us on [Twitter](#), [Facebook](#) and [Nextdoor](#)

Photo credits: Doug Harding

This page is intentionally left blank

Appendix C: Equality Impact Assessment

Council Plan 2024-28

Background Information

Service area:	Council-wide
Directorate:	Council-wide
Completed by: Clare Walsha Date: 15/03/2024	Approved by: Date

Introduction

This EQIA is for the Council Plan, 2024-28, which sets out the council’s strategic aims and priorities for the next four years. The Council Plan includes a Technical Appendix, which includes key deliverables for 2024-25 and a revised set of performance metrics, by which to monitor performance and progress against the Plan. The Council Plan provides a framework for all council decision-making, including resource allocation. The Strategic Aims and Priorities were shared in draft as part of the November and February Cabinet reports on the 2024-25 Budget and Medium-Term Financial Strategy and were developed in consultation with staff, Members, parishes and key stakeholders.

The five aims of the Council Plan are:

- Aim 1: Put the council on a strong financial footing to serve the borough effectively
- Aim 2: A cleaner, greener, safer and more prosperous borough
- Aim 3: Children and young people have a great start in life and access to opportunities through to adulthood
- Aim 4: People live healthy and independent lives in supportive communities
- Aim 5: A high-performing council that delivers for the borough

The Council Plan makes it clear that setting the council on to a strong financial footing to serve the borough effectively, must be the primary focus. The current financial position constrains the organisation’s ability to pursue wider priorities until it achieves a more stable financial position. However, the council remains ambitious for the borough. The council will spend almost £100m next year in delivering essential services, in addition to capital investment of £13m in the borough’s critical infrastructure. The council is also undertaking an ambitious transformation programme to change the ways in which we deliver services, and to enable more efficient and effective delivery of our priorities.

The Council is committed to protecting the most vulnerable members of our community, whilst pursuing cost-effective solutions to support the enablement and empowerment of those with a lower level of need alongside a longer-term approach of prevention and early intervention. Under each of the five aims of the Council Plan there are a number of strategic priorities some of which are linked to the protected characteristics in the Equality Act. These strategic priorities are set out by the aims below.

Aim 1: Put the council on a strong financial footing to serve the borough effectively
EQIA for the budget has been carried out separately and was published as part of the papers for Budget Council Thursday 29 February, Agenda Reports Pack p.169.

Aim 2: A cleaner, greener, safer and more prosperous borough

- Ensure availability of housing, that meets our local housing needs, with a focus on social housing and tackling homelessness.

Aim 3: Children and young people have a great start in life and access to opportunities through to adulthood

- Support children and families to live safe, happy and healthy lives.
- Support children and young people in our care and meet their needs safely.
- Support all children and young people to achieve meaningful outcomes from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities.
- Support young people and families to develop resilience and independence.

Aim 4: People live healthy and independent lives in supportive communities

- A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities.
- Provide access to the right support to residents at the right time, in the right place, with a focus on early help and prevention, to maintain and extend independent living.
- Deliver quality adult social care with suitable homes for those who need life-long support.

Aim 5: A high-performing council that delivers for the borough

- Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making.
- Strengthen partnerships with charities, the voluntary sector, businesses, parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents.

The EQIA sets out the deliverables under the priorities which will impact on the key groups.

Consultation

The Council Plan has been informed by engagement sessions with key stakeholder groups including: young people, older people, people with disabilities, the voluntary and community sector, Members, parishes and staff. A total of 224 people participated in the sessions, with more contributing to responses submitted via email or the online survey. There was support for the general direction of the council's emerging aims and priorities, with feedback contributing to their shaping and definition in a number of key areas, such as partnership working. The early community engagement highlighted priority concerns for residents and the VCS and the later sessions fed into the definition of the aims and priorities.

Equality Impact Analysis

	<p>How do the protected characteristics influence the needs of individuals within this proposal?</p> <p>How might these characteristics affect the impact of the proposal?</p> <p>(If no influence on impact, state 'N/A')</p>	<p>Overall impact</p> <p>(Tick where relevant)</p>
Age	<p><u>Older people</u></p> <p>A deliverable under aim 4 focuses on improving accessibility and inclusivity for older people (amongst under groups)</p> <p>Aim 4: Priority: provide access to the right support to residents at the right time</p> <p>Deliverable: Develop effective service pathways to improve accessibility and inclusivity.</p> <p><u>Children and younger people</u></p> <p>Aim 3 focuses on children and young people and a number of deliverables will positively impact the experience of children and young people including through targeted out-reach, new 'Think Families' approach, development of services for children in need and those with mental health difficulties.</p> <p>Priority: Support children and families to live safe, happy and healthy lives</p> <p>Deliverable: Build on our multi-disciplinary teams to provide early support to children and young people as part of a "Think Families" approach, so that their needs do not escalate to requiring statutory support.</p> <p>Deliverable: Build on our targeted outreach support for young people and their families so that their needs can be safely met at home or in their communities, when appropriate.</p> <p>Deliverable: Provide effective early help support to children and young people experiencing difficulties with their wellbeing and/or mental health.</p> <p>Priority: Support young people and families</p> <p>Deliverable: Develop a Participation Strategy to strengthen engagement with children and young people and ensure their</p>	<p>The overall approach of the Council Plan is designed to improve outcomes in the medium term, to mitigate impacts to the most vulnerable and to strengthen preventative services, and will therefore have an ultimately positive impact. Due to budget constraints, priorities and deliverables under Aim 1 in some cases have a negative impact which is covered by a separate EQIA.</p>

	<p>views are heard and included in decisions that impact their lives. Deliverable: Create a new child and family help service that supports children in need (CIN) and families needing targeted support.</p> <p>A deliverable under Aim 4 specifically references intervention with regards to weight for children. Priority: A Council-wide focus on increasing healthy life expectancy, improving wellbeing Develop and deliver a whole systems approach to healthy weight for children and families, focusing in areas with higher rates of overweight and obesity, including steps to improve the food environment.</p> <p>A deliverable under Aim 5 specifically references improving engagement with young people. Priority: strengthen how we work to serve the borough better Deliverable: Continue to embed the council's engagement framework, including development of specific guidance to better engage with young people, and strengthen our approach to public consultation to better promote engagement with any under-represented groups.</p>	
<p>Disability</p>	<p>Two deliverables under Aim 3 are focused on improving care and interventions for children with mental health and SEND. Priority: support children and families to live safe, happy and healthy lives Deliverable: Provide effective early help support to children and young people experiencing difficulties with their wellbeing and/or mental health. Priority: support all children and young people to achieve meaningful outcomes Deliverable: Work with Adult Social Care and housing providers to improve pathway and transition planning for young people with SEND.</p> <p>Two deliverables under Aim 4 specifically refer to those with disability and improving support for those living in their own homes and also increasing provision for those unable to live independently. Priority: provide access to the right support to residents at the right time</p>	

	<p>Review and revise the Disabled Facilities Grant Policy to enable wider use of the funding in supporting residents to live a safe and full life in their own homes.</p> <p>Priority: Deliver quality adult social care Deliverable: Develop more “lifetime homes” in Windsor and up to 18 “Shared Lives” arrangements across the borough to enable more people with learning disabilities to live in their own homes or with families, reducing the number of out-of-borough residential placements and further increasing service value for money.</p> <p>A deliverable under aim 4 includes a focus on improving pathways and access to services for those with disability.</p> <p>Priority: provide access to the right support to residents at the right time Deliverable: Develop effective service pathways to improve accessibility and inclusivity.</p> <p>A deliverable under Aim 5 includes a reference to under-represented groups which includes people with disability.</p> <p>Priority: strengthen how we work to serve the borough better Deliverable: Continue to embed the council’s engagement framework, including development of specific guidance to better engage with young people, and strengthen our approach to public consultation to better promote engagement with any under-represented groups.</p>	
Sex	The Council Plan is not anticipated to disproportionately or differentially impact individuals based upon this protected characteristic.	
Race, Ethnicity and Religion/Belief	<p>A deliverable under Aim 5 includes reference to improving engagement with under-represented groups which includes minority ethnic groups and religious groups.</p> <p>Priority: strengthen how we work to serve the borough better Deliverable: Continue to embed the council’s engagement framework, including development of specific guidance to better engage with young people, and strengthen our approach to public consultation to better promote engagement with any under-represented groups.</p>	

	<p>The following priority includes specific reference to strengthening partnerships with faith groups.</p> <p>Priority: Strengthen partnerships with charities, the voluntary sector, businesses, and parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents</p>	
Sexual Orientation and Gender Reassignment	<p>Under Aim 4, there are plans to improve the provision of services to the LBTQ+ community through partner working.</p> <p>Priority: A Council-wide focus on increasing healthy life expectancy, improving wellbeing</p> <p>Deliverable: Develop effective pathways to improve accessibility and inclusivity to drug and alcohol services.</p>	
Pregnancy and Maternity	<p>The Council Plan is not anticipated to disproportionately or differentially impact individuals based upon this protected characteristic.</p>	
Care experience (children in care and care leavers)	<p>A number of deliverables under Aim 3 are focused on improving the experience of children in care and care leavers.</p> <p>Priority: support children and families to live safe, happy and healthy lives</p> <p>Deliverable: Improve the timeliness of initial and annual health assessments for children in care and care leavers.</p> <p>Priority: support children and young people in our care</p> <p>Deliverables: Develop an in-house registered children's home provision and supported accommodation model for Care Leavers to meet care needs safely and locally.</p> <p>Deliverable: Develop a Care Leavers' guarantor scheme and improve the range of support available to Care Leavers to enable them to move into their own housing with appropriate support.</p>	
Socio-economic disadvantage (e.g., low income, poverty)	<p>A deliverable under Aim 2 will benefit areas of high deprivation who are more likely to have higher levels of anti-social behaviour.</p> <p>Priority: Keep our neighbourhoods green and safe' sets out a deliverable</p> <p>Deliverable: Work in partnership to deliver key priorities for public protection in the reduction of serious violence, crime, disorder, anti-social behaviour and enabling community resilience through community warden engagement.</p>	

	<p>Two deliverables under the Aim 2 are focused on improving people with socio-economic disadvantage who are homeless or at the risk of becoming homeless.</p> <p>Priority: Ensure availability of housing that meets our local housing needs, with a focus on social housing and tackling homelessness</p> <p>Deliverable: Review and revise Housing policies, practice and procurement to provide improved service and accommodation solutions to those who are homeless or seeking provision of social housing.</p> <p>Deliverable: Identify opportunities and explore partnerships to increase availability of permanent housing/temporary accommodation and reduce the cost of temporary accommodation.</p> <p>Multiple priorities and deliverables under Aim 3 are focused on improving outcomes of those in poverty and/or socio-economic disadvantage.</p> <p>Priority: support children and families to live safe, happy and healthy lives.</p> <p>Deliverable: Build on our multi-disciplinary teams to provide early support to children and young people as part of a "Think Families" approach, so that their needs do not escalate to requiring statutory support.</p> <p>Priority: Support all children and young people to achieve meaningful outcomes</p> <p>Deliverable: Work to reduce gaps in attainment in reading, writing and mathematics between children in receipt of the Pupil Premium grant and their peers.</p> <p>Priority: Support young people and families</p> <p>Deliverable: Create a new child and family help service that supports children in need (CIN) and families needing targeted support.</p> <p>Multiple deliverables under Aim 4 will benefit those with socio-economic disadvantage because children who in poverty are more likely to be obese, people with socio-economic disadvantage are more likely to require access to drug and alcohol treatment services, people with socio-economic disadvantage are more likely to be adversely affected and more profoundly affected by increasing cost-of-living and</p>	
--	---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

	<p>therefore more likely to benefit from these interventions</p> <p>Priority: A Council-wide focus on increasing healthy life expectancy, improving wellbeing</p> <p>Deliverable: Develop and deliver a whole systems approach to healthy weight for children and families, focusing in areas with higher rates of overweight and obesity, including steps to improve the food environment.</p> <p>Develop effective pathways to improve accessibility and inclusivity to drug and alcohol services.</p> <p>Priority: Provide access to the right support to residents at the right time</p> <p>Deliverable: Help to reduce the impact of cost of living rises on our residents, with a focus on those most at risk, through targeted financial and practical support e.g. Here to Help, Household Support Fund, Warm Spaces, Multiply.</p> <p>Deliverable: Develop effective service pathways to improve accessibility and inclusivity.</p>	
Marriage and Civil Partnership (in respect of employment discrimination only)	The Council Plan is not anticipated to disproportionately or differentially impact individuals based upon this protected characteristic.	
Armed Forces Community (in respect of access to public services)	The Council Plan is not anticipated to disproportionately or differentially impact individuals based upon this protected characteristic.	

Where a potential negative impact has been identified, what measures would be put in place to mitigate or minimise it?

The Council Plan is not anticipated to have a negative impact on any of the groups within the EQIA, excluding those groups already identified through the Budget 2024/25. The Council Plan aims at explicitly improving services including accessibility and inclusivity for those who have protected characteristics.

Council Plan: Responses to recommendations from Corporate Overview and Scrutiny

Three deliverables {contract management (aim 1), public accountability (aim 1) and education (aim 3)} and seven new KPIs {four on business (aim 2), two on education (aim 3), three on complaints volumes (aim 5)} have been included in the Council Plan following Corporate Overview and Scrutiny (Corp OSP), alongside changes to improve clarity.

77

Corp OSP recommendation	Response
Overarching	
Define more clearly what is meant by good performance, at a council-level. Eg Numbers of indicators green/amber.	Assessment against the Council Plan is informed by the agreed monitoring process including Quarterly Assurance Report (QAR), annual report, transformation programme reporting and budget monitoring reporting. It would not be appropriate to assign a percentage of deliverables or KPIs that must be met to consider the plan to be met because some deliverables and KPIs are more critical to the success of our vision and aims.
Include numbering of the Priorities under each Aim for ease of reference.	Numbers have been added to the priorities on the aim page and in the Appendix.
All aims: Add 'contractual' to targets where these are included within contract performance metrics.	Contractual measures are now identifiable in the Council Plan
Aim 1	
Aim 1, priority 4: Contract management and procurement strengthen the deliverable	An additional deliverable is included, based on Audit actions. "Implement a contract management framework and associated guidance, and review the published contract register to ensure completeness and compliance with the Local Transparency Code 2015"
Aim 1: Transformation savings: Clarity on proportion of savings being delivered through transformation programmes, and the council's progress against these.	New transformation reporting to be included in monthly finance reports to Cabinet.

Corp OSP recommendation	Response
Aim 1: Consider additional deliverable around accountability to the public , including Report it.	New priority added: “Drive channel shift and improve digital access to services, including the council’s website – making payments and transactions easier and refreshing reporting functions” New deliverable added on website and reporting: “Scope further work to improve front and back end system integration, including Report it functions.”
Aim 2	
Aim 2, priority 1: Clarify enforcement deliverable “Deliver an improved enforcement policy for businesses, to enable light touch, right touch enforcement along with civil penalties. Aim to prioritise based on risk, encourage self-compliance, with enhanced focus on repeat offenders and those who target the vulnerable”	Deliverable clarified: “Deliver an improved enforcement policy (which incorporates civil penalties) that is transparent, proportionate, consistent and targeted at higher risks”
Aim 2: Additional metric on fly-tipping enforcement, investigation and prosecutions.	This data is not currently readily available, officers are investigating developing this dataset and related indicators for future reporting.
Aim 2: Consider additional metric on adopt a verge project	Appropriate metric is not currently available. Project progression will be reported to the Steering Group.
Aim 2: Consider targets for housing metrics, which are currently marked track and report.	This will be taken forward through the new Rough Sleeper Strategy which is coming to Place O&S and metrics will then be re-set.
Aim 2: KPI to be added on strength of relationships with business.	Four KPIs have been included: <ul style="list-style-type: none"> • Square foot of office lettings • Retail vacancy rate for Ascot, Maidenhead and Windsor (3 KPIs) Officers will be supporting the development of the Berkshire Economic Strategy and deliver local action plans to support economic growth within RBWM. Increasing office lettings indicates success in attracting and retaining businesses within RBWM and the retail vacancy rate is indicative of a thriving town centre.

Corp OSP recommendation	Response
<p>Aim 2: ‘Broadly’ in metric about food law to be defined in the document “% food businesses that are broadly compliant with food law”</p>	<p>Suggested explanatory note to be added to underneath the KPI “Note that ‘broadly compliant’ refers to food business establishments whose compliance levels have been assessed as equivalent to a Food Hygiene rating of 3 (generally satisfactory), 4 (good) or 5 (very good) at their most recent food hygiene inspection.”</p>
<p>Aim 3</p>	
<p>Aim 3: Strengthen commitment to our excellent comprehensive schools and high quality education for all.</p> <ul style="list-style-type: none"> - Including adding deliverable on maintaining and improving standards. <p>Including additional KPI on % achieving KS2 expected standards for all students (and potentially greater depth).</p>	<p>Schools and education are referenced in the Leader’s Foreword, the Chief Executive Introduction and performance statistics are included in the Borough in Context as below: “With 93.8% of borough schools rated by Ofsted as Good or Outstanding, the borough’s educational offer is strong and local educational attainment (73.2% achieving Grades 9-4 at Key Stage 4) betters both the South East (67.5%) and England (65.4%) averages in 2022/23.”</p> <p>Additional deliverable included: “Improve and maintain education provision for all students through targeted improvement support to schools”</p> <p>Two additional KPIs:</p> <ol style="list-style-type: none"> 1. Percentage of pupils meeting the <u>expected</u> standard in reading, writing and maths (combined) at KS2 (Not disadvantaged) 2. Percentage of pupils meeting the <u>higher</u> standard in reading, writing and maths (combined) at KS2 (Not disadvantaged)
<p>Aim 4</p>	
<p>Aim 4, priority 1: Strengthen socio-economic disadvantage deliverable and associated narrative</p>	<p>Sentence added to Section 5: vision, in the sub-section ‘Our commitment to equality,...’ “We will continue to strengthen our approach to engagement and embed this across the council to ensure that we hear from and respond to residents and other stakeholders, particularly those from hard-to-reach groups and those facing digital exclusion.”</p> <p>Socio-economic deliverable from Aim 4, priority 2 to be moved to Aim 4, priority 1 and amended to:</p>

Corp OSP recommendation	Response
	<p>“Work with a range of partners to support residents experiencing financial difficulties, with a focus on those most at risk - through targeted financial and practical support including Here to Help, Household Support Fund, Multiply programme and provision of advice to maximise incomes.”</p>
<p>Aim 4: Additional indicator on physical activity: In addition to leisure centre attendance.</p>	<p>No appropriate timely metric.</p>
<p>Aim 5</p>	
<p>Aim 5: Complaints:</p> <ul style="list-style-type: none"> - Volume of complaints: include in addition to complaints upheld. - Review target on complaints upheld. Consider decreasing this from 40%. 	<p>The volume of complaints have been included as additional KPIs. In some cases increases in complaints may indicate emerging issues.</p> <p>The existing complaints upheld target is a stretch target for some services and is not appropriate to make more challenging.</p>

Report Title:	Constitution Amendments
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Bermange, Cabinet Member for Planning, Legal & Assest Management
Meeting and Date:	Council – 16 April 2024
Responsible Officer(s):	Elizabeth Griffiths, Executive Director of Resources & S151 Officer, Elaine Browne, Deputy Director of Law & Governance and Monitoring Officer
Wards affected:	All Wards

www.rbwm.gov.uk



REPORT SUMMARY

The last full review of the Council’s Constitution was undertaken in 2018. Since that time, various amendments have been made both by Full Council decision and also by the Monitoring Officer, in consultation with the Chair of the Constitution Working Group. These amendments are listed within Part 9D of the Constitution.

Suggestions have been put forward by the Monitoring Officer to the Constitution Working Group, with decisions then being made on which amendments would be best suited to be approved by Full Council & which can be delegated by the above parties.

The report therefore proposes amendments to a number of sections to improve clarity, consistency and transparency, avoid duplication, ensure efficient use of resources & to amend job titles that no longer exist. This will see continued good governance and sound decision making be practiced, which supports the Corporate Plan 2021-26 objective ‘a Council trusted to deliver its promises’.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Council notes the report and:

- i) Approves the amendments to the Constitution detailed in Appendix B and;**
- ii) Delegates authority to the Monitoring Officer to update as appropriate and publish the Council’s Constitution.**
- iii) Notes the changes listed in Part 9D that have been made to date by the Monitoring Officer in consultation with the Chair of the Constitution Working Group to the Constitution, as outlined in Appendix C.**

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

Options

Table 1: Options arising from this report

Option	Comments
Approves the changes detailed in Appendix B This is the recommended option	The updated Constitution will promote best practice and confidence in decision making.
Modify the changes proposed in Appendix B and approve those modified changes.	Council may wish to propose and consider amendments to the recommended changes. However, the current wording has been agreed by both officers and the CWG, which promotes best practice.
Do not approve the changes detailed in Appendices B	The highlighted inconsistencies, errors and concerns will not be addressed and the Constitution will not promote best practice and will include inaccurate information.

- 2.1 **How the Council Operates** – Currently all Chairs and Vice-Chairs for the municipal year ahead are announced at Annual Council in May. However, if any changes are made during the municipal year to these, then a report would need to go to Full Council, to agree this. To ensure there is no delay to Council meetings and to allow for business to be transacted as efficiently as possible, the Constitution Working Group recommends that any decision on new Chairs and Vice-Chairs mid-year, be delegated to Group Leaders in consultation with the Monitoring Officer. This however will not apply to Overview & Scrutiny Panels, who appoint their own Chairs and Vice-Chairs, in accordance with Part 4 of the Constitution.
- 2.2 **Substitution** - Currently Councillors are responsible for finding a substitute for themselves only after 12:30pm on the day of the respective meeting that they are giving apologies for. The Constitution Working Group have recommended that this is extended so that the responsibility falls to each individual Councillor also before 12:30pm, removing the time completely. This encourages Councillors who are members of a committee/panel, to take ownership of their attendance. This however does not apply to the Council's quasi-judicial appeals, where Democratic Services shall remain responsible for arranging substitutes for both the Appeals Panels and all Licensing & Public Space Protection Order Sub-Committees.
- 2.3 **General (Public Questions at Council)** – As it stands, any member of the public may ask a question at Full Council meetings in accordance with Part 2 of the Council's Constitution. There are currently no restrictions in place that limits who specifically can submit questions, unlike that of the Council's Petitions Protocol for example. The Constitution Working Group has recommended that persons who can submit questions to Full Council should be limited to living, working, studying or owning property within the borough. This ensures that the borough's residents are at the centre of the Council's decision-making process.
- 2.4 **Councillor Wishing to Speak & Standing to speak**– The Constitution Working Group recommends that the option to remain seated is available to Councillors when speaking at Council. It is recommended that this line is added in to Part 2 of the Council's Constitution, to give Councillors the choice

to both stand or remain seated, which is preferable for the Audio Visual equipment that is utilised within the Council Chamber. The Mayor would still possess the power to ask for either or, if they deemed this necessary though.

- 2.5 **Duration of Meetings** – Currently the Constitution states that where any meeting that commences prior to 7:30pm has not concluded discussing all items of business on the agenda by 9:30pm, a vote must be taken on whether to continue or not. The Constitution Working Group recommends that this is changed so that where any meeting that passes a duration of 3 hours, a vote is then taken without debate on whether to continue. This will account for all meetings, regardless of their start time and ensure that business is conducted in the most efficient fashion. This extension may need to be revisited depending on the speed with which the remaining business is concluded and should not be deemed limitless.
- 2.6 **Licensing & Public Space Protection Order Sub Committee Terms of Reference** – Currently there are 11 members of the Licensing Panel. These 11 form a pool of Councillors who are eligible to sit on Licensing & Public Space Protection Order (PSPO) Sub-Committees as and when required. An identified concern by the Constitution Working Group was that this pool of 11 was not large enough when several sub-committees were needing to be arranged within close proximity of each other. By increasing this membership to include that of substitutes of the Licensing Panel, it would allow there to be a greater pool of Councillors to take part and increase the shared experience of sitting on these to more Councillors. However, only Councillors who have completed the mandatory training will be eligible .
- 2.7 **Development proposals submitted by councillors, their close relatives and officers and council development** – In 2020, a section was removed from Part 6 of the Council's Constitution which outlined that all of the Council's own development and private applications in respect of borough owned land, would be considered by the relevant committee and not be delegated to officers. However, this was not removed from Part 7B and therefore a discrepancy exists between both parts. To avoid the inefficient use of resources, the Constitution Working Group recommends that the applications in question should only be decided by the relevant committee, if three or more objections are received.
- 2.8 **Public Speaking at Development Management Committee Meetings** – Currently hardcopy materials are discouraged from being shared by members of the public on the night of Development Management Committees. The reason being is that it is a requirement for Councillors to attend the meeting as a voting member, having read in detail all of the relevant materials and to have asked any technical questions they have to officers, prior to the meeting. Officers and Councillors are unable to read and digest large documents during the meeting as their focus should be on the debate. The Constitution Working Group recommends that this line should be added into the Constitution and recommend that all materials including presentations are sent to members of the committee prior to the meeting, using their contact details which are available online.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Updated Constitution	Amendments not approved	Amendments approved and updated Constitution published	n/a	n/a	17 April 2024

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications by virtue of the recommendations in the report. However the proposals promote the efficient use of resources by avoiding duplication and improving agenda and meeting management.

5. LEGAL IMPLICATIONS

5.1 Section 9P of the Local Government Act 2000 requires a Local Authority to prepare a Constitution and to keep the Constitution up to date.

5.2 The Constitution Working Group will continue to be consulted to consider the implications on the wording of the Constitution of legislation as it is updated.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Threat or risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
There is a risk that good governance will be compromised due to errors or inconsistencies within the Constitution, which could result in	Moderate - 2	Unlikely – more probable to not happen than to happen	The Council have a Codified Constitution in place, which is applied throughout the Council's decision making processes and functions.	To update the Constitution as and when agreed recommendations are made. Regular convening of the Constitution Working Group, to discuss changes and notify the group of minor amendments.	Minor 1	Very unlikely – only a small chance this will occur

challengeable decisions						
-------------------------	--	--	--	--	--	--

7. POTENTIAL IMPACTS

- 7.1 Equalities - An Equality Impact Assessment Screening has been completed and is available as Appendix A. A full EQIA is not considered to be required.
- 7.2 Climate change/sustainability - None
- 7.3 Data Protection/GDPR - None

8. CONSULTATION

- The changes proposed to the Constitution contained within Appendix B, were presented to the Constitution Working Group, prior to this report coming before Council as outlined within paragraph 14.3, Part 1A.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 4: Implementation timetable

Date	Details
27/03/2024	Constitution Working Group
16/04/2024	Council
17/04/2024	Constitution Amended

10. APPENDICES

- 10.1 This report is supported by 2 appendices:
- Appendix A – Equality Impact Assessment
 - Appendix B – Recommended amendments to the Constitution with tracked changes, put forward by the Consittuion Woking Group
 - Appendix C – Draft Part 9D of the Council’s Constitution following Council on 16.04.24.

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by 1 background documents:
- [The Council’s Constitution](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officer (or deputy)</i>			
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	02.04.24	
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	30.03.24	02.04.24
<i>Deputies:</i>			
Julian McGowan	Senior Finance Business Partner & Deputy S151 Officer	02.04.24	04.04.24
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer		
Helena Stevenson	Principal Lawyer & Deputy Monitoring Officer		
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>			
Lyn Hitchinson	Procurement Manager		
<i>Mandatory: Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>			
Samantha Wootton	Data Protection Officer		
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	02.04.24	04.04.24
<i>Mandatory: Assistant Director HR – to advise if report has potential staffing or workforce implications</i>			
Nikki Craig	Assistant Director of HR, Corporate Projects and IT		
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Stephen Evans	Chief Executive	02.04.24	
Andrew Durrant	Executive Director of Place		
Kevin McDaniel	Executive Director of Adult Social Care & Health		
Lin Ferguson	Executive Director of Children's Services & Education		

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Planning, Legal & Assest Management	Yes
	Leader of the Council & Chair of the CWG	Yes

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Council decision	No	No

Report Author: Oran Norris-Browne, Democratic Services Team Leader,
07717 801478

Appendix A - Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

www.rbwm.gov.uk



1. Background Information

Title of policy/strategy/plan:	Constitution Amendments
Service area:	<u>Law & Governance</u>
Directorate:	<u>Resources</u>

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

The proposal is to make amendments to the Council's Constitution, which have been put forward by the Constitution Working Group. Implementation of these amendments will be delegated to the Monitoring Officer to publish.

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

Yes - Proposed changes are resource saving, with the majority of the changes having no adverse effect on RBWM employees or communities, barring 2.

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

Who will be affected by this proposal?

For example, users of a particular service, residents of a geographical area, staff

Councillors and other attendees at Council meetings.

Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) **disproportionately represented?**

For example, compared to the general population do a higher proportion have disabilities?

No

What engagement/consultation has been undertaken or planned?

- How has/will equality considerations be taken into account?
- Where known, what were the outcomes of this engagement?

What sources of data and evidence have been used in this assessment?

Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age	N/A		
Disability	The proposed changes to allow councillors to remain seated when asking a question will make meetings more inclusive for disabled attendees. The tighter guidelines around members of the public submitting documentation/presentations in advance of a meeting will also make these materials more accessible for any councillors with accessibility needs or relevant neurodiversities.	X	
Sex	N/A		
Race, ethnicity and religion	N/A		
Sexual orientation and gender reassignment	N/A		
Pregnancy and maternity	N/A		

Marriage and civil partnership	N/A		
Armed forces community	N/A		
Socio-economic considerations e.g. low income, poverty	N/A		
Children in care/Care leavers	N/A		

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

<p>What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it? For example, adjustments needed to accommodate the needs of a particular group</p>
N/A
<p>Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?</p> <ul style="list-style-type: none"> For planned future actions, provide the name of the responsible individual and the target date for implementation.
N/A
<p>How will the equality impacts identified here be monitored and reviewed in the future? See guidance document for examples of appropriate stages to review an EQIA.</p>

6. Sign Off

Completed by: Oran Norris-Browne	Date: 30/03/2024
----------------------------------	------------------

Approved by: Kirsty Hunt	Date: 04/04/2024
---------------------------------	-------------------------

If this version of the EQIA has been reviewed and/or updated:

Reviewed by: Ellen McManus-Fry	Date: 04/04/2024
---------------------------------------	-------------------------

This page is intentionally left blank

APPENDIX B

Part 1

2. HOW THE COUNCIL OPERATES

2.4 All Councillors meet together as the Council. Meetings of the Council are normally open to the public. Here Councillors decide the Council's overall policies and set the budget each year. The Council will elect from its Councillors a Leader at the Annual Council following ordinary local elections or at any other Council meeting following the death or disqualification or resignation, or if removed from office by resolution. The Leader will appoint members to a Cabinet. The Council will also appoint the Chair and Members of the Regulatory, other Committees and Council Panels for each year. If during the municipal year the Chair or Vice-Chair of a Committee or Panel were to step down, then nominations would be determined by the Group Leaders in consultation with the Monitoring Officer. This however will not apply to Overview & Scrutiny Panels, who appoint their own Chairs and Vice-Chairs, in accordance with Part 4 of the Constitution. The Council will undertake the business reserved to it by these Articles and, with the Overview and Scrutiny Panels, will hold the Cabinet to account. It will have responsibility to oversee all activities of the Committees and Panels it appoints.

Part 2

C4.4 Substitution

Substitute Councillors may attend meetings in that capacity only:

- i) To take the place of the ordinary Councillor for whom they are designated substitute for their meeting;
- ii) Where the ordinary Councillor will be absent for the whole of the meeting; if the ordinary Councillor arrives after the meeting has started, the Substitute Councillor shall continue and the ordinary Councillor shall be present as a non-member of that body.
- iii) ~~After notifying the clerk to the meeting by 12.00 noon on the day of the meeting that a substitute is required; to enable Democratic Services to contact potential substitutes in advance of the meeting. If notified after 12 noon on the day of the meeting, the responsibility to identify a substitute falls to the relevant Group. The notification of the named substitute must be provided to the clerk ideally before the meeting begins; at minimum under the item 'Apologies for Absence' at the start of the meeting.~~
After the ordinary Councillor or relevant group, has notified Democratic Services, prior to the commencement of the meeting; at minimum under the item 'Apologies for Absence' at the start of the meeting, of the substitute Councillor's attendance. This applies to all panels, committees, and forums of the Council.

iv) Democratic Services shall be responsible for arranging substitute Councillors for all quasi-judicial appeals, such as for the Appeals Panels and all Licensing & Public Space Protection Order Sub-Committees.

C9.1 **General**

Members of the public who live, work, study, or own property within the borough may ask questions of

- i. the Leader; or
- ii. a Cabinet Member;

at ordinary meetings of the Council for which the Council will set aside a period of **30 minutes**, which may be extended at the discretion of the Mayor in exceptional circumstances. Public questions at the meeting at which the council budget is considered must relate directly to the budget proposals. Public questions are permitted at Extraordinary meetings of the Council where such a question is directly related to an item on the Agenda.

C21.1 **Councillor wishing to Speak**

A Councillor wishing to speak shall indicate by raising their hand and shall speak when called upon to do so by the Mayor. When called the Councillor shall stand or remain seated when speaking and shall address The Mayor using the form 'Mr Mayor' or 'Madam Mayor' as appropriate. The Councillors shall speak of each other and of Officers by their respective titles.

C21.2 **Standing to speak**

When a Councillor speaks at full Council ~~they must~~, unless the Mayor in their discretion provides otherwise, may either stand or remain seated and address the meeting through the Mayor. If more than one Councillor stands, the Mayor will ask one to speak and the others must sit. Other Councillors must remain silent whilst a Councillor is speaking unless they wish to make a point of order or a point of personal explanation.

C25 DURATION OF MEETINGS

C25.1 Unless the majority of Councillors present vote without debate, for the meeting to continue, any meeting of the Council, its Committees, Forums, Panels and Sub-Committees, together with meetings of the Cabinet and its Sub-Committees, ~~which commence at 7.30pm, and that~~

~~has not concluded by 10.00pm that has not concluded within 3 hours from its start time.~~ will adjourn immediately at the conclusion of the agenda item then under discussion. Remaining business will be considered at a time and date fixed by the Chair. If he/she does not fix a date, the remaining business will be considered at the next ordinary meeting.

~~C25.2 For all meetings of the Council, its Committees, Forums, Panels and Sub-Committees, together with meetings of the Cabinet and its Sub-Committees, that commence prior to 7.30pm,, rule C25.1 above shall apply where the meeting has not concluded by 9.30pm.~~

Part 6

B7 Licensing & Public Space Protection Order Sub Committee

B7.1 Purpose

The Licensing & PSPO Sub Committee will consider all matters relating to the following functions:

- i. Where an objection or representation is made for an application for or a variation to; a personal licence, a premises licence, a club premises certificate or a provisional statement.
- ii. Where a Police objection has been received in relation to an application for or to; vary a designated premises supervisor, a transfer of premises licence or Interim Authorities.
- iii. Where the authority must carry out a review of a premises licence.
- iv. Where an objection or representation is made for an Application for club gaming/club machine permits.
- v. Where there is a decision to be made for the cancellation of a club gaming or club machine permit.
- vi. Where there is a decision to be made to give a counter notice to a temporary use notice
- vii. Where an application for Licensed Premises Gaming Machine Permits involves over 4 machines.
- viii. Where a decision to object involves the local authority as a consultee and not as the relevant authority considering the application.
- ix. Where there is a determination of a Police objection to a temporary event notice.
- x. Where an application is received from a Sexual Entertainment Venue, including applications for existing premises
- xi. To consider the implementation of Public Space Protection Orders (PSPOs) within a single ward with regard to determining whether such an order should be made, extended, varied or discharged under Part 4 Chapter 2 of the Anti-social behaviour, Crime and Policing Act 2014;
- xii. To consider whether to make, extend, vary or discharge PSPOs proposing to restrict public right of access to highways (including alley ways) in accordance with Part 4 Chapter 2 of the Anti-social behaviour, Crime and Policing Act 2014 and under s.118b of the Highway Act 1980 for the stopping up of highways..

- xiii. In accordance with the Council's agreed Cold Calling Control Zone Policy, (as agreed by Cabinet on 27 November 2008), to consider requests to establish Cold Calling Control Zones.

(The above circumstances (i. to ix) in which functions may be delegated to the Licensing & PSPO Sub Committee are set out in the Licensing Act 2003 and drafted in RBWM's Licensing Policy Statement and within Annex A of RBWM's Statement of Principles Gambling Act 2005. (x) is pursuant to the Local Government (Miscellaneous Provisions) Act 1982, as amended).

B7.2 Membership

Any 3 Members of the full Licensing Panel (including its Substitutes). The Members will be called for a sub-committee meeting on a rota basis from amongst those appointed by the Council, with political balance being maintained wherever possible.

B7.3 Quorum

3 Members

B7.4 Frequency

As required

Part 7

DEVELOPMENT PROPOSALS SUBMITTED BY COUNCILLORS THEIR CLOSE RELATIVES AND OFFICERS AND COUNCIL DEVELOPMENT

- 5.4 Proposals for the Council's own development (or a development involving the Council and another party) and private applications in respect of Borough owned land (e.g. prior to a land sale being agreed or negotiated) – that receive 3 objections or more will be determined by the relevant Development Management Committee and not delegated to Officers. Decisions will be made strictly on planning merits and without regard to any financial or other gain that may accrue to the Borough if the development is permitted. It is important that the Borough is seen to be treating such applications on an equal footing with all other applications as well as actually doing so.

Part 7F

1. Public Speaking at Development Management Area Committee Meetings

- 1.9 No new documents should be circulated to the Committee at the meeting except the Committee Update prepared by officers. The Committee Update will contain information pertinent to the application provided to the case officer after the

Committee report publication date and up to 5pm of the working day before the date of the Committee meeting. It shall be at the discretion of the planning officer if any further updates are to be accepted after this point. Messages should not be passed to individual Committee Members. and no hardcopy materials or presentations should be distributed by the public to Members of the Committee at the meeting.

This page is intentionally left blank

PART 9 – MISCELLANEOUS ITEMS

D – Constitution Version Control and Changes

Version Control

Version	Date	Authority	Changes	Relevant Part of Constitution
23.1	24/05/23	Annual Council 23.05.23	Political Balance & Appointments of Panels	Part 9B
23.2	02/08/23	Council 25.07.23	Reduction of signatures required from 1500 to 1000	Part 2 – The Full Council Part 7G – Petition Protocol
23.3	11/08/23	Council 21.02.23	Basic, special responsibility, Civic allowances and financial loss allowances increased by 4% (and rounded to the nearest pound as appropriate).	Part 9 – Members Allowances Scheme
24.1	08/01/24	MO in conjunction with Chairman of CWG (Article 14.2)	Added in relevant legislation & wording into B1.	Part 5B – Scheme of Delegation
24.2	17/04/24	<i>MO in conjunction with Chair of CWG (Article 14.2)</i> Council 11.03.24	Change of wording: <ul style="list-style-type: none"> • Outdated job titles • Members to Councillors • Chairman to Chair • Development Management Panel to Committee • H&WBB Terms of Reference – Correct Membership • Example of Wednesdays to Thursdays for Development Management Committee Meeting Days <p>Clarity over Code of Conduct Complaints Process and ensuring it aligns correctly with procedure.</p> <p>New Chair & Vice-Chair of Maidenhead</p>	Throughout document Part 6 Part 7F Part 7 Part 9B

Version	Date	Authority	Changes	Relevant Part of Constitution
		<p><i>Council 16.04.24 (If Agreed)</i></p>	<p>Development Management Committee</p> <p><i>How the Council Operates – added in ability for in-year Chair/Vice-Chair changes to be made by Group Leaders in consultation with the MO.</i></p> <p><i>Substitution – Change of wording so that Councillors are responsible for providing a substitute when giving their apologies at meetings.</i></p> <p><i>General – Added in “live, work, study or own property within the borough” as criteria for who can ask a public question at Council.</i></p> <p><i>Speaking at Council – added in ability for Councillors to sit or stand when speaking</i></p> <p><i>Duration of Meetings – removed the timings and have put a blanket 3-hour duration for meetings</i></p> <p><i>Licensing & PSPO Sub Committee ToR – added in that substitutes of the Panel can sit</i></p> <p><i>DM Committees – added in that Council-owned applications that receive 3 or more objections, will come to committee and that no hardcopy material should be distributed at meetings.</i></p>	<p>Part 1</p> <p>Part 2</p> <p>Part 6</p> <p>Part 7</p>

Version	Date	Authority	Changes	Relevant Part of Constitution
		Council 29.02.24	Councillors Allowance Scheme updated with the 3% increase agreed in the budget	Part 9

Report Title:	Adult Social Care Case Management Project Update
Contains Confidential or Exempt Information	No
Cabinet Member:	Cllr Del Campo
Meeting and Date:	Full Council 16th April 2024
Responsible Officer(s):	Kevin McDaniel Executive Director Adults Services & Health
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

The Adult Social Care case management system implementation project is working to replace the existing case management software used for Adult Social Care, known as PARIS. Mosaic is replacing an out of date system which is no longer fit for purpose and which poses significant IT security risks, while creating the platform for increased efficiency and self-service in the medium term. Once fully implemented, the new system will ensure staff have the tools to work more effectively and in line with national best practice while enabling tighter financial control on adult social care expenditure.

Following April 2023 Cabinet approval of the award of contract for the Mosaic case management system, teams across the council have commenced the design of the implementation. The project has successfully tested the migration strategy for client data and identified how the financial information will be loaded into the new system. Several workshops have also confirmed the proposed workflow for new activity in the system. The project continues to be on schedule for a go live date in October 2024, however much of the time contingency has been used to get to this stage.

The next phase of the project was planned with the majority of the implementation being done in house with limited external cost. With the range of other demands, this is not a workable approach in terms of the amount of resource required to deliver a project of this scale to the current delivery timescale. The project has quantified an additional budgetary cost of £1,022,000 to use external resources to deliver they project in line with the plan to complete in 2024. This figure includes contingency to ensure the project is able to respond to the potential issues that such a complex project may encounter as it moves into implementation.

This update report to Council provides an overview of progress to date on the implementation and seeks approval for the additional capital cost to ensure the successful implementation of the new system.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council notes the report and:

Approves £1,022,000 capital allocation to ensure the successful implementation of the Adult Social Care case management system

project.

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

- 2.1 The Mosaic implementation project is a broad programme of work impacting on several areas of the Council’s statutory delivery. This includes adult social care operations and commissioning, performance and statutory reporting, income collection, invoicing and debt management/avoidance. The new software provides a work flow system which will improve risk management both in human and financial terms. It supports strength based approaches in line with national best practice and will enable residents to have greater control over their care and support as well as easier access to information and advice.

Table 1: Options arising from this report

Option	Comments
Council approves £1,022,000 of capital expenditure to ensure the successful implementation of the project This is the recommended option	This option supports the project to remain on track with provision of the key resources required to maintain progress.
Use existing council staff resources for the remaining work on the project. This is not recommended	The project team is a combination of external expertise, staff on secondment and those taking part in addition to their main role. There is insufficient capacity or the required skillsets across the staff cohort to take on the work to complete implementation in the current timescales.
Do Nothing This is not recommended	Should the project be stopped, the Council would face unknown costs to continue the use of PARIS with all of the risks previously identified when the project was started. Initially, the Council would still be liable for the cost of the new system without the means or ability to implement it.

- 2.2 The procurement activity for the new system resulted in a five-year contract for the supply of the system, and support for the initial implementation (£1,073,905) with Quicksilva acting on behalf of Access Group. The council has recruited a small team of specialist consultants, experienced in the migration and configuration of Case Management Systems to run the day-to-day project. This group, supported by staff from a range of teams, have driven the project forward within existing resources and the project has made timely progress. The project is divided into five workstreams and a summary of progress and next steps follows.

Operational Case Management Workstream: a joined-up collaboration between supplier, project team and the operational services completed the workflow review in November 2023 and the system changes were signed off in January 2024. The review of system forms and other configuration is in progress with the workstream

output, quality assurance and functional testing planned in May 2024. This will be followed by initial user acceptance testing (UAT) in June/July 2024.

Commissioning and Income Collection Workstream: the collaborative design workshops have mainly concluded and the system build document has been signed off and returned to the supplier for initial configuration. Although good progress has been made, some significant work remains to be completed including the interface development with the corporate finance system, and other integration pieces such as the provider portal and financial assessment tool. These are critical for increasing efficiency and giving resident greater transparency and control over their care and support. Additional capacity will be deployed to keep this workstream on track.

Migration and Data Quality Workstream: significant progress has been made on data quality in relation to the client data migrating from PARIS to Mosaic, with three successful migration loads completed with high levels of successful progress. The fourth load is crucial to the project as it is the first time that client, commissioning and finance data comes together. There has been a short delay to the fourth load due to the need for specific extraction tools as well as an interface with the commissioning and income collection workstream which has experienced some supplier delays.

The migration workstream is resource intensive and important to get right. The migration loads highlight any data compatibility problems as well as data gaps and each load is followed by an analysis of successes and issues and corrective work where needed. Although the migration loads have been largely successfully the huge amount of data to be migrated means that there is inevitably considerable analysis and correction activity required and steps taken to maximise the chance of the overall load being successful.

Training Workstream: The training strategy has been signed off and planning is in progress. Staff involved in the implementation are looking forward to the new system which offers great benefits in accurate and timely recording and reporting. This workstream will need some additional resource as we near project go-live, much of this will be available in house with additional training and support and there are likely to be as yet unquantified opportunity costs as the use of the system beds down.

Performance and Reporting Workstream: this workstream has not yet started because of the specific skills needed for this work which are not available in house. This workstream will ensure that managers at all levels have the tools they need to provide statutory data returns and make day-to-day decisions about the care provided to our residents.

- 2.3 Although the Mosaic project has had its own governance board since delivery began, a refreshed and strengthened Corporate Governance structure for major projects - which includes reporting through to the Executive Leadership Team (ELT) - was agreed in late 2023 and will commence in April 2024. This will ensure that existing transformation projects of this scale across the organisation provide reporting not only on implementation progress but also on budget and resource performance, in line with the new, strengthened corporate governance requirements. This will provide the overarching Governance of the RBWM Future Shape programme.
- 2.4 The departure of key staff, along with delays in the project caused by supplier resource issues has meant that quantifying the additional cost position of the project took most of the first quarter of 2024. It was, therefore, not possible to include the revised cost position with confidence in the annual budget report to Council in February. The current capital allocation is fully committed at the end of March 2024, given the five year contract with the supplier.

3. KEY IMPLICATIONS

- 3.1 The project has used most of its time contingency during the procurement and technical commissioning phase which means any further delay is a risk to the planned go live date in October 2024. Planning to continue to use internal resources as it becomes available is incompatible with remaining on track while delivering all other priorities.
- 3.2 The migration workstream is particularly dependant on the interaction with a range of third-party suppliers. This collaboration is essential to be keeping the project on track, and should there be a pause in funding, it is likely that the external project resources would need to find alternative work meaning the project would face an extended delay and significantly more costs.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Council allocate the requested capital allocation	Project delivery will miss go live date in 2024 incurring further, unquantified costs	Implementation of current phase of Mosaic project is back on track	N/A	N/A	16 th April 2024

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The current phase of the project has committed £1,073,905 to the cost of the software and related computer systems. To the end of March 2024, a further £409,365 has been spent on the people and tools to develop the migration strategy, establish the workflow design and start planning the financial interfaces.
- 4.2 In March 2024, Cabinet approved an urgent item to approve £60,574 of capital expenditure for resources to be deployed in April 2024 to avoid delays to the project that would incur further costs later in the project. This item was taken with the agreement of the Chair of People Overview & Scrutiny, as it was not on the forward plan for 28 days and was seeking a decision outside of the approved budget without time for a Council meeting to be arranged over the Easter period.
- 4.3 Appendix 1 includes a summary of the five year project budget. This indicates a total capital budget estimate of £2,432,109 for the implementation of the project. As the existing budget, including the additional amount mentioned above, is £1,410,274 this is a capital budget increase of £1,022,000, capital which would be funded by borrowing. The revenue impact in the table below represents the annual Minimum Revenue Provision impact, on the assumption the IT asset is depreciated over 5 years.

Table 3: Financial impact of report's recommendations

REVENUE COSTS	2023/24	2024/25	2025/26
Additional total	£0	£0	£204,400
Reduction	£0	£0	£0
Net Impact	£0	£0	£204,400

CAPITAL COSTS	2023/24	2024/25	2025/26
Additional total	£0	£1,022,000	£0
Reduction	£0	£0	£0
Net Impact	£0	£1,022,000	£0

4.4 It is expected that £782,000 will be required to complete the project should no further delays be encountered, and there is a further provision of £240,000 should the go live date be delayed by up to 12 weeks. The Programme Board will be monitoring budget and timescale on a monthly basis for the remainder of the project. Once the Mosaic system operationally replaces PARIS, there will be a review of the ongoing revenue budget to ensure that the medium term plan has the appropriate charges to capital and/or revenue, including the Minimum Revenue Provision.

5. LEGAL IMPLICATIONS

5.1 This paper is seeking Cabinet approval to make a capital allocation outside of the allocated capital programme. The Constitution requires this to be a decision of Full Council.

5.2 Cabinet used the urgency provision within the Constitution, with the approval of the Chair of People Overview & Scrutiny, to make the minimum necessary additional budget allocation for April as it was impractical to establish a Full Council meeting over the Easter period.

6. RISK MANAGEMENT

6.1 The risk table relates only to the decision of this report, not all of the risks related to the project. These are covered by the project governance.

Table 4: Impact of risk and mitigation

Threat or risk	Impact with no mitigations in place or if all mitigations fail	Likelihood of risk occurring with no mitigations in place.	Mitigations currently in place	Mitigations proposed	Impact of risk once all mitigations in place and working	Likelihood of risk occurring with all mitigations in place.
Budget/ Funding: There is a risk that without funding, the project will be delayed or cancelled which could result in losing all of the benefits and assurances offered by the new system.	Extreme 4	Very likely There is a very strong chance this risk will occur	None - cost options or resourcing have been exhausted	No other viable option	Moderate 2	Unlikely – With funding, external resource can be secured and the project will move forward towards completion.

<p>Project Resource: There is a risk that without adequate resource to support the implementation the project will be delayed further leading to additional cost. External resources will seek alternative job if funding cannot be secured</p>	<p>Extreme 4</p>	<p>Very likely – this risk is linked to the budget risk and there is a very strong chance this risk will occur</p>	<p>None - utilised all available resources as far as possible.</p>	<p>Funding for additional resources proposed to mitigate the risk.</p>	<p>Moderate 2</p>	<p>Unlikely – with funding the external resource can be secured in a timely manner.</p>
<p>Supplier delays or additional supplier cost: There is a risk that if the proposed go-live date is not achieved as a result of not securing the funding, the supplier may request additional payment for consultancy cost</p>	<p>Moderate 3</p>	<p>Likely</p>	<p>Supplier caused some delays to the Finance workshops and are aware they has an impact on the overall project delivery and as such should bear some of the burden caused.</p>	<p>To continue to engage with the supplier through the weekly PM to PM meetings and at monthly Transformation Board meetings</p>	<p>Moderate 2</p>	<p>Unlikely – The estimated resources should enable the project to maintain it's time projection within the estimates agreed with the supplier.</p>

7. POTENTIAL IMPACTS

- 7.1 Equalities. EQIA previously completed in respect of the project as a whole. No unmitigated risks identified when completing the EQIA screening on this decision.
- 7.2 Climate change/sustainability. No impact from this decision.
- 7.3 Data Protection/GDPR. No impacts. A Privacy Impact Assessment was completed as part of the original contract approval.

8. CONSULTATION

- 8.1 Not applicable for this decision

9. TIMETABLE FOR IMPLEMENTATION

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

Table 5: Implementation timetable

Date	Details
Immediately	If approved, existing contracts will be extended and staff with the required expertise will be recruited.

10. APPENDICES

10.1 This report is supported by 1 appendix:

- Appendix A-Project budget estimate
- Appendix B – EQIA screening

11. BACKGROUND DOCUMENTS

11.1 There are no background documents to this report

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officer (or deputy)</i>	
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	02/04/24	
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	02/04/24	4.4.24
<i>Deputies:</i>			
Julian McGowan	Interim Deputy S151 Officer	04/04/24	05/04/24
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer		
Helena Stevenson	Principal Lawyer & Deputy Monitoring Officer		
<i>Mandatory:</i>		<i>Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>	
Lyn Hitchinson	Procurement Manager		
<i>Mandatory:</i>		<i>Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>	
Samantha Wootton	Data Protection Officer		
<i>Mandatory:</i>		<i>Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>	

Ellen McManus-Fry	Equalities & Engagement Officer		
Mandatory:	<i>Assistant Director HR – to advise if report has potential staffing or workforce implications</i>		
Nikki Craig	Assistant Director of HR, Corporate Projects and IT		
Other consultees:			
Directors (where relevant)			
Stephen Evans	Chief Executive	02/04/24	
Andrew Durrant	Executive Director of Place	02/04/24	
Kevin McDaniel	Executive Director of Adult Social Care & Health		
Lin Ferguson	Executive Director of Children's Services & Education	02/04/24	

Confirmation relevant Cabinet Member(s) consulted	Cllr Del Campo Cabinet Member for Adult Services, Health and Housing	Yes
---------------------------------------------------	-------------------------------------------------------------------------	-----

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Council decision	No	No

Report Author: Kevin McDaniel, Executive Director for Adult Services, Health and Communities, 07816 535723

Appendix A – Project budget estimate

Total project costs assuming on time delivery of Go Live and contingency if delayed

Costs	23/24	24/25	25/26	26/27	27/28	Totals
Mosaic Licence over 5 years	214,781	214,781	214,781	214,781	214,781	1,073,905
People costs (on time)	381,365	588,595				969,960
NHS Spine	4,000 2,500	5,000	5,000	5,000	5,000	26,500
Civica Extraction Tool (one off cost)	20,000					20,000
Version One Extraction Tool	1,500	6,000				7,500
Access Group (Mosaic Billing Management)		10,000				10,000
Project Contingency (10% of total cost)		85,587				85,587
Project Total if Go-Live in October	624,146	909,963	219,781	219,781	219,781	2,193,452
People costs (if delayed)		216,684				216,684
Additional Project Contingency (if delayed)		21,973				21,973
Project Total if Go-Live delayed	624,146	1,148,620	219,781	219,781	219,781	2,432,109

Appendix B - Equality Impact Assessment

For support in completing this EQIA, please consult the EQIA Guidance Document or contact equality@rbwm.gov.uk

1. Background Information

Title of policy/strategy/plan:	Resourcing Adult Social Care case management system
Service area:	Adult Services
Directorate:	Adult Services, Health and Communities

Provide a brief explanation of the proposal:

- What are its intended outcomes?
- Who will deliver it?
- Is it a new proposal or a change to an existing one?

The decision is to provide additional resources to keep the project on track, rather than rely on limited and stretched internal resources. It will add to the council's capital budget.

The system project is designed to ensure that people receive good quality services, with timely and up to date information. Additionally, the council will have more transparent cost and volume information to allow more accurate and timely financial forecasting which will benefit wider decision making

2. Relevance Check

Is this proposal likely to directly impact people, communities or RBWM employees?

- If No, please explain why not, including how you've considered equality issues.
- Will this proposal need a EQIA at a later stage? (for example, for a forthcoming action plan)

NO, this decision is specifically about providing resources to complete a project which has been identified as a key priority for the continued, high quality delivery of Adult social care services

If 'No', proceed to 'Sign off'. If unsure, please contact equality@rbwm.gov.uk

3. Evidence Gathering and Stakeholder Engagement

Who will be affected by this proposal?

For example, users of a particular service, residents of a geographical area, staff

Among those affected by the proposal, are protected characteristics (age, sex, disability, race, religion, sexual orientation, gender reassignment, pregnancy/maternity, marriage/civil partnership) disproportionately represented?

For example, compared to the general population do a higher proportion have disabilities?

What engagement/consultation has been undertaken or planned?

- How has/will equality considerations be taken into account?
- Where known, what were the outcomes of this engagement?

What sources of data and evidence have been used in this assessment?

Please consult the Equalities Evidence Grid for relevant data. Examples of other possible sources of information are in the Guidance document.

4. Equality Analysis

Please detail, **using supporting evidence**:

- How the protected characteristics below might influence the needs and experiences of individuals, in relation to this proposal.
- How these characteristics might affect the impact of this proposal.

Tick positive/negative impact as appropriate. If there is no impact, or a neutral impact, state 'Not Applicable'

More information on each protected characteristic is provided in the Guidance document.

	Details and supporting evidence	Potential positive impact	Potential negative impact
Age			
Disability			
Sex			
Race, ethnicity and religion			
Sexual orientation and gender reassignment			
Pregnancy and maternity			
Marriage and civil partnership			
Armed forces community			
Socio-economic considerations e.g. low income, poverty			
Children in care/Care leavers			

5. Impact Assessment and Monitoring

If you have not identified any disproportionate impacts and the questions below are not applicable, leave them blank and proceed to Sign Off.

What measures have been taken to ensure that groups with protected characteristics are able to benefit from this change, or are not disadvantaged by it?

For example, adjustments needed to accommodate the needs of a particular group

Where a potential negative impact cannot be avoided, what measures have been put in place to mitigate or minimise this?

- For planned future actions, provide the name of the responsible individual and the target date for implementation.

How will the equality impacts identified here be monitored and reviewed in the future?

See guidance document for examples of appropriate stages to review an EQIA.

6. Sign Off

Completed by: Kevin McDaniel	Date: 02/04/2024
Approved by: Kevin McDaniel	Date: 02/04/2024

If this version of the EQIA has been reviewed and/or updated:

Reviewed by:	Date:
---------------------	--------------



Report Title:	Highway Services Contracts – reasons for urgency decision
Contains Confidential or Exempt Information	No
Cabinet Member:	Cllr Hill, Cabinet Member for Highways and Transport, Customer Service Centre and Employment
Meeting and Date:	Full Council, 16 April 2024
Responsible Officer(s):	Andrew Durrant – Executive Director of Place Services Alysse Strachan – Assistant Director Neighbourhood Services
Wards affected:	All

REPORT SUMMARY

This report deals with the decision taken by Cabinet on 27 March 2024, delegating authority to the Executive Director of Place Services in consultation with the Cabinet Member for Highways and Transport, Customer Service Centre and Employment, and the Deputy Leader and Cabinet Member for Finance to agree terms for the extension of required Highway services with the current supplier, VolkerHighways Ltd. As the decision needed to be implemented before 1st April 2024, the March Cabinet report was considered as an urgency item, as call-in would not apply.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Full Council notes the report and the reasons provided for the Cabinet decision on the Highway Maintenance contract extension being considered as an urgency item.

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

Options

Table 1: Options arising from this report

Option	Comments
To note and agree the reasons provided for the Cabinet decision on the Highway Maintenance contract extension being considered as an urgency item.	This is the recommended option

3. KEY IMPLICATIONS

- 3.1 As set out in the March Cabinet report, a clarification error occurred for Lot 1 – Highway Maintenance & Capital Works during the procurement process. Having considered all options and on the basis of legal advice the conclusion was that it would be unlawful to proceed to enter into the Contract with the preferred bidder. On this basis the procurement was terminated, and the Council will now run a new procurement process for the Lot 1 services. Lots 2 – 4 remain unaffected and the new contracts came into effect as planned from 1 April.
- 3.2 To allow for a new procurement process to be undertaken and to allow for approval and mobilisation of a new contract, an extension of the existing contract with VolkerHighways Ltd is required. The item was added to the forward plan for the first available Cabinet (27 March 2024). However, as the extension of contracted services with VolkerHighways Ltd needed to commence on 1 April 2024, there would not be sufficient time for the normal call-in period to apply. Hence it was considered as an Urgency item and was agreed by Cabinet on 27 March 2024 on this basis.
- 3.3 The need to adopt this approach was agreed with the Chair of the Place Overview & Scrutiny Panel in accordance with the constitution.
- 3.4 This report takes forward the necessary notification of Full Council, in accordance with the Constitution, Part 3 - Section 4b page 15. This states that “Following the decision, the decision taker will provide a full report to the next available Council meeting explaining the decision, the reasons for it and why the decision was treated as matter of urgency.”

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Enter into a contract extension with VolkerHighways Ltd to deliver Highway services from the end of the existing contract (31 st March 2024) until the new contract commences	Extension not agreed	Agreed extension	N/A	N/A	1 st April 2024 – extension in place

4. FINANCIAL CONTEXT:

- 4.1 Financial implications relating to the extension for existing services will be considered under the recommended delegated authority. The financial implications relating to the award of the Lot 1 contract will be presented to Cabinet as part of the award decision.

5. LEGAL IMPLICATIONS

5.1 The urgency decision has adhered to the necessary processes, which includes this report to notify Full Council of the use of urgency powers.

6. RISK MANAGEMENT

Risk assessment was undertaken for this decision and is shared within the background documents below.

7. POTENTIAL IMPACTS

7.1 **Equalities.** An Equality Impact Assessment was undertaken for this decision and is shared within the background documents below.

7.2 **Climate change/sustainability.** There are no climate change/ sustainability implications for this report.

7.3 **Data Protection/GDPR.** There are no data protection implications for this report.

8. CONSULTATION:

8.1 Cabinet Members and Senior Officers have been regularly updated through the procurement process, including the decision to terminate the procurement and the requirement to extend the existing contract.

8.2 The Procurement Manager and Legal Services have been involved throughout the procurement, evaluation and in developing recommendations.

9. TIMETABLE FOR IMPLEMENTATION:

Date	Activity
27-Mar-24	Cabinet
01-Apr-24	Extension of contracted services commences

10. APPENDICES

Not applicable.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by the following background document:

Agenda Document for Cabinet, 27/03/2024, Highway Services Contracts item.

[\(Public Pack\)Agenda Document for Cabinet, 27/03/2024 19:00 \(moderngov.co.uk\)](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officer (or deputy)</i>			
Elizabeth Griffiths	Executive Director of Resources & S151 Officer	25/03/24	
Elaine Browne	Deputy Director of Law & Governance & Monitoring Officer	25/03/24	03/04/24
<i>Deputies:</i>			
Julian McGowan	Senior Business Partner & Deputy S151 Officer	25/03/24	05/04/24
Jane Cryer	Principal Lawyer & Deputy Monitoring Officer	25/03/24	
Helena Stevenson	Principal Lawyer & Deputy Monitoring Officer	25/03/24	
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	25/03/24	26/03/24
Samantha Wootton	Data Protection Officer	25/03/24	
<i>Other consultees:</i>			
Alysse Strachan	Assistant Director – Neighbourhood Services	21/03/24	21/03/24
<i>Directors (where relevant)</i>			
Andrew Durrant	Executive Director of Place Services	21/03/24	22/03/24
Stephen Evans	Chief Executive	25/03/24	

Confirmation relevant Cabinet Member(s) consulted	Cllr Hill, Cabinet Member for Cabinet Member for Highways and Transport, Customer Service Centre and Employment Cllr Jones, Deputy Leader and Cabinet Member for Finance Cllr Werner, Leader of the Council	Yes
---------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	-----

REPORT HISTORY

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

Report Author: Chris Wheeler, Strategic Lead – Contracts & Service Improvement, Neighbourhood Services
