

NOTICE  
OF  
MEETING

**COMMUNITIES OVERVIEW & SCRUTINY  
PANEL**

will meet on

**TUESDAY, 28TH JANUARY, 2020**

**At 6.30 pm**

in the

**COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD**

TO: MEMBERS OF THE COMMUNITIES OVERVIEW & SCRUTINY PANEL

COUNCILLORS CHRISTINE BATESON (CHAIRMAN), JOHN BOWDEN (VICE-CHAIRMAN), GURPREET BHANGRA, CLIVE BASKERVILLE AND HELEN PRICE

SUBSTITUTE MEMBERS

COUNCILLORS MAUREEN HUNT, GARY MUIR, LEO WALTERS, SIMON WERNER AND JON DAVEY

Karen Shepherd – Head of Governance - Issued: 20 January 2020

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at [www.rbwm.gov.uk](http://www.rbwm.gov.uk) or contact the Panel Administrator **Shilpa Manek** 01628 796310

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## **AGENDA**

### **PART I**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
1.	<u>WELCOME FROM THE CHAIRMAN</u>	
2.	<u>APOLOGIES FOR ABSENCE</u>  To receive any apologies for absence.	
3.	<u>DECLARATIONS OF INTEREST</u>  To receive any declarations of interest.	5 - 6
4.	<u>MINUTES OF THE LAST MEETING</u>  To agree the minutes of the last meeting held on 17 October 2019.	7 - 10
5.	<u>NORDEN FARM ANNUAL REPORT 2018/19</u>  Jane Corry, Chief Executive and Artistic Director will be presenting the highlights from 2018-19, visitor feedback and participation, work with community groups and volunteers. A financial summary and plans for 20 <sup>th</sup> Anniversary.	11 - 12
6.	<u>MUSEUM SERVICES UPDATE</u>  Suzie Parr, Stephanie Lewis and Louisa Knight will be presenting highlights from 2018-19, information on our service and the museum's collection and the accreditation and plans for the next three years including our 10 <sup>th</sup> Birthday.	13 - 14
7.	<u>BRAYWICK LEISURE CENTRE UPDATE</u>  Kevin Mist and Julian Bullen to provide an update to the Panel.	15 - 16
8.	<u>Q2 PERFORMANCE REPORT</u>  To Consider the report.	17 - 32
9.	<u>PARKS AND OPEN SPACES UPDATE</u>  To Consider the report.	33 - 34
10.	<u>BUDGET 2020/21</u>  To Consider the report.	35 - 66
11.	<u>WORK PROGRAMME</u>	67 - 68

To consider the Panel's work programme for the remainder of the Municipal year.

To include consideration of items scheduled on the [Cabinet Forward Plan](#).

A. SUGGESTED SCRUTINY TOPIC

69 - 74

Panel to consider the residents scrutiny suggestions.

B. ANNUAL SCRUTINY REPORT

75 - 84

Members to consider appropriate content for inclusion in the Panel's Annual Scrutiny Report to Full Council

12. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

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

**PRIVATE MEETING - PART II**

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
13.	<u>PARKS AND OPEN SPACES UPDATE - APPENDIX A</u>  To consider with Parks and Open Spaces Report in Part I.  <b><i>(Not for publication by virtue of Paragraph 1, 2, 3, 4, 5, 6a, 6b, 7 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></b>	85 - 86

## MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

### Disclosure at Meetings

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

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

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

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

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

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

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

### Prejudicial Interests

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

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

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

### Personal interests

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

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

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# Agenda Item 4

## COMMUNITIES OVERVIEW & SCRUTINY PANEL

THURSDAY, 17 OCTOBER 2019

PRESENT: Councillors Christine Bateson (Chairman), John Bowden (Vice-Chairman), Gurpreet Bhangra, Clive Baskerville, Helen Price, Beer and Lenton

Also in attendance: Mark Camp-Overy, Andrew Kennedy and Paul Nangle all from Parkwood Leisure

Officers: Shilpa Manek, Kevin Mist and David Scott

### WELCOME FROM THE CHAIRMAN

The Chairman welcomed all to the meeting, especially the three representatives from Parkwood Leisure.

### APOLOGIES FOR ABSENCE

Apologies for absence were received from Parish Councillor Pat McDonald.

### DECLARATIONS OF INTEREST

Councillor Bateson declared a personal interest as she is a trustee at Charters School Community Recreation Centre Trust, which oversees the operation of Charter Leisure Centre by Parkwood Leisure. However her position was as an outside body representative appointed by the Council.

Councillor Price declared a personal interest as she is a member of Windsor Leisure Centre.

### MINUTES OF THE LAST MEETING

**RESOLVED UNANIMOUSLY: That the minutes of the previous meeting on 5 September 2019 were a true and accurate record of the meeting after adding the three Parish Councillors to the attendance, and adding that Councillor Baskerville had submitted the question that Councillor Bowden had asked at the Panel and correcting Councillor Davey's name.**

### PARKWOOD LEISURE - ANNUAL SERVICE REPORT

David Scott, Head of Communities, introduced the report and informed members what each set of information was. David Scott informed the Panel that the current format of the report was how it had been done in the last few years. However, if Panel members felt that they would prefer another format in order to be able to scrutinize the performance of Parkwood Leisure better, Officers would work with the operators to develop a new format.

Councillor Price informed the Panel that she had concerns about the process and strongly felt that it needed to be tightened up. Councillor Price was concerned that that the previous meeting where Parkwood Leisure had presented the Annual Service Report, no information had been provided to the Panel before the meeting. The leaflet distributed by Parkwood Leisure was tabled and the presentation was one that could not be added to the website.

Councillor Price felt that this gave Panel Members no knowledge of knowing what the agenda item would consist of.

Councillor Price requested that all presentations given at all meetings should be in a format that the public could see on our website and could be downloaded.

David Scott informed the Panel that the Managing Director, who was present at the June meeting has asked for a front sheet explanation for each item on an agenda that does not have a report, going forward. That would include items that were being covered as presentations and verbal updates/reports.

Councillor Price suggested that since the work of the leisure centres directly linked to one of the borough's strategic priorities, it would be easier to measure if all the objectives were responded to on how the operators were meeting them.

David Scott informed the Panel that there were more than one strategic priorities that the operators met but the format could definitely be looked at.

Councillor Price suggested that it would be useful to find out and see in the report of the overall population in an area, how many were members and how many were users. It would be interesting to see who was using the facilities. It would also be useful to see what facilities each centre offered.

The Lead Member, Councillor Rayner informed the Panel that operators/providers were always at the Panels ready to answer questions or supply answers after the meetings.

Councillor Price felt it would be more useful to pre ask any questions so that the operators/providers could come prepared with answers, very similar to how the Chief Constables presentation was carried out. David Scott confirmed that we could do this as best as we could in the future.

Kevin Mist informed the Panel that they did not have to wait for meetings to ask questions. Members could approach him at any time if they wanted to ask questions.

**ACTION: Kevin Mist to provide Panel members a summary list of all leisure centres with what facilities they offered and times of opening.**

The Chairman suggested that all Panel members visited each leisure centre before the January meeting, announced or unannounced.

Councillor Baskerville took the opportunity to ask some questions to the operators. They were as follows:

How were the GP referrals going? Mark Camp-Overy informed the Panel that this had increase to 488 and had a stable growth. The leisure centres had an intake every six weeks. The operators were working very closely with surgeries directly.

With SMILE, were the users benefitting? Mark Camp-Overy informed the Panel that SMILE was very successful at the leisure centres and the program was definitely benefitting its users.

Kevin Mist informed the Panel that the bullet points in the report were all the points the borough had put in the contract that the operators had to maintain.

Parish Councillor Lenton asked what the security was like for the young people in the leisure centre environment. Parish Councillor Lenton was reassured that there was a strict safeguarding policy in place, the duty managers were trained, the ratios of adults to children was strictly adhered to. The car parks were managed like all other car parks in the borough. There were plenty of seen and unseen CCTV cameras in place and there was always a

presence of someone in a high vis jacket around. It had been proven that this deterred crime.

Mark Camp-Overy informed the Panel that the trained staff at the Magnet had recently saved a person's life, and thus was one of many.

Parish Councillor Beer asked the officers about the Thames Valley Athletics Centre and what had happened to it. Kevin Mist informed the Panel that it still existed and was still operating with a Trustee from each of, the College, RBWM and Slough.

**ACTION : A report to be presented to the Panel at a future meeting on TVAC to provide an update.**

WORK PROGRAMME

The Panel discussed the work programme and agreed that there were too many items for the next meeting so an additional meeting would be useful.

A meeting was suggested to the Panel for the 17 or 18 February 2020.

**ACTION: Panel Members to confirm their availability for the two dates suggested.**

The work programme was altered slightly to show the changes from the discussion.

The meeting, which began at 6.30 pm, finished at 7.40 pm

CHAIRMAN.....

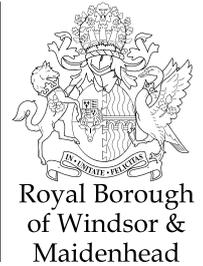
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# Agenda Item 5

<b>Subject:</b>	Norden Farm
<b>Reason for briefing note:</b>	Update and summary of progress to the Communities Overview and Scrutiny Panel since the previous report to Panel.
<b>Responsible officer(s):</b>	Suzie Parr
<b>Senior leader sponsor:</b>	Louise Freeth
<b>Date:</b>	28 <sup>th</sup> January 2020

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## SUMMARY

Jane Corry, Chief Executive and Artistic Director to present an update to the panel on Norden Farm. To cover the following:

- 2018-19 Highlights
- Visitor feedback
- Attendances
- Participation (including education, classes and projects)
- Community arts groups
- Volunteers
- Financial Summary of 18-19
- 20<sup>th</sup> Anniversary

## 1 BACKGROUND

- 1.1 Norden Farm Centre for the Arts Ltd have been running the arts provision in Maidenhead since 2000.

## 2 DETAILS

- 2.1 Norden Farm Centre for the Arts is a theatre venue in Maidenhead with live events, gallery and café bar.

## 3 RISKS

- 3.1 The art centre is reliant on grant funding from the council.

## 4 NEXT STEPS

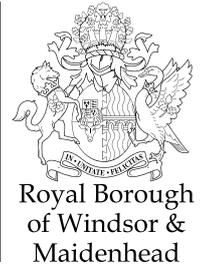
- 4.1 Keep panel updated on a regular basis.

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# Agenda Item 6

<b>Subject:</b>	Windsor and Royal Borough Museum
<b>Reason for briefing note:</b>	Update and summary of progress to the Communities Overview and Scrutiny Panel since the previous report to Panel.
<b>Responsible officer(s):</b>	Suzie Parr
<b>Senior leader sponsor:</b>	Louise Freeth
<b>Date:</b>	28 <sup>th</sup> January 2020

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## SUMMARY

Suzie Parr, Museum and Arts Team Leader

Stephanie Lewis and Louisa Knight, Museum, arts and local studies officers

The Windsor and Royal Borough Museum

Suzie Parr, Stephanie Lewis and Louisa Knight will be giving a presentation which will cover the following items:

- Highlights from 2018-19
- Information on our service
- Museum's collection.
- Our accreditation and plans for the next three years
- 10<sup>th</sup> Birthday

## 1 BACKGROUND

- 1.1 Windsor and Royal Borough Museum is a local history museum, exploring the history of the two of Windsor and the Royal Borough housed in Windsor Guildhall and Grade I listed building.

## 2 DETAILS

- 2.1 The museum collection began in 1951
- 2.2 The museum was opened by her Majesty the Queen in 2011 at the Guildhall
- 2.3 The team work across arts and heritage in the borough
- 2.4 The museum is submitting documents for accreditation at the end of April 2020

## 3 RISKS

- 3.1 The museum relies on a number of volunteers to provide the current service

## 4 NEXT STEPS

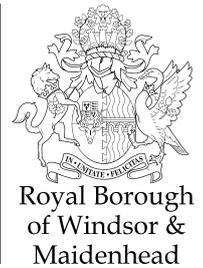
- 4.1 Keep panel updated on a regular basis.

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# Agenda Item 7

<b>Subject:</b>	Braywick Leisure Centre construction - progress update
<b>Reason for briefing note:</b>	Update and summary of progress to the Communities Overview and Scrutiny Panel since the previous report to Panel.
<b>Responsible officer(s):</b>	David Scott and Kevin Mist
<b>Senior leader sponsor:</b>	Russell O'Keefe – Executive Director Place
<b>Date:</b>	28 January 2020

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## SUMMARY

This agenda item provides the next in the series of the regular progress updates to the Communities Overview and Scrutiny Panel, in connection with the construction of the Braywick Leisure Centre scheme.

The item will be supported at the Panel meeting with a series of images from site to show the current building status.

The overview of progress can be summarised as:

The main contract build remains on programme and budget with a planned completion on 27/07/2020.

Sectional handover of specific spaces to allow RBWM and the Legacy Leisure to fit them out are planned as follows:

Combined Heat and Power unit: 03/02/2020; Café / Kitchen fit out: 09/03/2020; Multi Use Games Area and external courts: 23/03/2020; Pool timing system install: 05/05/2020; Reception: 18/05/2020; Landscaping: 29/05/2020; Gym equipment install: 27/07/2020.

Progress on site remains in line with the updated and revised programme that has been accepted by the delivery team. The building is now watertight and good progress is being made on the internal finishes with tiling of the pool tanks well advanced. Internal Partitions and the Mechanical and Electrical installations progressing well.

The Brise Soliel on the west elevation (front) of the building are now installed and look very striking.

The time lapse images of the site are available to view via the following link:

[www.lobstervision.tv/BraywickLeisureCentre](http://www.lobstervision.tv/BraywickLeisureCentre)

## 1 BACKGROUND

1.1 Works have been ongoing since May 2018 which began under an enabling contract, this contract was then subsumed by the agreed main contract in May 2019.

## 2 DETAILS

Significant progress has been made since the last progress update to the Panel.

In the period the key progress can be summarised as:

- 2.1 The building is now water tight, external walls are complete and the Brise Soliel installed.
- 2.2 Utilities have been brought onto site, all are now online.
- 2.3 Internal partitions have commenced and are progressing well.
- 2.4 Ventilation ductwork installation has progressed and connections are being made to the main plant in the behind the scene plant rooms.
- 2.5 The squash courts have been constructed.
- 2.6 Works have progressed with the installation of the central section barrel vault roof.
- 2.7 The contractor is developing the detail for the handover of the centre and their O+M manuals.
- 2.8 Interior design / finish options previously reviewed and agreed with the Architect are now starting to be installed with significant progress on the pool tank tiling.
- 2.9 A number of Design Workshops have been held to agree and confirm contractor's design elements.

### **3 RISKS**

- 3.1 Completion of Furniture, Fittings and Equipment and Direct Client contracts, to ensure these dovetail in the building programme.
- 3.2 Disposal of excess site material currently stock piled within the eastern section of the Braywick Park, behind the construction site. Disposal plans have not yet been agreed and finalised.

### **4 NEXT STEPS**

- 4.1 Continued progression towards completion and handover of the main contract works.
- 4.2 Procurement and completion of direct works arranged by RBWM.
- 4.3 Actions to mitigate identified risks.

Report Title:	<b>Q2 Performance Report</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	
Meeting and Date:	Communities Overview and Scrutiny Panel, 28 January 2020
Responsible Officer(s):	David Scott, Head of Communities, Ben Smith, Head of Commissioning - Communities
Wards affected:	All

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## REPORT SUMMARY

1. The Communities Overview and Scrutiny Panel has quarterly oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
  - Safe and vibrant communities
  - Attractive and well-connected borough
2. Appendix A sets out the Q2 Performance Report for all measures relating to the Panel's remit, and includes performance commentary, related business intelligence and an overview of achievements and key milestones reached in the period July – September 2019.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That the Communities Overview and Scrutiny Panel notes the report and:

- i) **Notes the 2019/20 Q2 Communities Overview and Scrutiny Panel Performance Report in Appendix A.**
- ii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

- 2.1 The Communities Overview and Scrutiny Panel has oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
  - Safe and vibrant communities
  - Attractive and well-connected borough
- 2.2 Appendix A sets out the Q2 Performance for all measures relating to the Panel's remit, and related business intelligence. It shows that:
  - 5 of the 7 measures met or exceeded target,
  - 0 measures fell just short of target, although still within the tolerance for the measure,

- 2 measures were out of tolerance and require improvement.

## Options

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

Option	Comments
Endorse the evolution of the performance management framework, focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. <b>This is the recommended option</b>	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence ensures it reflects the council's ongoing priorities.
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to members and residents.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

## 3. KEY IMPLICATIONS

3.1 The key implications of this report are set out in table 2.

**Table 2: Key Implications**

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver all six strategic priorities.	< 100% priorities on target	100% of priorities on target			31 March 2020

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

## 5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

## 6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 3.

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

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
Poor performance management practices in place resulting in lack of progress towards the council's agreed strategic priorities and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting.	LOW

## **7. POTENTIAL IMPACTS**

- 7.1 There are no Equality Impact Assessments or Privacy Impact Assessments required for this report.

## **8. CONSULTATION**

- 8.1 Ongoing performance of the measures within the Performance Management Framework 2019/20, alongside other measures and business intelligence information, will be regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Communities Overview and Scrutiny Panel will be reported to Lead Members and Heads of Service as part of an ongoing performance dialogue.

## **9. TIMETABLE FOR IMPLEMENTATION**

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

**Table 4: Implementation timetable**

<b>Date</b>	<b>Details</b>
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service
20 April 2020	Q3 Performance Report

## **10. APPENDICES**

- 10.1 This report is supported by one appendix:
- Appendix A: Communities Overview and Scrutiny Panel Performance Report Q2 2019/20.

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:

[https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021 - council plan](https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan)

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
David Scott	Head of Communities	17/12/19	07/01/2020
Ben Smith	Head of Commissioning – Communities	17/12/19	07/01/2020
Louise Freeth	Head of Revenues, Benefits, Library and Residents Services	09/01/2020	09/01/2020
Hilary Hall	Director of Adults, Health and Commissioning	09/01/2020	
Russell O’Keefe	Director of Place	09/01/2020	

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Non-key decision	No	No
Report Author: Rachel Kinniburgh, Strategy Officer, 01628 796370		

## **Communities Overview and Scrutiny Panel**

### **Q2 2019-20 Performance Report (July – September 2019)**

Date prepared: 1 October 2019

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<b>2. Key activities and milestones achieved</b>	3
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<b>4. Safe and vibrant communities</b>	
4.1 Detailed Trends and Commentary: Communities and leisure	6
<b>5. Attractive and well-connected borough</b>	
5.2 Detailed Trends and Commentary: Parks and open spaces	8
5.1 Detailed Trends and Commentary: Waste and recycling	9
<b>6. Business Intelligence: Community Safety and Crime</b>	11

**Communities Overview and Scrutiny Panel:  
Q2 2019-20 Performance Report**

**1. Executive Summary**

1.1 The Communities Overview and Scrutiny Panel has oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:

- Safe and vibrant communities
- Attractive and well-connected borough

1.2 The Panel retains an interest in the following business intelligence related to these strategic priorities:

- Community Safety and Crime
- Third Sector (to be made available in future reports)

1.3 As at 1 October 2019 performance of all measures related to the Panel’s remit can be broadly summarised as:

<b>Q2 RAG Status</b>	<b>No.</b>	<b>Measure</b>
<b>Red (Needs improvement)</b>	<b>2</b>	<ul style="list-style-type: none"> <li>• Tivoli contract: Consolidated performance score</li> <li>• No. fly-tipping instances across the borough</li> </ul>
<b>Amber (Near target)</b>	<b>0</b>	
<b>Green (Succeeding or achieved)</b>	<b>5</b>	<ul style="list-style-type: none"> <li>• No. attendances at leisure centres</li> <li>• No. visits (physical and virtual) to libraries</li> <li>• No. visits (physical and virtual) to museum</li> <li>• No. library issues</li> <li>• Percentage of household waste sent for reuse, recycling</li> </ul>
<b>Total</b>	<b>7</b>	

1.4 Commentary is provided for all measures in deviation from target (either Red or Amber) year-to-date, and where key information supports understanding of the measure.

2. Key activities and milestones achieved

Strategic Priority	Item	Q2 Achievements and key milestones
<p><b>Safe and vibrant communities</b></p>	<p><b>CCTV upgrade</b></p>	<p>All original community network cameras were upgraded and connected to the new digital network. Revised BT circuit connections are awaited on a number of sites where the wi-fi network has proved unreliable or impossible. New sites are going live on a phased basis as new connections become available from BT. Control Room refurbish completed in February 2019, has provided replacement back up power and standby electrical generator for the wider site to support emergency operations.</p>
	<p><b>Climate Change</b></p>	<p>Council approved a motion in June declaring a climate emergency. A cross-party working group has been established to agree a strategy for the borough to become carbon neutral by 2050. Work has started and will continue to develop the actions plans to support the strategy.</p>
	<p><b>Community and leisure</b></p>	<p><i>Braywick Leisure Centre:</i> Works are progressing very well with the building on target to be watertight by December; large plant and equipment has been installed and internal wiring and duct work commenced. Rendering and tiling of the pool area has commenced and internal walls built. The new operator for the centre will be appointed by the end of October so programming and opening event planning can commence in earnest.</p> <p><i>Battlemead Common:</i> This new public open space was opened in August 2019. The 110 acre site, adjacent to the River Thames, between Maidenhead and Cookham, includes a new footpath link to the Thames Path and will be managed for informal public access and nature conservation. A ‘Friends of Battlemead Common’ stakeholder group has been established to advise the Council on future management of the site to balance access and conservation aspects.</p>
	<p><b>Heathrow Airport Expansion</b></p>	<p>The council agreed to continue to support the cross-council judicial review and subsequent appeal of the Government’s Airports National Policy Statement on Heathrow expansion due to ongoing concerns over many issues including noise respite and air quality. The case was heard in the High Court between 17 and 23 October, with a verdict expected before the end of the year.</p> <p>In parallel, the council have agreed to enter into a series of bilateral meetings with the airport to</p>

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		negotiate (if a new runway is approved) how best to mitigate or compensate local residents. These have commenced, with sessions on surface access, socio-economics and noise all scheduled before the end of 2019.
<b>Attractive and well-connected borough</b>	<b>Mobilisation of new Waste Contract</b>	Mobilisation of the new waste and recycling collection contract is complete and the new contract with Serco commenced on 30 September. The contract covers all waste recycling, food and green waste collections, management of the household waste and recycling centre and waste transfer station on Vicus Way.
	<b>Highways</b>	Following Cabinet agreement in May, the new policy to fix reported potholes over 40mm deep on roads and over 25mm deep on footways within 24 hours (regardless of which category of adopted Highway they are located on) commenced in September. Previously 24 hour repairs only applied to high speed/strategic routes and town centre locations. Weekly data collected since the scheme began reflects a positive start.

**Communities Overview and Scrutiny Panel:  
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**3. Performance Summary Report (YTD)**

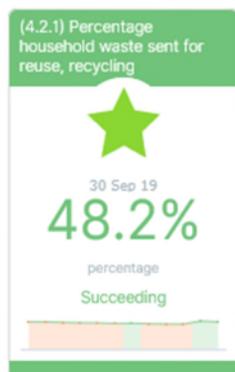
**Needs Improvement**



**Achieved**



**Succeeding**

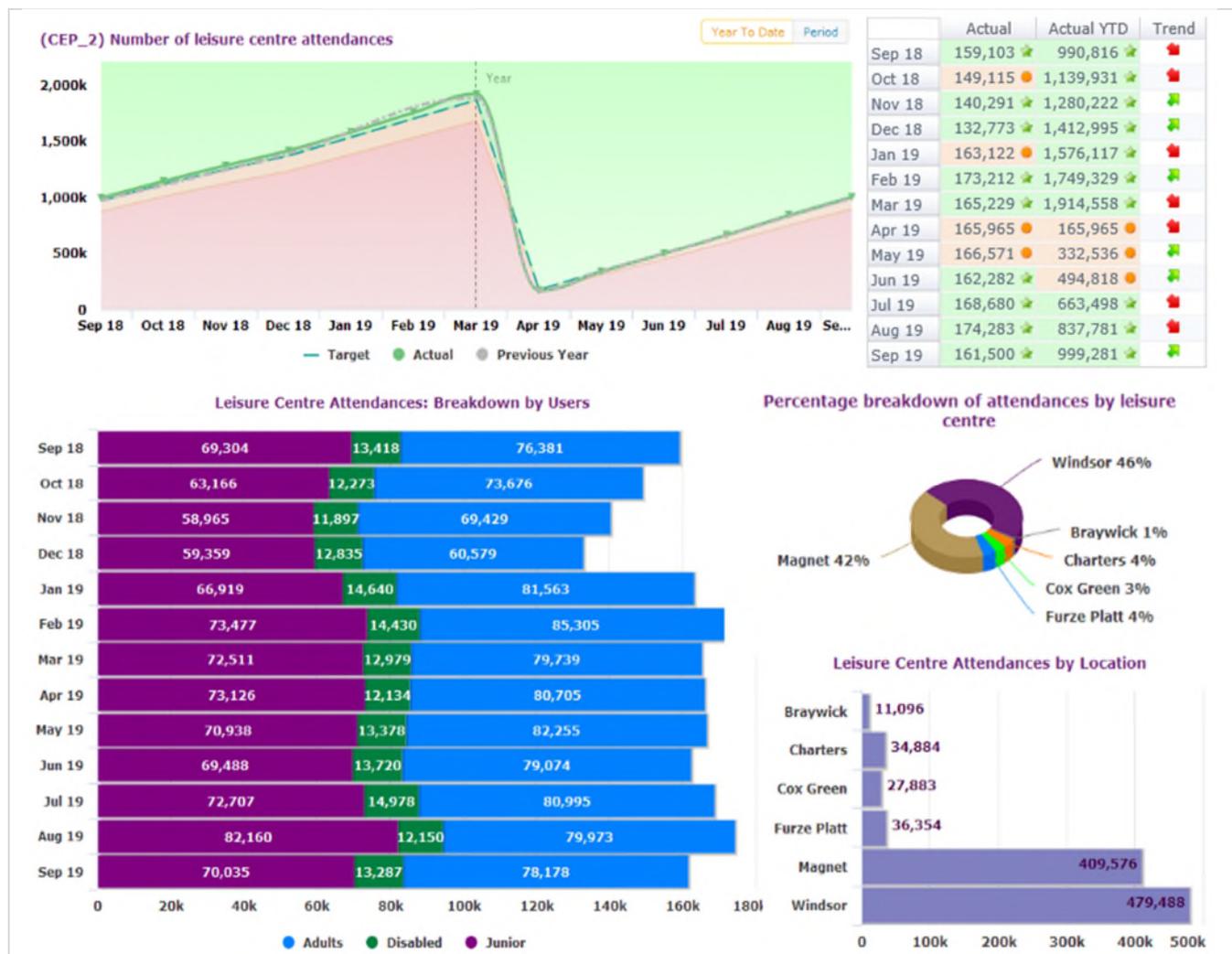


**Communities Overview and Scrutiny Panel:  
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**4. Safe and vibrant communities: Detailed Trends and Commentary**

**4.1 Communities and leisure**

**Leisure centres**



**Q2 Commentary**

The monthly number of visits to leisure centres has remained relatively consistent this year, and the total number of visits up to the end of Q2 (Apr-Sep) was 999,281, above target (992,000) by 7,281. A comparison of the total number of visits in April – September with the same period in 2018/19 (990,816) shows an increase of 8,465 (0.9%).

Performance against target dipped in Q1 (Apr-Jun) (494,818 against a target of 496,000) with just under 2,000 attendances, attributable to the restricted access to Windsor Leisure Pool for 2 weeks while new flumes were installed. Windsor Leisure Centre remains the most visited centre in 2019/20 (46%) with 479,488 visits up to the end of September.

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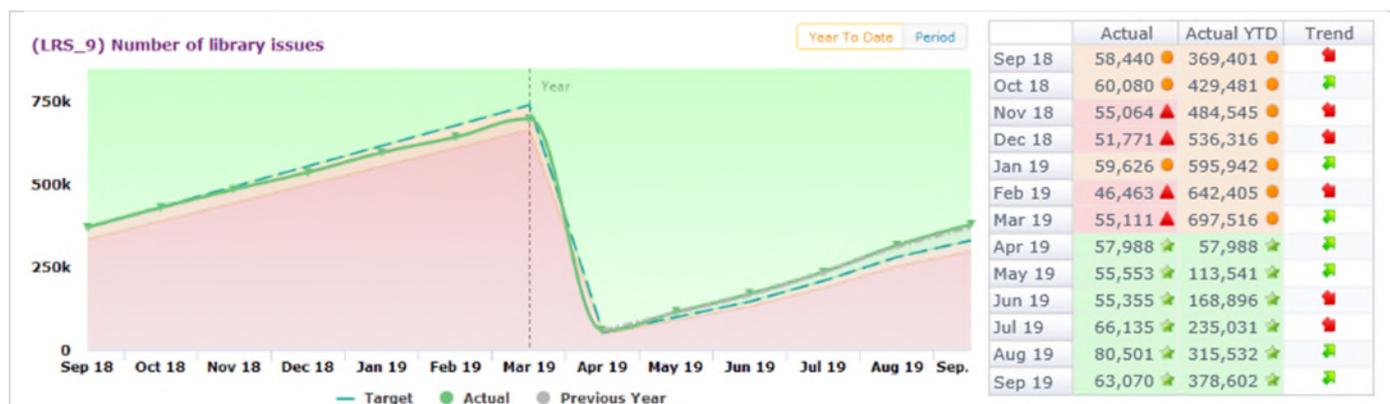
**Library visits and loans**



**Q2 Commentary**

The monthly number of visits to libraries has remained relatively consistent this year, and the total number of visits up to the end of Q2 (Apr-Sep) was 489,208, above target (417,000) by 72,208. A comparison of the total number of visits in April – September with the same period in 2018/19 (480,186) shows an increase of 9,022.

Across the country, 75% of libraries are in decline and all efforts are being made to ensure the borough remains in the country's top 25%.

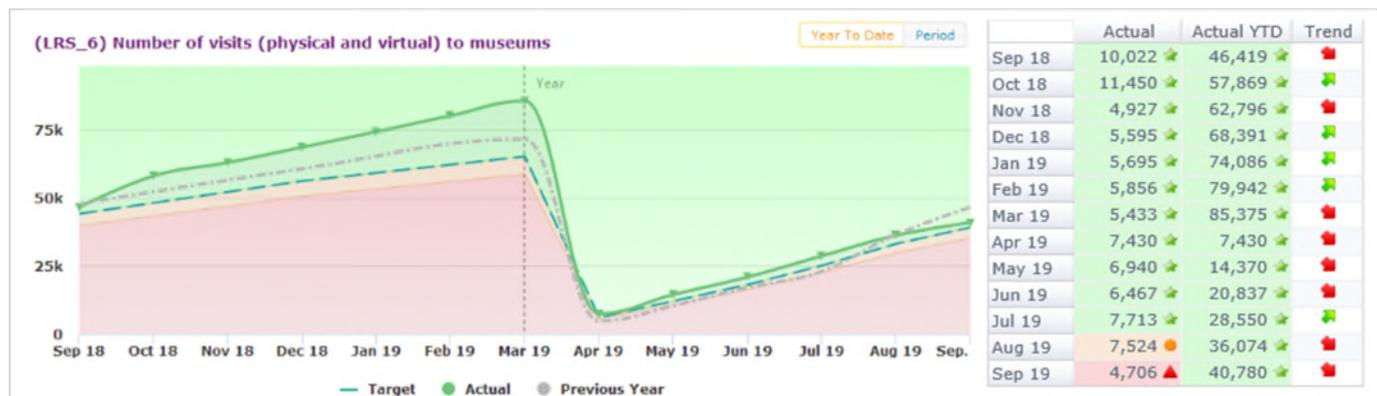


**Q2 Commentary**

The total number of issues up to the end of Q2 (Apr-Sep) is 378,602, above target (330,000) by 48,602. A comparison of the total number of issues in April-September with the same period in 2018/19 (369,401) shows an increase of 9,201. This measure is affected by seasonality, which is factored into monthly target-profiling, with initiatives such as the Summer Reading Challenge driving considerable uplifts in monthly issues as seen in July and August.

**Communities Overview and Scrutiny Panel:  
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**Museum visits**



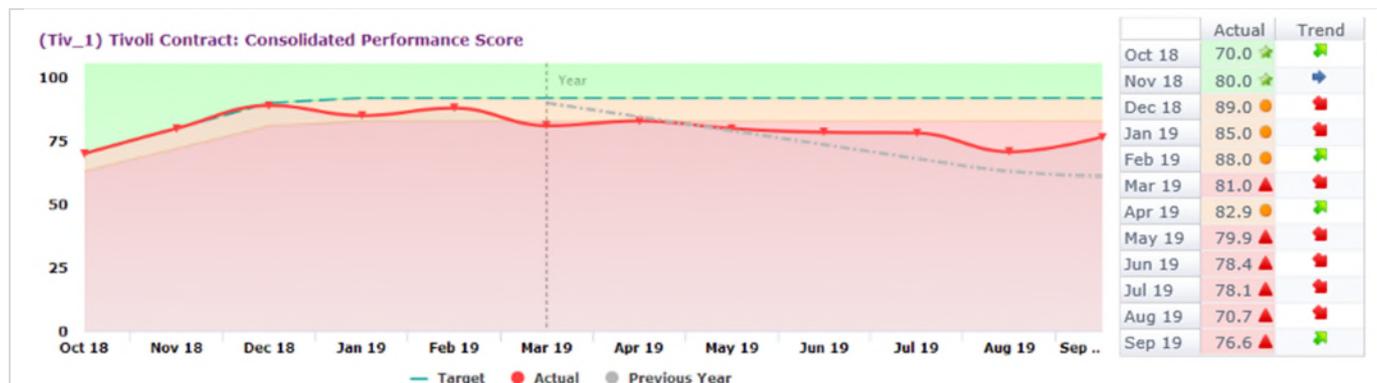
**Q2 Commentary**

Whilst September 2019 saw a reduction in the number of visits compared to previous months, the total number of visits up to the end of Q2 (Apr-Sep) was 40,780 and above target (39,000) by 1,780. A comparison of the total number of visits in April – September with the same period in 2018/19 (46,419) shows a reduction of 5,639.

**5. Attractive and well-connected borough: Detailed Trends and Commentary**

**5.1 Parks and open spaces**

**Parks**



**Q2 Commentary**

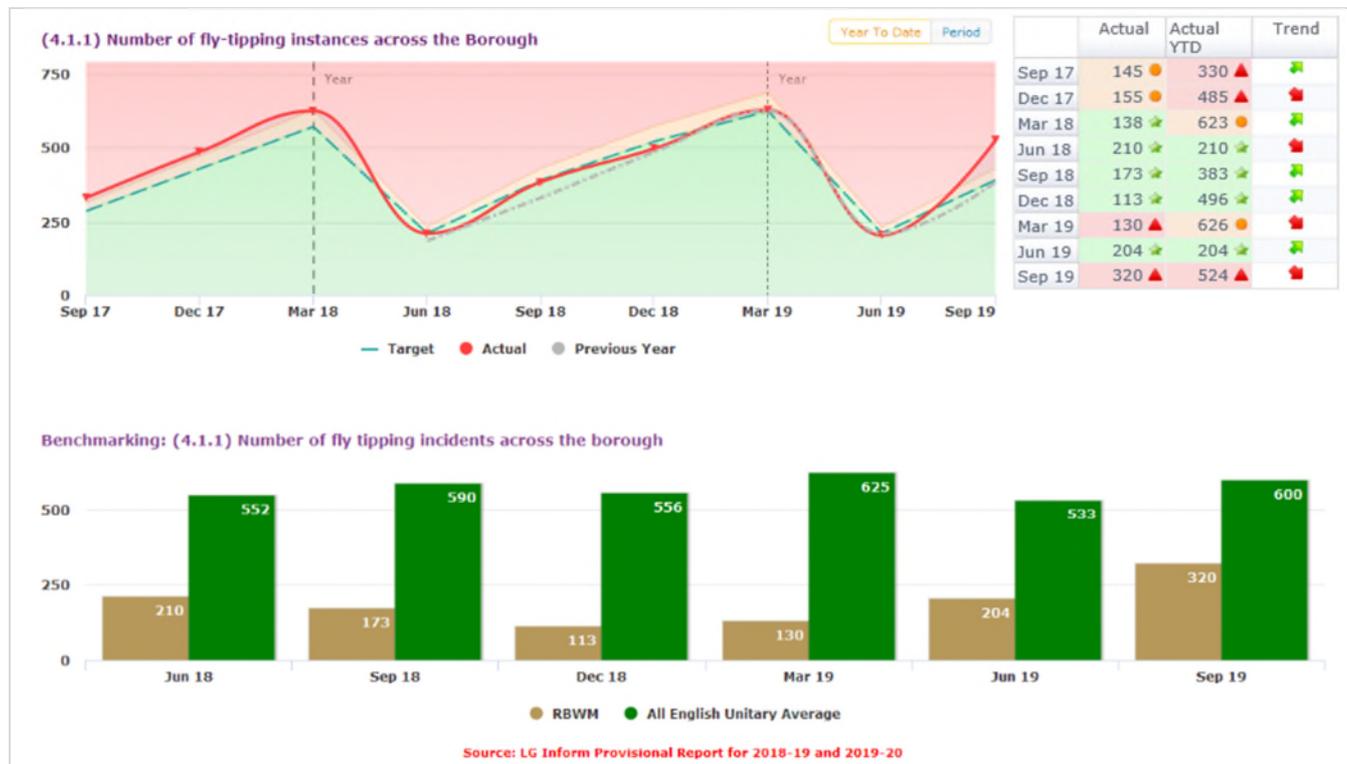
**Provisional data:** Figures for August and September are provisionally assessed and subject to review and agreement between the Royal Borough and Tivoli. Performance levels for Q2 remain below the contract standard. This is recognised by both parties and an improvement plan is in place seeking to deliver improved, and sustained improvement which rectify the four primary concerns highlighted during this period (ie. management and supervision of the contract; planning and implementation of agreed works schedule; maintenance of the aviaries at Ray Mill Island and inspection and maintenance of play areas). Assurance and commitment to delivery of the improvement plan from 'Tivoli' is secure and tangible improvements are in place, including:

- New senior management team and supervisor in place (Regional and Area Director replaced)
- Resources increased
- Introduction of electronic management system (on a phased basis) to track works completion
- Joint branding introduced on vehicles; new high-vis dual branded jackets ordered and micro-site proposal received
- Sub-contractor engaged to complete works on flail routes.

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5.2 Waste and recycling

Fly-tipping

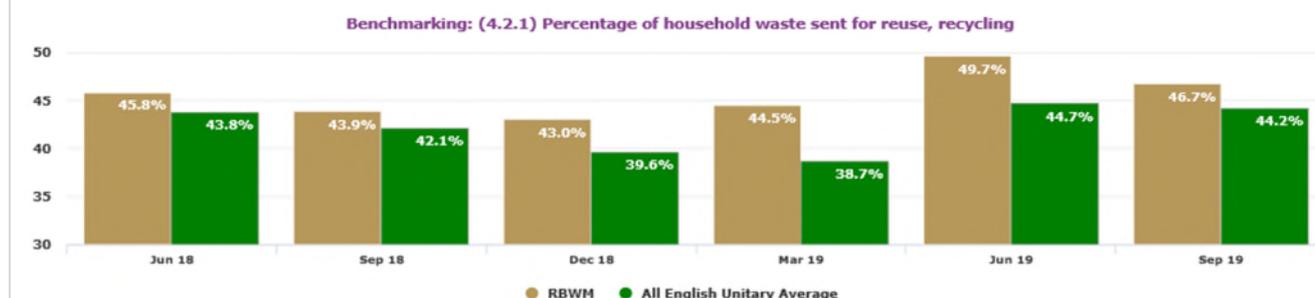


**Q2 Commentary**

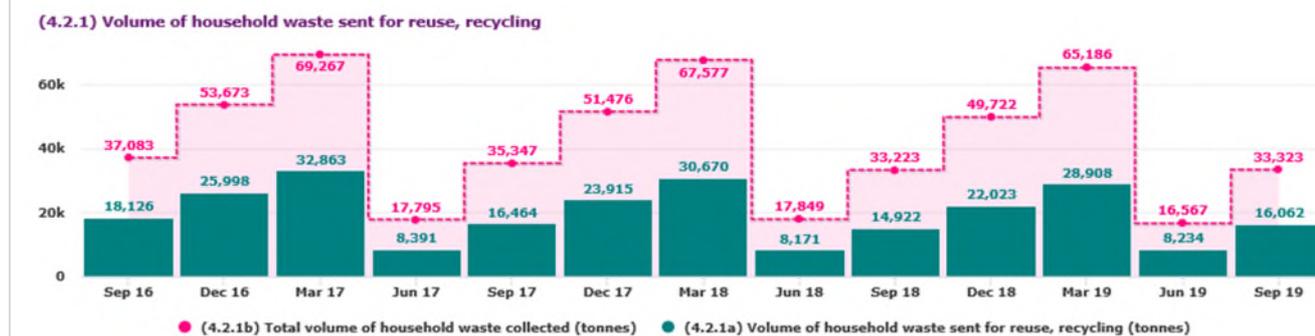
Performance for this measure dropped in Q2 with 320 fly-tipping instances against a target of <180, the highest number of instances in a two-year period. Year-to-date performance therefore stands at 524 instances against a target of 390. Initiatives are ongoing to manage fly-tipping, including messaging, communications and measures at specific sites (e.g. signage and a survey on the use of Sutherland Grange recycling site). Performance has improved in Q3 and this is expected to continue in Q4. Plans are in place for an enforcement trial during 2020/21.

# Communities Overview and Scrutiny Panel: Q2 2019-20 Performance Report

## Waste and recycling



Source: LG Inform Pre-release Report on Percentage of household waste sent for reuse, recycling



### Q2 Commentary

From 30 September, Serco took over the council's waste and recycling contract from Veolia. Initial Q2 (Jul-Sep) indicative data (48.3%) was reported in the Q1-Q2 Cabinet Paper (November meeting), and this Q2 figure has subsequently been updated to 46.7% (7827.59 / 16,756.56). Year-to-date performance (Apr-Sep) therefore stands at 48.2% (16,062 / 33,323), above target (45%) by 3.2.

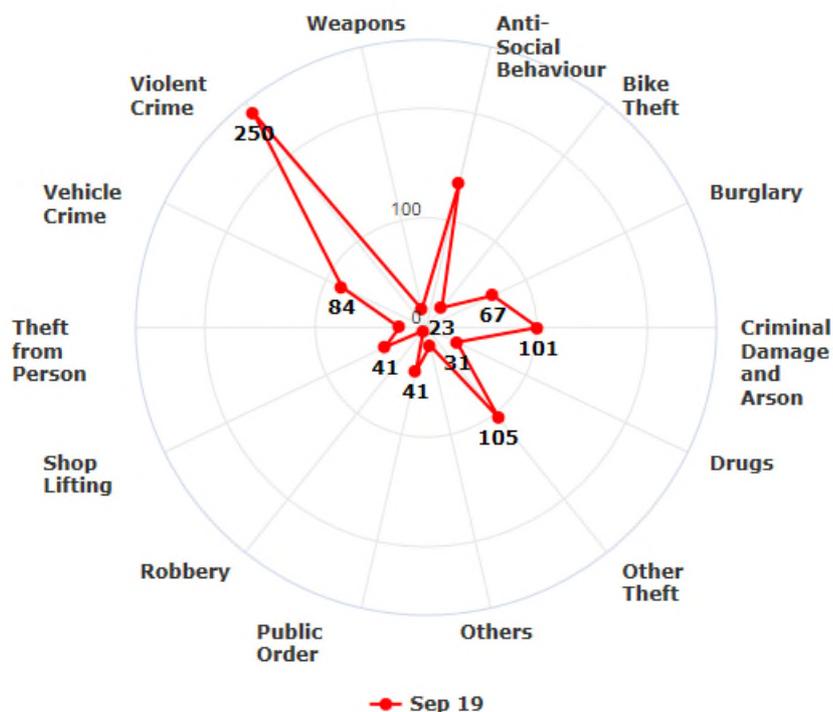
Provisional benchmarking data available shows RBWM to be consistently performing above the England Unitary average. Generally, residents recycle very high amounts per household compared to national averages, however, the volume of waste collected is also high and so waste-minimisation will be an ongoing area of focus.

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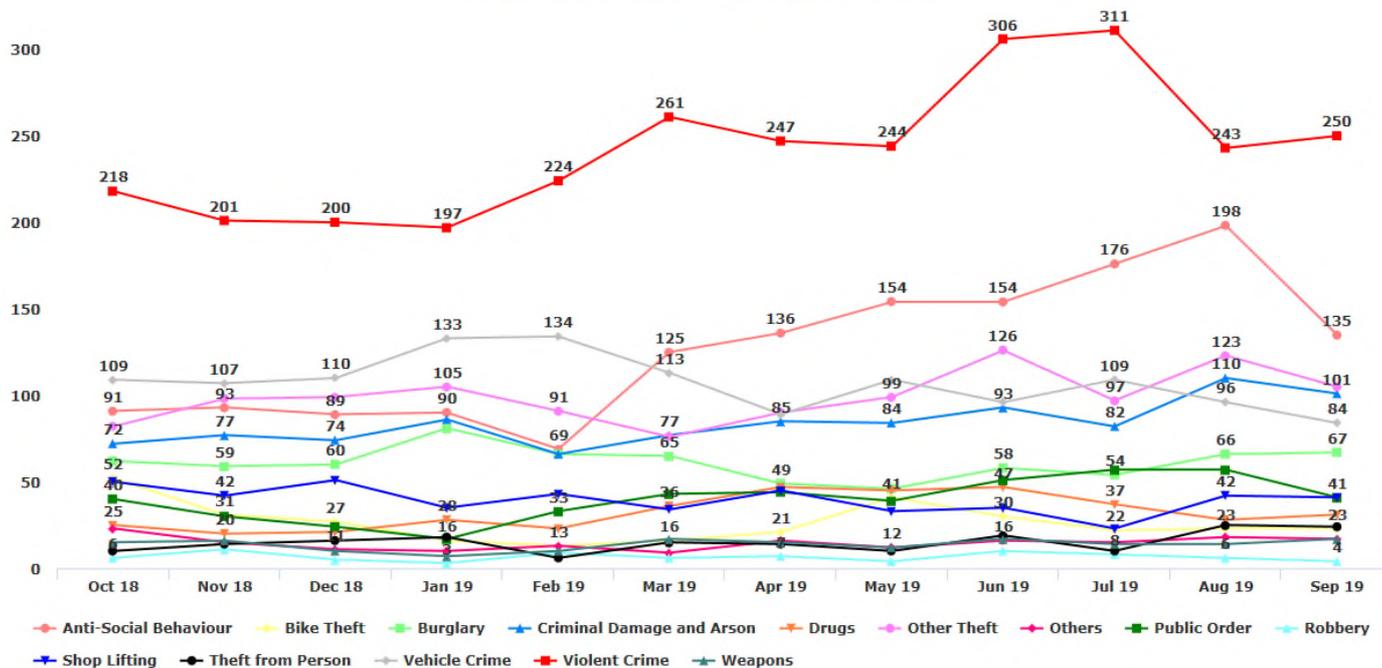
6. Business Intelligence: Community Safety and Crime

6.1 Data extract from the UKCrimeStats up to September 2019.  
(<https://www.ukcrimestats.com/Subdivisions/UTA/2622/> )

Volume of offences by type



Volume of offences by type: Trends over time



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<b>Subject:</b>	Parks and Open Spaces update report (includes Appendix A Not for Publication by virtue of paragraph 7 of Part 1 of Schedule 12A of the Local Government Act 1972.)
<b>Reason for briefing note:</b>	Responding to the Panel's request for an update on recent key projects in RBWM Parks and Open Spaces and improvements made during the past year.
<b>Responsible officer(s):</b>	David Scott, Head of Communities, 01628 796748 Anthony Hurst, Parks and Cemeteries Team
<b>Senior leader sponsor:</b>	Russell O'Keefe, Executive Director Place
<b>Date:</b>	28 <sup>th</sup> January 2020

## **SUMMARY: key issues and new initiatives**

**The following items are a high level summary of a number of the key projects and improvements undertaken in the Borough's Parks and Open Spaces.**

- **Unauthorised incursion specific site protection measures**

During 2019, various works have been carried out to strengthen and harden the boundaries of a number of parks and open spaces across the borough, in order to deter unauthorised incursions and occupations. Works have focussed on those sites considered to be potentially the most vulnerable sites, including sites previously subject to incursions, and have included the use of 'tamper-proof' locking systems less susceptible to forced entry, and various types of boundary treatments tailored to the needs of each site. The summary of sites where works have been complete have been shown in Appendix A (which is published as a Part II by virtue of paragraph 7 of Part 1 of Schedule 12A of the Local Government Act 1972).

- **Battlemead Common**

Following the purchase of the site lying to the east of the Lower Cookham Road and Sutton Road, earlier in the year, in August 2019, a network of permitted footpaths was opened at Battlemead Common, enabling public access to parts of the site, including a linking footpath to the Thames Path National Trail. The 110 acre site includes important wildlife habitat areas, a section of the White Brook, and affords spectacular views of Cliveden House and the surrounding landscape. A planning application has been submitted for provision of a small carpark and cycle parking area at the main entrance to the site.

A stakeholder group, 'Friends of Battlemead Common', has been established, including representatives from a wide range of amenity, access and wildlife groups to help advise the Council on future management of the site.

- **Ockwells Park and Thriftwood**

During 2019, works have been carried out to enable public access to the 'Thriftwood' extension to Ockwells Park, including installation of two new footbridges across The Cut. Ongoing tree

planting works are being carried out in partnership with Groundwork South and local volunteers, funded by a £63,000 grant from Network Rail's 'biodiversity offset' scheme: this will significantly enhance the landscape and biodiversity value of the site. Major refurbishment works to the Ockwells Park children's play area are currently being prepared.

- **Clewer Memorial Recreation Ground**

Major works are currently in progress to refurbish and extend the existing pavilion, to include provision of indoor café; external seating area; indoor soft play area for young children; community meeting room; storage room for organised sports on adjacent playing fields; improved WC facilities including facilities for the disabled.

- **Shurlock Road Nature Reserve and Play Area**

In August 2019, this local nature reserve and play area was opened to the public. The site includes a small car park, 'countryside' style play equipment, a nature pond and circular walks. The site is expected to be transferred to Waltham St Lawrence Parish Council.

- **Pocket Parks'**

Works are currently in progress to refurbish two 'pocket parks' in Windsor, part funded by a £48,000 central government grant under the 'Pocket Parks' scheme:

Trinity Wildlife Garden is to be re-opened following extensive works to improve the setting of the site, including new paths, seating areas, and a wildlife pond, in partnership with Groundwork South;

Sawyers Close Play area in Dedworth is being extensively refurbished with installation of new children's play equipment, in partnership with Radian Housing Association.

In addition to these site specific improvement schemes, the many parks and open spaces located across the borough, have continued to be maintained and are very well used by local residents and visitors to the Borough.

Report Title:	<b>Budget 2020/21</b>
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Communities Overview & Scrutiny Panel – 28 January 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Terry Neaves, Interim S151 Officer
Wards affected:	All

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## REPORT SUMMARY

1. As part of the budget process the views of Overview and Scrutiny Panels are sought on the savings, fees & charges and capital proposals that are relevant to their panels.
2. This report provides the context against which Members are asked to consider these proposals.
3. Like many councils the Royal Borough faces a challenging financial position. Pressures around Children, Adults and vulnerable people will add considerably to Council costs in 2020/21, together with the cost of a substantial pension deficit.
4. In addition the Council faces further challenges that are more specific to the Royal Borough including the cost of financing substantial investment in regenerating Maidenhead.
5. The relatively low level of reserves held by the Royal Borough means that it has less options to adjust to new financial challenges in the short term than some other councils.
6. The Council continues to work within similar funding constraints, with little changes to external funding in 2020/21 and council tax limits remaining at 2% albeit with an additional 2% adult social care precept.

## 1. DETAILS OF RECOMMENDATION(S)

### RECOMMENDATION:

The Communities Overview & Scrutiny Panel is asked to comment on:

- (i) proposed savings set out within appendix A
- (ii) proposed fees & charges set out within appendix B
- (iii) proposed capital schemes as set out in appendix C

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

2.1 This report sets out the context for Overview and Scrutiny Panels to consider:

- (i) Savings proposals
- (ii) Changes to Fees & Charges
- (iii) Proposed capital schemes

## 3. KEY IMPLICATIONS

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2021

## 4. FINANCIAL DETAILS / VALUE FOR MONEY

### 4.1 Introduction

4.1.1 This budget is set during a period of considerable uncertainty in the medium term, particularly around future funding for councils with the prospect of a government spending review in 2020. This is also likely to include changes to the allocation and retention of business rates. This could impact significantly on the overall funding for the council in 2021/22 and beyond.

4.1.2 Pressures around spending on Children and Adult Social Care have a major impact on council spending plans and the scale of this impact in 2020/21 and beyond continues to be uncertain.

### 4.2 Current Position

4.2.1 The Royal Borough of Windsor and Maidenhead has focussed on managing costs and delivering value for money. This means that it is a low spending council in comparison to its nearest statistical neighbours. The table below, based on 2019/20 estimates, compares its expenditure on individual services per head of population.

## Cost per head of population based in 2019/20 Estimates

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Nearest Statistical  
Neighbours \*

Education Services	480.44	559.83
Highways and Transport Services	2.55	39.96
Children's Social Care	116.38	149.57
Adults Social Care	260.62	315.97
Public Health	30.85	44.27
Housing Services	31.82	20.76
Cultural and Related Services	25.92	26.49
Environmental and Regulatory Services	100.10	86.33
Planning and Development	16.08	9.72
Central Services	35.26	38.86
Total Other Services	0.00	1.82

### Financial Context

- 4.2.1. Like many councils, the Royal Borough faces considerable financial challenges, particularly increasing numbers and costs of supporting adults, vulnerable people and children in care. However, the Council's level of reserves are low which means that it has less time and potentially fewer options than others to bring its budget into balance.
- 4.2.2. The Berkshire Pension Fund has one of the highest proportional deficits of all Council pension funds, the Royal Borough's pension funding level is estimated to be just 73%. This means that all Berkshire authorities including the Royal Borough must make significant employer's deficit recovery contributions each year to improve the funding level and reach a fully funded level by 2040. This is estimated at £4.2m in 2020/21 in addition to standard employer's pension contributions.
- 4.2.3. The Royal Borough has made a substantial commitment to the regeneration of Maidenhead and to the development of the local economy. To fund this important investment, borrowing has substantially increased.
- 4.2.4. In the current year council spending has come under considerable pressure. In part, this has been due to service pressures in adult and children's social care. The council has also found it harder to deliver savings than it had expected, which has also meant that some savings targets have not been achieved.

### Policy Context

- 4.2.5. The Council will still be spending over hundred million pounds in 2020/21 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.
- 4.2.6. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.

4.2.7. This will undoubtedly require a level of prioritisation and these budget plans focus on the following key policy objectives: -

- (i) protecting the most vulnerable and ensuring that the Council can continue to meet its significant and growing commitment on Children's and Adults Social Care.
- (ii) creating opportunities across the borough and continuing to invest in its regeneration and development.
- (iii) enabling the Council to meet its existing capital commitments as well as starting to invest in new technology to help it become more efficient in the future.
- (iv) ensuring that the council adopts a more sustainable and carbon neutral approach to the environment.

4.2.8. These policy objectives are not achievable without sustainable council finances and the proposals within this report have been developed to help make the finances of the Council more sustainable in the short term as well as starting to plan for the medium to longer term.

4.2.9. As part of this the Council has had to consider the affordability of the services it provides by ensuring that the users of services meet a greater share of the cost of the service they receive as happens in many other councils

### 4.3 **Budget Pressures**

4.3.1 Next year cost pressures are expected to amount to some £11.693m. These are driven by a number of factors:

- a) **Previous spending decisions**– for example next year's borrowing costs will increase due to a substantial increase in capital investments made by the council in 2019/20.
- b) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent this will be matched by additional council tax and business rate income.
- c) **Spending pressures on Children's Services and Adult Social Care** are placing increased pressure on council budgets
- d) **External changes beyond the council's control**, such as increased pension costs from the revaluation of the pension fund.
- e) **Under-delivery of savings** – some of the savings identified for 2019/20 have not been delivered and therefore have an impact on the 2020/21 budget.
- f) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

#### 4.4 Proposed Savings

4.4.1 In total the council proposes to deliver £5.976m of savings. The main areas of proposed savings over £100,000 are set out below.

Proposed Savings	£'000
Reduced costs of placements for children in the care of the local authority.	700
Remove Advantage Card discounts for parking.	650
Deliver adult social care transformation programme	495
Transform Youth and early years services to be targeted at the most vulnerable	450
Additional Management Fee from Countryside	330
Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	250
Charging for Resident's Parking Permits, £50 each for first permit, £70 for second permit	250
Post Deletions	231
Refocus Community Wardens on problem solving, achieving staff savings	180
Customer Services & Libraries	170
Deliver the supported employment service differently	166
Implement technology enabled care across adult services	120
Delete a vacant post in the Achieving for Children Management team	110
Review grant payments in line with developing voluntary sector funding strategy	100
Reduce the number of subsidised bus routes	100
Recruitment Drive for permanent Children's Social Workers	100
Vacancy Factor/Recruitment Freeze	100
Concessionary Fares	100
<b>Sub-total</b>	<b>4,602</b>
Other Savings under £100,000	824
<b>Total Proposed Savings within the 2020/21 Budget</b>	<b>5,426</b>
Other Potential Savings (paragraph 4.4.5)	400
<b>Total Identified Savings</b>	<b>5,826</b>

4.4.2 Further detail of all savings is provided at Appendix A

4.4.3 An assessment of all savings has been carried out to assess their deliverability during 2020/21 and accordingly a sum of £1.300m has been set aside as a provision against non-delivery or delay in implementation of these savings.

4.4.4 In addition to the above savings, further potential savings of £400,000 have been identified within the collection fund. This includes a review of the council tax reduction scheme, subject to consultation, (£330,000) and a reduction in empty properties relief (£70,000). Although both of these savings will take effect from April 2020 if agreed this will be after the setting of the Council Tax base in January 2020.

4.4.5 These additional savings cannot be taken into account when setting the budget for 2020/21 but the surplus on the collection fund of £400,000 generated by the savings will increase reserves in 2021/22.

#### 4.5 **Income**

4.5.6 The proposed fees and charges for 2020/21 are set at Appendix B.

4.5.7 Overall the following principles have been used to review fees and charges:-

- a) **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the council are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
- b) **Charges should reflect cost increases incurred by the council**, accordingly the majority of charges have been increased by approximately 3% in line with estimated inflation.
- c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.

4.5.8 The table below summarises the main sources of income for the council over £100,000, estimated values in 2020/21.

	£'000
Parking	10,244
Planning & Development	1,473
Green Waste Subscribed Collection Service	840
New Roads and Street Works Inspections/Permits	720
Marriage and Civil Partnership Ceremonies	402
Cemeteries and Churchyards	321
Highway Licences	292
Local Land Charges	253
Temporary Traffic Regulation Orders	154
Hire of Public Halls	113

4.5.9 This above analysis excludes recovered social care fees.

## 5. **RISK MANAGEMENT**

- 5.1. Given the level of financial uncertainty and current service pressures, there is clearly a risk that the current budget may prove difficult to deliver.
- 5.2. This risk has been mitigated by trying to ensure that budget estimates are realistic and reflect current activity, along with known demographic and economic pressures.
- 5.3. A key risk for the council is that its finances are not sustainable in the long term and it does not have enough reserves to enable it to effectively manage the financial risk that it faces in the medium term.

## 6. POTENTIAL IMPACTS

- 6.1. This report contains a number of proposals related to staff or service provisions and may involve changes to policy or service delivery. Equality impact assessments have been completed where appropriate.

## 7. CONSULTATION

- 7.1. Consultations will take place with the local chambers of commerce in February 2020.

## 8. TIMETABLE FOR IMPLEMENTATION

- 8.1. Residents will be notified of their council tax in March 2020. Budgets will be in place and managed by service managers from 1 April 2020.

**Table 3: Implementation timetable**

Date	Details
By 31 March 2020	Residents notified of their council tax.
1 April 2020	Budgets will be in place and managed by service managers.

## 9. APPENDICES

- 9.1. The table below details the Annexes to this report

Appendix	
A	Savings
B	Fees and Charges
C	Capital

## 10. BACKGROUND DOCUMENTS

- 10.1. None

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Hilton	Lead Member for Finance	17/01/20	17/01/20
Cllr Johnson	Leader of the Council	17/01/20	
Duncan Sharkey	Managing Director	16/01/20	17/01/20
Russell O'Keefe	Director of Place	16/01/20	
Terry Neaves	Interim Section 151 Officer	16/01/20	20/01/20
Elaine Browne	Head of Law	16/01/20	
Nikki Craig	Head of HR, Corporate Projects & ICT	16/01/20	17/01/20

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Louisa Dean	Communications	16/01/20	
Kevin McDaniel	Director of Children's Services	16/01/20	16/01/20
Hilary Hall	Director of Adults, Commissioning & Health	16/01/20	17/01/20
Karen Shepherd	Head of Governance	16/01/20	16/01/20
	Other		

## **REPORT HISTORY**

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
Key decision	No	Not applicable
Report Author: Terry Neaves, Interim S151 Officer, 01628 796222		

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	Cllr Cannon	Refocus Community Wardens on problem solving, achieving staff savings	Review and adjust the overall tasking of the Community Wardens to reflect the current priorities of the Council, to reduce the total number of Wardens who will cover all the aspects of the Wardens responsibilities	639	180	200	200	200
Communities	Cllr Rayner	Focus customer service in Windsor at Windsor Library Increase the use of 24/7 digital options on the council website Align Library opening hours to service demand Align call centre opening hours to service demand	Staffing provision was increased in order to provide the customer facing RBWM services from York House. Moving back into the Library will provide economies of scale, allowing for a reduction in staffing. Encourage more 24/7 digital interaction with the council through its website, providing residents, businesses and visitors with easy access at a time that suits them. This will enable the council to deliver services more efficiently and reduce officer time and cost. Propose reducing library opening hours by 123 per week following detailed analysis of current usage. This includes Sunday opening, alternative delivery in Woodlands Park and Eton (Mobile/Container) and other reductions, subject to public consultation. Reduce Contact Centre operating hours to Monday, Tuesday, Thursday and Friday 9-5 and Wednesday 10-5. This means weekends and evenings (5-7pm) will cease. While it is hoped that staff reductions may be achieved through negotiation with staff these proposals will require a change to contracted hours resulting in staff being put at risk and a redundancy consultation undertaken. Vacancies and reduced casual hours will mitigate some of the impact on staff wherever possible.	2,004	220	265	265	265

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OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Communities	CLlr Cannon	Removal of PCSO funding	New national funding has been awarded to Police Services to increase staffing resources. Discussion with local Police Area Commander commenced November 2019 to remove this LA funding for Policing roles.	74	74	74	74	74
Communities	CLlr Rayner	WAM Get Involved support	This will cease the current SLA with local voluntary coordinators to reduce their role, there will still be scope for those interested in volunteering to be signposted to volunteering opportunities through a single central route via the Borough's revised website Know Your neighbourhood facility, going live later in 2020.	45	33	45	45	45
Communities	CLlr Rayner	STRIVE	Support for new support initiatives, to be provided by local Housing Association and to return focus for support to Department of Work and Pension, and Job Centre Plus, who have the statutory role to support in this area.	8	8	8	8	8
Adults Childrens and Health	CLlr Carroll	Review of posts in Optalis	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	512	31	31	31	31
Adults Childrens and Health	CLlr Carroll	Review of posts in commissioning function	Following a full establishment analysis, a vacant post has been identified that has been assessed as no longer required. The duties can be assimilated within the wider team and there is no impact on frontline delivery of services.	300	20	20	20	20
Adults Childrens and Health	CLlr Carroll	Transform youth and early years services to be targeted at the most vulnerable	The delivery of services will be through two Family Hubs, focusing on statutory services and targeted support for vulnerable groups. Subject to the priorities established through consultation, it is expected that there will be no universal services provided on a "drop in" basis.	1,482	450	600	600	600

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Optimise the provision of carers services	This is an opportunity to improve the effectiveness of services for carers by joining up provision, providing quality advice and guidance to carers in one place.	826	75	75	75	75
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the supported employment service by integration with council-owned services	More effective, efficient and responsive delivery of the supported employment service through joining up with existing Optalis teams. This will include recruiting a full time headcount within Optalis to provide a full service to residents providing greater opportunities to integrate the service in collaboration with local employers. Communication with local employers is already in place, for example, promotion of workplace health by the Lead Member and Director of Public Health.	241	166	166	166	166
Adults Childrens and Health	Cllr Carroll	Deliver befriending service in a new and different way	We will seek to continue to deliver the service through the voluntary sector.	35	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Deliver adult social care transformation programme	This is a key opportunity to deliver improved services for residents of the borough by embedding prevention and promoting community enablement to maximise independence. The programme has been presented to the Health and Wellbeing Board which includes NHS partners and Healthwatch and was unanimously approved and endorsed.	51,192	495	1,700	1,700	1,700

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OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of the Recovery College	A needs based review has been undertaken which has endorsed the Royal Borough's commitment to deliver the core principles of the Recovery College in partnership with the NHS. Investment and spend on mental health services in the NHS is increasing year on year in line with the NHS settlement and the Long Term Plan. The Royal Borough plays an active role in the Integrated Care System, working with NHS partners.	115	35	35	35	35
Adults Childrens and Health	Cllr Carroll	Implement technology enabled care across adult services	Improved provision for residents, maximising the use of recent developments in technology to maximise independence to ensure that people remain in their own homes for as long as possible.	6,600	120	300	300	300
Adults Childrens and Health	Cllr Carroll	Optimise costs of placements for children in the care of the local authority	RBWM has increased capacity and capability within AfC to monitor and track the financial packages of care alongside the social work team through a fortnightly "resource panel". Case level tracking of progress will be shared openly between AfC and RBWM through the commissioning meeting arrangements.	7,945	700	700	700	700
Adults Childrens and Health	Cllr Carroll	Optimise the delivery of health checks	A review of health checks has been undertaken with the outcome of targeting the service to those in most need, and leveraging the impact of NHS campaigns.	60	10	10	10	10
Adults Childrens and Health	Cllr Carroll	Allocation of Public Health reserve to meet current needs	This maintains Public Health services and optimises use of resources. Public Health England does not encourage Local Authorities to maintain reserves.	88	46	0	0	0

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Adults Childrens and Health	Cllr Carroll	Introduce an online financial assessment for adults to calculate financial contributions for care and support	Analysis and best practice in other authorities has shown that moving to online financial assessment improves the process for the benefit of residents, making it more efficient and is in line with the council's digital aspirations.	197	0	70	70	70
Adults Childrens and Health	Cllr Carroll	Remove additional local authority support for school improvement in Academy schools	Academy schools are directly funded by the DFE for school improvement. At the end of December 2019, 94% of all schools are Good or Outstanding with two Academy schools judged Requires Improvement. No schools are currently judged Inadequate.	75	20	20	20	20
Adults Childrens and Health	Cllr Carroll	Recruitment drive to improve Social Worker workforce stability and outcomes	A service-wide Social Worker recruitment drive to run through the final quarter of 2019/20 which seeks to secure at least 5 permanent social workers to deliver savings, reduce reliance upon interim social workers and improve outcomes	420	100	100	100	100
Adults Childrens and Health	Cllr Carroll	Legal savings in Achieving for Children	The legal services contract across Achieving for Children is due to end 31-03-20 and has been recommissioned. The use of a single supplier provides cashable efficiencies and improves delivery of the service.	635	25	25	25	25
Adults Childrens and Health	Cllr Carroll	Operational efficiency within the Achieving for Children finance team	Reduced back office resource as a result of managers becoming more effective in their use of the finance system and self-reporting tools. RBWM finance officers will take over monitoring of capital projects.	25	25	25	25	25
Adults Childrens and Health	Cllr Carroll	Delete a vacant post in the Achieving for Children Management team	Efficiency in Achieving for Children Operational Management Team with continued shared leadership of the Inclusion priority for the Directorate.	110	110	110	110	110

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	CLlr Rayner	Deliver system efficiencies through the new customer relationship management system	Better connectivity of internal systems and ability to configure customer relationship management system in line with business processes.	113	25	50	50	50
Corporate	CLlr Rayner	Review grant payments in line with developing voluntary sector funding strategy	Community Grant funding levels will revert to recent levels prior to the increase introduced through additional revenue funding in addition to capital funding which will be maintained at current levels.	100	100	100	100	100
Corporate	CLlr Rayner	Citizens Advice Bureau grant	CAB provide a cost effective support and engagement with residents who would otherwise be unlikely to engage with the Council at an early stage. Informal notice was given in November 2019 about the intended change in October 2020. This acknowledges additional national Government funding provided direct to CAB's.	124	16	31	31	31
Corporate	CLlr Rayner	Reduce the current grant provision for The Old Court, Windsor from September 2020.	Reduce the grant provided to The Old Court by £17,000 per annum from September 2020. The in-year reduction for 2020/21 would be £8,500	80	9	17	17	17
Corporate	CLlr Rayner	Reduce the current grant provision for Norden Farm from September 2020	Reduce the grant provided to Norden Farm by £33,000 per annum from September 2020. The in-year reduction for 2020/21 would be £16,500	158	17	33	33	33
Corporate	CLlr Rayner	Cease the provision of the GROW service with residents being signposted to alternative forms of assistance.	Residents will be signposted by customer services or the call centre to alternative forms of assistance.	63	64	64	64	64
Corporate	CLlr Johnson	Cease support for the One Stop Shop in Datchet	Viability of the OSS may be affected if they are unable to find alternative funding. The organisation has submitted an application to the Grant Panel for consideration.	1	1	1	1	1
Corporate	CLlr Rayner	Rationalise the council's current mobile phone usage to reduce operating costs	Optimising the deployment and usage of mobile phones to reduce operating costs	106	10	10	10	10

**OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24**

O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	Cllr Johnson	Remove budget for individual members to attend conferences/training	Could lead to pressure on service areas to fund member attendance at service area specific conferences/training.	3	3	3	3	3
Corporate	Cllr Rayner	Removal of all refreshments from council meetings, member briefings and member training sessions	Saving can only be achieved if all refreshments are ceased for all council meetings/briefings/training sessions.	10	10	10	10	10
Corporate	Cllr Johnson	No longer print and distribute Council Tax leaflet with bills	Provide access to the Council Tax leaflet on the council's website, providing efficiency savings and reduced carbon footprint	89	5	5	5	5
Corporate	Cllr McWilliams	Optimise use of digital distributing Around the Royal Borough	Through increasing our digital distribution of Around the Royal Borough and orientating away from print, we will contribute to decarbonising the council and ensuring we are more accessible to residents.	59	23	23	23	23
Corporate	Cllr Johnson	Empty Properties Relief - reduction	Increase the council tax premium on empty homes to encourage them back into use.	Collection Fund	70	70	70	70
Corporate	Cllr Johnson	Review of Council Tax Reduction Scheme Discount levels	Reduce the maximum discount for working age claimants, subject to consultation, from 91.5% to 80% in line with other councils.	Collection Fund	330	330	330	330
Corporate	Cllr Johnson	Vacancy Factor/Recruitment Freeze	Hold vacancies to reduce the prospect of making compulsory redundancy for permanent staff in at risk posts.	5,383	100	100	100	100
Corporate	Cllr Rayner	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers	Charging for Resident's Parking Permits, £50 each and £70 for second permit, £100 for third and subsequent permits. Also apply and increase charges for all visitor vouchers. 2 hour vouchers - £1 per voucher. 4 hour vouchers - £2 per voucher 24 hour voucher - £4 per voucher. Discounts apply to electric vehicles and residents of pensionable age and in receipt of Council Tax reduction.	-	250	250	250	250
Corporate	Cllr Johnson	Additional Management Fee to Countryside	This would result in additional income through a management fee from Countryside for the St Clouds Way development in addition to the capital receipt. It is subject to approval of the site proposal and signing of the development agreement.	3,995	300	200	200	200

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OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Corporate	CLlr Johnson	Post Deletions	Efficiencies across the organisation made up from deleting vacant posts.	5,383	231	231	231	231
Infrastructure	CLlr Stimson	Increase green waste annual subscription charge to £65 per annum in line with neighbouring authority charges.	A potential reduction in subscriptions may occur and there is an increased risk of contamination of waste streams. Clear messaging and alternatives will be required to minimise the external impact	577	250	250	250	250
Infrastructure	CLlr Stimson	Remove free Saturday garden waste collection	The alternative to the free Saturday green waste collection service is to subscribe to the green waste scheme and receive a fortnightly service.	2,726	25	25	25	25
Infrastructure	CLlr Cannon	Remove Advantage Card discounts for parking.	A comprehensive review of the tariffs and a post-installation review of parking machines has identified a complicated tariff structure across the parking estate. Removing discounted tariffs will offer equality of provision across the borough whilst retaining the technology to offer targeted / seasonal discounts.	7,813	650	650	650	650
Infrastructure	CLlr Cannon	Advertising on car park tickets/car parks	Research with other authorities have shown that income potential through advertising on the parking estate is possible. Initial proposals have been developed and are being pursued.	-	30	30	30	30
Infrastructure	CLlr Cannon	Parking season ticket income	Inflationary increase on season tickets. There is a risk that some businesses and/or individuals may choose not to renew as a result of the increased charge.	1,248	50	50	50	50

OPPORTUNITIES AND SAVINGS 2020/21 TO 2023/24								
O&S Committee	Lead Member	Efficiency Description	Implications (internal and external) if this were to be implemented	Budget	Estimated saving 2020/21	Estimated saving 2021/22	Estimated saving 2022/23	Estimated saving 2023/24
Infrastructure	Cllr Clark	Review and optimise the number of subsidised bus routes	The council currently subsidises a network of bus routes, to supplement the commercial network (for example: weekend, evening and areas of low patronage) at a cost of approximately £850k per annum. A comprehensive review will be undertaken to evaluate usage patterns; reasons for travel and identify alternative options to deliver a more efficient network. Alternative models which are 'greener'; support the climate change agenda and minimise the impact on users will be sought.	800	100	200	200	200
Infrastructure	Cllr Clark	Traffic signal costs - capital spend	Service standards will remain unchanged.	65	65	65	65	65
Infrastructure	Cllr Clark	Efficiency saving from traffic counter machines	New contract with neighbouring councils will generate efficiency savings in the cost of traffic counter machines.	41	15	15	15	15
Infrastructure	Cllr Clark	Concessionary Fares	The concessionary fares scheme will be altered to align with the statutory requirements. Free travel will be available from 09.30 rather than unlimited as at present. This aligns with other areas, reduces congestion and increases capacity for commuters on peak time bus services	1,169	100	100	100	100
				<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
			<b>TOTAL</b>		<b>5,826</b>	<b>7,527</b>	<b>7,527</b>	<b>7,527</b>
			<b>Collection fund savings</b>		<b>400</b>	<b>400</b>	<b>400</b>	<b>400</b>
			<b>TOTAL SAVINGS EXCLUDING COLLECTION FUND</b>		<b>5,426</b>	<b>7,127</b>	<b>7,127</b>	<b>7,127</b>

	2020/21 £	2019/20 £	% Increase
<b>WASTE</b>			
<b>Special Collection Service, Trade Waste &amp; Other</b>			
-special collection service -one item	35	34	2.9%
-special collection service -two items	40	39	2.6%
-special collection service -three items	47	46	2.2%
-special collection service -four items	53	51	3.9%
-special collection service -five items (maximum)	59	57	3.5%
-special collection service -fridges/freezers per unit	35	34	2.9%
<b>Green Waste Subscribed Collection Service</b>			
-annual subscription	65	37	75.7%

			2020/21		2019/20		%	%
			£	£	£	£	Increase	Increase
<b>LIBRARIES</b>								
OVERDUE RETURNS (PER LOAN PERIOD):			Per Day	Max. per Item	Per Day	Max. per Item		
Adult Books & Magazines			0.26	10.82	0.25	10.50	4.0%	3.0%
Children's/Teenage Books & Magazines			0.05	10.82	0.05	10.50	0.0%	3.0%
CDs/Tapes/Playaway Audio Books			0.26	10.82	0.25	10.50	4.0%	3.0%
DVDs / CD-ROMs/Video Games			0.60	10.82	0.25	10.50	140.0%	3.0%
<b>AUDIO / VISUAL LOAN CHARGES:</b>			Non Adv Card Holder	Adv Card Holder	Non Adv Card Holder	Adv Card Holder		
Adult - CDs	per item for 3 weeks							
	1 to 2 discs		2.70	2.50	2.60	2.45	3.8%	2.0%
	3 to 6 discs		3.40	3.20	3.30	3.10	3.0%	3.2%
	7 or more discs		3.40	3.20	3.30	3.10	3.0%	3.2%
Adult - Tapes	per item for 3 weeks							
	1 to 2 tapes		2.10	1.90	2.00	1.85	5.0%	2.7%
	3 or more tapes		2.10	2	2.05	1.95	2.4%	2.6%
DVDs	per item for 1 week							
	New released titles-first 8 weeks in stock		3.60	3	3.50	2.95	2.9%	1.7%
	Single Disc in stock for longer than 8 weeks		2.60	2.60	2.50	2.50	4.0%	4.0%
<b>RESERVATIONS:</b>								
Adult books & Magazines	Books from SELMS partnership libraries		3	-	3	-		
Inter-Library Loans	Standard Rate		10	8	7.50	7	33.3%	14.3%
Inter-Library Loans	Student Discount Rate (with ID)		2	2	2	2	0.0%	0.0%
Urgent and Specialists	Current full British Library charges will apply		Plus 7.50 Admin Cost	-	Plus 7.50 Admin Cost	-	-	-
			Plus 7.50 Admin Cost	-	Plus 7.50 Admin Cost	-	-	-
Music scores and play sets	Current full courier charges will apply		Admin Cost	-	Admin Cost	-	-	-
<b>LIBRARY EVENTS:</b>								
	Children (minimum)		3.80	3.30	3.70	3.20	2.7%	3.1%
	Adults (minimum)		5.90	5.40	5.70	5.20	3.5%	3.8%

		2020/21		2019/20		%	%
		£	£	£	£	Increase	Increase
<b>LIBRARY SCHOOL OFFERS</b>							
RDS	200 books per year, unlimited exchange	915		890		2.8%	
RDS	400 books per year, unlimited exchange	1,580		1,531		3.2%	
RDS	750 books per year, unlimited exchange	2,665		2,586		3.1%	
RDS	950 books per year, unlimited exchange	3,200		3,116		2.7%	
<b>REFERENCE LIBRARY SERVICES:</b>							
Printing from Electronic Information sources - per A4 sheet							
	Black and White	0.25	0.25	0.25	0.20	0.0%	25.0%
	Colour	0.50	0.50	0.40	0.40	25.0%	25.0%
Copying of photographs - per print							
	Scan and laser print	7.70	6.70	7.50	6.50	2.7%	3.1%
	Photographic print	33	31	32	30	3.1%	3.3%
	Per 15 minutes (or part) (first 30 minutes free)						
Research		10.30	8.20	10	8	3.0%	2.5%
<b>PHOTOCOPYING:</b>							
Per A4 copy	Black and White	0.25	0.25	0.25	0.20	0.0%	25.0%
Per A3 copy	" " "	0.50	0.50	0.40	0.40	25.0%	25.0%
Per A4 copy	Colour	0.50	0.50	0.40	0.40	25.0%	25.0%
Per A3 copy	Colour	1	1	0.80	0.80	25.0%	25.0%
<b>FAX:</b>							
Sending in UK							
	1st sheet	1.60	1.40	1.60	1.35	0.0%	3.7%
	Each subsequent sheet	0.80	0.70	0.75	0.70	6.7%	0.0%
Sending to European Countries							
	1st sheet	3.10	2.70	3	2.60	3.3%	3.8%
	Each subsequent sheet	1.70	1.60	1.65	1.55	3.0%	3.2%
Sending to rest of world							
	1st sheet	5.10	4.60	5	4.50	2.0%	2.2%
	Each subsequent sheet	2.90	2.60	2.80	2.50	3.6%	4.0%
Receiving - per message		1.80	1.50	1.75	1.45	2.9%	3.4%
Printing from Microform & Microfiche							
	Per A4 copy	0.50	0.50	0.50	0.50	0.0%	0.0%
	Handling P&P (minimum)	2.10	2.10	2	2	5.0%	5.0%
	Printing from customer's microform	0.50	0.50	0.50	0.50	0.0%	0.0%



		2020/21		2019/20		%	%
		£	£	£	£	Increase	Increase
<b>INTERVIEW ROOM</b>							
	Commercial Organisations-per hour	21		20		3.0%	
	Commercial Organisations-per 1/2 day	46		45		2.9%	
	Commercial Organisations-per day	74		72		2.9%	
	Non-Commercial Organisations (charged services) per hour	15		15		2.7%	
	Non-Commercial Organisations (charged services) per 1/2day	30		29		2.8%	
	Non-Commercial Organisations (charged services) per day	46		45		2.9%	
	Other Borough Based Community Groups-per hour	5		5		2.0%	
	Other Borough Based Community Groups-per 1/2day	15		15		2.7%	
	Other Borough Based Community Groups-per day	24		23		3.0%	
<b>USE OF LIBRARY COMPUTER:</b>							
	Per half hour, to 'Guest' (non-members)	1		1		0.0%	
	Per half hour, to Library Members	0.50		0.50		0.0%	
	(Advantage Card Holders to have 45 minutes use per day free of charge)						
	Per additional half hour to Advantage Card holders	0.50		0.50		0.0%	
<b>IMAGE USE CHARGES:</b>							
		<u>EU Rights</u>	<u>World Rights</u>	<u>EU Rights</u>	<u>World Rights</u>		
	Commercial Use						
	Book	68	79	66	77	3.0%	3.0%
	Exhibition	68	79	66	77	3.0%	3.0%
	Journal / Magazine	68	79	66	77	3.0%	3.0%
	Book Jacket	87	98	84	95	3.0%	3.0%
	TV/Film per image screened	87	98	84	95	3.0%	3.0%
	DVD or CD-Rom	87	98	84	95	3.0%	3.0%
	Postcard:Calendar: Publicity Brochure etc	87	98	84	95	3.0%	3.0%
	Website	N/A	98	N/A	95		3.0%
	Other Use	POA	POA	POA	POA		
	Invoice Admin Fee	62	61	60	59	3.0%	3.0%

	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
<b>RESIDENT PARKING PERMITS AND VISITOR VOUCHERS</b>						
Residents Permits (first)	50		Free			
Second permit	70		Free			
Third and subsequent (Where residents are entitled to more permits)	100		Free			
Visitor Vouchers:						
2 hour voucher	1		Free			
4 hour voucher	2		Free			
24 hour voucher	4		2		100.0%	
(No restriction on the number of vouchers purchased)						

	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
<b>OUTDOOR FACILITIES</b>						
<b>ALLOTMENTS</b>	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
The scale of charges for Maidenhead allotments per 250 sq.m. per annum:-						
Grade of Plot -	619	310	601	301	3.0%	3.0%
A	165	82	160	80	3.1%	2.5%
B	143	72	139	70	2.9%	2.9%
<b>CEMETERIES AND CHURCHYARDS</b>	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
<b>STANDARD BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs including right to erect memorial Burial Fees	2,745	1,371	2,665	1,331	3.0%	3.0%
For three - Braywick Cemetery only	2,693	1,349	2,615	1,310	3.0%	3.0%
For two - Oakley Green Cemetery only	2,297	1,151	2,230	1,117	3.0%	3.0%
For one	2,297	1,151	2,230	1,117	3.0%	3.0%
Child 7 to 17 years	2,075	1,039	2,015	1,009	3.0%	3.0%
Child up to 6 years	989		960		3.0%	
Additional charge for a casket	474		460		3.0%	
Re-open for 2nd burial 6ft depth	886	442	860	429	3.0%	3.0%
Re-open for 2nd burial 4ft depth	1,151	1,151			New	
	1,039	1,039			New	
<b>INFANT BURIAL:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial Burial Fee	671		651		3.1%	
	266		258		3.1%	
<b>CREMATION PLOT:</b>						
Grant of exclusive right of burial for 50 yrs, including right to erect memorial	1,337	668	1,298	649	3.0%	2.9%
New Cremation Plot (2 caskets per plot)	720	361	699	350	3.0%	3.1%
Re-open for a second interment of ashes	361	361			New	
<b>CREMATION CHAMBER:</b>						
Grant of exclusive right of burial for 10 years and interment of ashes, including right to erect memorial - Oakley Green Cemetery only	1,437	718	1,395	697	3.0%	3.0%
Renew grant of exclusive right of burial for a further 10 years	708	353	687	343	3.1%	2.9%
Re-open for a second interment of ashes	247	247	480	240	-48.5%	2.9%

	2020/21		2019/20		% Increase	% Increase
	£	£	£	£		
<b>MEMORIALS:</b>	Non-Res.	Res.	Non-Res	Res.	Non-Res	Res.
Additional inscription / replacement stone	48	48	94	47	-48.9%	2.1%
Wall plaque	61	61	118	59	-48.3%	3.4%
Cremation tablet	61	61	118	59	-48.3%	3.4%
Vase or book on cremation plot or grave	61	61	118	59	-48.3%	3.4%
Reservation of wall plaque for 7 years	61	61	117	59	-47.9%	3.4%
Stake in Ground Plaque - prices from:-	174	174	186	169	-6.5%	3.0%
<b>MISCELLANEOUS:</b>						
Record research fee	61	61	62	59	-1.6%	3.4%
Reservation - grave or cremation plot for 7 years ( renewal at 50% of current rate)	1,349	674	1,310	654	3.0%	3.1%
Inter cremated remains in Garden of Remembrance	207	207	403	201	-48.6%	3.0%
Interment outside prescribed hours (minimum charge)	484	242	470	235	3.0%	3.0%
Minimum cost for specific needs	484	242	470	235	3.0%	3.0%
Private grave registration transfer	61	61	118	59	-48.3%	3.4%
Use of chapel at Oakley Green only	176	176	343	171	-48.7%	2.9%
Copy of Deed	61	61	118	59	-48.3%	3.4%
<b>PARKS AND OPEN SPACES</b>	<u>Per Season</u>		<u>Per Season</u>			
<b>FOOTBALL:</b>						
Grade A Pitch	1,824		1,771		3.0%	
Grade B Pitch	1,381		1,341		3.0%	
Mini Football Pitch - Marked 2hr session						
<b>RUGBY:</b>						
Braywick / Home Park	2,311		2,244		3.0%	
Mini Rugby Pitch - Marked 2hr session						
<b>CRICKET:</b>						
Home Park	3,128		3,037		3.0%	
<b>LAWN TENNIS:</b>						
Home Park	1,438		1,396		3.0%	
<b>MISCELLANEOUS:</b>						
Royal Windsor Dog Show	8,512		8,264		3.0%	
Triathlon	7,295		7,083		3.0%	
Horse Show	8,512		8,264		3.0%	
Ockwells Dog Show	718		697		3.0%	

	Unit Cost	2020/21 £	2019/20 £	% Increase
<b>COMMUNITY, PROTECTION &amp; ENFORCEMENT SERVICES</b>				
<b>ENVIRONMENTAL PROTECTION</b>				
Standard FPN for Environmental Protection Property		94	91	3.0%
Scrap Metal Licensing				
- Collector Licence		221	214.35	3.0%
- Site Licence		331	321.26	3.0%
Fixed Penalty Notice for Fly Tipping (New Fee)		400	400	N/A
Fixed Penalty Notice for Failing to Produce Documentation for the Transfer of Waste		300	300	N/A
<b>ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES</b>				
Freezer Failure Certificate		153	148.24	3.0%
Water Sampling-Laboratory costs plus officer hourly rate		-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums		-	-	
Food Hygiene Rescore Visit		206	200	3.0%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:		80.27	80.57	-0.4%
Riding Establishments:				
- first application (plus vet's fees)				
- renewal (plus vet's fees if appropriate)				
Animal Boarding, Breeding Of Dogs, Pet Animals & Shops:				
- first application				
- renewal (plus vet's fees if appropriate)				
Dangerous Animals:				
- first application				
- renewal (plus vet's fees if appropriate)				
Performing Animals:				
Zoo Licence First Application.				
Zoo Licence Renewal.				
Ear Piercing/Acupuncture/Electrolysis and Tattooing				
- registration of premises and one practitioner		232	225	3.0%
- each additional practitioner		77	75	3.0%
- existing Licence amendment		40		
- replacement of operator certificate	Min fee:	31	30	3.0%

Fees & Charges will be agreed by delegation with the Lead Member and published on RBWM website

	Unit Cost	2020/21 £	2019/20 £	% Increase
<b>TRADING STANDARDS</b>				
Weights & Measures Fees	Weights & Measures Inspector Hourly Rate Of:	65.52	62.52	4.8%
Petroleum Licences	Set Externally - See Website			
Explosives Licences	Set Externally - See Website			
Poisons Licences	Set Externally - See Website			
<b>RESIDENTIAL SERVICES</b>				
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website			
Housing Act Notice	Officer time			
Enforcement - Works in default	Officer time			
Houses In Multiple Occupation (HMO Licences)				
-basic compliance with 5 bedrooms		824	800	3.0%
-additional rooms	Per Additional Room:	27	26.34	3.0%
-renewal of licence and second and subsequent properties		758	736	3.0%
Follow ups of Incomplete applications	Per Hour:	40		
Copy Licence		11		
<b>The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges</b>				
First offence	£2,000 reduced to £1000 if paid within 14 days			
Second offence		3,000	3,000	0.0%
Third and subsequent offences		5,000	5,000	0.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
<b>COMMUNITY SAFETY/ ANTI SOCIAL BEHAVIOUR</b>				
*Dog Faeces Fixed Penalty Notice	*£100 reduced to £75 if paid within 14 days	100	52	92.3%
*Fixed Penalty Notice for Breach of Public Space Protection Officer (PSPO)		100	100	0.0%
*Fixed Penalty Notice for Breach of Community Protection Notice (CPN)		100	100	0.0%
*Fixed Penalty Notice for Littering		100	100	0.0%
*Fixed Penalty Notice for Graffiti (New Fee)		100	100	0.0%
*Civil Penalty of Littering for Vehicle (New Fee)		100	100	0.0%
<b>LICENSING/ ENFORCEMENT TEAM</b>				
<b>Licensing Of Hackney Carriages And Private Hire Vehicles</b>				
For 1-5 Vehicles		265	265	0.0%
For 6-10 Vehicles		440	440	0.0%
For 11-15 Vehicles		615	615	0.0%
For 16-20 Vehicles		790	790	0.0%
For 21 Vehicles And Over		1,035	1,035	0.0%
For 30 Vehicles And Over		1,420	1,420	0.0%
Drivers Annual Licence		100	100	0.0%
Drivers Dual Licence		160	160	0.0%
Transfer Of Driver Or Vehicle Licence		37	37	0.0%
Badge Replacement		10	10	0.0%
Knowledge Test		16	16	0.0%
Meter Test		27	27	0.0%
Carriage Licence		255	255	0.0%
Replacement Plate		10	10	0.0%
<b>Licensing Act 2003</b>				
Personal Licences	Prices set by statute - See Website			
Annual Fee for Premises Licences:-	Prices set by statute - See Website			
Sexual Venue Licensing (Per Premises)		5,000	5,000	0.0%
Sex Shop Licences (Per Premises)		5,000	5,000	0.0%

Unit Cost	2020/21 £	2019/20 £	% Increase
<b>Gambling Act 2005 (3 Tariff Levels Set By Statute, RBWM Complies With Higher Level)</b>			
<b>Betting Premises (excluding Tracks)</b>			
New Application	3,000	3,000	0.0%
Annual Fee	600	600	0.0%
Application To Vary	1,500	1,500	0.0%
Application To Transfer	1,200	1,200	0.0%
Application For Re-Instatement	1,200	1,200	0.0%
Application For Provisional Statement	3,000	3,000	0.0%
Licence Application (Provisional Statement Holders)	1,200	1,200	0.0%
Copy Licence	25	25	0.0%
Notification Of Change	50	50	0.0%
<b>TRACKS</b>			
New Application	2,500	2,500	0.0%
Annual Fee	1,000	1,000	0.0%
Application To Vary	1,250	1,250	0.0%
Application To Transfer	950	950	0.0%
Application For Re-Instatement	950	950	0.0%
Application For Provisional Statement	2,500	2,500	0.0%
Licence Application (Provisional Statement Holders)	950	950	0.0%
Copy Licence	25	25	0.0%
Notification Of Change	50	50	0.0%
<b>Safety of Sports Ground Act 1975</b>			
Issuing of a safety certificate	1,105	1,073	3.0%
Amendment of a safety certificate	553	537	3.0%
Replacement of a safety certificate	553	537	3.0%
Transfer of a safety certificate	553	537	3.0%
Cancellation of a safety certificate	553	537	3.0%

	Unit Cost	2020/21 £	2019/20 £	% Increase
<b>Adult Gaming Centre</b>				
New Application		2,184	2,184	0.0%
Annual Fee		1,095	1,095	0.0%
Application To Vary		1,095	1,095	0.0%
Application To Transfer		1,315	1,315	0.0%
Application For Re-Instatement		1,315	1,315	0.0%
Application For Provisional Statement		2,184	2,184	0.0%
Licence Application (Provisional Statement Holders)		1,314	1,314	0.0%
Copy Licence		32	32	0.0%
Notification Of Change		32	32	0.0%
<b>Other Statutory Licences</b>				
Street Trading		3,000	3,278	-8.5%

<b>Proposed Capital Programme 2020/21 - 2022/23</b>	<b>Scheme Cost Gross</b>	<b>S106</b>	<b>Grant</b>	<b>Other Income</b>	<b>2020/21 Net Cost</b>	<b>2021/22 Net Cost</b>	<b>2022/23 Net Cost</b>	<b>Net Cost over three years</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
Estimated Slippage to 2020/21	14,198	(300)	(3,558)	-	10,340			10,340
Pre-approved Schemes 2020/21	28,747	(6)	-	(12,836)	15,905	27,024	10,567	53,496
Fully Funded Schemes 2020/21	4,833	(80)	(4,753)	-	-			-
Income generating schemes	820				820			820
<b>Pre-approved /Fully Funded Total</b>	<b>48,598</b>	<b>(386)</b>	<b>(8,311)</b>	<b>(12,836)</b>	<b>27,065</b>	<b>27,024</b>	<b>10,567</b>	<b>64,656</b>
<b>New Bids 2020/21</b>								
Transformational 2020/21	1,000				1,000			1,000
Annual maintenance/statutory schemes	2,986	(161)		(137)	2,688	1,866	1,816	6,370
Refurbishment & enhancement schemes	2,411	(77)		(26)	2,308	1,500	-	3,808
ICT renewal schemes	1,190	(40)		-	1,150	-	-	1,150
<b>New Bids 2020/21 Total</b>	<b>7,587</b>	<b>(278)</b>	<b>-</b>	<b>(163)</b>	<b>7,146</b>	<b>3,366</b>	<b>1,816</b>	<b>12,328</b>
<b>Total Capital Programme</b>	<b>56,185</b>	<b>(664)</b>	<b>(8,311)</b>	<b>(12,999)</b>	<b>34,211</b>	<b>30,390</b>	<b>12,383</b>	<b>76,984</b>

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## Borough funded capital schemes to be approved 2020/21 - 2022/23

No.	Scheme Name	Scheme Description	Gross Scheme Total Cost £000	2020/21				2021/22 Cost £000k	2022/23 Cost £000k	Total Net Cost £000
				Gross Cost £000s	S106	Other Income £000s	Net Cost £000			
1	Library and Resident Reactive Maintenance	Funding to cover essential maintenance and security,, statutory service contracts and furniture and equipment essential replacement and repair for Borough Libraries to ensure libraries can continue to meet their statutory requirements in terms of building safety and repair, and replace furniture and equipment as required, ensuring essential maintenance is carried out and that the Council's health and safety obligations are met. With over sixty thousand visits per month, this high level of footfall results in wear and tear and deterioration of buildings, furniture and equipment. The Council prides itself in its libraries and residents have high standards, expecting public spaces to be safe, legally compliant and enjoyable to use.	174	58	8	-	50	58	58	166
2	Annual programme of repair and replacement for Leisure Centres	To maintain the RBWM aspects of the leisure centre contract, repairing and replacing the buildings - Magnet, Windsor, Charters, Furze Platt and Cox Green Leisure Centres (CZ42)	600	200	19	-	181	200	200	581
3	Guildhall Heating	Design & Spec for the replacement of the existing heating system	70	70	3	-	67			67
4	Library Public PCs Replacement Programme	The IT equipment needs moving to Windows 10 as the current software will soon be unsupported. Many of the old PCs cannot support Windows 10. This is a bid to continue the replacement of all public PCs. The libraries affected will be: Boyn Grove, Cookham, Cox Green, Datchet, Eton, Eton Wick, Old Windsor and Sunninghill. This follows the replacements that are due to be installed during the current year at Windsor, Maidenhead, Ascot and Dedworth libraries. Replace 62 Public PCs.	40	40	40	-	-			-
5	Grants to Voluntary Organisations	The Council operates an annual scheme, administered by Democratic Services, and supported and operated by Grants Officers in the various service directorates. Decisions relating to the amount of grant funding awarded to individual organisations are taken by the Grants Panel; recommendations are made to Cabinet for consideration as part of the overall Council budget, followed by delegated authority to the Grants Panel for the remainder of the financial year to consider interim grants.	500	200			200	150	150	500

## WORK PROGRAMME- COMMUNITIES OVERVIEW AND SCRUTINY PANEL

<b>DIRECTORS</b>	Andy Jeffs(Executive Director), Duncan Sharkey(Managing Director)
<b>LINK OFFICERS &amp; HEADS OF SERVICES</b>	David Scott, Ben Smith, Hilary Hall, Anna Robinson, Angela Gallacher

### MEETING: 28<sup>th</sup> JANUARY 2020

ITEM	RESPONSIBLE OFFICER
Budget Report	Lead Officers & Finance
Q2 Performance Update Report	<b>Rachel Kinniburgh,</b> <i>Strategy and Performance Manager</i>
Braywick Leisure Centre Update	<b>David Scott,</b> <i>Head of Communities, Enforcements &amp; Partnerships;</i> <b>Kevin Mist,</b> <i>Community Project Lead</i>
Parks and Open Spaces Update Report ( including traveller hardening measures & new initiatives)	<b>David Scott,</b> <i>Head of Communities, Enforcements &amp; Partnerships</i>
Museum Services Update Report	<b>Suzie Parr,</b> <i>Museum and Arts Team Leader</i>
Norden Farm Annual Report - 2018/19	<b>Suzie Parr,</b> <i>Museum and Arts Team Leader</i>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

### MEETING: 18<sup>th</sup> FEBRUARY 2020

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report- Draft	<b>Chairman &amp; Lead Officers</b>
SportsAble Annual Report	<b>David Scott,</b> <i>Head of Communities, Enforcements &amp; Partnerships</i>
Desborough Suite redevelopment Proposal Report	<b>Barbara Richardson,</b> <i>MD of RBWM property Company</i>
Singular Use Plastics Update Report	<b>Head of Infrastructure &amp; Sustainability</b>
Community Safety Partnership (including Police and Crime Commissioner's grant & processes) Update	<b>David Scott,</b> <i>Head of Communities, Enforcements &amp; Partnerships</i>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

### MEETING: 20<sup>th</sup> APRIL 2020

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report ( Final version for approval and submission to Full Council)	<b>Chairman &amp; Lead Officers</b>
Q3 Performance Update Report	<b>Rachel Kinniburgh,</b>

	<i>Strategy and Performance Manager</i>
Old Court Update Report	<b>Suzie Parr,</b> <i>Museum and Arts Team Leader</i>
Parkwood Leisure- Annual Report (including Windsor Leisure Centre update)	<b>Kevin Mist,</b> <i>Community Project Lead</i>
Braywick Leisure Centre Update	<b>David Scott,</b> <i>Head of Communities, Enforcements &amp; Partnerships;</i> <b>Kevin Mist,</b> <i>Community Project Lead</i>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

<b>ITEM</b>	<b>RESPONSIBLE OFFICER</b>
Allotment Provision	<b>Anthony Hurst</b>
Lighting at Grenfell Park	<b>David Scott</b>

Report Title:	<b>Suggested Scrutiny Topic- Allotment Provision- Maidenhead</b>
Contains Confidential or Exempt Information?	No - Part I
Meeting and Date:	Communities Overview & Scrutiny Panel, 28 January 2020
Responsible Officer(s):	David Cook, Scrutiny Officer
Wards affected:	Belmont, Boyn Hill, Furze Platt, Riverside, Oldfield, Pinkeys Green and St Mary's

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## REPORT SUMMARY

1. The report outlines a suggested topic received by a resident for onward consideration by the relevant Overview and Scrutiny Panel. Topics can be suggested by residents and then considered by the relevant Overview and Scrutiny Panel for further consideration (criteria outlined in paragraph 1.1.) Residents are able to access the criteria on the [council's website](#).

2. Details of the resident who has submitted this topic have been anonymised.

The suggested topic received as follows: "There is inadequate provision of Allotments in Maidenhead because allocation to a plot is advertised on the RBWM website as taking more than 4 years. In addition, the registration process is inadequate. It does not enable multiple applications, it gives no detail on availability and it gives no feedback on progress of an application. It serves to discourage rather than encourage. The purpose of scrutiny would be to establish these facts and determine if the policy and process of RBWM in regard to the provision of allotments is adequate considering that Allotments are known to positively impact on 1) physical well-being 2) mental well-being 3) diet and 4) community well-being and they can also reduce the need for plastic packaging and carbon miles plus they can be an educational resource for the younger generation. Given the overwhelming benefits, RBWM's climate emergency declaration, RBWM's support for reducing consumption of plastic and support for mental health initiatives against the relatively small cost of provision, scrutiny should ask why has provision not been significantly expanded and promoted?"

3. This suggested topic has been submitted to the Communities Overview & Scrutiny Panel for further consideration.

4. It is recommended that this item is considered by the Communities Overview and Scrutiny Panel as part of the forward work plan at a meeting to be agreed with the Panel on 28 January 2020 when a specific meeting could be identified.

## Criteria of assessment for suggested topics received by residents

- 1.1 Residents should only submit topics that relate to a **service, event or issue** which affects the social, environmental or economic wellbeing of a group or community of people in the Borough.
- 1.2 What makes a good scrutiny topic?
  - **Scope** – is it an issue of concern to our local communities and other associated organisations?

- **Significance**— could a review of this issue improve the Council’s (or other organisations) processes or performance and make a positive difference to the lives of our residents?
- **Appropriate**— is this review timely and does it avoid duplicating other work?

1.3 Items that will not be considered include:

- Individual service complaints for which there is a corporate complaints procedure ( please click [here](#) for more details)
- Topics outside of the remit of the council or where the council has no powers or influence to change an outcome
- Issues which scrutiny has considered in the last 12 months
- Areas relating to quasi-judicial functions e.g. planning, licensing and standards

2.1 Initial assessment of suggested topic

2.2 Scope- There are currently manageable waiting lists for allotment plots. The decision to remove multiple applications for the allotment allocations was taken eight years ago. It was intended that by applying for single allotments that waiting lists would be shortened, and it was confirmed that this change did have a positive impact. A process is now in place to reduce 10 pole plots (when returned) to two separate 5 pole plots which has meant more movement on waiting lists. There is currently a separate process for allotments in Windsor, and this is managed by the Windsor Allotment and Home Garden Association, whereby RBWM pays a contribution towards the maintenance of the plots.

Waiting list information is provided on the allotment pages of the borough website, including the numbers of people awaiting plots on each allotment site, and the approximate waiting time for each site. This additional level of information has been added to the website in recent months, in response to public requests. Waiting times do vary significantly between sites, but are generally between one and four years.

Significance- Service improvements have been made, and it is reported by officers that there is a manageable waiting list. Currently services for allotment allocation are handled by the Parks and Countryside Team, and there is confidence that the system is robust and efficient.

Appropriate- Consultation with residents and interested parties is needed before proceeding to understand the demand and need for a service review.

2.3 Further consideration of suggested topic

Current processes in place for timely return of allotment plots at the end of the term.

2.4 Corporate Priority Areas

When assessing a topic it is important to understand whether this item would fall under one of the Council’s six key priority areas. It has been assessed that this topic would fall under the following priorities:

- Healthy, Skilled and independent residents

- Safe and vibrant communities
- Attractive and well connected borough

## 2.6 Consultation and Comments

The following officers have provided input into this assessment:

David Scott - Head of Communities

Anthony Hurst – Parks and Countryside Team Leader

Russell O’Keefe - Executive Director, Place

Report Title:	<b>Suggested Scrutiny Topic- Review of Lighting at Grenfell Park</b>
Contains Confidential or Exempt Information?	No - Part I
Meeting and Date:	Communities Overview & Scrutiny Panel, 28 January 2020
Responsible Officer(s):	David Cook, Scrutiny Officer
Wards affected:	All

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## REPORT SUMMARY

1. The report outlines a suggested topic received by a resident for onward consideration by the relevant Overview and Scrutiny Panel. Topics can be suggested by residents and then considered by the relevant Overview and Scrutiny Panel for further consideration (criteria outlined in paragraph 1.1.) Residents are able to access the criteria on the [council's website](#).
2. Details of the resident who has submitted this topic have been anonymised.  
The suggested topic received as follows: "A review of the lighting around Grenfell Park. Especially the walkway around the park which residents of Grenfell Avenue use regularly to access vehicles parked in the residents parking area. Not only for those residents but also people who cut through from the station to get to North Town Road and College Road. Dog walkers also frequent the pathways. I would feel a lot safer if there was adequate lighting."
3. The topic has been submitted to the Communities Overview & Scrutiny Panel for further consideration.
4. It is recommended that this topic be amended to look at tree felling and lighting adjacent to and overshadowing public pathways in council run public parks and open spaces. It is therefore recommended that this specific matter be considered in further detail by the Grenfell Park User Group possibly supplemented and supported by some identified members of the Overview and Scrutiny Panel, as a first stage before reporting back to the Communities Overview and Scrutiny Panel for further consideration.

### Criteria of assessment for suggested topics received by residents

- 1.1 Residents should only submit topics that relate to **a service, event or issue** which affects the social, environmental or economic wellbeing of a group or community of people in the Borough.
- 1.2 What makes a good scrutiny topic?
  - **Scope** – is it an issue of concern to our local communities and other associated organisations?
  - **Significance**– could a review of this issue improve the Council's (or other organisations) processes or performance and make a positive difference to the lives of our residents?
  - **Appropriate**– is this review timely and does it avoid duplicating other work?

### 1.3 Items that will not be considered include:

- Individual service complaints for which there is a corporate complaints procedure (please click [here](#) for more details)
- Topics outside of the remit of the council or where the council has no powers or influence to change an outcome
- Issues which scrutiny has considered in the last 12 months
- Areas relating to quasi-judicial functions e.g. planning, licensing and standards

### 2.1 Initial assessment of suggested topic

2.2 Scope: The issue is specific to one area; Grenfell Park. A wider remit looking at tree felling or canopy reduction / crown lifting / cutting back (all informed by the tree species and size), and further lighting upon public pathways may be more appropriate in the long term. Wider consideration of the other community safety aspects will be used to inform the options. Evidence linked to increased crime and anti-social behaviour (ASB) is needed to look at this in more detail, but presently there are no reported increases to the relevant service.

Significance: A review of the public pathways near public parks and open spaces could prove to be beneficial, if there is an overall pattern of crime and anti-social behaviour. There would be a benefit to local residents and to promoting a safer environment.

Appropriate: The Trees team were involved in some tree works last summer to improve and open up the pathways. The full impact of these works will become clear once the trees come back into leaf this spring. If the works to date have not had the necessary impact residents feel are necessary to address the community safety issues these could be reviewed in conjunction with the additional lighting and any other identified measures to disrupt or stop ASB.

### 2.3 Further consideration of suggested topic

Individual service complaints have a process in place to raise a formal complaint, and it is felt that this item relates to a specific piece of land and area. There is currently a “report it” function available through the RBWM website, and this particular concern has not been raised to the department to look at. The “Report It” function allows the relevant department to be informed with details of the request and for further assessment for future action to be taken.

## 2.4 Corporate Priority Areas

When assessing a topic it is important to understand whether this item would fall under one of the Council's six key priority areas. It has been assessed that this topic would fall under the following priorities:

- Healthy, Skilled and independent residents
- Safe and vibrant communities
- Attractive and well connected borough

This suggested topic could fall under the safer and vibrant communities, however it is felt that if this item is to be taken forward that a wider area should be looked at to provide more benefit for the overall community. Members could then ascertain through the task and finish group whether there has been an evidenced level of concerns around safety and community protection locally and identify where improvements can be made.

## 2.5 Current work around the suggested item

There is a Grenfell Park User Group meeting which has been looking at this individual issue and that it was reported that current lighting arrangements were not adequate as lights had been vandalised and stolen. Jacqui Wheeler, Parks and Countryside Access Officer has been looking and considering options for more robust lighting and anti-vandalism measures. The Trees team has confirmed that they have had no specific request to fell the trees in this area, but that this can be reported and looked at as a future work stream.

## 2.6 Consultation and Comments

The following officers have provided input into this assessment:

David Scott - Head of Communities

Russell O'Keefe - Executive Director

Report Title:	<b>xxx Overview and Scrutiny Panel - Annual Report</b>
Contains Confidential or Exempt Information?	No - Part I or Yes - Part II <b>delete as appropriate. If yes, state which paragraph(s) of the Access to Information Rules the exemption relates to e.g. 'Not for publication by virtue of paragraph X of Part 1 of Schedule 12A of the Local Government Act 1972.'</b>
Member reporting:	Councillor <b>xxx</b> , Chairman of the Panel
Lead Officers:	<b>Xxx</b> , Executive Director, <b>xxx</b> , Head of <b>xxx</b>
Meeting and Date:	Full Council June 2020

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## REPORT SUMMARY

Part 9A B4 of the [council constitution](#) requires an Overview and Scrutiny Panel to report annually to full Council on *'its workings and make recommendations for future work programmes and amended working methods if appropriate'*.

### 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That full Council notes the annual report of the **xxx** Overview and Scrutiny Panel

### 2. CHAIRMAN'S INTRODUCTION

2.1

### 3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2019/20

3.1 *Include details of issues called-in and any findings/outcomes including recommendations to Cabinet.*

3.2

### 4. CALL-INS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20

4.1 *Include details of issues considered and any findings/outcomes.*

4.2

**5. RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20**

5.1 *Include details of issues considered and any findings/outcomes*

5.2

**6. TASK AND FINISH GROUPS ESTABLISHED DURING THE MUNICIPAL YEAR 2019/20**

6.1 *Include details of issues considered and any findings/outcomes*

6.2

**7. PROPOSALS FOR IMPROVED WORKING METHODS**

7.1 *Panels can consider the outcome of the 2019 Member survey on Overview and Scrutiny (attached as an appendix)*

7.2

**8. THANKS**

8.1 The Panel would like to thank the following individuals and organisations for their involvement in the scrutiny process this year:

- .....

**9. PROPOSED WORK PROGRAMME FOR THE MUNICIPAL YEAR 2020/21**

9.1 The Panel proposes to consider the following topic areas for scrutiny in the coming municipal year:

Topics already in progress/carried over from 2019/20:

- 

New topics:

- 

**10. APPENDICES**

10.1 This report is supported by xxx appendices:

- Appendix A - 2019 Member Survey on Overview and Scrutiny - analysis

**REPORT HISTORY**

<b>Decision type:</b> For information	<b>Urgency item?</b> No	<b>To Follow item?</b> No
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## Overview and Scrutiny – Analysis of responses to Member Survey

### **Respondents**

The survey was open to Councillors from 18 November 2019 – 9 December 2019. All Members were notified by an initial email and a subsequent reminder, alongside articles in the weekly Members' Update message.

Responses were received from 15 councillors from across the political spectrum, each of whom have attended at least one panel meeting since the start of the 2019-20 municipal year. The majority of respondents have attended between 1-3 panel meetings.

Respondents have attended Panel meetings in the following capacities: Chairman, Vice Chairman, Panel Member, Lead Member, call-in signatory and non-Panel member therefore providing a wide variety of viewpoints.

### **Member training**

The training held in August 2019 was attended by 12 of the respondents.

The training, based on best practice in other councils, was seen as a good introduction, particularly for newly-elected councillors. Key learning points were the importance of cross-party scrutiny and collaborative working, including the option to appoint Opposition Members to Chairman/Vice Chairman positions, and the legal parameters of the Panel's remit.

Respondents made suggestions for additional training throughout the survey; these have been referred to in suggestions for improvement.

### **Panel meetings**

Members identified numerous positives relating to Panel meetings under the new structure, brought in from the start of the 2019/20 municipal year.

The opportunity to present issues of concern and scrutinise evidence in public was greatly valued, along with the opportunity to identify issues and develop solutions, in partnership with Lead Members where appropriate. The ability for the panels to set their own work programme was a key benefit. Meetings were effective when the Chairman had a firm grasp of what they and the panel wanted to achieve.

Meetings, including special meetings, had provided time to enable in-depth scrutiny of specific issues. Reports had been made available in a timely manner with minutes acting as an audit trail. Lead Members had attended when appropriate. Meetings had provided the opportunity to engage with external agencies and partners, to get to know other councillors, to meet more officers, and to learn more about the work of the council.

The ability for panels to call officers to attend meetings was seen as very useful, to ensure Members made informed decisions. Officers were described as 'open', and were complimented on their professionalism and the depth of briefings provided.

### Suggested improvements to make Panel meetings more effective

	Suggested improvement	Comments	Responsible party/parties
1.	Additional meetings to allow for more debate  Ability of Panels to consider wide remits (particularly Adults, Children and Health)	Panels are able to agree additional meetings when discussing the 'Work Programme' item that is included in every Panel agenda  Panels to consider additional meetings to ensure all issues can be addressed	Panel Members  Panel Members (Full Council can amend terms of reference if it so wishes)
2.	Detailed information and briefings for Members before meetings  Chairman to review the items prior to the meeting and highlight key questions to be asked/ key issues for scrutiny	Covering reports are provided for all items. Members to consider items as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
3.	Task and Finish Groups to focus on policy creation rather than simply receiving briefings	Training on effective Task and Finish Groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
4.	Create a facility for residents to be able to ask for matters to be scrutinised by the relevant panels	Residents are already able to do this via the <a href="#">website</a>	-
5.	Removal of political balance	Not possible under current legislation	-
6.	Opposition Member to be appointed as Chairman  Chairman to be elected based on skill set	Under the O&S Panel terms of reference in the constitution, the Panel is able to select its Chairman and Vice Chairman	Panel Members
7.	Improved Chairing Skills	Training on O&S chairing skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman

8.	Increased panel sizes	Panel sizes were agreed following the 2018 constitution review in light of the reduced number of Councillors from May 2019	Full Council can amend panel memberships if it so wishes
9.	Scrutiny handbook for new Members	Best practice examples to be identified	Scrutiny Officer
10.	Training on local government / council finances	Training on local government / council finances to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Chairman
11.	<p>Clarity on the purpose, objectives, responsibilities and function of panels including resources available.</p> <p>Effective scrutiny rather than just information gathering</p> <p>Focus on the purpose of discussions</p> <p>Setting of clearer objectives</p> <p>More challenging questions to be asked</p> <p>Panels to reconsider their terms of reference to identify wider issues for scrutiny</p>	<p>Training on effective scrutiny skills to be arranged</p> <p>All Panel meeting agenda contain a link to the latest Cabinet Forward Plan. Panels to regularly review this and identify issues for consideration well in advance.</p>	<p>Head of Governance to arrange training / Group Leaders to ensure Member attendance</p> <p>Panel Members; Lead Officers</p>
12.	Clerks to be more proactive in advising on procedure and supporting the Chairman	Further training to be provided for all Panel clerks	Scrutiny Officer, Panel clerks

### Call-ins

Respondents had attended Panel meetings considering call-ins in the following capacities: Chairman, Vice Chairman, Panel Member, Call-in signatory and non-Panel member.

The opportunity to present issues of concern and scrutinise evidence in public was highlighted again as being good for transparency. Officers could be questioned to enable Panel Members to fully understand the reasoning behind decisions. Call-in debates allowed for a 'deep dive' into a particular policy area that could then draw out other elements, for example relating to financing of projects or the overall strategic approach.

### Suggested improvements to make Call-in procedures at Panel meetings more effective

	<b>Suggested improvement</b>	<b>Comments</b>	<b>Responsible party/parties</b>
1.	Removal of the potential for Panel Members to be whipped to enable debates (and votes) not constrained by party politics	Legal advice is awaited on whether this is possible.	Full Council can amend terms of reference if it so wishes
2.	Councillors who have been whipped to ensure this is declared at the start of the meeting.	This is already a requirement under <a href="#">Part 4A 17</a> of the constitution.	Panel Members
3.	Increase the number of Members required to initiate a call-in	The current requirements are: 3 Members (1 from relevant O&S Panel) OR 5 Members	Full Council can amend the terms of reference if it so wishes
4.	Members to ensure they are fully informed on the topic before the debate including asking questions/seeking information before the meeting. Chairman should be proactive in monitoring this.	Covering reports detailing options available under the call in process are published in the agenda, along with details of the relevant Cabinet decision. Members to consider details as soon as the agenda is published and submit requests for further information in a timely manner	Panel Members /Chairman (officers to respond to requests)
5.	Members submitting call-ins to ensure their requests are supported by clear evidence	Training on effective scrutiny skills to be arranged	Head of Governance to arrange training / Group Leaders to ensure attendance of Member attendance  Members in their capacity as signatories to call-ins
6.	Ensure rules relating to Lead Member speaking are adhered to	Detailed in <a href="#">Part 4A 18</a> of the constitution	Chairman / Panel Clerk

## Task and Finish Groups

Respondents have attended Task and Finish Group meetings in the following capacities: Chairman, Lead Member, Task and Finish Group member, and non-Task and Finish Group member.

15 Councillors responded to the question 'Have the O&S Panels been effective in instigating Task and Finish Reviews?': 13.3% answered 'yes' and 33.3% answered 'no'. The remaining 53.3% did not know, reflecting the small number of Task and Finish Groups that have been established so far.

Members identified positive aspects of Task and Finish Group meetings, including when a clear agenda had been set, and the welcome attendance of experts and external partners where appropriate. Allocating time in already busy meeting schedules was identified as a concern.

However, overall responses demonstrated a lack of Member understanding of the role of Task and Finish Groups, in particular that they should be driven by the Chairman and Panel Members themselves. There was also a lack of clarity on the resources available to Panels. This has resulted in wide-ranging Task and Finish Group scopes that are lacking in focus, and a subsequent lack of momentum.

### Suggested improvements to make Task and Finish Groups more effective

	<b>Suggested improvement</b>	<b>Comments</b>	<b>Responsible party/parties</b>
1.	Improved understanding of the role of Chairman and Member of a Task and Finish Group  Improved O&S Chairing skills	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance
2.	Clear objectives / work plan	Training on effective task and finish groups to be arranged	Head of Governance to arrange training / Group Leaders to ensure Member attendance  Chairman/ Panel Members

3.	Ensuring minutes include action points for individual members of the group	TFG notes should capture context of the debate plus action points with identified responsible parties	Panel clerk / Chairman
4.	Make Task and Finish Group findings enforceable	Task and Finish Group reports are submitted to the full Panel for approval, then to Cabinet for consideration	Task and Finish Group and Panel Members / Cabinet for consideration

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By virtue of paragraph(s) 1, 2, 3, 4, 5, 6a, 6b, 7 of Part 1 of Schedule 12A of the Local Government Act 1972.

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