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NOTICE OF MEETING



COMMUNITIES OVERVIEW & SCRUTINY PANEL

will meet on

THURSDAY, 3RD SEPTEMBER, 2020

At 6.15 pm

in the

VIRTUAL MEETING - ONLINE ACCESS

**THE MEETING WILL BE AVAILABLE ON OUR WEBSITE PRIOR TO THE MEETING
TO VIEW THE MEETING PLEASE GO TO OUR RBWM YOUTUBE PAGE –
[HTTPS://WWW.YOUTUBE.COM/CHANNEL/UCZNP1KMF3YNABN6ENZLYELQ](https://www.youtube.com/channel/UCZNP1KMF3YNABN6ENZLYELQ)**

TO: MEMBERS OF THE COMMUNITIES OVERVIEW & SCRUTINY PANEL

COUNCILLORS JOHN BOWDEN (CHAIRMAN), GREG JONES (VICE-CHAIRMAN),
GURPREET BHANGRA, HELEN PRICE, CATHERINE DEL CAMPO, MARGARET
LENTON (WRAYSBURY PARISH COUNCIL) AND PAT MCDONALD (WHITE WALTHAM
PARISH COUNCIL)

SUBSTITUTE MEMBERS

COUNCILLORS CLIVE BASKERVILLE, MAUREEN HUNT, GARY MUIR, LEO WALTERS
AND JON DAVEY

Karen Shepherd – Head of Governance - Issued: 25 AUGUST 2020

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

Recording of Meetings –In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain.

If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>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.	7 - 8
4.	<u>MINUTES OF THE LAST MEETING & ACTIONS ARISING</u> To agree the Part I minutes of the last meeting held on 23 July 2020.	9 - 16
5.	<u>ANNUAL PRESENTATION BY CHIEF CONSTABLE OF THAMES VALLEY POLICE</u> The meeting will commence with a presentation by the Chief Constable. Any questions by Panel Members that have been submitted in advance of the meeting will then be considered and answered.	17 - 20
6.	<u>NORDEN FARM - FOLLOW UP ON ANNUAL PRESENTATION AND SLA</u> A follow up discussion on the Annual Presentation and SLA.	21 - 30
7.	<u>SPORTSABLE ANNUAL UPDATE - YEAR 3 SLA FUNDING UPDATE</u> Panel to receive presentation and report by SportsAble.	31 - 38
8.	<u>COMPLAINTS AND COMPLIMENTS ANNUAL REPORT</u> To consider the report.	39 - 96
9.	<u>BRAYWICK LEISURE CENTRE UPDATE</u> To receive a progress update on the Braywick Leisure Centre.	97 - 114
10.	<u>Q1 PERFORMANCE REPORT</u> To consider the report.	115 - 130
11.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal	131 - 132

year.

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

12. LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

“That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of part I of Schedule 12A of the Act.”

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
i.	<u>MINUTES OF THE LAST MEETING & ACTIONS ARISING</u> To agree the Part II minutes of the last meeting held on 23 July 2020. <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>	133 - 136

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 4

COMMUNITIES OVERVIEW & SCRUTINY PANEL

THURSDAY, 23 JULY 2020

PRESENT: Councillors John Bowden (Chairman), Gurpreet Bhangra, Maureen Hunt, Helen Price and Catherine Del Campo

Also in attendance: Councillors Bateson, Johnson, Rayner, Shelim, Singh, Stimson and Taylor and Graham Clarkson

Officers: Andy Aldridge, Hilary Hall, Shilpa Manek, Kevin Mist, Russell O'Keefe and David Scott

WELCOME FROM THE CHAIRMAN

The Chairman welcomed all to the meeting.

ELECTION OF THE VICE CHAIRMAN

Councillor Del Campo proposed a motion to appoint Councillor Price as Vice Chairman for the municipal year. This was seconded by Councillor Price. A named vote was carried out, three members voted against and two for. This motion fell.

A second motion was made proposed by Councillor Bhangra that Councillor Greg Jones be appointed as Vice Chairman. This was seconded by Councillor Mrs Hunt. A named vote was carried out, three members voted for the motion and two against.

RESOLVED UNANIMOUSLY: to appoint Councillor Jones as Vice Chairman for the Communities Overview and Scrutiny Panel for the 2020/21 municipal year.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Greg Jones, Councillor Maureen Hunt was substituting.

Parish Councillor Pat McDonald had also sent his apologies.

DECLARATIONS OF INTEREST

Councillor Price asked Panel Members if they had been whipped and it was confirmed by all Panel Members that they had not been whipped.

Councillor Hunt declared an interest, not personal or pecuniary in that in Number 59 in Item 8, Braywick Leisure Centre, Councillor Hunt had dealt with a Grundig site in Wokingham.

MINUTES OF THE LAST MEETING

RESOLVED UNANIMOUSLY: that the minutes of the meeting held on 9 June 2020 were agreed as an accurate record.

Councillor Price raised the following points for Matters Arising:

- The overlap of O & S panels discussing items when budget item taking place. Discuss further in the Forward Work Programme item.

- Update on Alternate Giving – David Scott informed the Panel that this was being progressed well. It was almost ready to launch in the four main towns. The Housing team who are leading on this scheme were in the final stages of communications and promotional material.
- The late arrival of documents for Norden Farm at the last meeting prevented scrutiny. This would also be discussed further in in the Forward Work Programme item.

EMBEDDING THE COMMUNITY RESPONSE

Hilary Hall, Director of Adults, Health and Commissioning, gave a presentation to the Panel. Presentation attached to the minutes.

The Chairman thanked all staff at RBWM, especially Hilary Hall and her team and many other organisations in assisting during Covid-19.

Councillor Price said she had been involved in this project of creating an asset map of all community groups for over a year now and was very excited that the start of the pilot would take place in areas such as Dedworth and Clewer in Windsor as this would have great use there. Councillor Price enquired what the timeframe for all the work would be and was informed that the consultations were underway. The results would be analysed in the next few weeks and the solutions would follow on from there. The definite results would be available at the beginning of September 2020.

Councillor Price asked if RBWM would have the active role of holding the project together but was informed by Hilary Hall that the borough would be the facilitator to deliver the project and bring in expertise where and when required. The project would mainly sit with the community.

Councillor Price asked what system would be used for managing the volunteers since WAM had not been given any funding in the February 2020 budget. Councillor Price asked if it would be the national system or a RBWM system. Hilary Hall informed the Panel that both were currently being considered.

Councillor Del Campo asked if Maidenhead FoodShare would remain in the Nicholson's Centre. Russell O'Keefe informed the Panel that the borough were in discussions with Maidenhead FoodShare and arrangements were in place at present. Councillor Del Campo informed the Panel that she had been assisting FoodShare to deliver food parcels to vulnerable residents. Councillor Del Campo was concerned that mental health issues were not being addressed as much as they could be. Councillor Del Campo had come across a great scheme that had been put into place by St Luke's Church that would call and chat with those who were struggling. Councillor Del Campo asked if this was something the Council could do. Hilary Hall informed the Panel that it was easy to do the practical things like delivering food and collecting medicines. Mental Health was very high on the agenda, especially with winter approaching and the team were working very hard to get something in place, where there was no shame in accessing the services.

Councillor Hunt reiterated that the cooperation between the vulnerable people and the borough had been amazing. The local community groups had been amazing in leading and it was correct of the borough not to take over but to be there if they were required. Councillor Bhangra continued and informed the Panel that residents approached ward members if they needed specific help and assistance.

Councillor Bowden asked about the DBS checks for volunteers and how this had been taken forward within community groups. He was advised that during Covid-19 the requirements had been relaxed for volunteers but for most tasks, a DBS had not been required. However, going forward, volunteers with cleared DBS would be on hand where required.

COMMUNITY WARDENS UPDATE

David Scott, Head of Communities, gave a presentation updating the Panel on Community Wardens. Presentation will be attached to the minutes.

David Scott informed the Panel that a report had been presented to the Panel in September 2019 and the Panel had requested a further update.

Councillor Price complimented the service and informed the Panel that all queries had been responded to promptly, very courteously and to the satisfaction of councillors and residents. Councillor Price was also very happy to hear that body cameras were now provided, which would assist to protect the community wardens.

Andy Aldridge, Community Warden Lead, informed the Panel that he was very proud of all of the borough's Community Wardens and their positive attitudes. A Community Warden had lost their life to Covid-19 but the others had carried on working even though it was very difficult. This would be passed on to them.

Councillor Del Campo echoed all that had been said and added that the great service was often above and beyond. She thanked all Community Wardens and expressed condolences to the family of Dave Lee and all the Community Wardens team. Councillor Del Campo requested a structure chart for the Community Wardens.

ACTION: Provide Panel with a structure chart of the Community Wardens

Councillor Del Campo asked if Community Wardens were trained to signpost to other support services. The Panel were informed that all Community Wardens were trained and armed with as much information as possible on such as mental health, increased cannabis use, hot spot areas and that safeguarding was at the forefront as well as enforcement. Andy Aldridge explained that recently 14-18 year olds were being identified as vulnerable and they had been signposted to the correct support groups.

Councillor Del Campo asked what new powers had now been also given to Community Wardens. Andy Aldridge said that Community Wardens could now ask for a name and address which they could not previously do, and said that Community Wardens could use their body videos and the cycling enforcement powers were being investigated to have a delegation from the police and given to Community Wardens. Also the borough could apply for additional powers if required, and these would be considered to be accredited by Thames Valley Police. The use of these powers under CSAS (Community Safety Accreditation Scheme) are reviewed every three months.

Councillor Bhangra agreed with the other Panel Members and added that the Community Wardens were always good in responding and taking action when required. The Community Warden in Boyn Hill ward had assisted in nitrogen oxide misuse, this was currently a national problem.

Councillor Hunt thanked Andy Aldridge and David Scott for all of their hard work over the years and requested an up to date Thames Valley Police contact list. Andy Aldridge to check with TVP and circulate to Panel Members.

ACTION: Andy Aldridge to circulate an up to date contact list for TVP

Councillor Stimson informed the Panel and the Community Warden Lead that many residents had complained about youngsters making a lot of noise as late as 2am and as early as 6am at Kidwells Park. Councillor Stimson requested if this could be looked into and left it with Andy Aldridge to look into further. Andy Aldridge informed the Panel that this was taking place outside the hours of Community Wardens and police assistance would be required. Andy Aldridge would look into a joint operation.

ACTION: Andy Aldridge to report back to Councillor Stimson.

BRAYWICK LEISURE CENTRE UPDATE

Graham Clarkson, Development Manager from Clarkson Alliance for Braywick Leisure Centre, updated the Panel on the progress of Braywick Leisure Centre.

The points included the following:

- The progress on the site had been very good since the last update on 9 June 2020.
- The scheme was moving into its final stages. A detailed summary document had been provided to the Panel as requested at the last meeting. The document was quite detailed.
- A risk schedule had also been included.
- The planned completion date on the project building work was currently 22 September 2020, this was a small delay from the last report and this was due to Covid-19. Work was ongoing to see if this date could be improved on.
- The pool lift for the swimming pool was manufactured in the Netherlands and had been delayed but had arrived, been installed and the pool was slowly starting to be filled. The pool would be filled in three weeks and then the heat and ventilation would be slowly switched on.
- The 'soft landing' team training will be taking place soon where operational staff will be walked around by the construction team and handover training provided.
- The sauna and steam room were progressing well, this had also been delayed as a result of Covid-19.
- The sound system was now in place in the sports hall and in the cultural spaces. It was now possible for music to be played.
- The floor had been finished in the fitness suites and currently had protective layer on it.
- The catering area has progressed well, the kitchen equipment was in place.
- The artificial turf pitches, goals and nets were all in place.
- The paving was now nearly all complete.
- Many people were on the site spread over a large area so social distancing had been possible. Waites had put measures into place, segregation and a way in and way out system. This had worked well.
- The design team had been on site to carry out inspections as finishing was approaching.

Graham Clarkson talked the Panel through the photos in the Agenda pack.

Councillor Del Campo thanked Graham Clarkson for all the additional information and confirmed that even though challenges had been experienced, they had not greatly impacted the delivery path. Councillor Del Campo requested more photos and a risk table for the next meeting.

ACTION: BLC Update to include photos and risk table for next meeting

The opening date was discussed and David Scott informed the Panel that this was not definite yet but were working to end of September/early October 2020 currently.

Councillor Hunt asked the depth of the pool, David Scott confirmed it was 1.2 – 1.6 m and it was not suitable for diving. Councillor Hunt continued and asked if all spoil was to be deposited on site. David Scott informed the Panel that no contract for this was yet in place and alternate provision was work in progress, with some materials being used across the site

Councillor Samantha Rayner, Lead Member, thanked Graham Clarkson for assisting to deliver a fantastic project and invited the Panel to hold a future meeting at the Leisure Centre when it had opened and was possible.

WORK PROGRAMME

The Panel talked through the forward work programme.

Points raised by the Panel included:

- **ACTION:** To add a paragraph to the Members update about how to add items to the work programme and how residents could request something to be added for a scrutiny agenda.
- **ACTION:** To add a briefing summary note to the work programme on Community Safety Partnership.
- **ACTION:** To invite Head of Resources to next meeting to discuss the start of the budget process and encourage the correct division of items between other Overview and Scrutiny Panels, especially Corporate and Communities.
- **ACTION:** Re look at 5 November date for additional COSP meeting as it is Bon fire night.
- **ACTION:** To add Battlemead Common, the impacts of wildlife onto the work programme.
- **ACTION:** An allotments update is on the January 2021 suggested items list, what is the scope of this item? – discuss further at the September meeting under the work programme item.

Councillors Del Campo and Price had requested a discussion at the Panel on four items, Parkwood Leisure, Norden Farm, Maidenhead Community Centre and SportsAble. These items were discussed in Part II. Both Councillors were happy that these items would be on the September Agenda and therefore there was no need for an additional meeting within 28 days of the request as per the Constitution.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY; 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.

The meeting, which began at 6.15 pm, finished at 9.30 pm

CHAIRMAN.....

DATE.....

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Actions from Last Meeting held on 23 July 2020

ACTION	RESPONSIBILITY	PROGRESS
Provide Panel with a structure chart of the Community Wardens	Andy Aldridge	Complete
To circulate an up to date contact list for TVP	Andy Aldridge	In progress
To report back to Councillor Stimson on Kidwells Park noise disruption.	Andy Aldridge	Complete
BLC Update to include photos and risk table for next meeting.	David Scott	Complete
To add a paragraph to the Members update about how to add items to the work programme and how residents could request something to be added for a scrutiny agenda.	Clerk	Complete In Members Update of 7 August 2020. 4 th August - posted on Twitter, Facebook and the borough bulletin.
To add a briefing summary note to the work programme on Community Safety Partnership.	Clerk	Complete.
To invite Head of Resources to next meeting to discuss the start of the budget process and encourage the correct division of items between other Overview and Scrutiny Panels, especially Corporate and Communities.	Clerk	Awaiting response
Re look at 5 November date for additional COSP meeting as it is Bon fire night.	Clerk	Meeting to be held on 3 November 2020.
To add Battlemead Common, the impacts of wildlife onto the work programme.	Clerk	Complete. Grounds group meeting mid September. On November agenda
An allotments update is on the January 2021 suggested items list, what is the scope of this item? – discuss at the September meeting work programme item.	David Scott	<ul style="list-style-type: none"> • To provide a progress report on the available site options. • To identify potential new sites. • Parish Councils utilisation rate and WAHGA sites.

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Questions for Chief Constable from Panel Members of the Communities Overview & Scrutiny Panel – 3 September 2020

1. The crime concerns of villagers are at two levels – anti social behaviour by youths and scams upon the elderly. Is this borne out by statistics? How well equipped are the Police to deal with changes in crime patterns?
2. There are pockets of residents who are surrounded by crime and ASB, more likely in the deprived areas. Neighbours can be very hostile to each other which engenders anxiety and fear. Residents do not want to be named or be too precise on locations for fear of reprisals. Currently I inform the social housing provider and the Community Wardens. What more can be done to make the lives of the “upstanding residents”. more bearable?
3. Windsor Town has seen an upsurge in drug dealing, fighting, public urination, ASB, sometimes spilling over into local residential streets. What more can be done to prevent?
4. Our PM says that mask wearing is supposed to be compulsory and will be enforced. We have been told by our new local Police team that they will discuss and encourage. Local evidence makes it clear that people make up their own mind as to whether this applies to them or not. Shopkeepers don't challenge as they don't want to lose business and there is virtually no police presence in the village to "discuss and encourage". How can this issue be dealt with to protect everyone?
5. We have received, and passed on to the police, information about bike thefts and sales of drugs by a 16 year old (in the two villages of Horton and Wraysbury) who appears to be working for a couple of older men. He has involved other young adults in delivering drugs and in handling stolen goods (hiding a stolen bike for him), but they are too scared to talk to the police for fear of the recriminations from the lad. With virtually no police presence in the village this can only get worse, and more and more children will get dragged in. How do you propose dealing with this issue in Horton and Wraysbury, and quite probably in many other villages in the Thames Valley area?
6. Locally there has been a high incidence of bike thefts, catalytic converter thefts, use of CO2 vials. What more can be done to prevent these?
7. What proportion of the current workforce split by PC and PCSO, admin etc represent the BAME community? Taking the recent recruitment drive what proportion of new staff represent the BAME community?
8. Do you feel that PCSO's are having to undertake social work and is this right? If not, what can be done about it?
9. Has there been a negative impact on the number of PCSO's as I assume they will have applied, and probably be fast tracked, for PC roles?
10. Anticipating a significant rise in unemployment over the coming months/years especially youth unemployment what additional steps are you intending to take to minimise the chances of the youth joining the crime scene?
11. What is the policy on deployment of officers to rural versus urban areas?

- 12.** Do NW schemes reduce crime or just push it on elsewhere?
- 13.** What clear message can we give residents to reduce crime and the fear of crime?
- 14.** What permanent changes do you foresee as the result of COVID?
- 15.** Is the high housing cost in the TV negatively impacting on recruitment and, if so, is there a way to overcome this?
- 16.** Has the 101 response time improved? I have residents who inform me they have given up using this service.
- 17.** Not all dog owners can control their pets which has resulted in the death/savaging of other residents' pets. Is there a role for the police in taking action? If not, what would you suggest residents do?
- 18.** Eton Town Council very much appreciates the ongoing work done by our local police team in dealing with anti-social behaviour on the Brocas during the challenging times of the pandemic. We do however have another recurring issue in our High Street with cyclists using footways and/or travelling the wrong way down our one-way High Street and fear that this presents a serious danger to residents. Can the Chief Constable assure us that when possible, resources will be devoted to regular monitoring and enforcement as they have been in the past to such good effect?
- 19.** BPC have this year had a number of similar Traveller incursions onto the same piece of parish council land. In the eyes of the parish council and the residents these incursions look similar but appear to be being dealt with differently by the police. What are the criteria for immediate police action please? Is there a set of rules applicable to such incursions, or is the decision up to the senior officer at the time? On each occasion Bray Parish Council informed their bailiffs and incurred mobilisation charges. If we (BPC) know that the police will action immediate removal, we can save public money by not employing bailiffs unnecessarily. We would like to know the police's intentions as soon as possible, so, if necessary, we can employ bailiffs without delay. We have a policy of not allowing travellers to stay longer than necessary on BPC land. Even an overnight stay can, and often does, lead to rubbish being left on site. The rubbish left after the most recent incident included human waste and it cost BPC a considerable amount of money to have it removed in a safe (Covid 19) manner.
- 20.** What is your target for answering 101 calls, as from recent personal experience you can wait for up to 19 Minutes to get an answer to report non-emergency 'crime in action'. The message warned of a 10 mins delay (is that acceptable?) Is this operational failure due to under resourcing of the 101 system and how can you reassure us that performance will improve.
- 21.** What can we do as Councillors to assist the local police e.g in my ward of Boyn Hill, Maidenhead West we have had a recent spate of anti-social behaviour and borough and U.K wide there is an issue with illegal use of nitrous oxide.
- 22.** In the current climate due to COVID-19 pandemic how have the police adapted their policing and resources to reflect the ever changing challenges in these unprecedented times.

- 23.** Are there ways we can help the Police with local community engagement or policing recruitment.
- 24.** How do you plan to adapt your operations following the recent reduction in Community Wardens? Is it your understanding that your officers will cover the shortfall to avoid an increase in antisocial behaviour?
- 25.** This year, some councillors and community wardens have noted a sharp rise in drugs/alcohol-related littering, particularly nitrous oxide canisters. Have your officers observed a similar rise and if so, what do you think is driving it? Could it be linked to lockdown and mental health issues?
- 26.** If not already covered in the presentation, could you give us a brief update on the Drugs Diversion Scheme pilot scheme?

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Subject:	The Norden Farm Centre Trust Limited (NFCT)
Reason for briefing note:	Update and summary of progress to the Communities Overview and Scrutiny Panel since the previous report to Panel.
Responsible officer(s):	Suzie Parr
Senior leader sponsor:	Chris Joyce
Date:	25 th August 2020

www.rbwm.gov.uk



SUMMARY

Jane Corry, Chief Executive and Artistic Director has prepared a report on activities at NFCT from April- June 2020. This includes audience development and highlights, education and outreach and their social art projects.

1 BACKGROUND

- 1.1 Norden Farm Centre for the Arts Ltd have been running the arts provision in Maidenhead since 2000.
- 1.2 NFCT celebrates its 20th Birthday this year and has continued to operate a varied programme during lockdown.
- 1.3 The centre aims to... 'offer a wide range of high-quality artistic events and participatory and educational activities that are accessible to all.'
- 1.4 NFCT commissioned a feasibility study on the development of the site to increase corporate hire possibilities.
- 1.5 Changed Funding from RBWM in recent years. (2018-2019 it was £100,000, 2019-2020 their funding increased to £158,000 and in 2020-2021 their funding from RBWM has decreased by £17,000 so £141,000.)
- 1.6 2018-2019 was scheduled after NFCT AGM in November 2019. Due to RBWM re-scheduling and COVID-19 it was reported on 9th June 2020. The panel has requested regular updates.

2 DETAILS

- 2.1 Norden Farm Centre for the Arts is a theatre venue in Maidenhead with live events, gallery and café bar.
- 2.2 NFCT creates a diverse programme for residents and visitors
- 2.3 NFCT continues to increase its outreach programme of educational activities and working with vulnerable community groups

3 RISKS

- 3.1 NFCT is reliant on grant funding from the council.
- 3.2 The Centre is near maximum capacity for generating income (from 2019 report)
- 3.3 2018-19 Report states concerns in increased overhead costs, repair costs to essential equipment and facilities and seasonal fluctuation in income. Highlighting the need to take investment opportunities to make the centre sustainable.
- 3.4 COVID-19 impact on the centre's closure and operation

4 NEXT STEPS

- 4.1 Recommend that NFCT present again this year after their AGM in November as a special meeting on 2019-2020 Report

Norden Farm Centre for the Arts: Summary of Activity April – July 2020 for RBWM Overview & Scrutiny Panel

APRIL

Audiences: Programme Highlights

- Norden Farm closed for the entire month due to the on-going Corona Epidemic. Many staff were placed on the government furlough scheme. Despite this, we managed to launch a community project, move a range of classes online <https://norden.farm/pages/online-classes-and-workshops>, commissioned artists to create some free content for children and families and started planning to deliver outreach work for the disadvantaged groups we work with on a regular basis.
- AllWrite Together; a community project, led by local poet Simon Mole to work with Maidonians on a creative response to the health emergency.
- Kayleigh's Crafts; we commissioned a local artist to record a series of craft sessions using easy to find materials that might be in your home, to host on our various platforms, free to view.
- Magic story telling; we commissioned a local actor/ magician to record a series of story telling and magic trick sessions also hosted on our various digital platforms, free to view.
- We began a weekly blog, 'Pick Your Own, the farm recommends' to maintain contact with our supporters and give them ideas for finding entertainment online. <https://norden.farm/pages/pick-your-own-the-farm-recommends>

Education & Outreach

Formal Education

Covid19 – School Response

With the government announcing school closures on Wednesday 18 March we have worked to update schools and practitioners about workshop cancellations.

Where possible we have looked to rearrange workshops for later in the year, or next year.

Research has continued to find out how many students are in RBWM schools during this time, to ensure we are offering suitable content and support for staff.

Communications have continued throughout April with schools to look at how we can support them during this time.

Plans are in place to support schools with online live workshops for students at home, and in the classroom together.

Community & Outreach Work - special projects and regular projects

Covid19 – Project Response

With Norden Farm's closure due to covid19 in March, Jane and Robyn have begun to work on plans for a digital community project which will reflect the community experience during this time.

All Write Together

- In April, the All Write Together project was launched, funded by SMR.
- The project features a series of online live poetry workshops, and pre-recorded tasks which the community can take place in. The outcome will be a piece of community poetry which will be recorded against an animation. The poem and short animation will reflect the community's experience during the lockdown.
- In April, our practitioner, Simon Mole was contracted. As was our animator, Scott Tyrell/.
- In April, our first pre-recorded task, and live session took place.

Quest: Family Fest

- During March the Quest Family Fest 2020 was cancelled due to Covid19 and the closure of Norden Farm during this time.
- Robyn has ensured that all practitioners and project partners have been updated regarding the cancellation.
- Quest will return in 2021.

Young Leadership Programme

With the closure of Norden Farm taking place across the Easter holiday and Quest Family Fest, the Easter leadership programme has sadly been cancelled.

The programme will return in 2021.

Learning

Groups & Classes

Youth Engagement, Achieving for Children

- Robyn and Elaine have continued to look at possible opportunities for 2020.
- In March, Robyn and Elaine began to confirm digital workshops for the Kickback group while they are social distancing.
- The first 2 sessions will take place in May.
-

Family Friends

In April communications have continued with the FF group – to ensure we can offer content during the lock down period, through a series of pre-record or live sessions

SocialArts

Throughout April, with sessions paused while we are closed and social distancing is in place Robyn and Jane has worked to look at a route forward to continue to support our vulnerable group members.

In April, Robyn contacted all of the participants to check in, say Hi, and have a chat – all are doing okay and are well.

MAY

Audiences (May 2020): Programme Highlights

- Norden Farm continued to be closed to the public due to the on-going Corona Epidemic, with all staff but 5.5 remaining on furlough leave.
- Online classes this month for adults included; Yoga, Crochet, Guitar and Zumba
- Online classes for children and young people included; 3 weekly youth theatre groups Digi Den and Kayleigh's crafts.
- AllWrite Together; our Maidenhead community project response to the health emergency, with workshops led by local poet Simon Mole continued.
- Magical story telling; led by local actor, Patrick Ashe continued as weekly sessions
- The weekly blog, 'Pick Your Own, the farm recommends' highlighting online events and activities continued as weekly content <https://norden.farm/pages/pick-your-own-the-farm-recommends>
- The Vinyl Frontier live streamed shows delighted audiences with their usual combination of great music, pop trivia and audience interaction via an onscreen chat bar.

Education & Outreach

Formal Education : Covid19 – School Response

- Communication with schools continued to find out how best to support RBWM schools during this time, to ensure we are offering suitable content and support for staff.
- Plans were put in place to support schools with online live workshops for students at home, and in the classroom together.
- Robyn has begun to work on an online 'Schools Hub' web page which will feature OnDemand and live resources for schools.

Community & Outreach Work - special projects and regular projects

Covid19 – Project Response

With Norden Farm's closure due to covid19 in March, Jane and Robyn have begun to work on plans for a digital community projects ensuring we can continue to delivery high quality arts activity to the local community, at such an important time.

All Write Together

- The community project features a series of online live poetry workshops, and pre-recorded tasks which the community can take place in. The outcome will be a piece of community poetry which will be recorded against an animation.
- In May our pre-recorded tasks and live workshops continued.
- The sessions have received great feedback from participants -

I felt my well-being go from 4 to 10 (10 being feeling great). To be given the chance to laugh and create is saving my sanity!! I mean it!!

- As the project continues Simon will bring together the final poem and it will be animated and launched in June.

Lantern Parade

During May, initial conversations with Same Sky have begun to look how we might be able to hold the 2020 event in a socially distant manner, taking into account the expertise and ideas Same Sky can offer.

The Beach

Work on the 2020 project has been put on hold for now, due to social distancing restrictions it's unlikely it can take place.

The Kite Festival

- In May we began to explore the options for a 'Virtual Kite Festival'
- Robyn has been in contact with our artist, Chris, to update him on our planning.

- We hope to host online workshops with kite packs which people would be able to purchase from us in advance.

Learning: Groups & Classes

The programme of online classes launched in May, with dates running through until the end of July so far.

Youth Engagement, Achieving for Children

- In May, the first 2 online live workshops took place for the Kickback group.
- The group enjoyed a dance workshop and an art workshop
- During May, we've been working with the group to finalise more workshops for the group, to take place virtually.

Family Friends

In May communications have continued with the FF group – to ensure we can offer content during the lock down period, through a series of pre-record or live sessions

SocialArts

- In May, plans began to come together for the new 'Creative Arts Social Club Online' – an online class for those can get online, but also offering a offline version where participants can catch up with artist on a weekly basis via the phone.
- In the coming weeks Robyn and Jane will work together with artist Amelia Pimlott to work out the logistics ahead of opening the bookings.
- The project is made possible by funding from the Arts Council.
- In May, Robyn contacted all of the participants to check in, say Hi, and have a chat – all are doing okay and are well. They are all excited about the ideas around the class relaunch.

JUNE

Audiences (June 2020): Programme Highlights

- Norden Farm continued to be closed to the public due to the on-going Corona Epidemic, with all staff but 5.5 remaining on furlough leave.
- Online classes this month for adults included; Zen Drawing, Yoga, Crochet, Guitar and Zumba
- Online classes for children and young people included; Chill Club, 3 weekly youth theatre groups Digi Den and Kayleigh's crafts.
- Magical story telling; led by local actor, Patrick Ashe continued as weekly sessions

- The weekly blog, 'Pick Your Own, the farm recommends' highlighting online events and activities continued as weekly content <https://norden.farm/pages/pick-your-own-the-farm-recommends>
- The Vinyl Frontier was streamed direct from the main stage

Education & Outreach

Formal Education

Covid19 – School Response

- The online 'Schools Hub' web page is now live and features OnDemand and live resources for schools.
- In June we hosted the first 2 workshops of a series of 4 for St Edmund Campion. The weekly comic book drawing workshops for Year 6 are hosted via zoom by practitioner James Parsons.
- Robyn has been in communication with other local schools to confirm more workshops which will take place before the end of the school year.

Community & Outreach Work - special projects and regular projects

- **Covid19 – Project Response**

With Norden Farm's closure due to covid19 in March, Jane and Robyn have begun to work on plans for a digital community projects ensuring we can continue to delivery high quality arts activity to the local community, at such an important time.

All Write Together

- In June the project came to an end having completed workshops with community groups and members of the public.
- In June the final animated poem was released. <https://youtu.be/ayTZXCPTyVw>
- We hope to have it located with local groups including the Heritage Centre and Museum. We will also be screening it at The Farm when we re-open.

The Kite Festival

- In June Robyn confirmed a series of public workshops which are now on sale.
- Workshops with Alexander Devine Children's Hospice and Family Friends are also confirmed to take place in July.

Learning

Groups & Classes

During June, Robyn has continued to look after the youth group and classes programme.

The programme of online classes launched in May, with dates running through until the end of July so far.

Early Years

- Little Wrigglers – 21
- Ballet Beats – 22
- Magic and Storytelling - 25

Youth Groups

- Youth Theatre Online – 80
- Chill Club – Yoga - 36

Digi Den

- Virtual Digi Den - 28

Vulnerable Groups

NEW: Youth Engagement, Achieving for Children

- Robyn and Elaine have continued to look at possible opportunities for 2020.
- In June online workshops with members of the KickBack – Children in Care Council continued.
- The workshops are being well received and providing a creative outlet for the group during a time when they cannot meet in person.
- The practitioners have all enjoyed working with the group.
- The group all have access to the online Community Group Hub which offers free live and on demand content.

Family Friends

- Communications have continued with the FF group – to ensure we can offer content during the lock down period, through a series of pre-record or live sessions

- The group all have access to the online Community Group Hub which offers free live and on demand content.
- In June workshops were confirmed to run through July and August with the group.

SocialArts

- In June arrangements for Creative Arts Social Club Online were finalised – we have 10 people signed up to take part online.
- During June, Robyn worked with each participant to ensure they could access the zoom facility.
- The classes will begin in July.
- The project is made possible by funding from Arts Council, England

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Agenda Item 7

Subject:	SportsAble Service Level Agreement – SLA year 3 part-year progress update to the Communities Overview and Scrutiny Panel
Reason for briefing note:	This is a progress update from SportsAble following their presentation to the Panel in February 2020, when they gave an end of year 2 SLA progress report.
Responsible officer(s):	David Scott, Head of Communities
Senior leader sponsor:	Russell O’Keefe – Executive Director Place
Date:	3 September 2020

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SUMMARY

This agenda item is a report from SportsAble in connection with their activity under the Service Level Agreement (SLA) from RBWM and which provides financial support to SportsAble.

The current SLA began with effect from January 2018, for a three year fixed term period, with an annual value of £50,000, and will run until end of December 2020.

As this is the final year of their SLA, SportsAble asked when they presented in February, if they could come back to the Panel later in the year (2020) to report on progress and activity under the SLA.

This was however before COVID19 took effect and the club, like many organisations, was severely impacted by the government restrictions that related to lock down, and to help infection control of COVID 19 on a national basis.

SportsAble have said that they would still like to update to the Overview and Scrutiny Panel, and have prepared a report to the panel which is included in Appendix 1.

1 BACKGROUND

- 1.1 A brief background to SportsAble as an organisation is set out in their annual report. The club has operated in Maidenhead since 1975.
- 1.2 The core of SLA, which is based upon the standard SLA format used, is shown in Appendix 1 to this covering report. This SLA is made up of the core SLA terms and conditions and a series of four Annex's specific to the SportsAble SLA. These details were provided in the February report to Panel.

- 1.3 The relatively recently appointed Chair and Vice Chair of the Trustees of SportsAble will be attending the Panel meeting to give their update and respond to questions from the panel.

2 KEY IMPLICATIONS

- 2.1 As the club was closed with effect from 21 March 2020 due to the government guidance and restrictions, it has been a very disrupted year. The Trustees have however made use of the closed period and will explain how the time has been used to make some infrastructure improvement at the premises located in Braywick Park sports ground.

3 DETAILS

- 3.1 The dedicated clubhouse for the organisation is located at Braywick Park, off the Braywick Road, Maidenhead. It is one of several clubs based within the park.
- 3.2 The report from the club which is provided in Appendix 1 includes some analysis of their membership base and the address summary of their Members, a point that the Panel have asked for at the last meeting.

4 RISKS

- 4.1 The Panel will need to consider the details of the report and decide if the Club is delivering the intended outcomes of the specification and if the reporting format provides the Panel with the essential data it requires to understand fully the impact of the funding provided under the SLA.

Royal Borough of Windsor & Maidenhead: Communities Overview & Scrutiny Panel

SportsAble - Service Level Agreement (SLA) Update Report August 2020

Asgar Majeed, Chairman of the Board of Trustees

INTRODUCTION:

On 18 February 2020 SportsAble presented a Progress Report to the Panel Members. This was the second annual progress report against the terms of the three-year Service Level Agreement (SLA). During the course of the discussion the Panel Members requested that SportsAble should present an update report to the Panel in six months i.e. in August/September 2020 with the following information:

- Provide base data for sports sessions and outreach from 2017 onwards
- Show the breakdown of where SportsAble members are based with postcodes
- Work with RBWM to identify groups that could offer support for outreach facilities
- Provide Panel Members with a redacted version of the Charity Commission report.

Less than a month after the Panel meeting SportsAble was forced to suspend sports sessions and social activities for members, staff were furloughed, and the doors of the clubhouse at Braywick Sports Ground were closed. At the time of writing this report the SportsAble staff are still furloughed and the clubhouse remains closed.

No organisation or individual has escaped the impact of Covid-19 and just like many other charities SportsAble is struggling to keep going. The Trustees have made use of every funding opportunity open to the charity and are extremely grateful to RBWM for the receipt of the two latest instalments of the SLA grant for April and July 2020. The charity owns the clubhouse building and still has to pay the running costs even when the building is closed. During closure the Trustees have made good use of the time to refurbish the clubhouse, making repairs and repainting, using their own resources as much as possible.

Very recently it has been possible to restart some outdoor sports – Archery restarted in late July 2020 with restricted numbers and sully in line with the safety guidelines and risk assessments provided by the sport National Governing Body, and it is hoped that it will be possible for Canoeing and Kayaking to restart on Taplow Lake from mid-August (27 members have said they are keen to get back on the water) and including two after-school sessions for our junior members. This is subject to the stringent risk assessments and safety guidelines developed by British Canoeing which is the governing body for canoeing and kayaking.

The Trustees are hopeful that it will be possible to restart some indoor sports sessions in the clubhouse from mid to late September but this is dependent on a number of factors not least of which is how confident our members feel about coming out of shielding. Many SportsAble members have both a disability and also underlying or associated health conditions. Lockdown has been hard on them increasing feelings of vulnerability and isolation. Many of them are very keen to get back to their sport and meet up with their friends but after so long spent shielding in their homes they are understandably anxious. We can and will do all we can to encourage and protect them and are already exploring other ways we can help them re-engage with sport and their friends using technology for live online exercise classes to help them prepare and get fitter. One of our volunteers has been running classes independently from SportsAble during lockdown and has gained some expertise and a loyal following. This is something we can develop and roll out under the SportsAble brand.

We know we will have to change and adapt our services to meet the changed circumstances we all find ourselves in. Certainly in the short term there are restrictions on the number of people we can accommodate in each of our sports halls at any one time. This impacts the type of sports sessions we can run. We face massively increased cleaning costs (£14,500 per annum compared with £3,800 before Covid-19) – and our room hirings income stream has been hit very hard. Just a few months ago the charity was able to rent out space for weddings, christenings, parties of all types, meetings, seminars, and team building sessions. Some of our regular clients were RBWM and the NHS – and now these clients use Zoom or similar and have found it is cheap and convenient so we can't assume they will come back to us.

Finally – we have been able to report on most of the questions raised by Panel Members in February 2020 but unfortunately some information is not available because the relevant member of staff has been furloughed. We apologise and will ensure that any missing information is included in the final annual progress report against the terms of the three-year Service Level Agreement (SLA) which is due to be delivered in early 2021.

2017 BASE DATA:

The Performance Report included in the 2019 Annual Progress Report against the terms of the SLA compared the numbers of sports and outreach sessions and participants to 2018 data. The Panel Members requested that the base data for 2017 should be provided.

The Trustees apologise but it is has not been possible to collate the requested data for 2017 owing to the fact that Niall McCaffrey, the Sport Development Officer who has access to the raw data, is currently furloughed. The data has not previously been collated and is not stored electronically. However we will ensure that this information is included in the final annual progress report against the terms of the three-year Service Level Agreement (SLA) which is due to be delivered in early 2021.

SUPPORT FOR OUTREACH:

The original expectation was that SportsAble would collaborate with RBWM staff to develop stronger relationships and partnerships in support of the outreach services provided by the charity. Largely owing to Covid-19 this hasn't happened. However, through engagement with Our Community Enterprise (OCE) based at Norden Farm the charity is exploring new grant funding opportunities and as a consequence we have identified locally based groups and organisations with whom we would like to start developing productive and mutually beneficial partnerships. If RBWM can help us with this – or suggest additional opportunities – then we would be most grateful.

These are some of our prospective partners:

People to Places - This local community transport provider is part of the Thames Valley Community Transport Operators Forum. They have said they will be available to transport more people to our Centre as needed.

Slough Community Voluntary Service - This CVS is our local co-ordinator of volunteers and support. They have offered to promote our service so we can reach more disabled people.

The East Berkshire Social Prescribing Team - Back in February 2020 we told the Panel about our Sport Prescription idea. This was not something we could progress with the NHS during the last few months but we remain committed to the idea and plan to invite the Social Prescribing Team to a dedicated session on site so they can get to know us, see our facilities and participate in taster activities so they can feel what it's like to be in our care. On returning to their GP surgeries they will be able to describe first-hand how beneficial our services are and feel confident about promoting our services to patients.

REDACTED CHARITY COMMISSION REPORTS:

Redacted copies of two documents were provided to the RBWM Communities Overview and Scrutiny Panel on 8 July 2020. These were the Interim Action Plan sent to SportsAble by the Charity Commission in February 2020, which had been referred to at the Scrutiny Panel meeting in February 2020, and the Closing Letter from the Charity Commission dated May 2020 in which the Charity Commission case officer concluded that:

“... there have been serious failings by trustees with evidence of trustee mismanagement and misconduct and these should not be underestimated. However, during the course of our engagement it has been clear that you are committed to taking appropriate steps to put matters right and have already taken significant steps to do so.”

The Charity Commission set out a number of actions for SportsAble to undertake in order to remedy the failings that had been identified and set dates for further reports. SportsAble submitted an update report on the Action Plan to the Charity Commission in mid-June 2020 and a final report is due by October 2020.

Note: the Charity Commission documents were redacted to remove individuals' names but were otherwise complete. SportsAble requested that these documents should not be included in the Public Reports Pack as they contained sensitive material.

SPORTSABLE: MEMBERSHIP POSTCODE ANALYSIS:

Personal Data is defined in the General Data Protection Regulation as “information that relates to an individual who can be identified or is identifiable either directly or indirectly from one or more identifiers or from factors specific to the individual”.

SportsAble legitimately holds personal data – including post code – about its members which it keeps for the purposes of managing all aspects of their membership of the charity. The full post code represents a street, part of a street, or a single dwelling. Providing data analysis of membership by the full postcode to a third party would be a breach of GDPR in that the full post code could lead to the identification of an individual by virtue of their disability combined with where they live. Therefore the post code analysis provided is based on the letters and numbers which represent area and district only giving only a high level view of where SportsAble members live.

The total membership on 1 August 2020 was 252. Membership renewals due over the last 4 months have been slower than usual – which is only to be expected as our members have been concerned about when – or even if – they will be able to return to their sports and social activities in the SportsAble clubhouse, and have held off on renewing their membership. The charity has members in Berkshire, Buckinghamshire, and Oxfordshire and even a few from much further afield - Bath, Bristol, Taunton, Pontardawe, and even one member in Greece. However the great majority of members are based in the immediate area: Maidenhead, Windsor, Burnham, Slough, Warfield, Bracknell, Reading, and Marlow (188 or 75% of members out of the total 252).

The full breakdown by partial postcode is shown below.

Table 1: Membership by Postcode

Postcode	Place	Number of Members
SL6	Maidenhead	99
SL1	Burnham	22
SL4	Windsor	22
SL2	Slough	19
RG42	Warfield	8
RG12	Bracknell	7
RG1	Reading	6
HP11	High Wycombe	5
SL7	Marlow	5
RG10	Wargrave	4
RG9	Henley on Thames	4
HP10	Beaconsfield	3
HP15	Holmer Green	3
RG4	Sonning	3
RG40	Wokingham	3
RG6	Earley	3
TW15	Ashford	3
HP19	Aylesbury	2
OX10	Wallingford	2
OX13	Abingdon	2
OX26	Bicester	2
RG8	Pangbourne	2
SL3	Datchet	2
SL5	Ascot	2
SL8	Wooburn Green	2
TA3	Taunton	2
BA1	Bath	1
BS9	Bristol	1
GU15	Camberley	1
HP27	Princes Risborough	1
HP6	Amersham	1

HP7	Great Missenden	1
HP8	Chalfont St Giles	1
HP9	Beaconsfield	1
KT13	Weybridge	1
OX49	Watlington	1
PC 123 51	Greece	1
RG5	Woodley	1
RG7	Aldermaston	1
SA8	Pontardawe	1
TW5	Hounslow	1
	TOTAL:	252

Report Title:	Annual Complaints and Compliments report 2019/20
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Cllr Rayner Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion
Meeting and Date:	Communities Overview and Scrutiny Panel – 3 September 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director & Nikki Craig, Head of HR and Corporate Projects
Wards affected:	None

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REPORT SUMMARY

1. The purpose of the report is to share with Overview and Scrutiny the annual compliments and complaints report for 2019/20 before this is published on the council's website. Local Authorities are not required to produce an annual report on complaints relating to corporate activities. They are required to report complaints submitted on adults and children's services
2. The compliments and complaints report is produced annually and details all compliments and complaints made by or on behalf of customers, that are investigated under the:
 - Formal corporate complaints policy.
 - Statutory adults and children's complaints policies.

NB: children's complaints taken under the corporate complaints policy are reported in Section 7 of the annual report (Appendix 1) with other information about children's complaints.

1. DETAILS OF RECOMMENDATION(S)

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

- i) That the report is published on the Council's website.
- ii) That the annual report continues to be produced and presented at Overview and Scrutiny panels,

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

Options

Table 1: Options arising from this report

Option	Comments
<p>That the report is published on the Council's website and that the annual report continues to be produced and presented at Overview and Scrutiny panels.</p> <p>This is the recommended option</p>	<p>This is a requirement for children's and adults annual complaints information and good practice for other complaints areas.</p>

- 2.1 The council's complaints and compliments report is compiled annually. There is a statutory requirement to publish information on Adult and Children's complaints and compliments and the report for April 2019 – March 2020 will be published in October 2020. While there is no requirement to publish information on complaints about other services provided by the council the decision has been taken to include this information in the annual report. This captures all the information about complaints and compliments to the council and ensures transparency and to provide an opportunity to ensure we maximise the learning opportunities from any outcomes from the complaints.
- 2.2 The report contains details of the:
- numbers of compliments received
 - complaints received,
 - themes of complaints
 - timeliness of complaint responses
 - outcomes of complaints,
 - learning from complaints
 - number of complaints made to and decided by the Local Government and Social Care Ombudsman (LGSCO).

Overview of all complaints to the council

- 2.3 There a number of complaints processes and which one is invoked will depend on the service and the reason for a complaint to be made. See appendix 2 of appendix 1.
- 2.4 Table 1 compares the number of complaints received across the council for 2019/20 with the figures for 2018/19. See Appendix 1, 4.5, table 1.

Table 1

	2019/20	2018/19
Adult complaints	27	19
Children complaints	54	38
Complaints about other services	319	380
Total complaints	400	437

Complaints to services considered by Communities Overview and Scrutiny Panel

The number of complaints received for services considered at Communities Overview and Scrutiny Panel is shown below in table 2. To give some context, during 2019-20 there were 717,298 library loans from 980,145 visits, 653 Births/Birth Declarations and 597 Marriages/Civil Partnership ceremonies

conducted

2.5 See Appendix 1, 3.2, 3.9, 3.12, figures 8-9.

Table 2

	2019/20	2018/19
Communities, Enforcement and Partnership	18	25
Libraries and Resident Services	17	38
Total	35	63

Themes of complaints

2.6 Across the council, the theme with the highest number of complaints received in both 2018/19 and 2019/20 was 'lack of action'. More detailed information is included in the annual report. See Appendix 1, 2.7, 2.8, 3.17-3.21, figures 3, 10-12.

Timeliness of complaints

2.7 Across the council, timeliness of complaint responses being provided has decreased from 63% in 2018/19 to 59% in 2019/20. More detailed information is included in the annual report. See Appendix 1, 2.9-2.11, figure 4.

2.8 Timeliness for those services considered at Communities Overview and Scrutiny Panel was 82% in 2018/19 and 80% in 2019/20, which is significantly higher than the council average. See Appendix 1, 3.24, 3.27, 3.28, figure 14.

Outcomes of complaints

2.9 Across the council, the number of complaints fully or partially upheld has fallen from 64% in 2018/19 to 61% in 2019/20. More detailed information is included in the annual report.

2.10 The number of complaints fully or partially upheld for those services considered at Communities Overview and Scrutiny Panel was 66% in 2019/20, which is higher than the council average. See Appendix 1, 3.34-3.36, figures 15-16.

Complaints made to and decisions made by the Local Government and Social Care Ombudsman (LGSCO)

2.11 Table 3 compares the number of complaints made to the LGSCO in 2019/20 against those made in 2018/19. See Appendix 1, 2.13-2.17.

Table 3: complaints made to the LGSCO

	Adult Care services	Benefits and Council Tax	Communities and other services	Education and Children's services	Environment services	Highways and transport	Housing	Planning and Development	Other	Total
2019/20	9	1	2	10	7	6	4	9	1	49
2018/19	13	2	5	9	4	1	5	4	1	44

2.12 Table 4 compares the number of complaints decided by the LGSCO in 2019/20 against those decided in 2018/19.

Table 4: LGSCO decisions

	Incomplete or invalid	Advice given	Referred back for local resolution	Closed after initial enquiry	Detailed investigations		Uphold rate of detailed investigations	Total
					Not upheld	Upheld		
2019/20	4	0	14	16	8	7	47%	49
2018/19	3	0	15	11	5	12	71%	46

2.13 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2019/20 is 23%. This is lower than in 2018/19 when under this calculation 42% would have been upheld

2.14 The Ombudsman made 49 decisions during 2019/20 compared to 46 in 2018/19. This includes decisions on 6 enquiries submitted to the LGSCO in 2018/19 and 29 enquiries submitted in 2019/20. Enquiries that were made to the LGSCO in 2019/20, but no decision made within that year will be included in the decisions reported in 2020/21.

Overview of all compliments to the council

2.15 Table 5 compares the number of compliments received across the council for 2019/20 with the figures for 2018/19. See Appendix 1, 2.22, 2.23, figure 6.

Table 5

	2019/20	2018/19
Adult compliments	21	19
Children compliments	63	93
Compliments about other services	356	452
Total compliments	440	555

Compliments to services considered by Communities Overview and Scrutiny Panel

2.16 The number of compliments received for services considered at Communities Overview and Scrutiny Panel is shown below in table 6. More detailed information is included in the annual report. See Appendix 1, 3.34-3.36, table 4.

Table 6

	2019/20	2018/19
Communities, Enforcement and Partnership	70	73
Libraries and Resident Services	106	255
Total	176	328

Options

Table 7: Options arising from this report

Option	Comments
Undertake to complete an annual report for 2019-20	To continue to learn from resident complaints
Do not undertake to complete an annual report for 2019-20	Statutory obligations will not be fulfilled.

3. KEY IMPLICATIONS

- 3.1 There are a number of indicators of success across the council. For last year these were all exceeded or significantly exceeded. For our current financial year. Improvements in all of these could indicate improvements in delivery

Table 8: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Reduced percentage of upheld complaints	62-100%	61%	50-60%	<50%	31 March 2021
Increased percentage of complaints completed within timescales	0-58%	59%	60-75% 59%	>75%	31 March 2021
Reduced percentage of complaints to the LGSCO are upheld	48-100%	47%	40-46%	<40%	31 March 2021

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications in the publishing of the annual report. There are implications for the council in getting things wrong including resources within service being redirected to complaints handling, remedy payments and reputational damage.

5. LEGAL IMPLICATIONS

- 5.1 The publishing of children's and adult complaints reports is statutory.

6. RISK MANAGEMENT

- 6.1 None

7. POTENTIAL IMPACTS

- 7.1 Equalities.. There are no implications under the equality act arising from this report.
- 7.2 Climate change/sustainability. There are no climate change or sustainability implications arising from this report.

7.3 Data Protection/GDPR. If personal data is being processed the decision maker must have due regard to the requirements of the Data Protection Act 2018 and the General Data Protection Regulation before making a decision. You should therefore indicate whether a Data Protection Impact Assessment (DPIA) has been completed and summarise the issues raised DPIA's are a lawful requirement under certain conditions. If you are unsure if a DPIA is required, please consult the Data Protection Officer for guidance. If a DPIA has been carried out it should be available as a background paper (and listed in Section 11 below). There are no data protections/GDPR implications arising from this report; as no personal data has been processed so a Data Protection Impact Assessment has not been carried out.

8. CONSULTATION

8.1 Consultation has happened with CLT in August 2020 and will happen with Overview and scrutiny panels in September 2020.

9. TIMETABLE FOR IMPLEMENTATION

9.1 N/A The annual report will be published on the Council website in October 2020.

10. APPENDICES

10.1 This report is supported by 1 appendix:

- Appendix 1 – Annual complaints report

11. BACKGROUND DOCUMENTS

- LGSCO Annual Letter (see Appendix1 of Appendix 1)

11.1 These are the annual summary of statistics on the complaint on complaints made to the Local Government and Social Care Ombudsman about the authority for the year ending 31March 2020. The annual letters and corresponding data tables were published on LGSCO website on 31 July 2020.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Rayner		17/08/20	21/08/20
Duncan Sharkey	Managing Director	17/08/20	17/08/20
Russell O'Keefe	Director of Place	17/08/20	21/08/20
Adele Taylor	Director of Resources/S151 Officer	14/08/20	14/08/20
Kevin McDaniel	Director of Children's Services	17/08/20	21/08/20

Name of consultee	Post held	Date sent	Date returned
Hilary Hall	Director Adults, Health and Commissioning	17/08/20	21/08/20
Andrew Vallance	Head of Finance	17/08/20	21/09/20
Elaine Browne	Head of Law	17/08/20	20/08/20
Mary Severin	Monitoring Officer	17/08/20	24/08/20
Nikki Craig	Head of HR, Corporate Projects and IT	14/08/20	14/08/20
Louisa Dean	Communications	17/08/20	21/08/20
Karen Shepherd	Head of Governance	17/08/20	18/08/20

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
For information	No	No
Report Author: Claire Burns		

Royal Borough of Windsor & Maidenhead Annual Compliments and Complaints Report

1 April 2019 - 31 March 2020

“Building a borough for everyone – where residents and businesses grow, with opportunities for all”

Our vision is underpinned by six priorities:

Healthy, skilled and independent residents

Growing economy, affordable housing

Safe and vibrant communities

Attractive and well-connected borough

An excellent customer experience

Well-managed resources delivering value for money

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Appendix B - Council's complaints process and procedures	
Appendix C - National and legislative context	

Frequently used acronyms

LGSCO	Local Government and Social Care Ombudsman
RBWM	Royal Borough of Windsor & Maidenhead
ADR	Alternative Dispute Resolution

1. INTRODUCTION

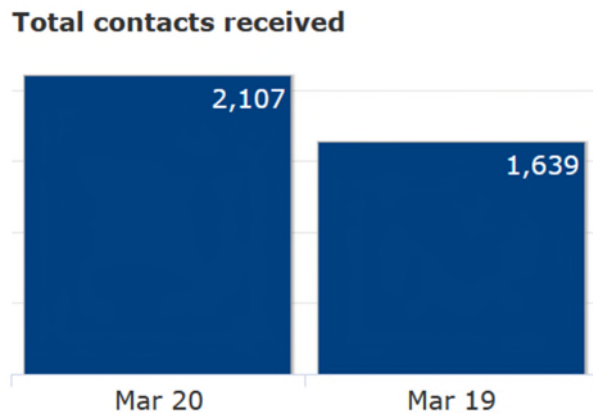
- 1.1 The annual report covers the period 1 April 2019 to 31 March 2020 and details all compliments and complaints made by or on behalf of customers, that are investigated under the:
- Formal corporate complaints policy.
 - Statutory adults and children's complaints policies.
- 1.2 Local Authorities are not required to produce an annual report on complaints relating to corporate activities. They are required under statute to report complaints submitted on adults and children's services. The complaints and compliments team produce an annual report capturing all complaints and compliments. This allows the Council to assess how residents experience the Council in its entirety. Learning taken from compliments and complaints informs the services for improved operational satisfaction and could feed into the training needs analysis.
- 1.3 The council is a multi-faceted business, for instance council activity during 2019/20 included:
- 162,246 phone calls
 - 717,298 library loans from 980,145 visits
 - 653 Births/Birth Declarations
 - 597 Marriages/Civil Partnership ceremonies conducted
 - 924 Notices of Marriage/Civil Partnership taken
 - 993 Deaths registered
 - 456 New British Citizens
 - 65,252 visits to museums
 - 60,823 tonnes of waste collected from residents, from over five million collections
 - 1020 children and young people with Education Health and Care plans
 - 144 Education Health and Care plans issued
 - 862 contacts into the Single Point of Access (SPA) in March 2020
 - 150 single assessments completed each month on average.
 - 266 Children In Need open to Children's Social Care in March 2020
 - 149 children were subject to Child Protection Plans in March 2020
 - 121 Children In Care in March 2020
 - 473 children and young people receiving early help services via the Early Help Hub as of March 2020
 - 1,761 planning applications determined
 - 98.29% of council tax and 98.23% of business rates collected.
- 1.4 In 2019/20 the Council received 440 compliments, a reduction on the 555 received in 2018/19, and 400 complaints, a reduction on the 437 received in 2018/19. The 400 complaints received is relatively low compared to the amount of activity and interactions with residents.
- 1.5 This report summarises the number and themes of compliments and complaints received. It provides details of compliments and complaints split by service area and response rate. For ease, the report is organised into sections:
- Section 2 Summary of activity.
 - Section 3 Formal corporate complaints and compliments.
 - Section 4 Adult services complaints and compliments.

- Section 5 Children’s services complaints and compliments.

2. SUMMARY OF ACTIVITY

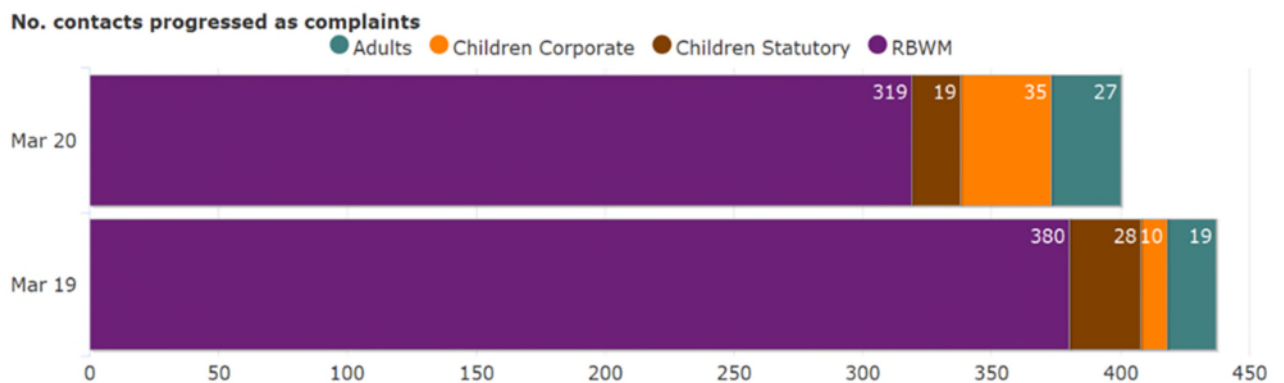
2.1 In 2019/20, the council received 2,107 contacts from customers that were initially logged as complaints. This compares to 1,639 in 2018/19 (Figure 1), a 28% increase in contacts to the compliments and complaints team year-on-year.

Figure 1: Total contacts received



- 2.2 Contacts that were not progressed as complaints were signposted to an alternative means of resolution, for example, a service request or via an alternative appeals process, such as parking appeals or statutory tribunals or were withdrawn.
- 2.3 The total number of complaints that were progressed through stage 1 of the specific complaints process that they followed was 400 in 2019/20, a decrease on 2018/19 (437). Stage 2 and 3 complaints are escalations of stage 1 complaints and so are not counted as new complaints. Information on these is shown separately in this report.
- 2.4 This report will look at complaints according to whether they were made under the formal corporate, the statutory adult or the statutory or corporate children’s complaints processes. Figure 2 provides a summary breakdown of volumes received against each complaints process in 2019/20 and 2018/19.

Figure 2: No. contacts progressed as complaints



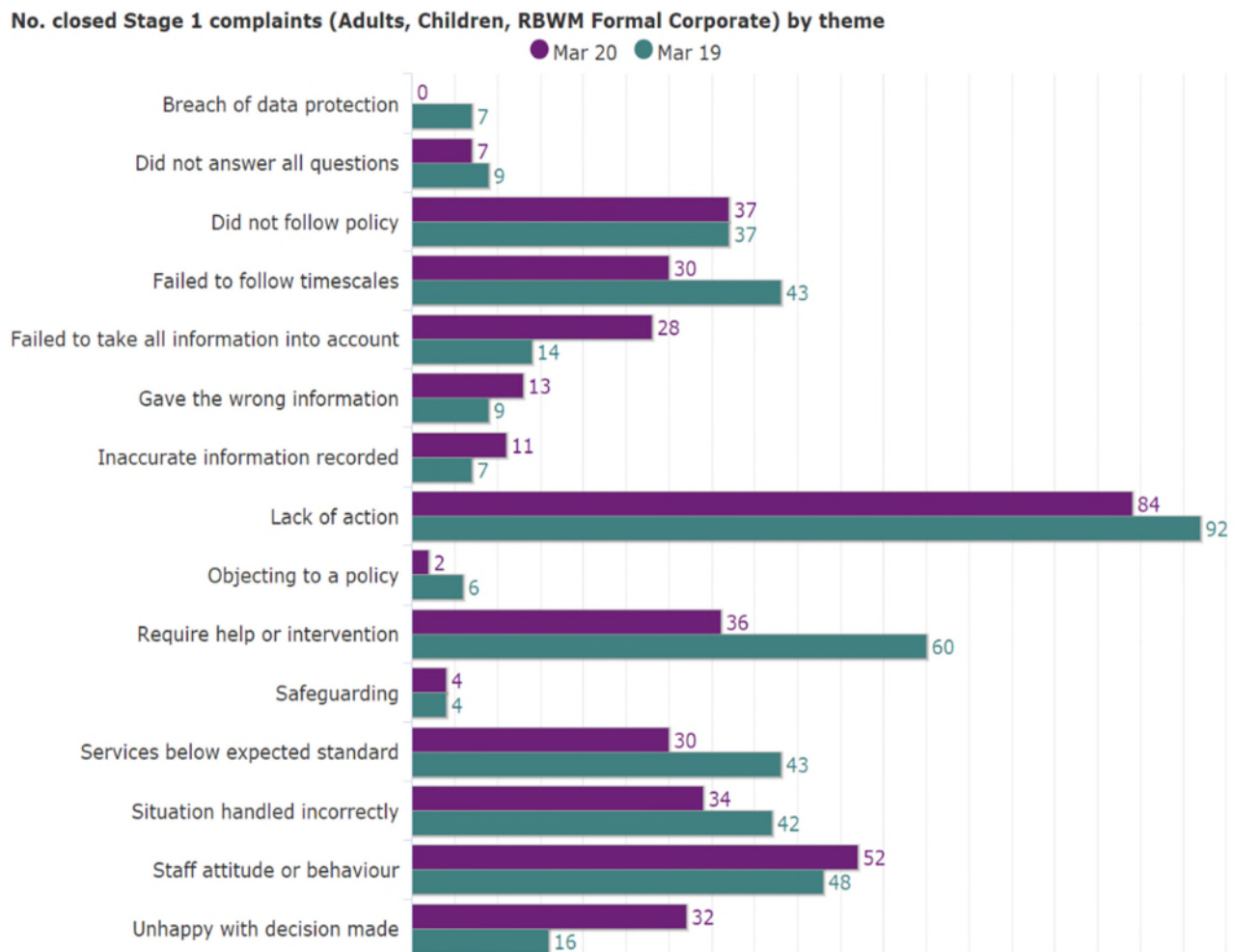
Children’s services complaints

- 2.5 The reporting differentiates between children’s statutory and children’s corporate complaints. Both types of complaints are looked at within section 5.
- 2.6 A children’s statutory complaint is invoked when the complaint is by or on behalf of a child in need or a child in care. Complaints specifically regarding child protection conferences however are taken under the children’s corporate complaints process. This is a national standard. All other children’s complaints are taken under the childrens corporate complaints process.

Themes

- 2.7 Complaints are captured as themes. When logging their complaint via the council website, complainants self-select the theme themselves. As this is the theme they feel is most relevant to their complaint, the complaints and compliments team does not change this categorisation. When a complaint is logged by a member of the complaints team or the customer contact centre, the person logging will select the theme they believe is most appropriate. Only one theme can be selected for each complaint and the information from themes is therefore an indicator only of the reasons behind often complex complaints. Figure 3 outlines the volume of complaints by theme for 2019/20 and 2018/19 across all complaints processes.

Figure 3: No. closed Stage 1 complaints (all processes) by theme



- 2.8 As with 2018/19, the theme with the highest number of complaints received across the council was “lack of action”, making up 21% of all complaints in each year. This was the highest theme recorded for corporate complaints, See sections 3.22 and 3.23. The

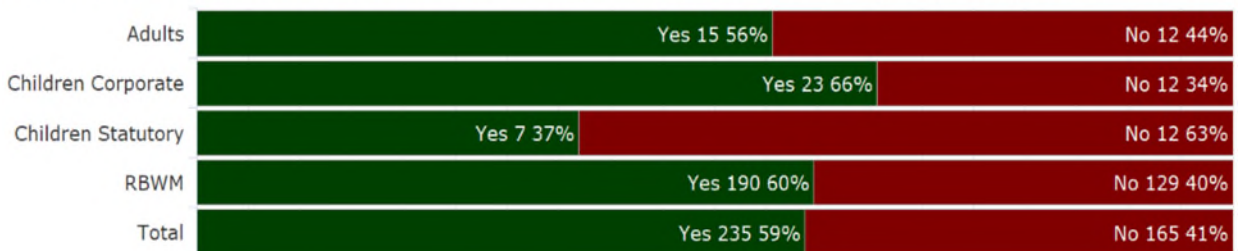
highest theme for adults was “require help of intervention”. See section 4.20. For children’s the highest themes were “failed to follow policy (statutory) and “failed to take all information into account” (children’s corporate). See sections 5.12 and 5.13

Timescales

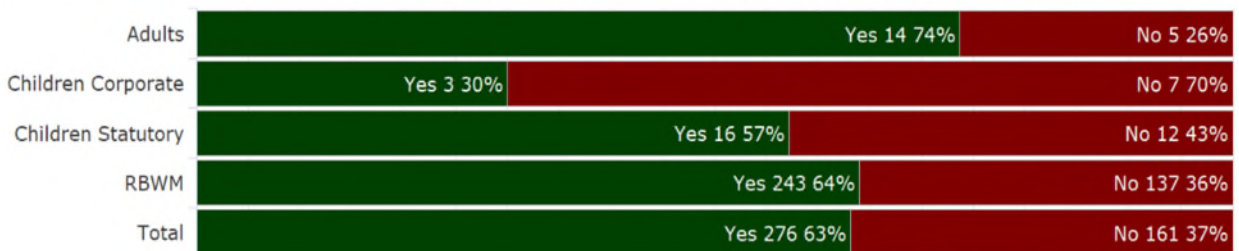
2.9 Each stage of the individual complaint processes has indicative response times. However, these can be extended, or alternative timescales agreed from the outset with the complainant. Figure 4 shows that there was a slight decrease in the percentage of complaints (all processes) responded to within agreed timescales (59%) compared to 2018/19 (63%).

Figure 4: Complaints responded to within timescale (all processes)

2019/20 No. and percentage of Stage 1 complaints responded to within timescale by complaints process



2018/19 No. and percentage of Stage 1 complaints responded to within timescale by complaints process



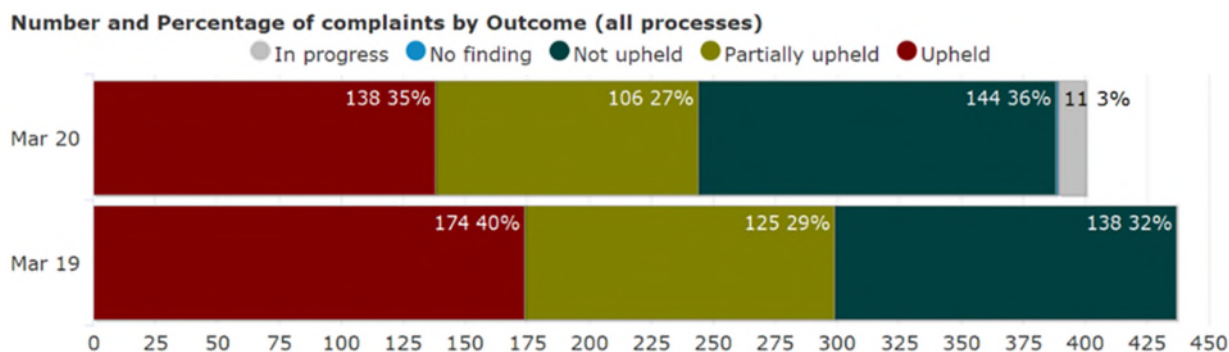
2.10 Processes are embedded to monitor the timeliness of responses more robustly, including weekly reports to services of all complaints. However, despite this, timescales continue to have been missed more frequently in a number of services. Reasons for this include complexity of complaints and officer resource pressures. See also further information in 3.30 and 3.31.

2.11 The council’s performance management software InPhase provides further opportunity for service areas to monitor their complaints; this is expected to be fully embedded in 2020/21.

Decisions

2.12 The outcome of complaints (all processes) is shown in Figure 5. In 2019/20 there was one case (0.3%) with an outcome of “no finding”, meaning that there was insufficient evidence to make a decision. At the time of this report’s preparation there are 11 cases (2.8%) in 2019/20 which have not yet been concluded.

Figure 5: Stage 1 complaints (all processes) by outcome



Local Government Social Care Ombudsman

2.13 The Local Government Social Care Ombudsman (LGSCO) received 49 complaints and enquiries about the council in 2019/20, compared to 44 in 2018/19, see table 1.

Table 1: complaints and enquiries received by the LGSCO

	Adult Care services	Benefits and Council Tax	Corporate and other services	Education and Children's services	Environment services	Highways and transport	Housing	Planning and Development	Other	Total
2019/20	9	1	2	10	7	6	4	9	1	49
2018/19	13	2	5	9	4	1	5	4	1	44

See appendix 1 for full details of decisions as per the 2019/20 LGSCO annual letter on cases upheld and not upheld.

2.14 The Ombudsman made 49 decisions during 2019/20 compared to 46 in 2018/19. This includes decisions on 6 enquiries submitted to the LGSCO in 2018/19 and 29 enquiries submitted in 2019/20. Enquiries that were made to the LGSCO in 2019/20, but no decision made within that year will be included in the decisions reported in 2020/21. See table 2.

Table 2: LGSCO decisions 2018/19 & 2019/20

	Incomplete or invalid	Advice given	Referred back for local resolution	Closed after initial enquiry	Detailed investigations		Uphold rate of detailed investigations	Total
					Not upheld	Upheld		
2019/20	4	0	14	16	8	7	47%	49
2018/19	3	0	15	11	5	12	71%	46

See appendix 1 for full details of decisions as per the 2019/20 LGSCO annual letter on cases upheld and not upheld.

2.15 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2019/20 is 23%. This is lower than in 2018/19 when under this calculation 42% would have been upheld.

2.16 The 7 complaints that were investigated and upheld were:

- Adult social care 4.
- Licencing 1.
- Housing 2.

See sections 5.17, 6.17 and 7.16 for further details.

2.17 The upheld rate for detailed investigations is lower than in 2018/19 by around a third.

LGSCO reports

2.18 No public interest reports for the council were published in 2019/20.

Improvements in working with the LGSCO

2.19 The compliments and complaints team have attended training around adult care complaints as well as attending the Link Officer training. The LGSCO has set up an online group for local authority complaints officers to ask peers for advice and share good practice

Learning and improvements from complaints

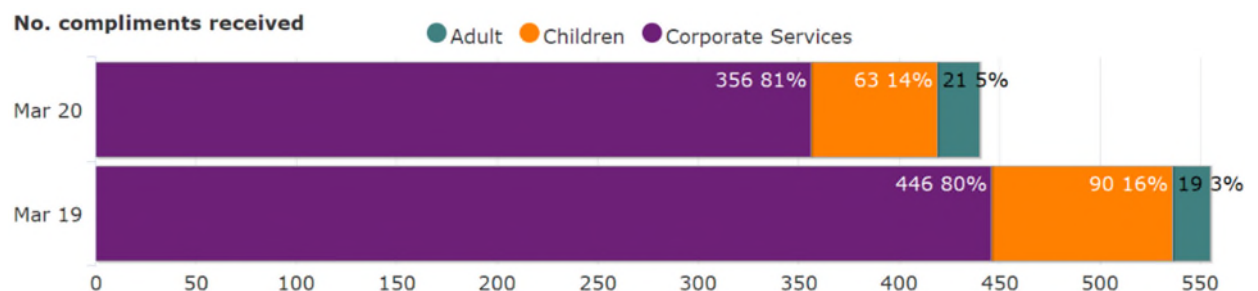
2.20 Understanding why complaints are made, establishing root causes, changing processes and delivering training as a result is essential to help drive improvements across the council. Listening to customers and reflecting on examples of where we did not get it right can highlight opportunities for improvement and increase satisfaction, fulfilling our strategic priority to provide an excellent customer experience.

2.21 Learning from complaints for specific services can be found in sections 3.42. 4.17 and 5.31.

Compliments

2.22 In 2019/20, a total of 440 compliments were recorded for teams or individuals across the council. Compliments received are fed back to the relevant service areas to ensure that due recognition is given to staff and that learning is shared and disseminated across the directorate. Figure 6 shows the breakdown of compliments by Adults, Children’s and Corporate Services. For the purposes of this report, “Corporate Services” refers to compliments that were received by services other than those within adult and children’s services.

Figure 6: Compliments received (Adults, Children’s and Corporate Services)



2.23 Following continuing improvements in compliments recorded over previous years, there has been a fall from 555 in 2018/19 to 440 in 2019/20. This drop seems to be evenly spread across corporate, adult and children’s services. Further analysis can be found in sections 3.44, 4.19 and 5.33.

3. FORMAL CORPORATE COMPLAINTS

Overall corporate complaints summary

3.1 In 2019/20 79.8% (319/400) of all complaints progressed were Formal Corporate, compared to 87.0% (380/437) in 2018/19.

Internal process

- 38.2% (122/319) were fully upheld
- 23.2% (74/319) were partially upheld
- 35.7% (114/319) were not upheld
- 2.8% (9/319) where a decision had not been reached at the time of data extraction for the preparation of this report.
- 59.6% (190/319) were responded to within timescales.
- 356 compliments were received.

External process

- 23 corporate complaints or enquiries were decided by the LGSCO, of these:
 - seven were fully investigated.
 - one was upheld.
 - six were not upheld.

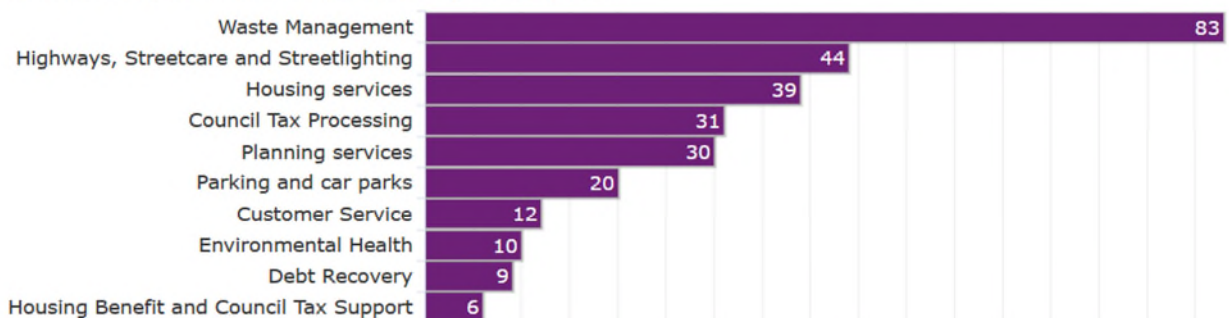
NB: Internal figures as waiting for LGSCO letter.

Complaints received

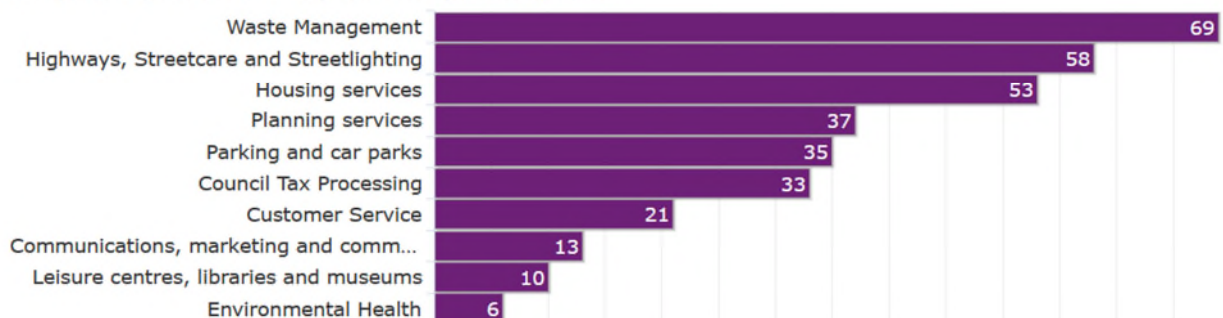
3.2 From 1 October 2019 the council's organisation structure changed, meaning that a full comparison of complaints by service across the last two years is not possible. To enable some comparison between 2018/19 and 2019/20 complaints have been broadly grouped by the area to which they relate and the top-10 are shown in Figure 7. These groupings will be refined in 2020/21 as part of a broader project to develop digital platforms that support reporting of complaints to the council and subsequent data reporting.

Figure 7: Top-10 Formal Corporate complaints by broad area

2019/20: Top 10 Formal Corporate complaints by area



2018/19: Top 10 Formal Corporate complaints by area



3.3 Figures 8 and 9 sets out the complaints received in 2019/20 by service and remit based on the organisation structure at the end the year.

Figure 8: 2019/20 Formal Corporate complaints by service

2019/20 Formal Corporate complaints by service and remit

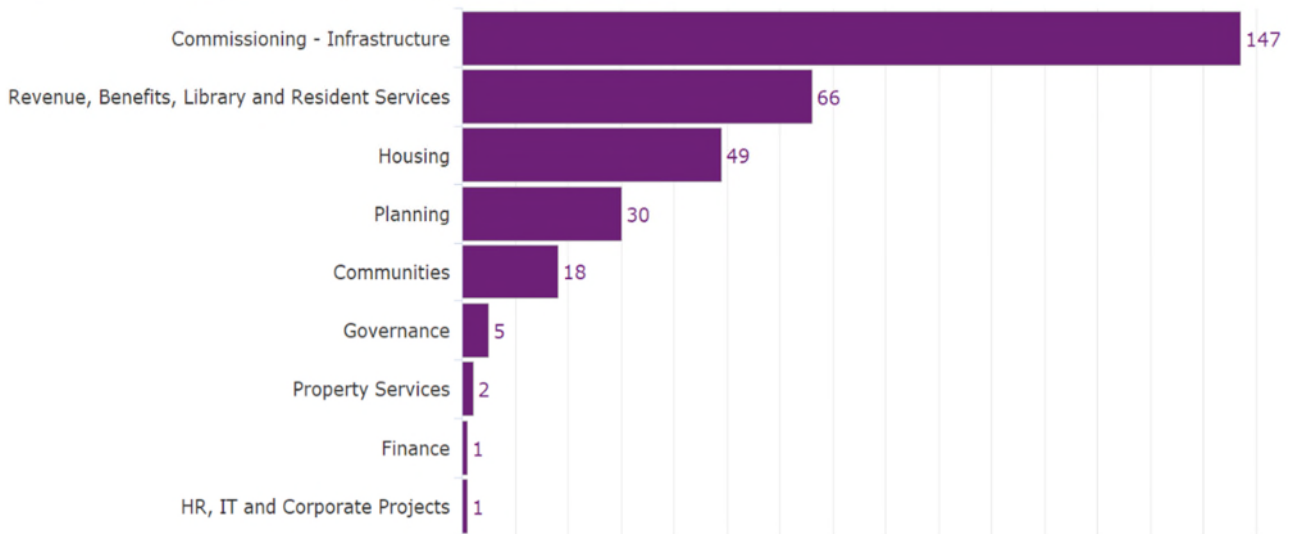
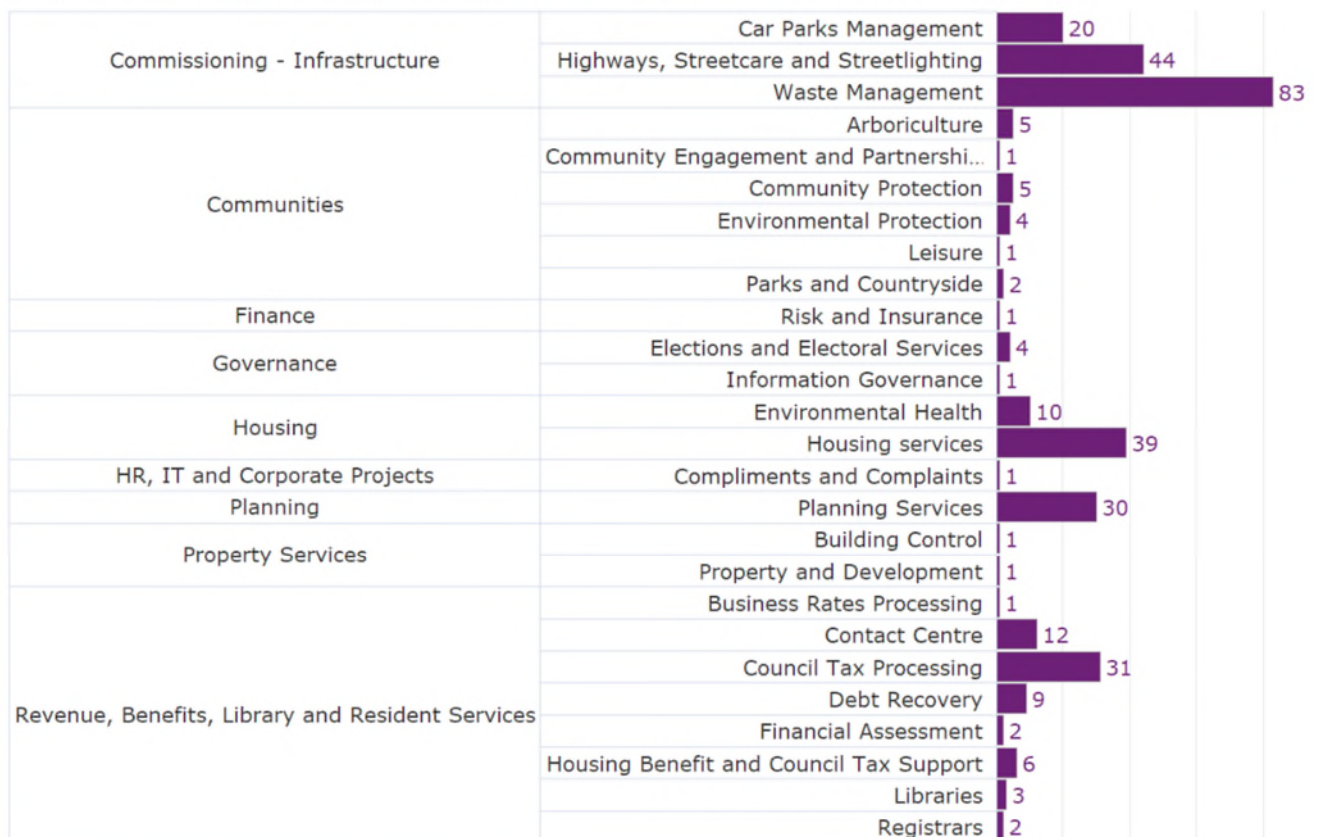


Figure 9: 2019/20 Formal Corporate complaints by service and remit

2019/20 Formal Corporate complaints by service and remit



Commissioning Infrastructure

3.4 In October 2019 the Commissioning Infrastructure service was established incorporating relevant service areas from the former Strategy and Commissioning service. These resident-facing services impact upon every resident, household, business and visitor to the Royal Borough (for example: waste collections; highways;

management of road works, parking and parks). Services are often delivered which cause disruption (for example: road works); these are essential and widespread as the council continues to invest in infrastructure across the Borough. The number of complaints received by Commissioning Infrastructure is therefore expected to be higher in comparison to other service areas.

- 3.5 Despite this, the number of complaints across the service area as a whole decreased from 161 in 2018/19 to 147 in 2019/20. This is reflected in all areas within Commissioning Infrastructure apart from waste management, which represented 69 in 2018/19 compared to 83 in 2019/20.
- 3.6 Commissioning Infrastructure, the contact centre and the waste service contractor deal with high volumes of service requests and are working together to bring down the number that turn into complaints. Many of the contacts received are about operational issues and are requests for a service e.g. a missed bin. Where this is not an ongoing issue the contact is changed to a service request, but some will remain as complaints with a formal response identifying the problem and providing information on the remedies that have been put in place to ensure that the concern has been resolved.
- 3.7 To add context in terms of service contact, the service empties 6.2 million bins for residents at the kerbside each year. The complaint level represents between 0.001 and 0.002 %.

Revenues and Benefits

- 3.8 Revenues and Benefits saw a slight rise in the number of complaints made to them during 2019/20. The majority of complaints were made about council tax processing. While there was nothing obvious to account for this, there were periods where the team was recruiting/training new staff leading to increased levels of outstanding correspondence. In addition, complaints continue to be made around changes in legislation which had been in place for some time which see residents faced with increased levels of charge such as removing empty discounts and charging a Long-Term Empty Home Premium.

Library and Resident Services

- 3.9 Library and Resident Services achieved a 55% drop in the number of complaints received across services. A successful coaching and mentoring plan was implemented to raise standards and ensure staff have the skills and empathy to de-escalate difficult situations before they become formal complaints

Housing Services

- 3.10 The number of complaints relating to Housing Services dropped from 53 in 2018/19 to 39 in 2019/20 with a small drop in the overall percentage of formal corporate complaints. The level of complaints is reducing as a direct result of the training, support and advice provided to staff, including a joined up consistent approach to service delivery. From October 2019 the Environmental Health remit was moved from the former Communities, Enforcement and Partnerships service to Housing Services.

Planning

- 3.11 Complaints about Planning dropped from 37 in 2018/19 to 30 in 2019/20. The Planning department has updated its enforcement policy and templates to better set expectations of timeframes for investigations and what we can and can't investigate. Determination of applications is higher, and this has reduced complaints with regards applications

Communities

3.12 The Communities service encompasses a number of front-facing services which, by their nature, receive quite a large volume of service requests. Of these service requests a relatively small proportion can become formal complaints. The statutory nature of some of these services can result in complaints because the decisions may not meet with service users' expectations or ambitions, but they will be taken in accordance with the adopted service delivery plans and policies.

Property Services

3.13 Property Services received two complaints in 2019/20 which is the same as was received in 2018/19.

Finance

3.14 The Finance service received a single complaint, which was against Risk and Insurance and was not upheld.

Communications and Marketing

3.15 Following an unusual jump to 13 complaints in 2018/19 the Communications and Marketing service area received no complaints in 2019/20.

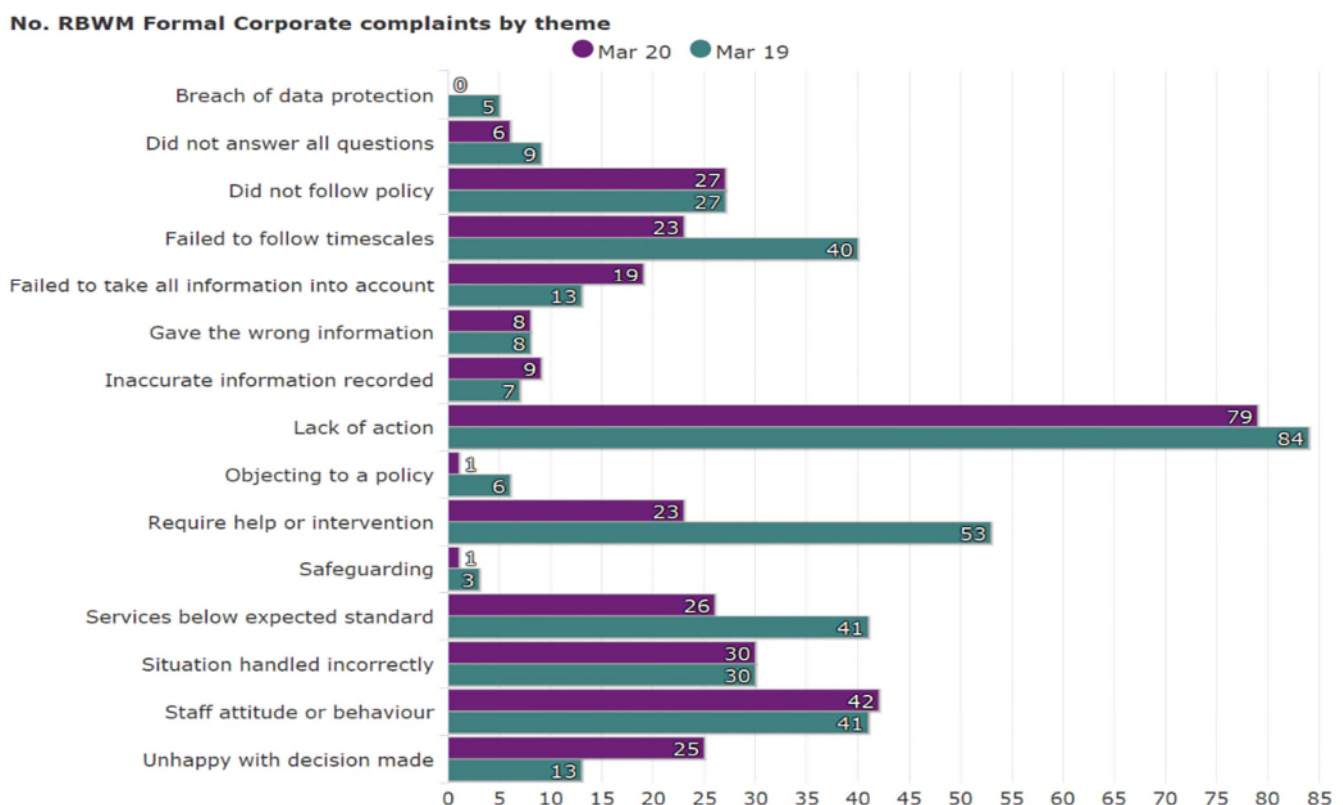
HR, Corporate Projects and IT

3.16 HR, Corporate Projects and IT received a single complaint about application of the complaints policy and procedure which was upheld.

Themes

3.17 Themes of complaints are in the main self-selected by the person making a complaint and not all complaints fit neatly into a single category. Figure 10 shows a comparison of the volume of Formal Corporate complaints received by theme in 2019/20 and 2018/19.

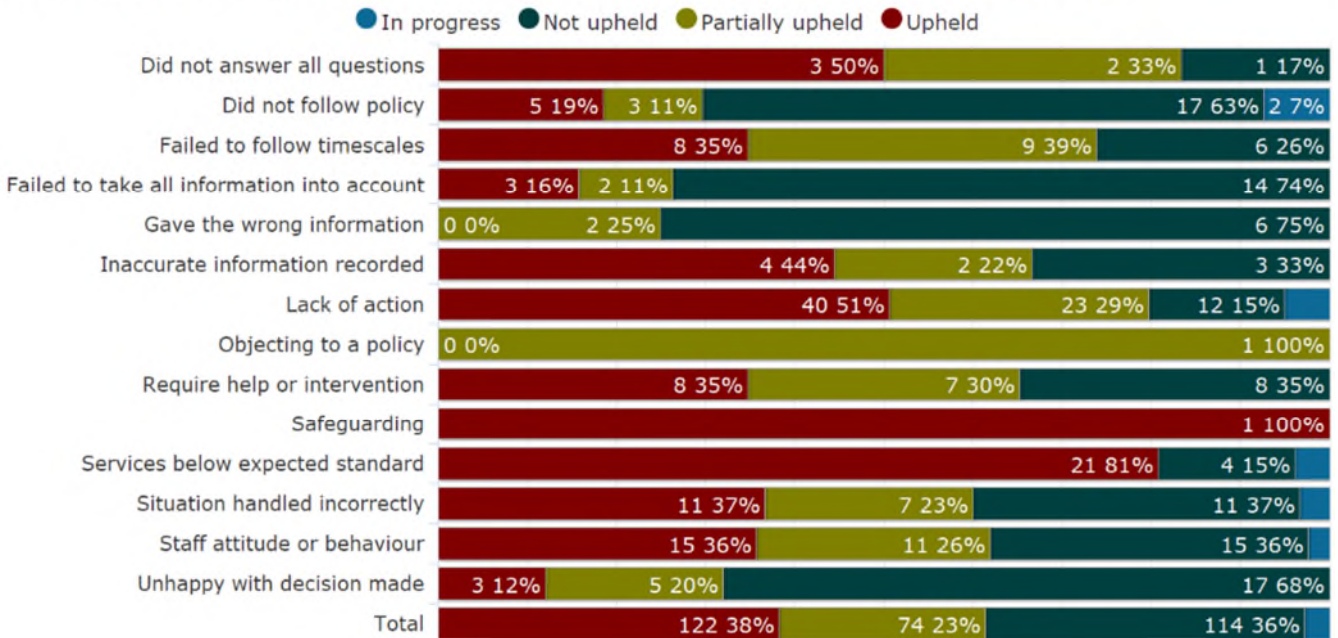
Figure 10: No. complaints received by theme (Formal Corporate)



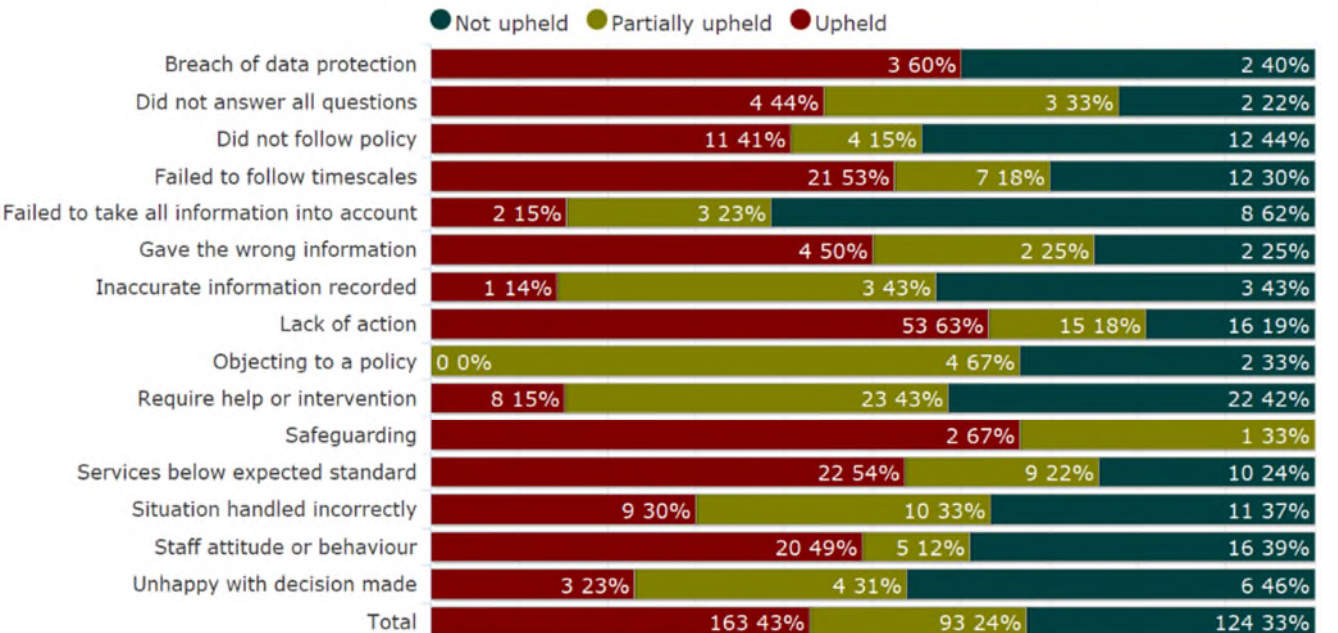
3.18 Figure 11 shows a breakdown of Formal Corporate complaints by theme and outcome. Note that in 2019/20 there were 9 complaints where a decision had not been reached at the time of data extraction for the preparation of this report.

Figure 11: Breakdown of Formal Corporate complaints by theme and outcome

2019/20 Number and percentage of RBWM Formal Corporate complaints by theme and outcome



2018/19 Number and percentage of RBWM Formal Corporate complaints by theme and outcome



3.19 The number of complaints with a mainly self-selected theme of 'lack of action' remains the highest across the council. For complaints under the formal corporate complaints process this theme made up 79 of the complaints received, which is almost twice the next highest theme of 'attitude or behaviour of staff'. It is however worth noting that the

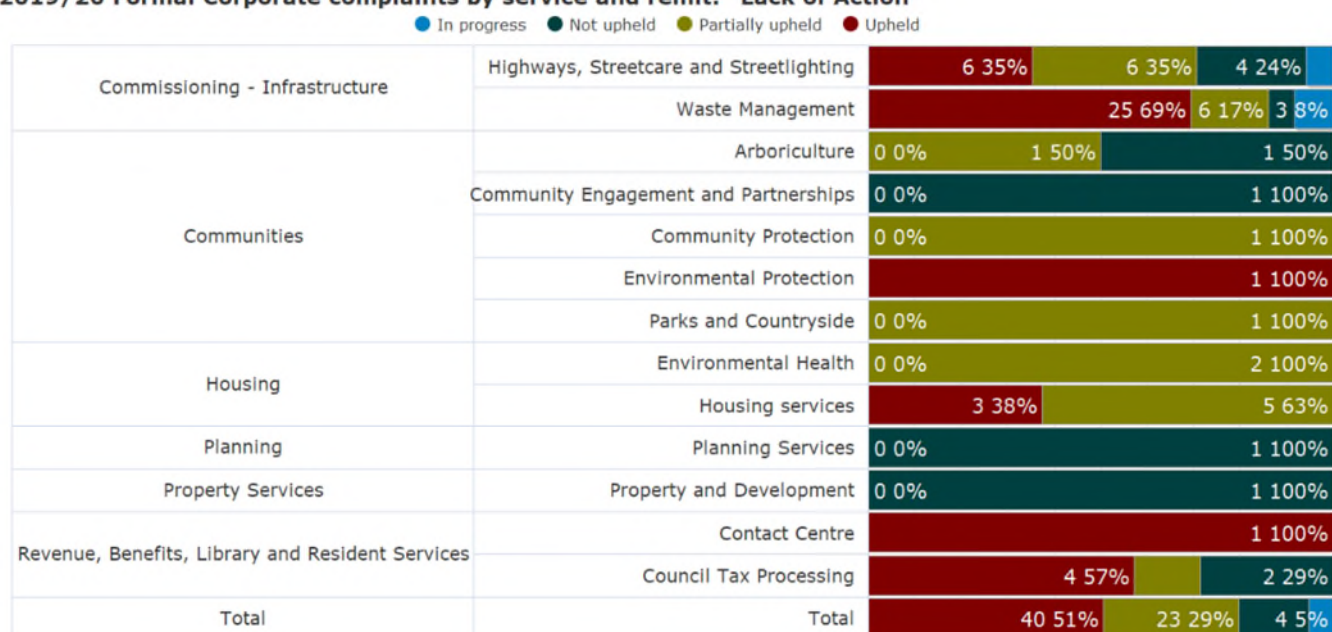
percentage of complaints taken under this theme that were upheld has reduced from 63% in 2018/19 to 51% in 2019/20. See figure 12, 3.22 for further information.

3.20 Complaints with a theme of ‘services below expected standard’ that were upheld have risen from 54% in 2018/29 to 81% in 2019/20. The majority of the 2019/20 complaints (72%) were in the Commissioning Infrastructure services. This compares to 47% in 2018/19.

3.21 Figure 12 shows the volume and percentage of Formal Corporate complaints relating to “lack of action” across Services. This information will be included in the complaints quarterly updates to Heads of Service.

Figure 12: Volume and percentage of Formal Corporate complaints relating to “lack of action” across all services

2019/20 Formal Corporate complaints by service and remit: "Lack of Action"



3.22 Commissioning Infrastructure service area received the highest number of complaints logged against this theme (53). Within this, the majority (36) were logged against Waste Management. Of these, 25 were upheld, six were partially upheld and two were not upheld. Three had not yet had a response and outcome when the report was run. None of these complaints were escalated to stage 2.

3.23 This level of complaints to this service area is likely to be due to the frequency, volume and immediate nature of the service and also reflects the number of complaints that relate to operational requests. Once the operational matters such as missed bins have been resolved complaints are not escalated further as reflected in the fact that none of the 36 were taken to Stage 2.

Timescales

3.24 Figure 13 shows that, overall, 60% of Formal Corporate Stage 1 complaints were responded to within timescale in 2019/20, a decrease from 64% in 2018/19. Figure 14 details the number and percentage of stage 1 complaints responded to within timescales for each service.

Figure 13: Total Formal Corporate Stage 1 complaints responded to within timescale

Total Formal Corporate Stage 1 complaints responded to within timescale



Figure 14: Breakdown of Stage 1 Formal Corporate complaints responded to within timescale by service

2019/20 Formal Corporate Stage 1 complaints within timescale

● No ● Yes

Service Area	Sub-Service	Yes	Yes %	No	No %
Commissioning - Infrastructure	Car Parks Management	19	95%	1	5%
	Highways, Streetcare and Streetlighting	20	45%	24	55%
	Waste Management	51	61%	32	39%
Communities	Arboriculture	1	20%	4	80%
	Community Engagement and Partnerships	1	100%	0	0%
	Community Protection	5	100%	0	0%
	Environmental Protection	3	75%	1	25%
	Leisure	1	100%	0	0%
	Parks and Countryside	1	50%	1	50%
Finance	Risk and Insurance	1	100%	0	0%
Governance	Elections and Electoral Services	4	100%	0	0%
	Information Governance	0	0%	1	100%
Housing	Environmental Health	7	70%	3	30%
	Housing services	6	15%	33	85%
HR, IT and Corporate Projects	Compliments and Complaints	1	100%	0	0%
Planning	Planning Services	11	37%	19	63%
	Building Control	0	0%	1	100%
Property Services	Property and Development	0	0%	1	100%
	Business Rates Processing	1	100%	0	0%
	Contact Centre	11	92%	1	8%
Revenue, Benefits, Library and Resident Services	Council Tax Processing	26	84%	5	16%
	Debt Recovery	8	89%	1	11%
	Financial Assessment	2	100%	0	0%
	Housing Benefit and Council Tax Support	5	83%	1	17%
	Libraries	3	100%	0	0%
	Registrars	2	100%	0	0%
Total	Total	190	60%	129	40%

3.25 Timescales for some services that received complaints have declined since 2018-19. For many service areas however, the small number of complaints received means that slight differences can look more significant than they actually are.

Revenues and Benefits

3.26 Revenues and Benefits response rates remained high with 88% of complaints responded to within timescales, maintaining the improvement seen in 2018/19.

Library and Resident Services

3.27 Library and Resident Services also remained high at 94%. Complaints are prioritised as they are received. All complaints are reviewed by the Library and Resident Services management team to track the robustness and timeliness of complaints and ensure that

any lessons arising are included in training. The reduction in complaints has enabled colleagues within the team to give greater attention to those received so that mistakes are corrected quickly. This good practice is being replicated across some other areas of the council as appropriate.

Communities

- 3.28 For teams in Communities, the total number of complaints received and responded to within timescales was very similar year on year.

Commissioning Infrastructure

- 3.29 Response times in the Commissioning Infrastructure service areas have also continued to improve across all teams with an overall rise from 55% in 2018/19 to 61% in 2019/20. The service has improved processes around the allocation and monitoring of complaints and will continue to seek further improvement in meeting timescales. Highways complaints are often complex and require detailed investigation and resolution. Where this is the case and can be identified early, an extension will be requested.

Housing Services

- 3.30 Housing Services response rates were low at 15%, in 2019/20, which is a decline from around 50% in 2018/19. During 2019/20 there were a number of staffing issues, both in the delivery of services as well as changes in the management of complaint responses within the service, which impacted on SLAs. Improvements initiated in 2019-20 are already showing improvement in 2020-21
- 3.31 Remedial action was taken by bringing in a part time member of staff to focus on ensuring response times sit within the SLA and that action is taken to implement learning from responses. Complaints are now prioritised when they are received and responded to in a timely manner. Housing services have now adopted a 360-degree approach to complaints, to ensure that the whole team are provided with training where required, services are amended to take into account the learning from the complaint and staff are fully engaged in the new approach.

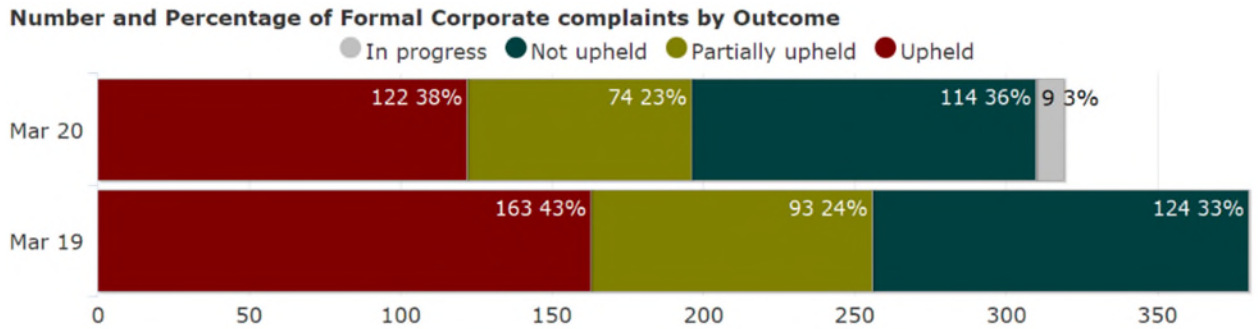
Planning

- 3.32 Planning has seen a decline in complaints completed within timescales following a rise to 51% in 2018/19 down to 37% in 2019/20. The new Head of Service has put in processes including oversight by a senior manager to ensure that complaints are prioritised and responded to more timely and we are already seeing improvements in Quarter 1.
- 3.33 Numbers of complaints and responses within timescales are shared in Heads of Service meetings on a quarterly basis. Weekly email updates of current open complaints continue to be sent to all service areas and dashboards are being built by the Strategy and Performance Team to enable routine monitoring of performance through InPhase.

Outcomes

- 3.34 Figure 15 sets out the overall outcomes reached for all Formal Corporate complaints. Note that 2.8% (9/319) Formal Corporate complaints had not reached a decision at the time of data extraction for the preparation of this report.

Figure 15: Overall outcomes for Formal Corporate complaints



3.35 Figure 16 sets out the outcomes reached for all Formal Corporate complaints broken down by service and remit. Note that 2.8% (9/319) Formal Corporate complaints where a decision had not been reached at the time of data extraction for the preparation of this report.

Figure 16: Outcomes: breakdown by service area

2019/20 Formal Corporate complaints by service and remit and outcome

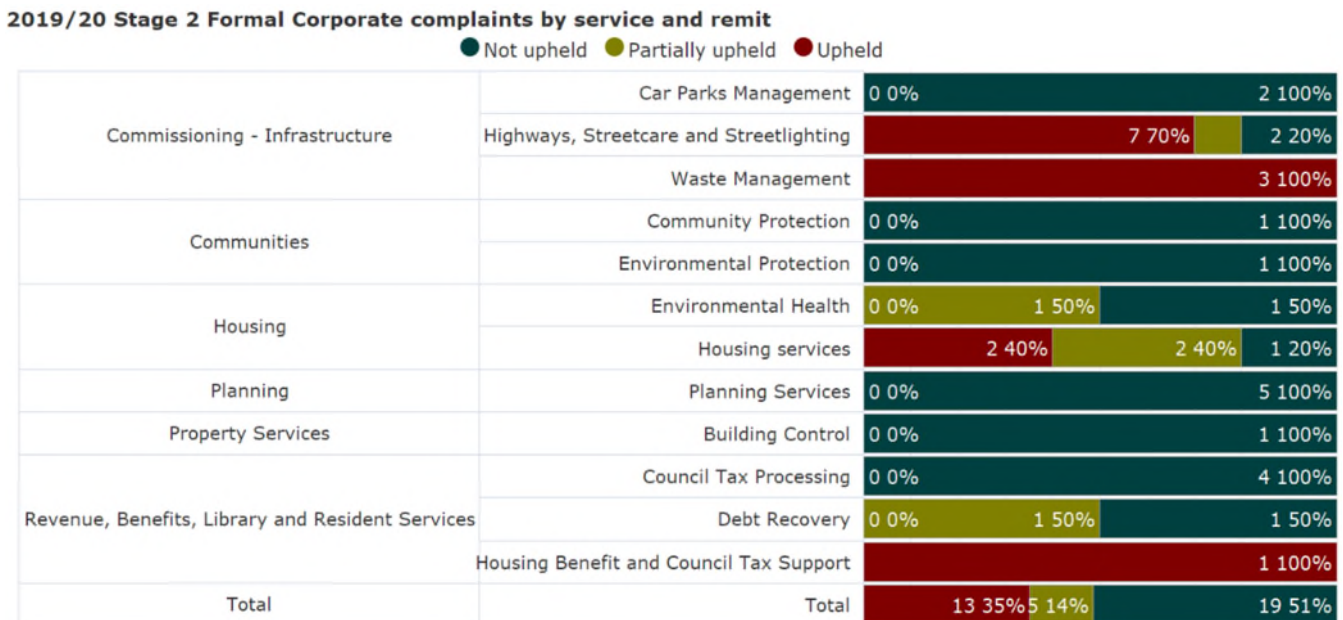
		In progress	Not upheld	Partially upheld	Upheld	
Commissioning - Infrastructure	Car Parks Management			6 30%	12 60%	
	Highways, Streetcare and Streetlighting			13 30%	17 39%	
	Waste Management			11 13%	52 63%	
Communities	Arboriculture	1 20%	3 60%	1 20%		
	Community Engagement and Partnerships		1 100%			
	Community Protection		1 20%	3 60%	1 20%	
	Environmental Protection		2 50%		1 25%	
	Leisure		1 100%			
	Parks and Countryside			1 50%	1 50%	
	Risk and Insurance		1 100%			
Finance	Elections and Electoral Services		4 100%			
	Information Governance		1 100%			
Housing	Environmental Health	1 10%	6 60%	3 30%		
	Housing services		13 33%	15 38%	11 28%	
HR, IT and Corporate Projects	Compliments and Complaints		1 100%			
	Planning Services		24 80%		2 7%	
Property Services	Building Control		1 100%			
	Property and Development		1 100%			
Revenue, Benefits, Library and Resident Services	Business Rates Processing		1 100%			
	Contact Centre		3 25%		7 58%	
	Council Tax Processing		16 52%		9 29%	
	Debt Recovery		6 67%		3 33%	
	Financial Assessment		1 50%		1 50%	
	Housing Benefit and Council Tax Support		3 50%		1 17%	
	Libraries		1 33%		2 67%	
	Registrars		2 100%			
Total		114 36%		74 23%	122 38%	

3.36 Across corporate services there has been a drop in the percentage of complaints that were fully or partially upheld from 67% in 2018/19 to 61% in 2019/20. The percentage of upheld complaints gives a focus for services to learn from complaints.

Stage 2 complaints

- 3.37 If a complainant remains dissatisfied after receiving a response at stage 1 of the corporate complaints process they may request a review by the service director.
- 3.38 The percentage of formal corporate complaints that were escalated to stage 2 rose from 12% in 2018/19 to 15% in 2019/20.
- 3.39 The timescale for response at stage 2 is within 20 working days. 96% of formal corporate complaints that went to stage 2 were answered within timescales. This is very much higher than the response rate in timescales at stage 1. It is not clear why this is, however the lead time for a response is 10 working days longer than given at stage 1. Additionally there are considerably fewer complaints at stage 2 which may mean that these can be prioritised more easily.
- 3.40 The number of upheld and partially upheld Stage 2 complaints is shown in Figure 17. In addition there are two Stage 2 complaints that are in progress.

Figure 17: Stage 2 Formal Corporate complaints by service, remit and outcome



Complaints to the LGSCO

- 3.41 The LGSCO made decisions about 30 complaints and enquiries for corporate services. 9 were decided following detailed enquiries and of these, 3 were upheld and 6 were not upheld. This leaves 16 that were not fully investigated. See appendix 1 for details on 2019/20 decisions.

Learning from complaints

- 3.42 An important part of the complaints process is capturing the learning and embedding good practice across the council. There were four key areas of learning from corporate complaints in 2018-2019 and an update on implementation is:

Environmental Health

- For cases of suspected food poisoning, the environmental health team will revisit procedures in order to reduce the risk of any delays.

Staff are now clearer with customers that information is required before we can take any further actions/investigate/visit the site etc. As a result of this there has been no further complaints made on this subject.

Housing

- All housing staff are receiving ongoing training on service standards and managing expectations to ensure a prompt response to enquiries and requests for updates.
- Customers have access to mobile numbers and email addresses for their case officers.
- Managers continue to closely manage cases.

There have been a number of changes in the housing team since the annual report 2018/19 was written. A review of services in housing is being undertaken; training and processes are being put in place to ensure that contact with customers takes place in a timely manner. It is thought that these improvements will show in next year's annual report.

This is reflected in the drop in the number of complaints to the Housing Service since 2018/19.

Waste

- The website and web form for van permits to be used at household waste and recycling centres has been updated to clarify the acceptable size and type of vehicle.

The website and web form for van permits to be used at household waste and recycling centres has been updated to clarify the acceptable size and type of vehicle.

The form changes were made in Feb 2019. These changes were to add additional vehicle types, and 'dead end' the form if a non-allowed one was picked.

In 2018/19 there were three complaints recorded about size and type of vehicle for van permits. The final complaint was in February 2019. In 2019/20 there were 0no complaints on this subject.

Planning

- The Planning department has updated its enforcement policy and templates to better set expectations of timeframes for investigations and what we can and can't investigate.
- Performance with regards determination of applications is high due to investment and improvements in service delivery. This has reduced complaints with regards applications.

The changes to the enforcement policy and templates along with the investment in resources around planning applications means that the number of planning complaints has been decreasing over the last 3 years:

- 2017/18: 63
- 2018/19: 39
- 2019/20: 30

3.43 Table 3 picks up some of the learning across corporate services during 2019/20.

Table 3: Learning from corporate complaints

Complaint area	Actions and learning
Housing services	<ul style="list-style-type: none"> • New measures have been implemented to ensure a triage service is provided to all customers, all customers then provided with accommodation or support within homelessness have full access to their data through a customer portal which is reducing enquiries and complaints
Libraries and Resident Contact	<p>Issuing of Advantage cards</p> <ul style="list-style-type: none"> • From 22nd August 2019, library staff accepted proofs of address from the last 12 months, instead of 3 months as well as valid driving licences. <p>Understanding the Waste processes better</p> <ul style="list-style-type: none"> • An advisor spent time with Waste to improve the team's understanding. Flow charts and information sessions have also been implemented <p>Improved de-escalation techniques</p> <ul style="list-style-type: none"> • Different de-escalation techniques were reviewed and assessed and an internal de-escalation process was implemented that made a significant impact on the number of complaints logged. <p>Staff training, coaching and mentoring</p> <ul style="list-style-type: none"> • One hour on a Wed morning is focused on staff training, coaching, mentoring and team-building. This has had a significant impact on staff morale, confidence and their ability to deal with complex enquiries. <p>Volunteer upskilling</p> <ul style="list-style-type: none"> • Where complaints have involved volunteers, volunteer awareness has been improved to ensure customers can expect a basic level of knowledge from volunteers.
Revenues and Benefits	<p>Clarity of letters to customers</p> <ul style="list-style-type: none"> • Staff advised that letters with standard text to be edited to ensure they are clear about what they are asking and the information to be provided.
Permitting and licensing	<p>Maintenance of trees</p> <ul style="list-style-type: none"> • Website and the way reports are raised/received has been reviewed • Procedures in place to ensure queries received in error are promptly assigned to the right department.

Complaint area	Actions and learning
Highways	Bus timetables <ul style="list-style-type: none"> Monitoring of the council's reporting system to ensure that all reports are received and dealt with promptly.
Environmental Health	Skin piercing licenses <ul style="list-style-type: none"> Improved on our website, to detail the steps including associated timescales that the Council needs to undertake to be able to issue a licence, Staff procedures updated to ensure that timescales are set for each stage of the process to ensure that customers are provided with an efficient and effective service.
Disabled Facilities Grants (DFG) Panel	DFG panel processes <ul style="list-style-type: none"> Improved information on our website, to detail the steps including associated timescales that the Council needs to undertake to be able to issue a licence, Staff procedures updated to ensure that timescales are set for each stage of the process to ensure that customers are provided with an efficient and effective service.

Compliments

3.44 Corporate services received 356 compliments during 2019/20, a decrease on the 452 received in 2018/19. A full comparison of compliments by service and remit across 2018/19 and 2019/20 is not possible due to the changes to the organisation structure in October 2019. Figures 18 and 19 show the volume of compliments received by service and remit based on the organisation structure at the end of 2019/20.

Figure 18: Compliments by service

2019/20 Compliments received (RBWM services)

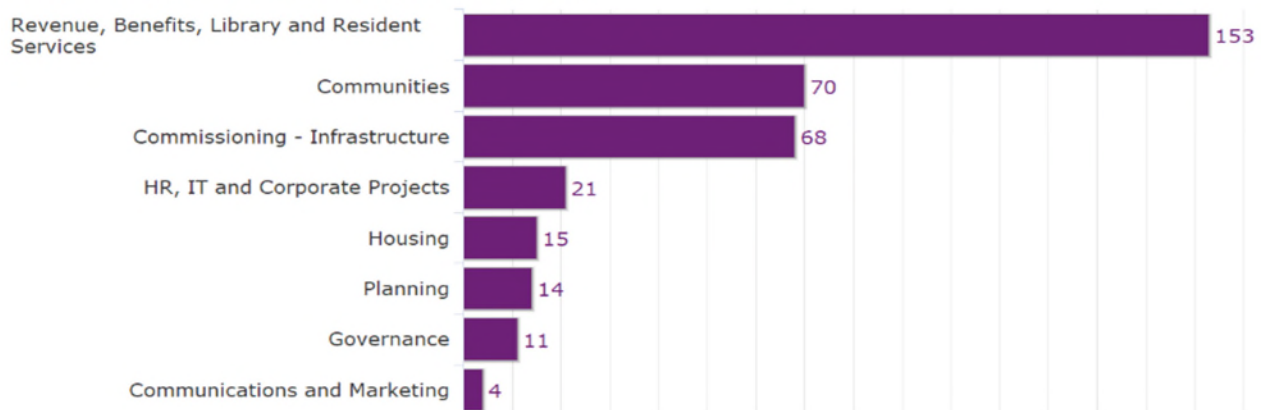


Figure 19: Compliments by service and remit

2019/20 Compliments received (RBWM services)

Commissioning - Infrastructure	Car Parks Management	3
	Highways, Streetcare and Streetlighting	41
	Waste Management	24
Communications and Marketing	Communications and Marketing	3
	Digital Services	1
	Arboriculture	3
Communities	Community Engagement and Partnerships	1
	Community Protection	52
	Parks and Countryside	10
	Trading Standards & Licensing	4
Governance	Civic and Mayoral Office	1
	Democratic Services	7
	Elections and Electoral Services	2
	Information Governance	1
Housing	Environmental Health	2
	Environmental Protection	8
	Housing services	5
HR, IT and Corporate Projects	Compliments and Complaints	7
	Corporate Projects	4
	HR Employee Relations	3
	HR People Services	5
	IT Support Services	2
Planning	Planning services	14
	Business Rates Processing	3
Revenue, Benefits, Library and Resident Services	Contact Centre	24
	Council Tax Processing	23
	Debt Recovery	7
	Deputy & Appointee	2
	Financial Assessment	5
	Housing Benefit and Council Tax Support	7
	Libraries	81
	Registrars	1

Revenue, Benefits, Library and Resident Services

3.45 Revenue, Benefits, Library and Resident Services received 42.9% (153/356) of all compliments for corporate services in 2019/20. Advisors are supported to exceed rather than meet the expectation of the customer whenever possible which results in high levels of compliments being received

Communities

3.46 The Communities service received 19.7% (70/356) of all compliments for corporate services in 2019/20, and 74.3% of these compliments were for the Community Protection team. This shows the very positive support for the Community Wardens who deal with diverse issues in often difficult circumstances.

Commissioning Infrastructure

3.47 The Commissioning Infrastructure service received 19.1% (68/356) of all compliments for corporate services in 2019/20. Highways, streetcare and streetlighting particularly stands out with 60.3% (41/68) of all compliments to Commissioning-Infrastructure. These compliments reflect the helpful approach officers demonstrate with residents, and the support of service-providers to resolve enquiries.

3.48 Table 4 outlines some examples of compliments received across service areas. Front-facing services that interact regularly with customers received the highest number of compliments in the same way as they also receive the highest volumes of complaints.

Table 4: Examples of compliments received

Service	Compliment received
Parks and Countryside	<ul style="list-style-type: none"> • Thank you for always keeping the parks and hanging baskets around Windsor looking so lovely. It really makes Windsor look wonderful and makes us happy much appreciated.
Arboriculture	<ul style="list-style-type: none"> • Thank you for superb planting as your work and communication with the community paid off. Many years ago you replaced some dangerous leylandii trees with a beautiful maple style tree which comes into its own at this time of year. You have delivered Autumn colour to our village. A great illustration to your team of superb planting choice.
Control Room	<ul style="list-style-type: none"> • I just wanted to let you know of the exemplary work your Control Room Operators have performed over the last couple of days. They have both prevented and helped us detect a number of shopliftings (some of which were high value bulk thefts) and have gone the extra mile to help a member of our team.
Community wardens	<ul style="list-style-type: none"> • I just wanted to say a massive thank you to all of the team for having me the past two days at RBWM and for giving me the opportunity to see the many different roles that the community safety team perform on a daily basis. It was very useful to see the different roles within community safety, and also how the team work closely with TVP to help keep our communities safe and involved. • Your job literally saves lives, and that is exactly what you did yesterday. You saved my puppy's life or at very least, saved me from spending a small fortune. [...] You arrived super-fast, put me at ease, took control of, what for me was a hopeless situation and not only offered the best solution but actually made it happen. I've always loved our little town but even more so now. We have a special place here and thanks to people like you, who has the vocation and genuinely enjoy what they do, make our town the place it is.
Trading Standards and Licensing	<ul style="list-style-type: none"> • Had you not contacted us we would have continued these payments, not realising that this was a fraudulent transaction, and we are grateful to you for this. Regrettably, as a couple of OAPs, we're not as alert as we used to be!
Website	<ul style="list-style-type: none"> • Resident thinks RBWM website is fantastic. Easy to use and everything required is on there to be used.
Customer contact centre	<ul style="list-style-type: none"> • I have had problems scanning my Advantage Card since the installation of the new machines in the Royal Borough Car Parks in Windsor, in Alma Road and Alexandra Gardens. Last week on two occasions, and on the second in Alexandra Gardens when it was raining. Not only I, but two other residents were experiencing the same. The machine was not recognising our cards. I then called your Customer Services Number and spoke with an adviser in Library and Resident Services. She was more than helpful and immediately

Service	Compliment received
	progressed my issue and emailed me immediately to update me. She has since diligently followed it through.
Libraries	<ul style="list-style-type: none"> <li data-bbox="504 304 1426 481">• A very happy customer of yours from Windsor has visited today to leave you a box of chocs. You advised her in Windsor about a council tax valuation query & she was able to resolve the issue because of your expert guidance. Awesome work. Well done.

3.49 The variety of compliments highlights the breadth of work carried out across the council and helps celebrate the good work carried out by a wide range of officers.

4. ADULT SERVICES

Overall adult complaints summary

4.1 In 2019/20 there were 27 complaints about the provision of adult social care services, compared to 19 in 2018/19. This represents 7% of all complaints received by the Council.

Internal process

- 22% of complaints were fully upheld
- 30% of complaints were partially upheld
- 48% of complaints were not upheld
- 56% were responded to within timescales.
- 21 compliments were received.

External process

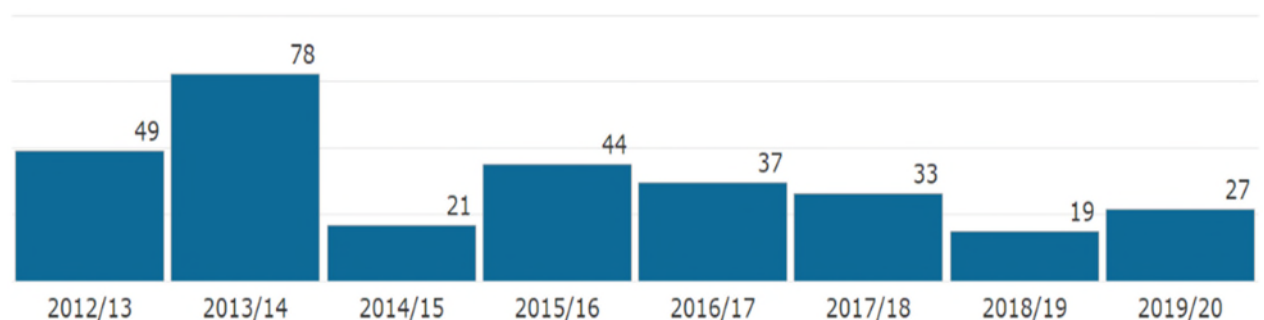
- Six complaints or enquiries were decided by the LGSCO
 - Four were fully investigated.
 - Four were upheld.
 - Zero were not upheld.

Complaints received

4.2 Although there was a rise in the number of complaints received for adult services from 2018/19, Figure 20 shows that over the last eight years there has only been two years where the numbers of complaints were lower. Analysis of the complaints would suggest that the rise related to seeking further explanation on issues that were unclear in relation to assessments or invoicing. The new Director of Statutory Services in Optalis is prioritising resolution of issues at an earlier stage and in particular clearer explanations of what are sometimes complex financial and care issues.

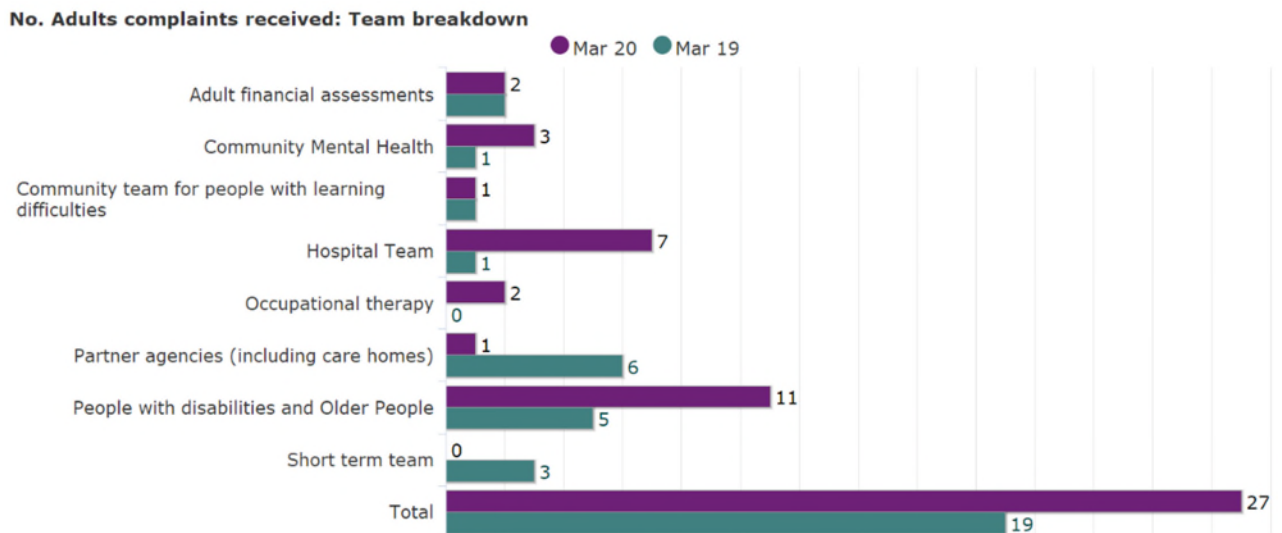
Figure 20: Total number of adult complaints, 2012/13-2019/20

Total volume of complaints (Adults)



4.3 Figure 21 details the volume of stage 1 complaints received by each team.

Figure 21: Volume of Adult complaints received by team



4.4 Most of the complaints to teams remained at a similar number to 2018/19; however, complaints to the People with Disabilities and Older People’s team increased from five to 11 and complaints to the Hospital team rose from one to seven. Teams provide care and support to the highest number of residents on a day to day basis and it is understandable that they receive the highest numbers of complaints

4.5 It is worth noting that the overall number of complaints for adult social care is very low compared to the number of people that are supported. Whilst the most complaints were dealt with by the People with disabilities and Older people’s team, 11 (41% of all adults complaints), at any one time in the year, 1,400 people are supported by this team.

4.6 A number of the complaints were about the information provided to service users and families in respect of the charging process. A review of how this information is provided will be undertaken in 2020/21 to ensure the process is more understandable and effective.

4.7 The number of complaints received by the council relating to external care providers (domiciliary care providers and care homes) has fallen from six to one or 32% to 4% of all adult complaints and is low compared to the number of people being provided with ongoing support- domiciliary providers deliver over 3,500 hours of care per week to 350 people in the community.

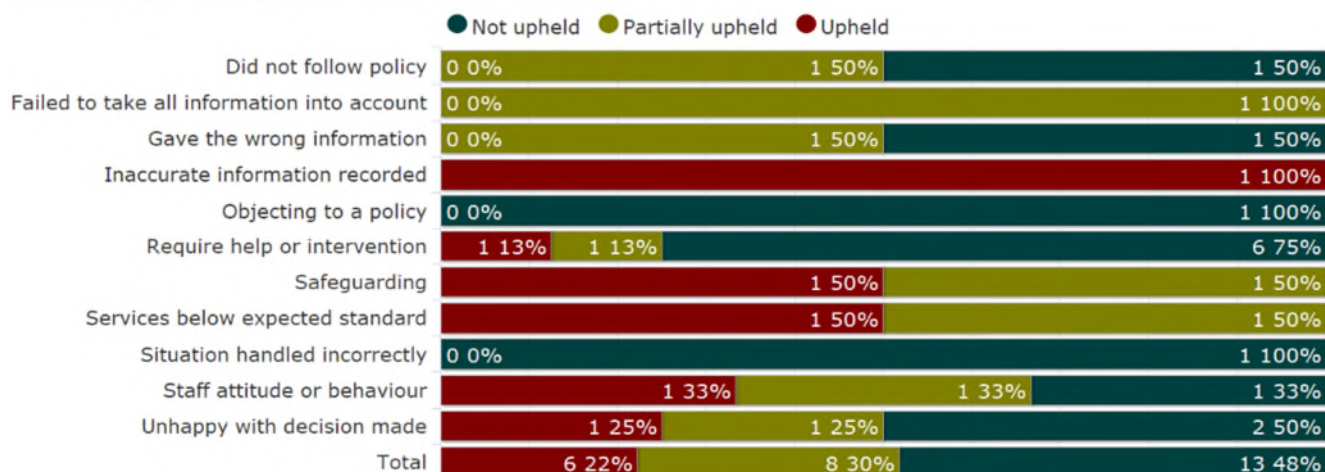
4.8 All complaints received relating to these external providers are managed through the contract monitoring process. Over the last year, the council and Optalis have worked in close and regular collaboration with the main providers, looking at their care practice and working with them to facilitate improvements in the management and delivery of their care services. Any issues or concerns arising from care delivered in the community are openly discussed between the provider and the council, or the provider and the person receiving the care service, so that improvements and changes can be made and agreed informally, wherever possible, without recourse to the complaints process.

Themes and outcomes

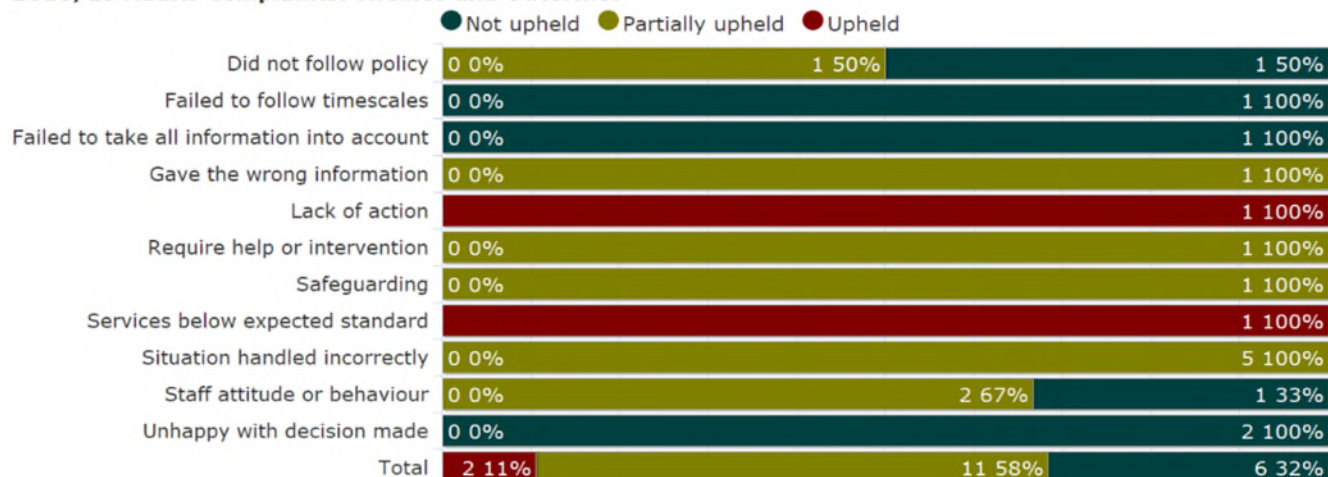
- 4.9 Figure 22 details the volume and percentage of complaints received to the Adults complaints process with a breakdown of both theme and outcome for both 2018/19 and 2019/20.

Figure 22: Breakdown of Adults complaints by theme and outcome

2019/20 Adults Complaints: Themes and Outcomes



2018/19 Adults Complaints: Themes and Outcomes

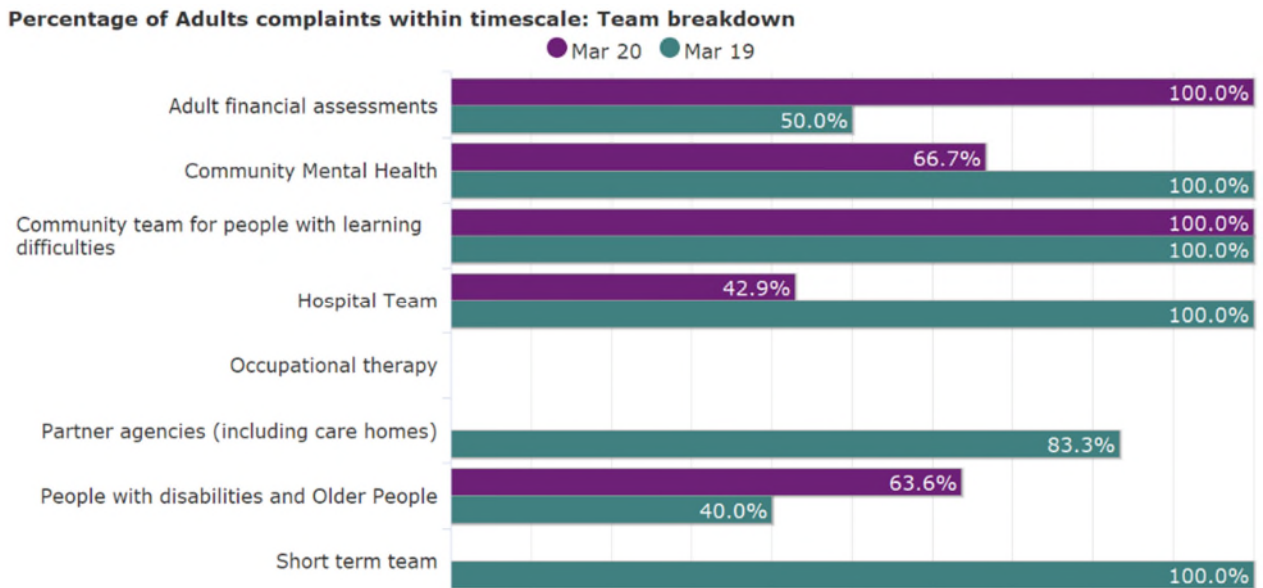


- 4.10 The highest number of complaints received were recorded under the theme of 'require help or intervention'. This is double the next highest theme. Most of the complaints in this category did not actively request a complaint; many were requesting an explanation of some issue that was not understood, for example invoicing. The need for clearer information and explanation has already been identified as a priority for 2020/21. In addition, work will be undertaken with the complaints team to refine the categories for complaints to better identify emerging themes that need addressing.

Timescales

- 4.11 Although there is no specified limit for statutory complaints about adult social care, the council's target for dealing with adult services complaints is 10 to 20 working days. This timescale may be increased for complaints that are particularly complicated. Of the 27 complaints received during 2019/20, 56% (15) were responded to within agreed timescales. This is a drop from 2018/19 where 74% were responded to within timescales. Figure 23 provides a breakdown of responses within timescale for each team.

Figure 23: Percentage of complaints dealt with within timescale

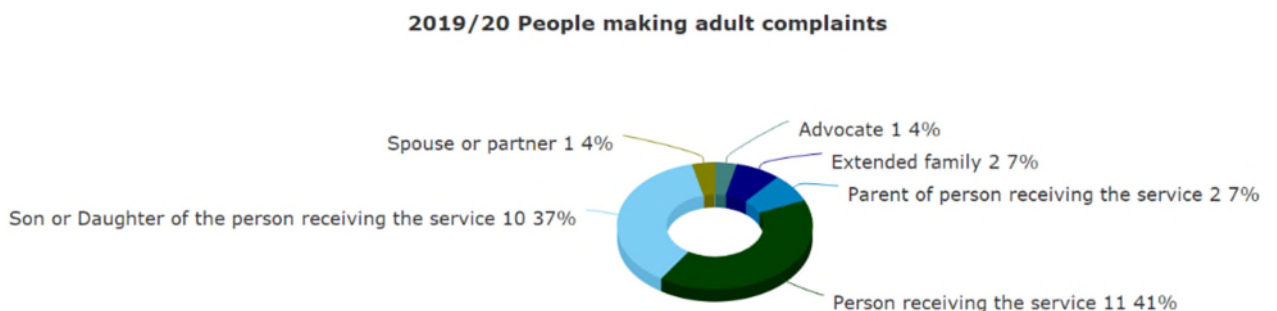


4.12 The response times in 2019/20 were longer due to staffing capacity pressures and the complexity of some of the complaints. Complaints in the hospital team primarily involved charging and finance matters which were complex to resolve. The service will review the process for managing these complaints and how the timescales are set to ensure that performance is more optimal going forward. It is of note that the percentage of complaints fully or partially upheld reduced from 2018/19 which indicates that more initial decisions were correct.

Complainants

4.13 The majority of complaints made in 2019/20 were by the person receiving a service, followed by the son or daughter of the person receiving the service. Figure 24 provides a full breakdown.

Figure 24: People making adult complaints



Complaints and enquiries to the LGSCO

4.14 The LGSCO made decisions about nine complaints and enquiries for adult services that were referred to them following complaints that were made about services provided by or on behalf of adult social care. Four were decided following detailed enquiries and of these, four were upheld. The remaining five were closed without a full investigation. See appendix 1 for details on decisions.

4.15 This is half the number of decisions about adult service that were decided by the LGSCO in 2018/19.

4.16 It is pleasing that the number of LGSCO decisions has reduced since 2018/19 largely due to more robust local investigation. However, in four cases, the Ombudsman upheld the complaint, which indicates a need to keep our approach under review.

Learning from complaints

4.17 There were four key areas of learning from complaints in 2018/19 and an update on implementation is:

Day centre:

- The service has been asked to re-look at their procedure when customers go into hospital, to ensure that the process is clear for all staff to follow, with a simple check list in place.

Following a complaint, the service implemented a simple check list to ensure that staff were clear on the procedure to be followed when a service user went into hospital. The checklist is fully embedded and forms part of the induction training for new staff. There have been no further complaints on this subject.

Domiciliary care:

- The council has implemented an action plan to improve the service from a care agency. This includes monitoring the care agency’s daily records for three months to ensure it is delivering the service expected

Further intensive support measures were introduced, including monthly meetings with the care agency, facilitated by the council and Optalis; and quality monitoring across all aspects of the care agency’s practice. Since then, the service has significantly improved. Sample monitoring of daily records forms part of the ongoing contract monitoring for all providers. Complaints regarding domiciliary care have dropped from 32% to 4% of all adult complaints.

People with Disabilities and Older People’s Team and General training:

- Training was successfully delivered around duties under the Care Act 2014 and the Mental Capacity Act 2005 and refresher training is built into the ongoing training and development programme.
- There is ongoing training with staff to ensure that any issues are resolved at the earliest point to prevent complaints arising.

Mental capacity is discussed in supervisions, team meetings and on a case by case basis. Staff are supported by seniors and service managers. The team are also in the process of securing new training for all new staff. Refresher training will also be available.

Evidence from 2019/20 complaints suggests that more work is required and this is a priority for the new Director of Statutory Services in Optalis

4.18 Table 5 picks up some of the learning across adult services during 2019/20.

Table 5: Learning from adult complaints during 2019-20

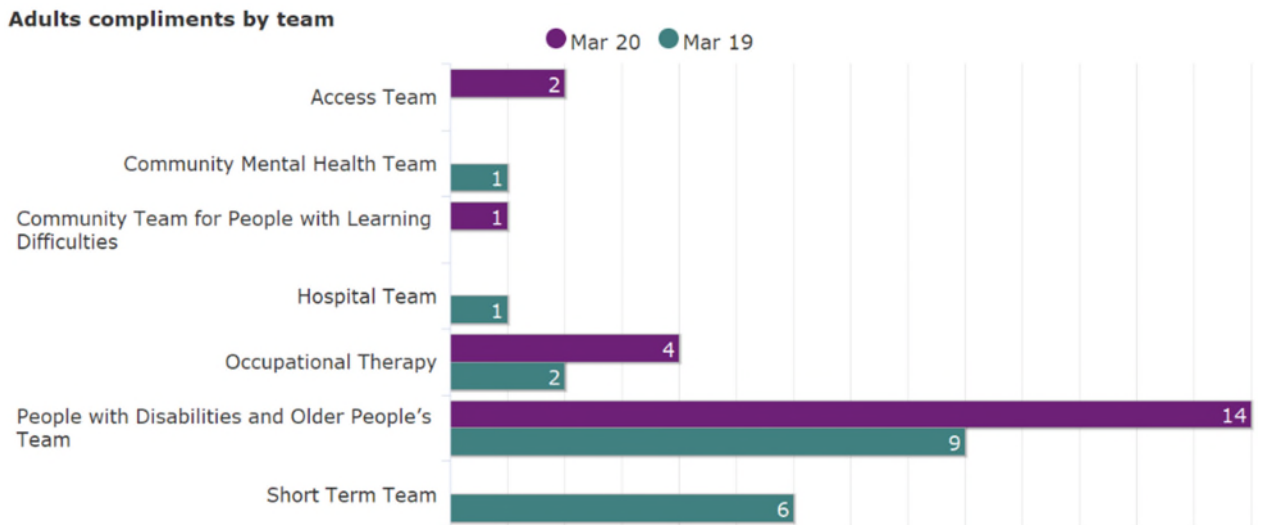
Complaint area	Actions and learning
Day centre	<ul style="list-style-type: none"> • The service has implemented a simple check list, which includes ‘can the service be safely manned

Complaint area	Actions and learning
	by reducing staffing levels to escort a customer'.
General	<ul style="list-style-type: none"> We have introduced a Quality Assurance Panel that assures senior management that the Every Step Together (EST) approach is fully understood and provides checks that carers and relatives are included at all stages and in all aspects of a person's life.
General	<ul style="list-style-type: none"> Introduction of the Strength Based Approach: Optalis QA team visit providers on a regular basis, they check recording when visiting the home in order to ensure that the home is compliant with CQC requirements and those required by RBWM commissioners of service. Should they feel that communication of this nature is lacking in any way then they will inform the responsible manager.
Too many complaints are exceeding agreed timescales.	<ul style="list-style-type: none"> The service will introduce a revised quality assurance and process monitoring framework to ensure that complaints are responded to in a timely way by September 2020
Services provided by an external domiciliary care agency that had been sub-contracted to another provider	<ul style="list-style-type: none"> The council now commissions all care directly, it does not allow providers to subcontract and all providers are monitored directly
Some complaints indicate potential variability in information provision to services users and families.	<ul style="list-style-type: none"> The service will introduce a revised quality assurance and process monitoring framework to ensure that information is provided to services users and families in a clear and consistent manner by September 2020

Compliments

4.19 Adult services received 21 compliments during 2019/20. This is similar to 2018/19 when there were 19 compliments received. Figure 25 shows the breakdown of compliments across adult services.

Figure 25: Compliments by service



- 4.20 As with complaints, the highest number of compliments received were for the people with disabilities and older people's team.
- 4.21 There were 21 compliments in 2019/20, which was similar level to 2018/19. This compares with higher compliment numbers in 2017/18 where 57 compliments were recorded. It is not clear why the number of compliments has fallen; but is possible that they are not being passed to the compliments and complaints team for logging. Reminders to send compliments on is being reiterated in team meetings and it is hoped this will be reflected in next year's annual report.
- 4.22 Table 6 shows examples of compliments received across adult services.

Table 6: Examples of compliments received

Service	Compliment received
Duty	<ul style="list-style-type: none"> • He commented that RBWM adult social services are "knocking it out of the park". He stated he's had such a speedy and positive experience since walking into the reception on Friday and has felt supported.
PDOPT	<ul style="list-style-type: none"> • This is more than ok. I cannot express my thanks to you for organizing this. You have been brilliant, and I would appreciate you sharing this email with your Manager. You really are a credit to your organization- thank you.

5. CHILDREN'S SERVICES

Overall children's complaints summary

- 5.1 In 2019/20 there were 54 children's complaints, 19 of these followed the statutory children's complaints process and 35 followed the formal corporate complaints process. This compares to 38 children's complaints in 2018/19 (28 statutory and 10 corporate).

Internal process

- 19% of complaints were upheld
- 44% of complaints were partially upheld
- 17% of complaints were not upheld
- 56% were responded to within timescales.
- 63 compliments were received

External process

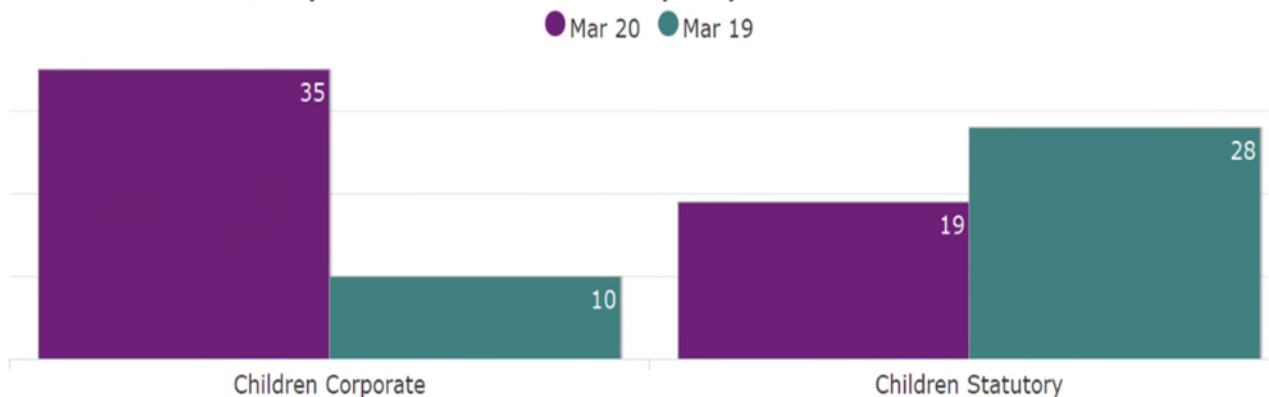
- four complaints or enquiries were decided by the LGSCO.
 - two were fully investigated
 - None were upheld
 - two were not upheld.

Complaints received

- 5.2 Figure 26 provides a breakdown of the total volumes of Children's Statutory and Children's Corporate complaints received in both 2019/20 and 2018/19. There is a change seen in the balance of complaints with a drop in children's statutory complaints (from 28 to 19) and a rise in children's corporate complaints (from 10 to 35).

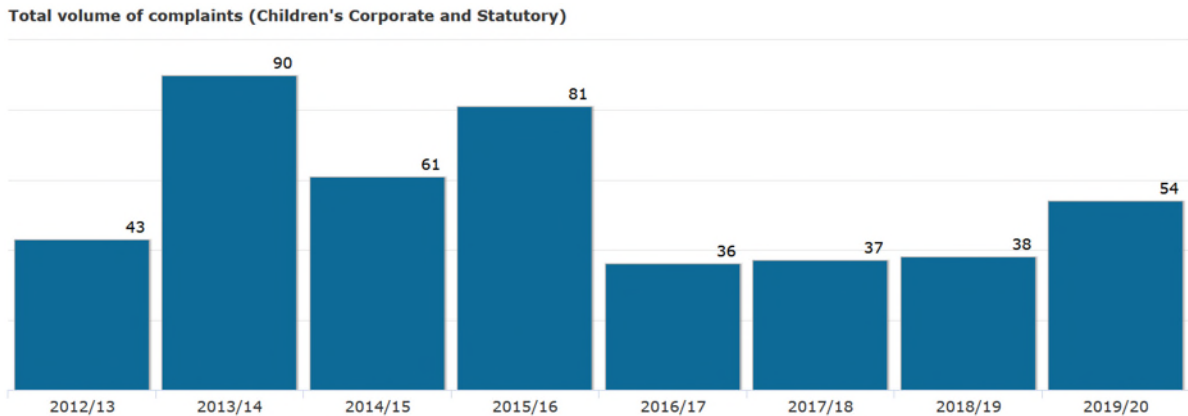
Figure 26: Children Services overview

Volumes of Children's Corporate and Children's Statutory complaints



- 5.3 The number of complaints relating to children's services has varied over the last eight years, peaking at 90 in 2013/14, see Figure 27 for an annual breakdown for the period 2012/20.

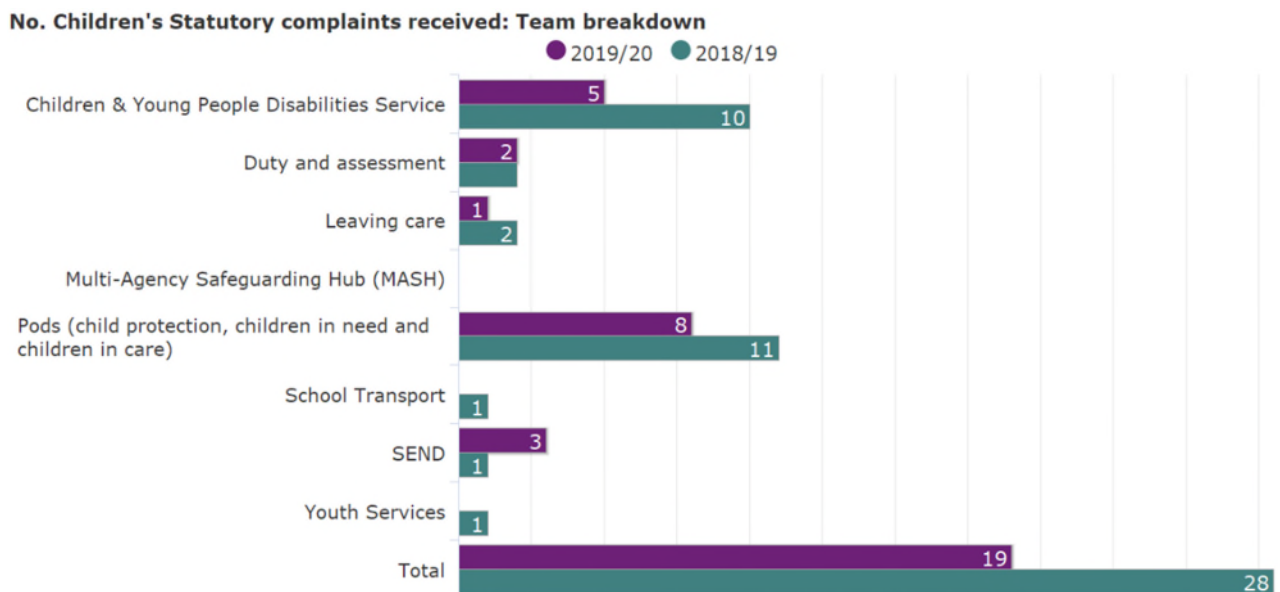
Figure 27: Complaints received comparison 2012/13-2019/20



5.4 The rise is seen mainly in the number of complaints to the SEND team, where the number of complaints rose from 7 to 17 (3 statutory and 14 corporate). There was some churn in staff during 2019/20. The team is more stable now and this should be reflected in next year's annual report.

5.5 Figure 28 provides a breakdown of Children's Statutory complaints by team.

Figure 28: Statutory complaints received in 2019/20 and 2018/19

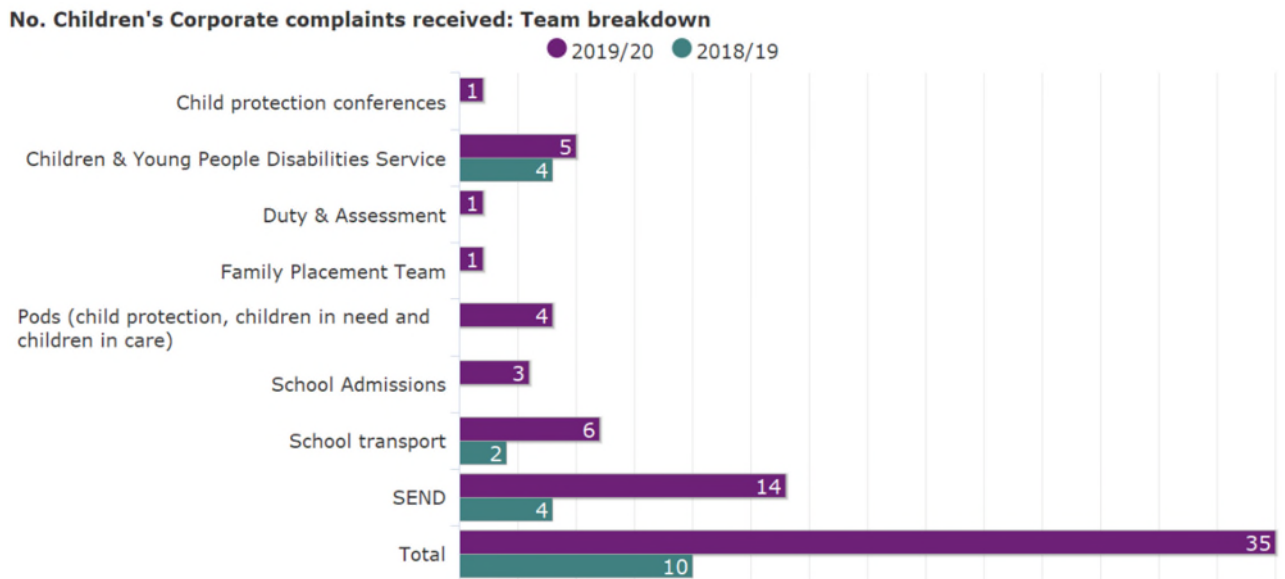


5.6 Statutory complaints are taken where a complaint is made by or on behalf of a child or young person who is receiving a statutory service from children's social care. In 2019/20, the majority of statutory complaints received related to Pods, with slightly fewer in CYPDS. These teams carry the majority of statutory cases.

5.7 During this year there was a high turn-over of staff and this has had an impact on the consistent delivery of some of our services, leading to associated complaints. It also had an impact on how complaints have been responded to, due to the movement of managers. However, we now have a more stable staff group, particularly managers and this in itself should lead to a more consistent delivery of services and response to complaints.

5.8 Figure 29 provides a breakdown of Children’s Corporate complaints by team.

Figure 29: Corporate complaints received in 2019/20 and 2018/19



5.9 Children’s corporate complaints are taken where a complaint is made by or on behalf of a child or young person who does not receive a statutory service from children’s social care, or where the complaint is not on behalf of the child or young person. The majority of children’s corporate complaints received related to the SEND team. This has more than doubled since 2018/19. These varied from complaints about school placements to delays in completing a child or young person’s Education Health and Care Plans (EHCPs).

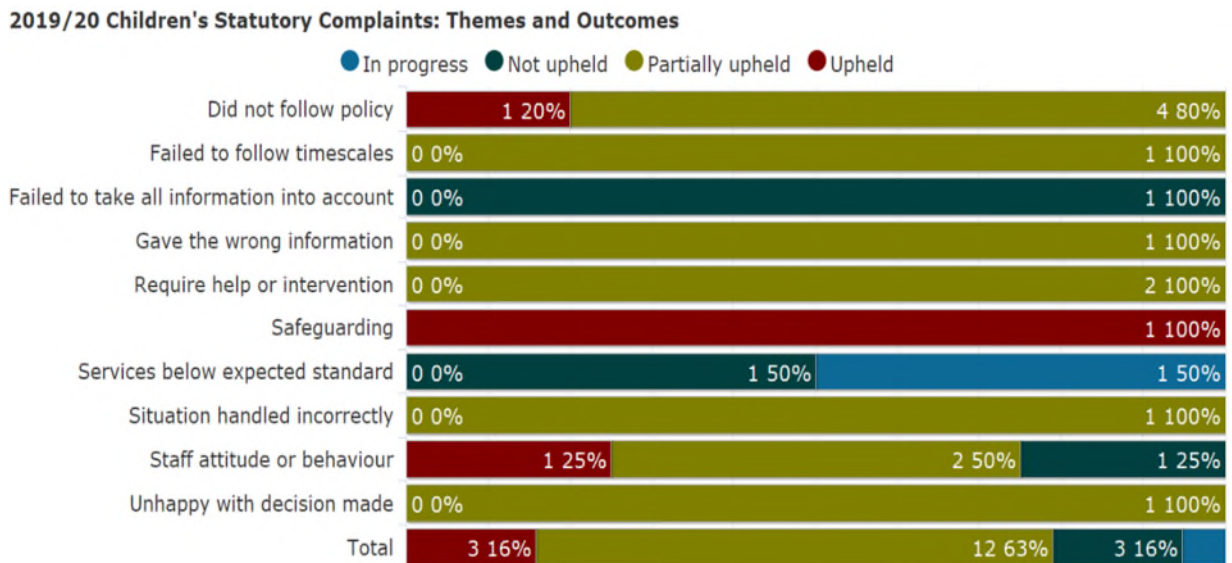
5.10 There are approximately 1000 children with EHCPs and there has been a significant national growth in the demand for these from schools and parents. The SEN Code of Practice states that we have to take into account the efficient use of public resources when identifying school placements, which can cause disappointment and dissatisfaction for some families when we aren’t able to agree with their school preference. In a year of significant staff turnover there have also occasionally been delays in the management of some cases, which has impacted on the number of complaints received within this service. The service’s staffing is now more settled, and training is in place, so it is anticipated that this will be reflected in the number of complaints reported in next year’s annual report. Where any service deficit has impacted upon the young person we have acknowledged this and apologised to the family.

Themes and outcomes

5.11 Figures 30 and 31 set out the themes of children’s statutory and corporate complaints during 2019/20. Themes of complaints are in the main self-selected by the person making a complaint and not all complaints fit neatly into a single category. In 2019/20 there was one children’s corporate complaint relating to staff attitude or behaviour where there was no finding as a result of insufficient evidence. There was one children’s corporate complaint regarding failure to follow timescales which was still in progress at the time of this report’s preparation, and therefore there is no outcome listed. Similarly, there is one children’s statutory complaint relating to services below expected standard that was in progress at the time of this report’s preparation and therefore there is no

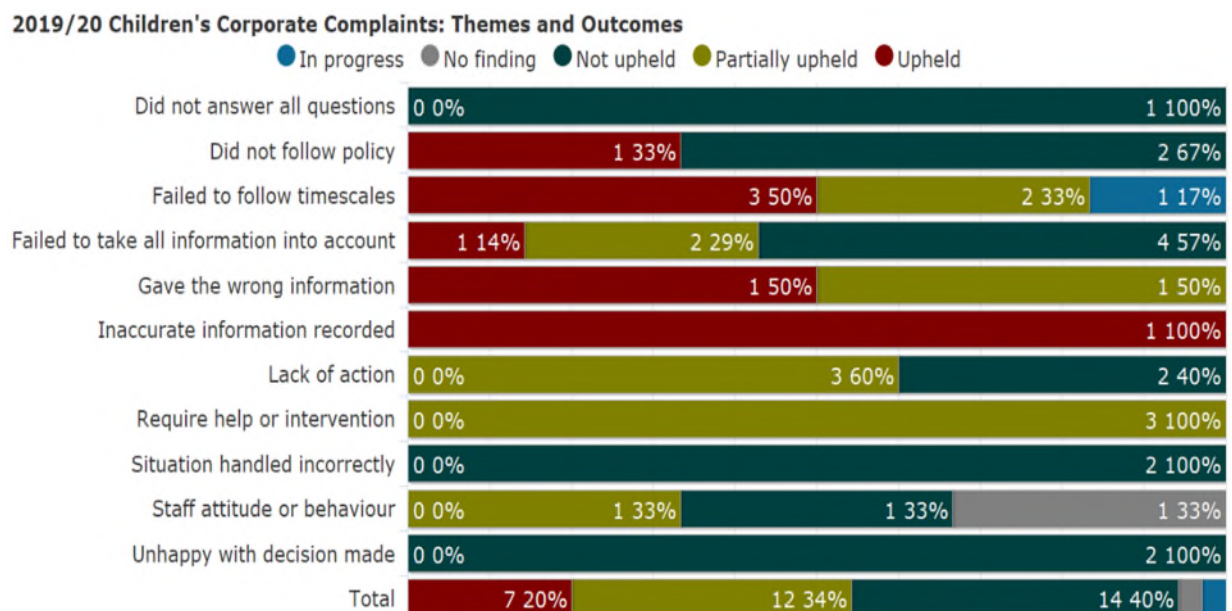
outcome listed.

Figure 30: 2019/20 Children’s Statutory complaints by theme and outcome



5.12 For children’s statutory complaints, the highest volume of complaints received related to the theme “did not follow policy” (5), followed by “staff attitude or behaviour” (4). Although the numbers are small, they are indicative of many of the complaints received where they may be differences of opinion between families and the teams they are working with. It is also noted that only two of these seven complaints was fully upheld.

Figure 31: 2019/20 Children’s Corporate complaints by theme and outcome



5.13 For children’s corporate complaints, the highest volume of complaints received related to the theme “failed to take all information into account” (7), followed by “failed to follow timescales” (6) and “lack of action” (5). When a parental school preference is not agreed the complaint is often that the service has failed to take all information into account, even though all information has been considered when reaching a view. In other cases the relevant information was not made available at the time of the original

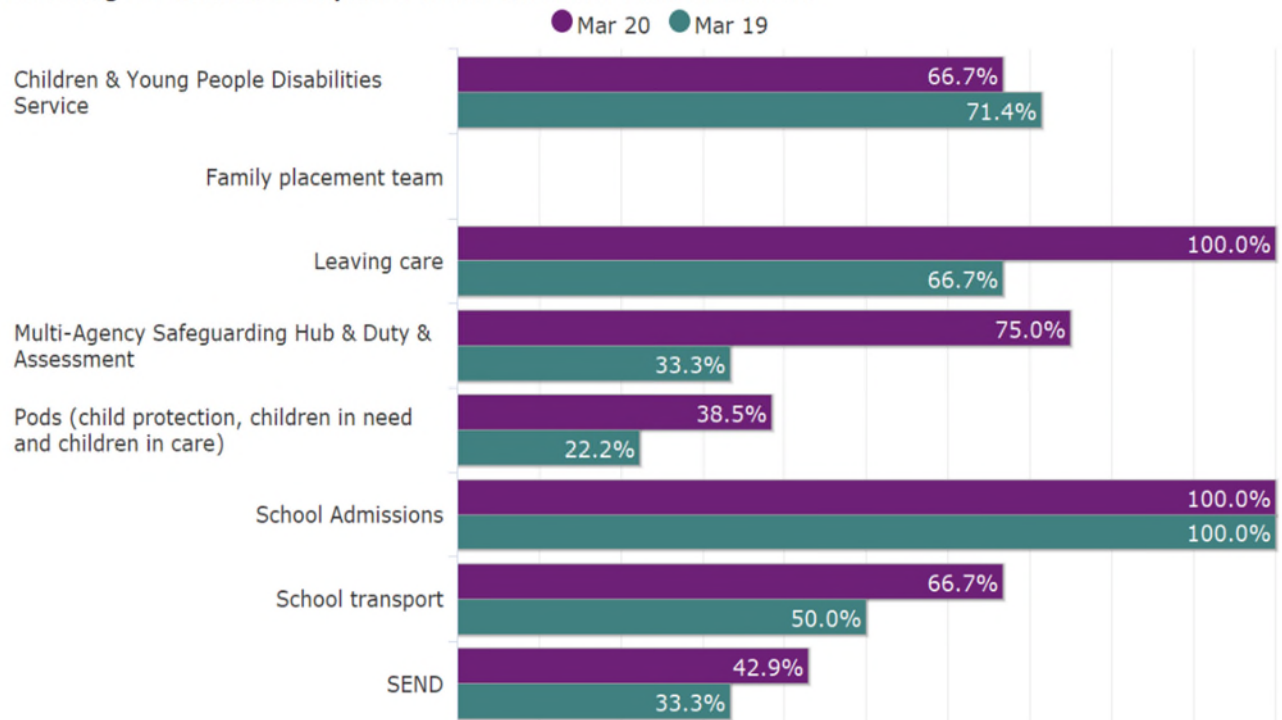
decision.

Timescales

- 5.14 The timescale for dealing with children’s statutory and children’s corporate stage 1 complaints is 10 working days. However, this can be extended to 20 working days for more complex complaints or if additional time is required.
- 5.15 Figure 32 details the number and percentage of complaints responded to within timescales for each service.

Figure 32: Response timescales

Percentage of Children’s complaints within timescale: Team breakdown



- 5.16 Of the 54 complaints that were received during 2019/20, 56% were responded to within timescales, which is an improvement from 2018/19 when 47% were responded to within timescales
- 5.17 Those responding to complaints are advised to give sufficient time to respond to the complaint and to ensure that all elements of each complaint are addressed. Based on this, some complaints have not been upheld, because there is limited evidence to support them. However, complaints will be upheld if there is evidence to demonstrate that actions fell short of our usual high standards
- 5.18 The complaints and compliments team continue to send weekly reports of outstanding complaints to heads of services and directors. They also meet with the managers investigating complaints to clarify the complaint and ensure the scope of this is understood. Staff have provided some reassuring feedback on the relationship with the complaints team and this collaborative relationship has had a good impact on timeliness and quality.

Outcomes

- 5.19 See Figure 33 for the breakdown of children’s statutory complaints by outcome and Figure 34 for the breakdown of children’s corporate complaints by outcome. It should

be noted that at the time of this report's preparation one Children's Statutory complaint was still in progress and so an outcome is not shown here. Similarly, there is one Children's Corporate complaint still in progress and one where there was no finding as a result of insufficient evidence.

Figure 33: Outcome of children's statutory complaints

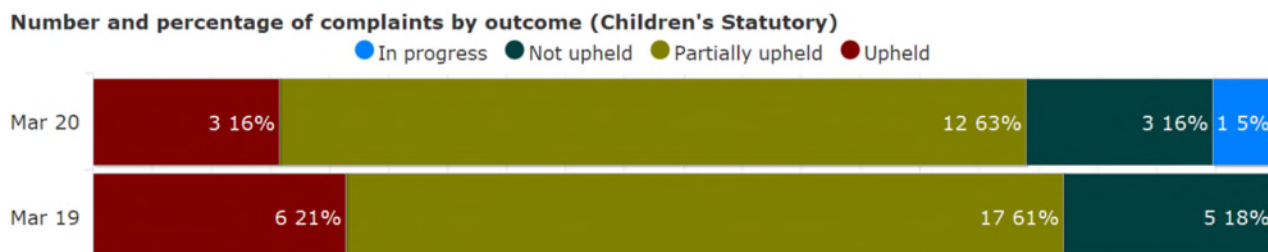
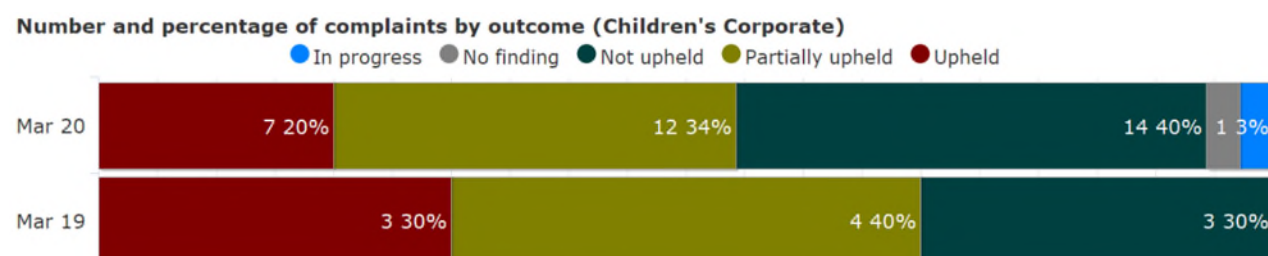


Figure 34: Outcome of children's corporate complaints

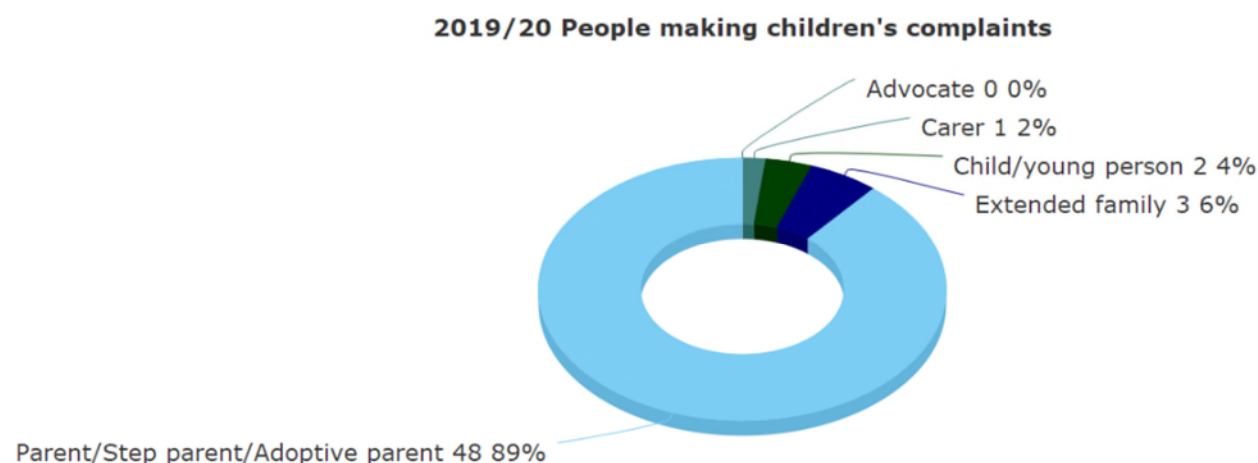


5.20 Achieving for Children as a learning organisation take complaints that have an element of wider learning which are used as examples to improve practice

Complainants

5.21 The vast majority of complaints (89%) made in 2019/20 were by parents. Two formal complaints were made by young people, no complaints were made by advocates. Figure 35 provides a breakdown of complainants.

Figure 35: People making children's complaints



Stage 2 complaints

5.22 Seven complaints were resolved at stage 2 during 2019/20. Two of these were investigated under the statutory children's complaints process; both were partially upheld. Five were investigated under the children's formal corporate complaints

process; two were fully upheld, one was partially upheld and one was not upheld. One statutory complaint remains in progress.

5.23 Zero statutory complaints were resolved at stage 3 in 2019/20.

5.24 Complaints resolved under the formal corporate complaints process are reported within the children's services annual report to give an overview of all complaints about children's services.

Complaints and enquiries to the LGSCO

5.25 The LGSCO made decisions on 10 enquiries regarding complaints for children's services during 2019/20. None of these decisions was upheld, six were referred back for local resolution, one was closed after initial enquiries, one was invalid and two were not upheld. See appendix 1 for details on 2019/20 decisions.

Representations

5.26 Representations are comments by children and young people, normally within a child's review. These can be positive or negative and are acted upon by referring these comments to the social care team working with the child or young person so this can be acted upon and responded to by that team.

5.27 A new electronic feedback system for seeking feedback from children, young people and families is now in place, although it is still early days. This will replace the ad hoc arrangements that previously existed for gathering feedback. One week in every month, those who attend child protection conferences and reviews for children in care are also asked to complete an electronic feedback form. Feedback was also received from our children in care and care Leavers in February 2020 in the form of a questionnaire. The Director of Social Care and Early Help continues to offer to meet with any child or young person who makes a formal complaint.

5.28 If a child or young person makes a complaint they are supported to appropriately use the compliments and complaints service.

Case concerns

5.29 In addition to complaints under the children's services statutory complaints and the formal corporate complaints processes, we have captured information regarding case concerns. Case concerns are recorded when an issue has been raised with the complaints and compliments team but has been dealt with informally by children's services.

5.30 Figures for case concerns do not count towards the overall number of complaints but are useful to help identify issues and help promote timely resolutions. In addition they can show if there is a pattern if a complaint is raised later.

5.31 In 2019/20 there were 11 case concerns recorded. Table 7 shows the split across children's services for case concerns received.

Table 7: Case concerns across children's services 2019/20

Leaving care	Pods	CYPDS	MASH/Duty and Assessment
1	3	3	4

Learning from complaints

5.32 There were four key areas of learning from complaints in 2018-2019 and an update on

implementation is:

Children and young people disability service

- Consideration will always be given to each parent regarding sharing of email content and other information between separated parents without agreement, unless there are immediate safeguarding concerns.
- Further documentation is being developed to clarify the difference between supported contact, rather than supervised contact for young people over 18 years of age.

There have been no further complaints on these issues in 2019-20.

Leaving Care team

- The Local Authority now have a designated 16+/ Care Leavers team which will ensure that young people in care and young asylum seekers are given the right support and work is progressed as quickly as possible.

This is embedded and progressing to 15+ which will support even better and earlier focus for young people in care. Although small numbers, complaints against the 15+/Care Leavers team have dropped from two in 2018/19 to one in 2019/20.

Pods

- Any Child in Need meetings or similar is now chaired by a Manager.
- Within Team Meetings we have discussed with the managers and staff the importance of agreed actions being followed up within timescales, alongside realistic timescales being initially set.

CiN Meetings were discussed at a huddle and it was agreed that ATM's/TM's will chair the first CiN Meeting and the midway review CiN meeting. The number of statutory complaints to children's services fell in 2019-20.

General

- Actions from responses are now being captured. Meetings are being put in place with the complaints team in order to ensure that all learning is captured and acted upon.
- Actions and recommendations have been raised with teams for updating as learnings from complaints.

There is now a mechanism for the children's teams to keep the compliments and complaints team updated with regards to actions.

5.33 Table 8 sets out learning from children's complaints

Table 8: Learning from children's complaints

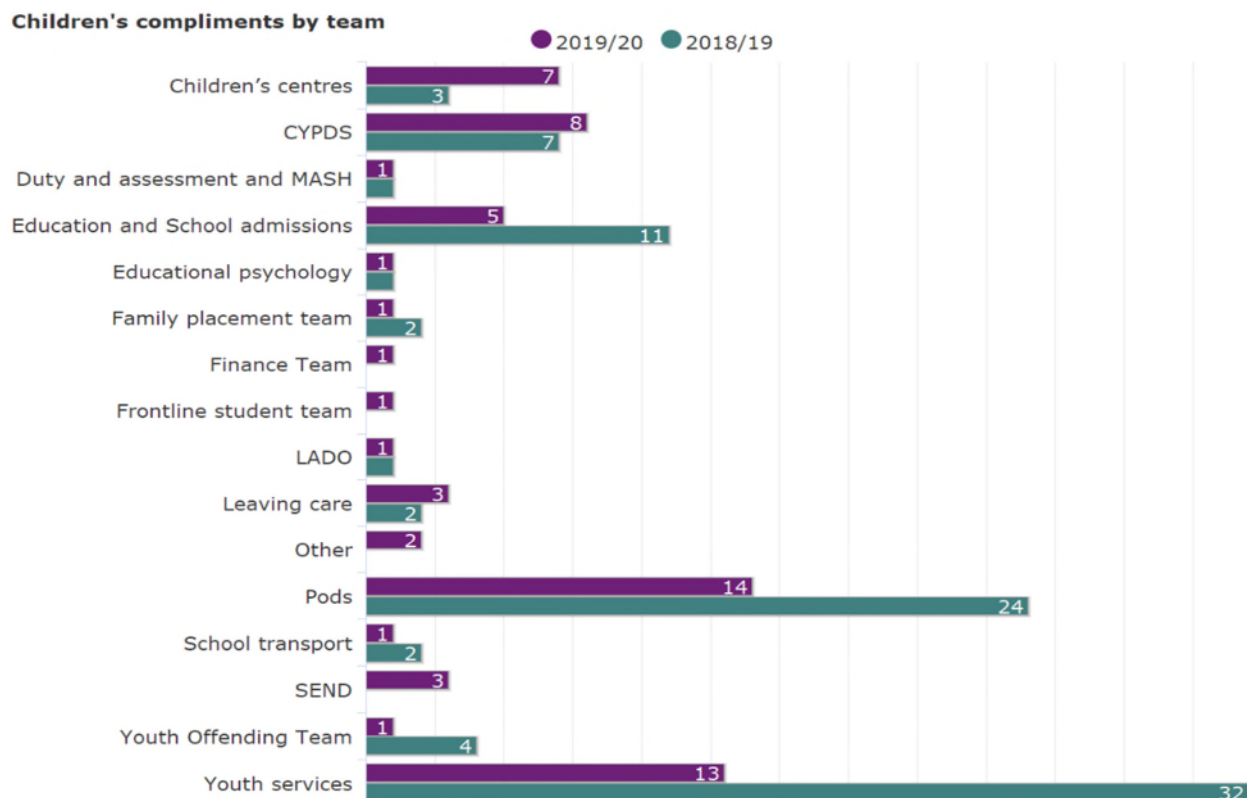
Complaint area	Actions and learning
Children and young people disability service	OT Service <ul style="list-style-type: none">• The organisation has had a discussion with our key partner agencies i.e. Health to try and address the issue that we are facing in recruiting and retaining an Occupational Therapist.
SEND	<ul style="list-style-type: none">• All final EHCPs are forwarded to the CYPDS inbox after signing so they can be sent out promptly.• Ensure that we approach a number of potential school

Complaint area	Actions and learning
	<p>placements at the same time rather than on an individual basis to minimise the time taken.</p> <p>Keep parents better informed about the placement search process and the likelihood of schools being able to offer a place so that parents do not spend time visiting schools unnecessarily.</p>
Pods	<ul style="list-style-type: none"> • Grandparents are clearly made aware of whether they are expected to supervise contact between their grandchildren and their parents and have a written agreement in place to reflect this. • Revisited the training offered in respect of our duties as part of the transition into adulthood. This included expectations around the reviewing of packages of care and support. • We are exploring how as a service for our Children in Care we can centralise all the Pod arranged contacts through the Contact Service to ensure consistency across the board and have contingency plans, should circumstances change. Our Contact Service supports with all contacts for looked after children that are placed out of area. This will ensure better oversights and communication to ensure contacts can run efficiently. We encourage staff to think more creatively on how we can keep consistency for our children in care.
Transport	<ul style="list-style-type: none"> • CYPDS staff received further training from School Transport around the transport application process and criteria.
CYPDS	<p>Respite support packages:</p> <ul style="list-style-type: none"> • Review of communications with parents around the internal panel process.

Compliments

5.34 63 compliments were recorded for children's service in 2019/20. This is lower than the 90 compliments recorded in 2018/19. It is not clear why this is, however, teams within the organisation will continue to be encouraged to share compliments they receive with the compliments and complaints team so that they can be logged. Figure 36 provides a breakdown of compliments received by team.

Figure 36: Number of compliments by children’s services teams



5.35 Table 9 shows examples of compliments received across children’s services.

Table 9: Examples of compliments received

Service	Compliment received
Youth Service	<ul style="list-style-type: none"> In December 2018 a review was undertaken and it was decided that our child didn’t need any support from Social Services. The Social Worker offered a referral to a Youth Worker, [...] who contacted us immediately by phone to introduce himself and arrange to meet with our child. He was very accommodating and was able to meet within a week. Our child was very positive after the first meeting and arranged for a follow up session. We are only disappointed that our child couldn’t have been referred to a youth worker many months ago when unable to attend school and would have really benefited from the support.
SEND	<ul style="list-style-type: none"> We would like to express our Thanx and heartfelt appreciation for the time, Care and genuine accuracy taken over our sons report for submission to the borough for his EHCP. It reads brilliantly and takes into account All the expert reports as well as our thoughts And experiences as his parents, as well as your skill and time spent with him at our home. We could not have asked for More. Thank you ...
Leaving Care	<ul style="list-style-type: none"> I can't imagine anything greater than catching my dream. I also can't imagine having all these achievements without your help and support. It's been four long years for me waiting for this day to say a huge thank you to you, for all your encouragements,

Service	Compliment received
	guidance, emotional and financial supports. You are the best person out there.
Frontline	<ul style="list-style-type: none"> <li data-bbox="448 293 1418 622">• We really don't know where to start to say thank you. Your professional caring and understanding manner towards us has ensured we have one very happy little child. You have been such a huge support during tough times. You have constantly been on hand and on the phone. With your help we now have X in a stable environment to face the future ahead. Your guidance is so appreciated. For what you have done, are doing and will continue to do we all thank you from the bottom of our hearts.

Appendices

Appendix A: LGSCO Annual Letter 2019-20

Local Government & Social Care OMBUDSMAN

22 July 2020

By email

Mr Sharkey
Managing Director
Royal Borough of Windsor and Maidenhead Council

Dear Mr Sharkey

Annual Review letter 2020

I write to you with our annual summary of statistics on the decisions made by the Local Government and Social Care Ombudsman about your authority for the year ending 31 March 2020. Given the exceptional pressures under which local authorities have been working over recent months, I thought carefully about whether it was still appropriate to send you this annual update. However, now, more than ever, I believe that it is essential that the public experience of local services is at the heart of our thinking. So, I hope that this feedback, which provides unique insight into the lived experience of your Council's services, will be useful as you continue to deal with the current situation and plan for the future.

Complaint statistics

This year, we continue to place our focus on the outcomes of complaints and what can be learned from them. We want to provide you with the most insightful information we can and have made several changes over recent years to improve the data we capture and report. We focus our statistics on these three key areas:

Complaints upheld - We uphold complaints when we find some form of fault in an authority's actions, including where the authority accepted fault before we investigated. A focus on how often things go wrong, rather than simple volumes of complaints provides a clearer indicator of performance.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice. Our recommendations try to put people back in the position they were before the fault and we monitor authorities to ensure they comply with our recommendations. Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedies provided by the authority - We want to encourage the early resolution of complaints and to credit authorities that have a positive and open approach to

resolving complaints. We recognise cases where an authority has taken steps to put things right before the complaint came to us. The authority upheld the complaint and we agreed with how it offered to put things right.

Finally, we compare the three key annual statistics for your authority with similar types of authorities to work out an average level of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

This data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 29 July 2020, and our Review of Local Government Complaints. For further information on how to interpret our statistics, please visit our [website](#).

Resources to help you get it right

There are a range of resources available that can support you to place the learning from complaints, about your authority and others, at the heart of your system of corporate governance. [Your council's performance](#) launched last year and puts our data and information about councils in one place. Again, the emphasis is on learning, not numbers. You can find the decisions we have made, public reports we have issued, and the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

I would encourage you to share the tool with colleagues and elected members; the information can provide valuable insights into service areas, early warning signs of problems and is a key source of information for governance, audit, risk and scrutiny functions.

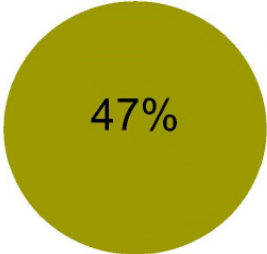
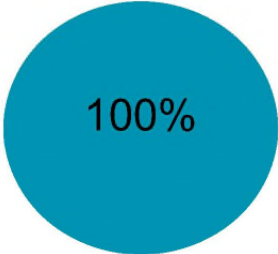
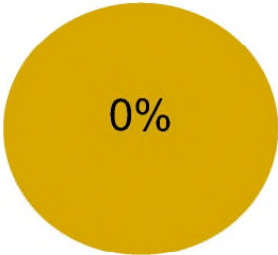
Earlier this year, we held our link officer seminars in London, Bristol, Leeds and Birmingham. Attended by 178 delegates from 143 local authorities, we focused on maximising the impact of complaints, making sure the right person is involved with complaints at the right time, and how to overcome common challenges.

We have a well-established and successful training programme supporting local authorities and independent care providers to help improve local complaint handling. During the year, we delivered 118 courses, training more than 1,400 people. This is 47 more courses than we delivered last year and included more training to adult social care providers than ever before. To find out more visit www.lgo.org.uk/training.

Yours sincerely,



Michael King
Local Government and Social Care Ombudsman
Chair, Commission for Local Administration in England

Complaints upheld		
 <p>47%</p>	<p>47% of complaints we investigated were upheld.</p> <p>This compares to an average of 56% in similar authorities.</p>	<p style="text-align: center;">7 upheld decisions</p> <p>Statistics are based on a total of 15 detailed investigations for the period between 1 April 2019 to 31 March 2020</p>
Compliance with Ombudsman recommendations		
 <p>100%</p>	<p>In 100% of cases we were satisfied the authority had successfully implemented our recommendations.</p> <p>This compares to an average of 99% in similar authorities.</p>	<p>Statistics are based on a total of 5 compliance outcomes for the period between 1 April 2019 to 31 March 2020</p>
<ul style="list-style-type: none"> Failure to comply with our recommendations is rare. An authority with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning. 		
Satisfactory remedies provided by the authority		
 <p>0%</p>	<p>In 0% of upheld cases we found the authority had provided a satisfactory remedy before the complaint reached the Ombudsman.</p> <p>This compares to an average of 11% in similar authorities.</p>	<p style="text-align: center;">0 satisfactory remedy decisions</p> <p>Statistics are based on a total of 15 detailed investigations for the period between 1 April 2019 to 31 March 2020</p>

Appendix B: COUNCIL'S COMPLAINTS PROCESS AND PROCEDURES

The principle behind the council's complaints procedure is to ensure that every opportunity for resolution is sought through dialogue or local resolution before a complaint is submitted. Where agreement is not achieved someone has the right to complain and the complaints process has different stages dependant on the area of service the complaint is about.

Complaints made about the council's services are dealt with under three processes. The formal corporate complaints process for general council activity such as: council tax; housing; highways; communications; democratic services and so on; and the statutory adult and statutory children's processes.

The different complaint processes have different stages, however regardless of which policy a complaint is investigated under, or the outcome, the complainant still has the right to refer their complaint on to the Local Government and Social Care Ombudsman. The different stages are:

The formal corporate complaints process contains two stages.

- The adult complaints process contains one stage
- The children's complaints process contains three stages.

Although customers can refer complaints to the Local Government and Social Care Ombudsman (LGSCO) at any stage, the LGSCO will not normally investigate until the council have exhausted their complaints processes.

Complaints are made by email, phone call, letter, face to face or by logging the complaint online. All complaints received, along with comments and compliments, are recorded on the council's complaints database (Jadu). The Jadu system provides for compliments and complaints to be captured by number, types, themes, postal address and timeliness of complaint.

The council's complaints policies are intended for use by service users, customers, residents, businesses and visitors or their chosen representatives, which may include councillors.

The council's complaints process is managed through one team. This means the team is independent of the two statutory adult and children's services, ensures independence from services, removes the possibility of conflicts of interest and secures impartial challenges.

Quality assurance

Effective complaint management is crucial to allow confidence on the part of complainants to submit complaints in the understanding that the council will take these seriously and respond.

When a complaint is received the complaints and compliments team focus on ensuring:

- The process for investigating the complaint is followed and on time.
- Complaint responses answer the questions asked and are clear and easy to read.
- Lessons learned and recommendations are captured to secure continual improvement – this includes one to one training/advice/meetings with relevant employees providing them with support and guidance on how best to resolve a complaint.
- Any actions or recommendations are noted on Jadu and monitored.

Complaints processes

	Adult services complaints	Children's services complaints	Corporate complaints	Not within the formal complaints process
Incoming concern	Received via online form, email, telephone call or face to face contact. However received, all complaints are logged on the complaints database (Jadu) for monitoring and tracking. Once logged the complaint is acknowledged within 3 working days and customer informed whether this will be taken as a complaint and if so, under which complaints process			
Stage 1	Statutory No specific timescale but aim to respond within 10 working days. Response from Service Manager or higher.	Statutory Up to 10 working days. Can agree extension for a further 10 working days. Response from Head of Service.	Up to 10 working days. Can agree extension for a further 10 working days. Response from Head of Service.	N/A
Stage 2	N/A	Statutory 25-65 working days. Completed by independent complaints investigators and report produced. Adjudicating letter in response to report completed by Children's Director of Social Care.	Up to 20 working days. Review of stage 1 complaint and response by Director.	N/A
Stage 3	N/A	Statutory Stage 3 independent panel. Up to 70 working days. Panel of three independent members who produce a report. Letter in response to the report completed by the Directors of Children's Services.	N/A	N/A
LGSCO	Can complain to the Local Government and Social Care Ombudsman			N/A
Alternative appeal process	N/A	N/A	N/A	Customer given timescales for response

Appendix C: NATIONAL AND LEGISLATIVE CONTEXT

Formal corporate complaints

The council's formal corporate complaints policy is discretionary and has been developed based on the Local Government and Social Care Ombudsman's guidance 'Running a complaints system - Guidance on good practice'.

Adult services

The council has a statutory duty, under the NHS and Community Care Act 1990, to have in place a complaints procedure for Adult Social Care services and is required to publish an annual report relating to the operations of its complaints procedures.

The Local Authority Social Services and NHS Complaints (England) Regulations 2009 introduced a single approach for dealing with complaints for both the NHS and Adult Social Care, the key principles of which are:

- Listening - establishing the facts and the required outcome.
- Responding - investigate and make a reasoned decision based on the facts/information.
- Improving - using complaints data to improve services and influence/inform the commissioning and business planning process.

Children's services

The procedure for dealing with children's statutory complaints and representations is determined by the following legislation:

- The Children Act 1989, Representations Procedure (England) Regulations 2006.
- The Children & Adoption Act 2002 and Children (Leaving Care) Act 2000 and
- The accompanying guidance 'Getting the Best from Complaints' (DfE July 2006).

Qualifying individuals are defined in national guidance as the child or young person, their parent, carer or foster carer or 'anyone who could be seen to be acting in the best interests of the child.'

Under the regulations, the council is required to produce and publish an annual report.

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Agenda Item 9

Subject:	Braywick Leisure Centre Capital Programme - progress update
Reason for briefing note:	Update and summary of progress for the Communities Overview and Scrutiny Panel
Responsible officer(s):	David Scott – Head of Communities
Senior leader sponsor:	Russell O’Keefe – Executive Director Place
Date:	3 September 2020

www.rbwm.gov.uk



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 new Braywick Leisure Centre scheme.

The item is supported with details taken from the latest Contractors progress report and form the last Project Board meeting, which is overseeing this major capital scheme.

The overview of progress can be summarised as good, and since the last update to panel in July there have been a number of elements of the scheme that have reached competition and enabled a revised practical completion date to be identified, that is earlier than previously reported.

The report to the July Panel at the last meeting provided more detail than had previously been provided in the regular progress reports, in response to the request made at the June Panel.

A REVISED formal Summary Programme is included in Appendix 1 but has not been formally varied since the July panel meeting. It is the same programme.

This programme chart illustrates the very detailed construction works programme that covers the many elements of such a large and complex construction project.

In addition in Appendix 2 is a copy of the Summary Risk Register. This sets out the high-level ongoing risks to the completion of the scheme.

The planned practical completion date for the main contract build is now moved forward to 9 September 2020, subject to some final elements being completed, and a review of this date will be undertaken jointly by the design team and the main contractor on 2 September, and so a verbal update will be provided to the Panel on 3rd September. This date is an improvement on the last reported date and is the result of the main contractor continuing to progress the many elements of the build by reprogramming overlapping activity to make up some time.

The training of technical staff on the operation of the building and its systems has begun, with operational show rounds, and inductions under way. There will be some trial sessions programmed for immediately after practical completion and before public opening.

The external works including the new hard courts and artificial turf pitch are almost complete with the external landscaping around these areas being snagged and finished to link with the main building programme.

A series of the most recent photographs from across the scheme are included in Appendix 3. These are from the week of 10 August. As the project rapidly moved towards practical completion these are being superseded and if it is possible some revised photos will be obtained for the panel meeting.

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

www.lobstervision.tv/BraywickLeisureCentre

Appendix 1 -

Braywick Leisure Centre

RBWM 11-06-2020

Line	Id	Name	Planned Start	Working Duration	Planned Finish	2020																																																															
						April								May								June								July								August								September								October								November							
						6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26	2	9	16	23	6	13	20	27	4	11	18	25	1	8	15	22	29	6	13	20	27	3	10	17	24	31	7	14	21	28	5	12	19	26
Gantt chart showing project tasks from April to November 2020. Tasks include Pre-Construction Activities, Contract Information, Landscaping, Design, Procurement, and various construction phases like Substructure, Superstructure, and Fit Out.																																																																					

Planner: N Savory
 Manager: D Grinham
 Original Date: 27/03/2019
 Revision Date: 28/04/2020

Contract Programme

Programme No: CONT/502002/01 Rev: G3
 With Progress Week Ending 12/07/2020

Basingstoke Delivery Centre
 Network House
 Basing View, Basingstoke
 Hampshire, RG21 4HG
 Telephone: 01256-331170
 Facsimile: 01256-338166
 www.wates.co.uk

Risk Summary

1 COVID – 19

COVID-19 outbreak has affected progress onsite in the period. Clarkson Alliance continue to chair weekly risk reduction meetings with the entire project team and attend a weekly COVID-19 specific catch ups with the Contractor to discuss and mitigate the project risks.

Generally, the feedback from these sessions has been very positive. With the contractor communicating that progress onsite is going well, and that no actions are required by the wider team to mitigate risks.

However, the contractor has subsequently communicated that a delay is anticipated to the planned completion date as a result of the outbreak. This is in relation to materials and components not being released for installation. As detailed below:

No.	Risk	Mitigation measures	Updates
1	Supply of materials to site	WCL risk assessment will flag those elements of the build at risk in their supply chain. The weekly meetings will give an opportunity to discuss and potentially select alternative products.	<p>Products / supplies at risk:</p> <ul style="list-style-type: none"> Vario pool hoist: The delay to the production of the lift has impacted the programmes critical path and is one of the contributing factors to the delayed planned completion. GRP doors to be installed within the 'wet' areas: These are manufactured in the Republic of Ireland and their delivery to site had been delayed.
2	Reduction in human resource onsite	Wates have reduced site visits to essential workers only.	<p>Average daily numbers of site operatives are above pre-COVID levels, as would be expected for the finishes stage of the project.</p> <p>However, the contractor has claimed that a lack of resource from key supply chain partners is affecting progress:</p> <ul style="list-style-type: none"> Dale Sauna: The contractor is having a meeting with their sub-contractor this week and will confirm whether their presence onsite will increase. These works are on the critical path and will impact the planned completion date; Prospec, who are manufacturing and installing the lockers and cubical have been slow

			to return to site, meetings have been held by WCL and their sub-contractor this week to increase their site presence. These works are not yet on the critical path.
3	Site closure based on government guidance	Termination of main contract: To mitigate any losses suffered by the client for a prolonged period of site closure.	With the easing of restrictions this risk looks increasingly unlikely, unless a second peak of COVID-19 cases is experienced.
4	Supervisor attendance to site	Increased use of technology and attendance at site when required.	The contractor has provided a schedule of dates for Supervisor inspections which is discussed at the monthly site progress meetings. This enables the Supervisors to allocate appropriate human resource and undertake risk assessments and method statements as required.

2. High level project risks summarised from project Risk Register.

Risk No.	Commentary	Action to mitigate	
n/a	COVID-19 - As above	As above	R
45 46	Release of design information	No longer possesses a risk to the Completion Date	G
42 43 77	<p>Leisure Operator Project Team have been advised that Parkwood do not wish to take on the management of the new centre and that negotiations are ongoing with RBWM to end the relationship with Parkwood.</p> <p>Leisure operator involvement is required for the soft landing and handover of the facility as well as providing an agreed allocation of FFE items to open the facility.</p>	<p>RBWM have advised that a new Community Trust has been formed to operate the new facility. The name of the new trust is Leisure Focus staffed by a number of the key personnel employed by Parkwood who operated the Magnet Centre.</p> <p>The fortnightly handover meetings to manage the key actions required for the soft landing and handover of the centre have resumed. As have site familiarisation walk arounds with the current leisure operator staff.</p>	A

59 21	<p>Unable to deposit all spoil on site</p> <p>The contractor will not use all the stockpiled sub-soils currently stored in Braywick Park.</p> <p>Advice from the Environment Agency has flagged that this material cannot remain onsite as currently stockpiled for the purposes of site construction works, with planning permission being required following the expiry of the year's allowance under the materials management plan.</p>	<p>RBWM have approval of their new landscape masterplan under permitted development rights. This will enable the relocation some of the sub-soils to other areas in the Braywick Park. Confirmation on costings and quantification is awaited from Hunts.</p> <p>The possibility of off-site relocation by a third party has been confirmed as not cost effective.</p> <p>Relocation across the wider site to provide additional security measures to restrict access will be progressed.</p>	A
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Appendix 3 – Updates and more Recent Photos









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Report Title:	2020/21 Q1 Performance Report
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	
Meeting and Date:	Communities Overview and Scrutiny Panel, 3 September 2020
Responsible Officer(s):	David Scott, Head of Communities Ben Smith, Head of Commissioning – Infrastructure Louise Freeth, Head of Revenue, Benefits, Libraries and Residents Services Chris Joyce, Infrastructure, Sustainability and Economic Growth
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. The Council Plan 2017-21 and associated strategic priorities remained current up to the 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption. The Interim Council Strategy was adopted in acknowledgement that the Covid-19 pandemic has significantly altered the context in which the Council is currently operating and that resources are now focused in an entirely different way. The priorities and objectives of the approved Interim Council Strategy therefore supersede those of the original 2017-21 Council Plan.
2. Appendix A sets out Q1 performance for all measures relating to the Communities Overview and Scrutiny Panel's remit under the strategic framework that was current in Q1. Performance of measures related to the Interim Strategy will be reported from Q2 onwards. These reports will also include performance of the measures set out in Appendix A, grouped by the lead service, as it is acknowledged that these measures remain important for the future and so ongoing visibility of trends is desirable.

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2020/21 Communities Overview and Scrutiny Panel Q1 Performance Report in Appendix A.**
- ii) **Notes that from Q2 onwards performance of measures relating to the Interim Council Strategy will be reported, along with the measures included in Appendix A which will be grouped by lead service.**
- iii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report relating to Q1 performance reporting and the intentions for reporting in Q2 and beyond. This is the recommended option	This will allow continuing monitoring of performance and trends against the council's agreed priorities and objectives in order to aid decision-making and maintain focus on continuous improvement.
Reject the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council's agreed priorities and objectives impedes the council's ability to make informed decisions and seek continuous improvement.

- 2.1 The Council Plan 2017-21 remained current up to the 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption, acknowledging that the Covid-19 pandemic has significantly altered the context in which the Council is currently operating and that resources are now focused in an entirely different way.
- 2.2 Appendix A sets out Q1 performance for all measures relating to the Panel's remit under the strategic framework that was current in Q1. It shows that:
- 2 of the 7 measures met or exceeded target,
 - 0 measures fell just short of target, although still within the tolerance,
 - 3 measures were out of tolerance and require improvement,
 - 2 measures have no confirmed Q1 data to report at the time of this report's preparation.
- 2.3 Detailed commentary on all the indicators is included in Appendix A.

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 its strategic priorities	< 100% priorities on target	100% priorities on target			30 June 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

Risks	Uncontrolled risk	Controls	Controlled risk
Poor performance management practices 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 Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

8. CONSULTATION

8.1 Ongoing performance of the measures within the Performance Management Framework, alongside other measures and business intelligence information, is 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 The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
Ongoing	Comments from the Panel will be reviewed by Lead Members and Heads of Service.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Communities Overview and Scrutiny Panel Q1 Performance Report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- Council Plan 2017-21:
https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan
- Interim Council Strategy 2020/21:
<https://rbwm.moderngov.co.uk/ieListDocuments.aspx?CId=132&MId=7763&Ver=4>

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
David Scott	Head of Communities	18.08.20	19.08.20
Ben Smith	Head of Commissioning - Infrastructure	18.08.20	
Louise Freeth	Head of Revenue, Benefits, Library and Residents Services	18.08.20	19.08.20
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	18.08.20	
Hilary Hall	Director of Adults, Health and Commissioning	18.08.20	19.08.20
Russell O'Keefe	Director of Place	18.08.20	
Adele Taylor	Director of Resources	18.08.20	

REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Non-key decision	No	No
Report Author: Rachel Kinniburgh, Strategy and Performance Team Leader, 01628 796370		

Communities Overview and Scrutiny Panel

Q1 2020-21 Data and Performance Report

Date prepared: 1 July 2020

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2. Key activities and milestones achieved	3
3. Safe and vibrant communities: Detailed Trends and Commentary	
3.1 Leisure centre attendances	4
3.2 Library visits	5
3.3 Library loans	6
3.4 Museum digital content engagement	8
4. Attractive and well-connected borough	
4.1 Parks and open spaces	9
4.2 Fly-tipping	10
4.3 Waste and recycling	11

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

1. Executive Summary

- 1.1 The Council Plan 2017-21 remained current up to the 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption, acknowledging that the Covid-19 pandemic has significantly altered the context in which the Council is currently operating and that resources are now focused in an entirely different way.
- 1.2 This report sets out Q1 performance for all measures relating to the Communities Overview and Scrutiny Panel's remit under the strategic framework that was current in Q1, and which had been suitably modified to reflect the changed climate during the Covid-19 pandemic.
- 1.3 This report routinely includes business intelligence relating to indicative crime statistics for the local area published by UK CrimeStates. It is acknowledged that on 3 September 2020 the Panel will receive detailed insights into local crime in 2019/20 and 2020/21 to date from representative of Thames Valley Police (TVP) as part of the force's annual visit. The statistics ordinarily included in this report have therefore been omitted on the basis that there is a more detailed focus on this matter with relevant representative of TVP.
- 1.4 As at 1 July 2020 performance of all measures related to the Panel's remit in Q1 can be broadly summarised as:

Q1 RAG Status	No.	Measure
Red (Needs improvement)	3	<ul style="list-style-type: none"> • Tivoli Contract: Consolidated performance score • No. visits (physical and virtual) to libraries • No. library issues
Amber (Near target)	0	
Green (Succeeding or achieved)	2	<ul style="list-style-type: none"> • No. fly-tipping instances across the borough • No. individual engagements with published content (Museum)
Unknown performance	2	<ul style="list-style-type: none"> • No. attendances at leisure centres (<i>Reason: leisure centres remained closed in Q1 due to the Covid-19 pandemic</i>) • Percentage household waste sent for reuse, recycling (<i>Reason: data not available at the time of this report's preparation</i>)
Total	7	

2. Key activities and milestones achieved

Strategic Priority	Item	Q1 Achievements and key milestones
Covid-19 response	Covid-19 community response	<p>The Covid-19 Community Response was established to support residents across the borough during the Covid-19 pandemic. A coordinated team of staff drawn from all services in the council maintained regular contact with residents who were shielding and take any action that may be appropriate to ensure that these individuals' needs were met. This role has now been taken on by the Library and Residents service who continue to make contact with residents and to be a helpline to any vulnerable service users in the borough. Using community groups, either already established or newly formed, in response to the pandemic has helped to identify where we can help the vulnerable. A database of all contacts was quickly compiled to support a public-facing online directory of Covid-19 Support Groups to which residents may turn to for particular needs.</p>
	Outbreak Control Plan Summary	<p>The Outbreak Control Plan Summary was published to the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan exists to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and protect the public's health.</p>
Safe and vibrant communities	Climate Change Strategy	<p>The draft Climate Change Strategy was approved for public consultation by Full Council on 23 June 2020. The strategy's preparation follows the council's declaration of an environment and climate emergency in June 2019 and subsequent stakeholder and community engagement on the strategy's development led by a cross-party working group.</p>

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

3. Safe and vibrant communities: Detailed Trends and Commentary

3.1 Leisure centre attendances



Q1 Commentary

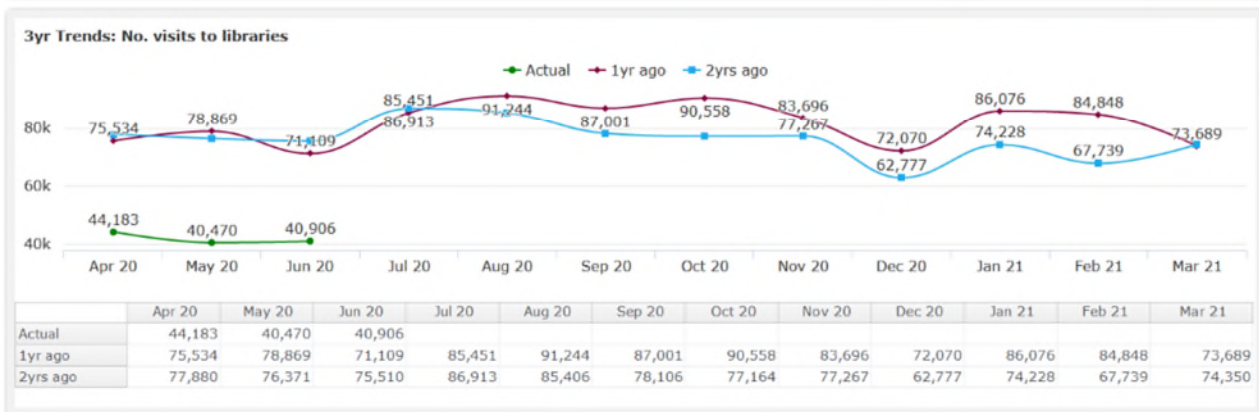
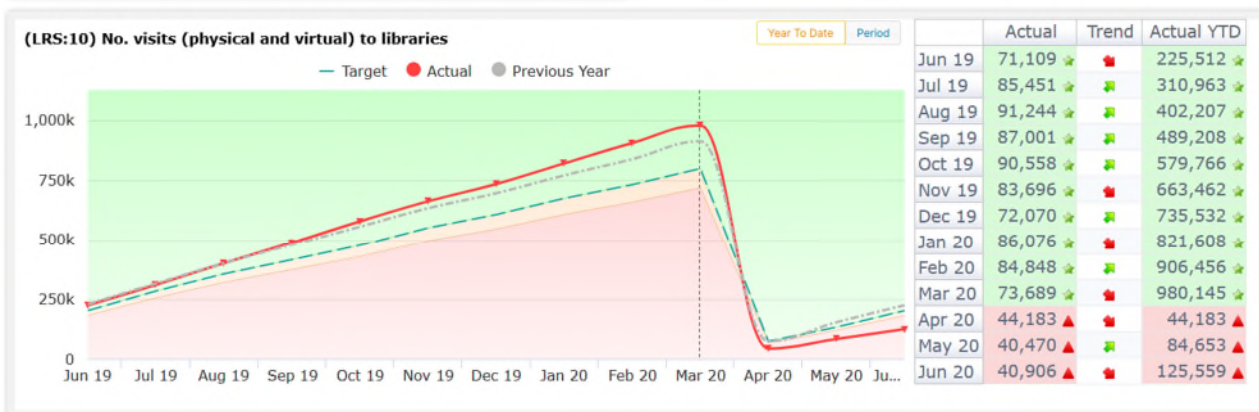
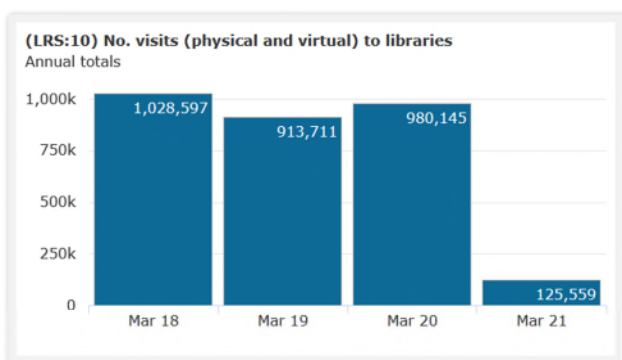
The council's leisure centres remained closed throughout Q1 due to the Covid-19 pandemic and therefore there is no Q1 data available for reporting. All data that is available up to the end of February 2020 is provided here for ongoing visibility of historic performance and business intelligence.

As acknowledged in the Q4 report, it is anticipated that the Covid-19 pandemic will have a long-term impact on consumer behaviour as a result of attitudes to social distancing and also the increased availability of exercise apps and online fitness programmes. At the time of the Q4 performance report's preparation it was anticipated that fulsome analysis of the longer-term impact on future centre attendances, and therefore the setting of appropriate targets for 2020/21, would be possible in Q1 once the longer-term infection control measures were better understood. Government guidance on the phased reopening of community amenities, facilities and attractions and associated infection control measures continues to be released, and explicit guidance relating to leisure centres was not made available in Q1 meaning that this fulsome analysis has not yet been possible.

Communities Overview and Scrutiny Panel: Q1 2020-21 Performance Report

The council continues to work in line with government guidance on the phased reopening of community amenities and attractions as it becomes available. This is a challenging time for the leisure industry but the council is committed to ensuring that it does all it can to look after its members and make venues safe for them when the centres eventually re-open. Targets for this measure will not be set until such time as suitable baseline data has been gathered to inform target-setting.

3.2 Library visits



Q1 Commentary

The closure of libraries on Wednesday 18 March 2020 (Q4 2019/20) in response to the Covid-19 pandemic meant the immediate suspension of all physical visits. All library fines were waived and the collection of online services was updated to help keep residents entertained and informed during lockdown.

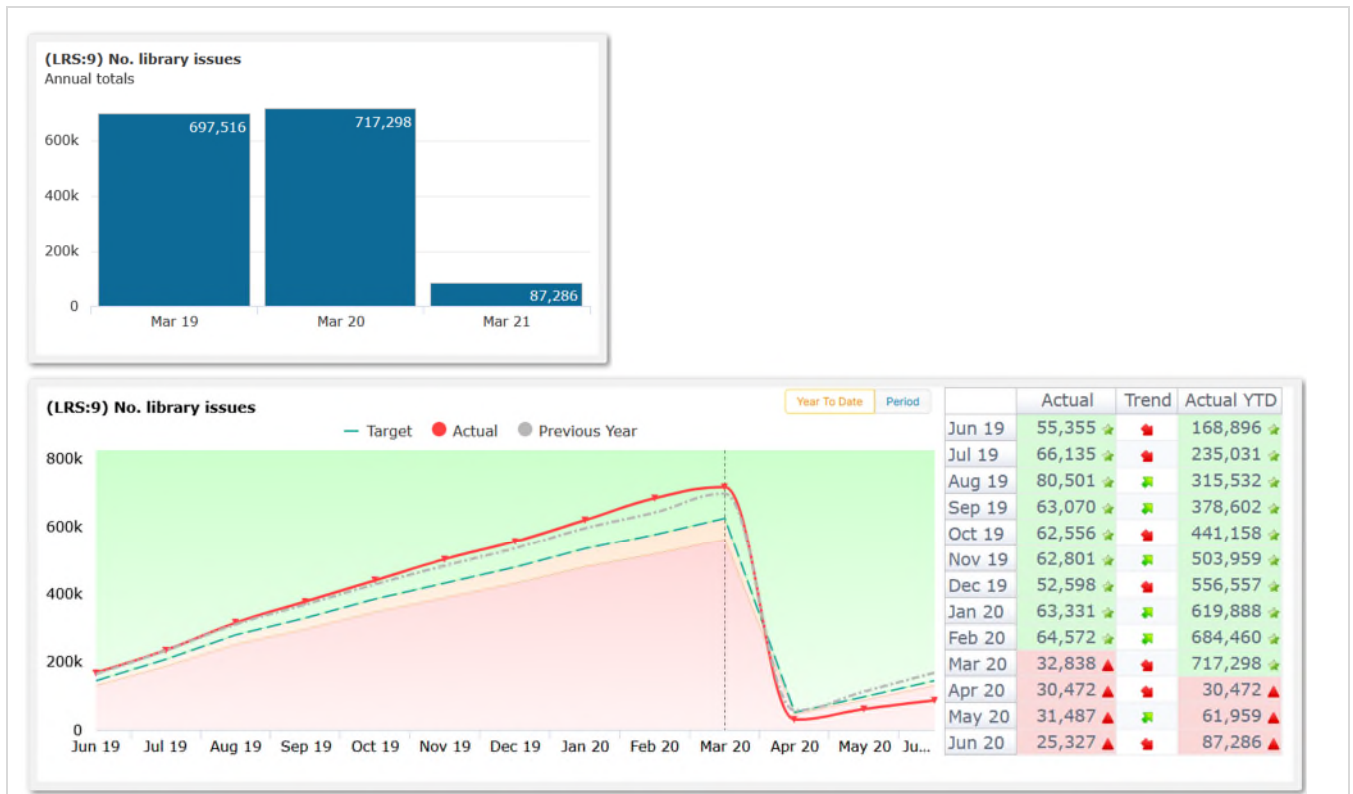
**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

Kanopy, a new video streaming service, launched in mid-April and proved to be an enormous success. Pressreader, which allows access to online newspapers, also attracted increased uptake achieving Q1 performance which was higher than the use for the whole of the previous year. Niche Academy launched in May, enabling customers to learn how to make better use of all of our e-resources, and access to Ancestry was granted to allow customers to use from home. Therefore, Q1 performance, 2,358 hits, significantly exceeded access levels for the whole of the previous year (652 hits).

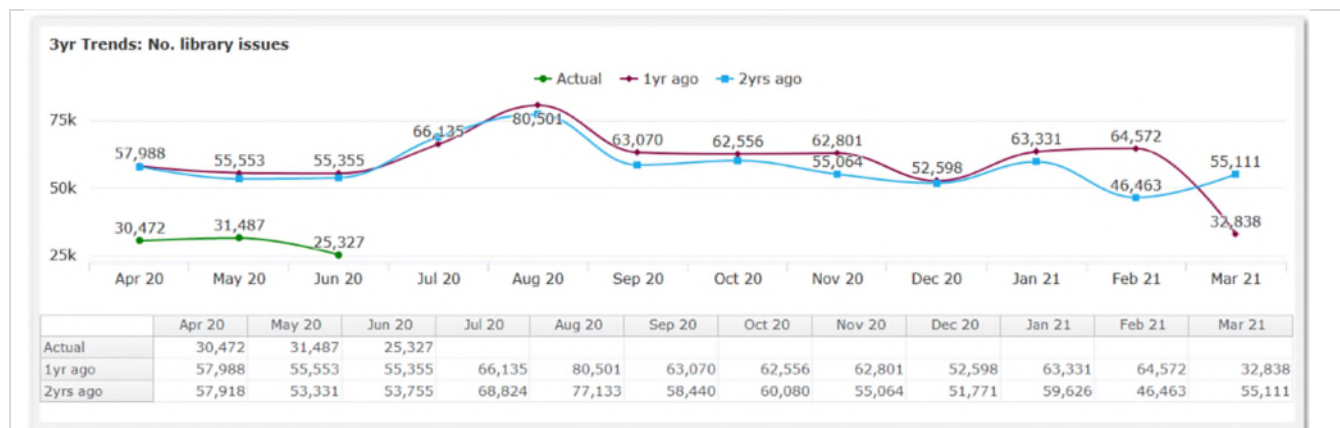
There was an average monthly increase of 38% compared with previous months for OverDrive. There was the introduction of ebooks and audio via RBDigital, in which there were 408 audio issues a month on average. Moreover, the “Libraries in Lockdown” Facebook page and “RBWM Libraries” YouTube channel were created, in which the top viewed feature received 464 views.

In Q1 the total number of virtual visits to libraries was 125,559 against a target of 203,000. A comparison to the same period in the previous year (225,512 visits) shows a 44.3% decrease (-99,953). The service has retained its original targets for this measure in 2020/21 and continues to innovate to achieve 800,000 visits by March 2021 and to recover the current 44.3% decrease on 2019/20 figures. In Q1 the service made preparations to launch a new “select and collect” service with effect from 6 July 2020 and a “select and deliver” service whereby items selected online from the catalogue are then delivered to one of 18 locations. The impact of these innovations on this measure will start to be seen in Q2.

3.3 Library loans



**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**



Q1 Commentary

The closure of libraries on Wednesday 18 March 2020 (Q4 2019/20) in response to the Covid-19 pandemic meant the immediate suspension of all physical visits. All library fines were waived, and the collection of online services was updated to help keep residents entertained and informed during lockdown.

In Q1 the service made preparations to launch a new “select and collect” service with effect from 6 July 2020 and a “select and deliver” service whereby items selected online from the catalogue are then delivered to one of 18 locations.

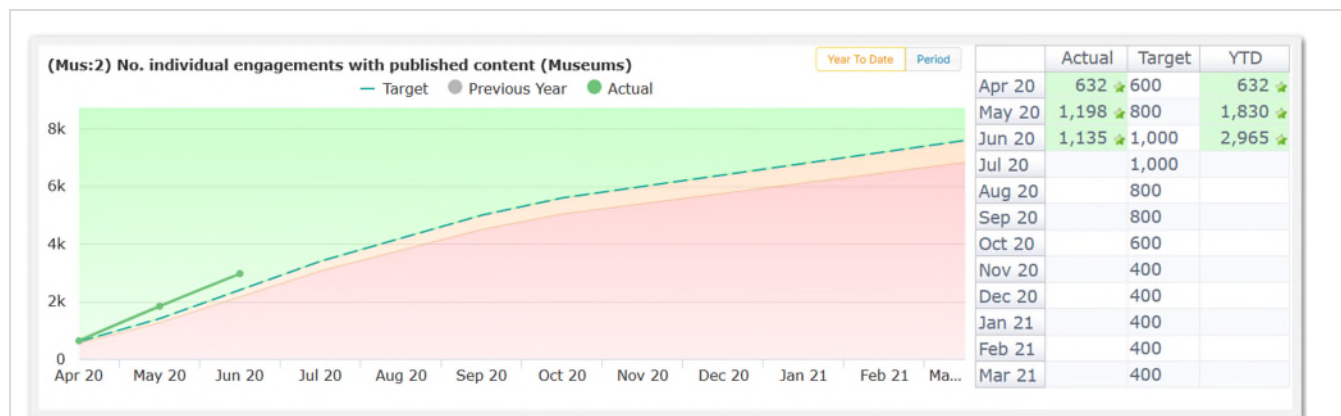
In Q1 the total number of library issues was 87,286 against a target of 145,000. A comparison to the same period in the previous year (168,896 issues) shows a reduction of 48.3% (-81,610). When considered in conjunction with LRS:10 “No. library visits”, it is apparent that 69.5% (87,286/125,559) of virtual visits to the library resulted in a library loan.

The service has retained its original targets for this measure in 2020/21 and continues to innovate to achieve 625,000 issues by March 2021 and to recover the current 48.3% decrease on 2019/20 figures.

The 3yr-trends graph illustrates the impact of seasonality on this measure. The Summer Reading Challenge, for example, drives considerable uplifts in monthly issues across July and August. It is expected that the impact of the phased relaxation of lockdown restrictions under government advice, the seasonality factor, plus the service’s innovations will start to be seen in Q2 figures for this measure.

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

3.4 Museum digital content engagement



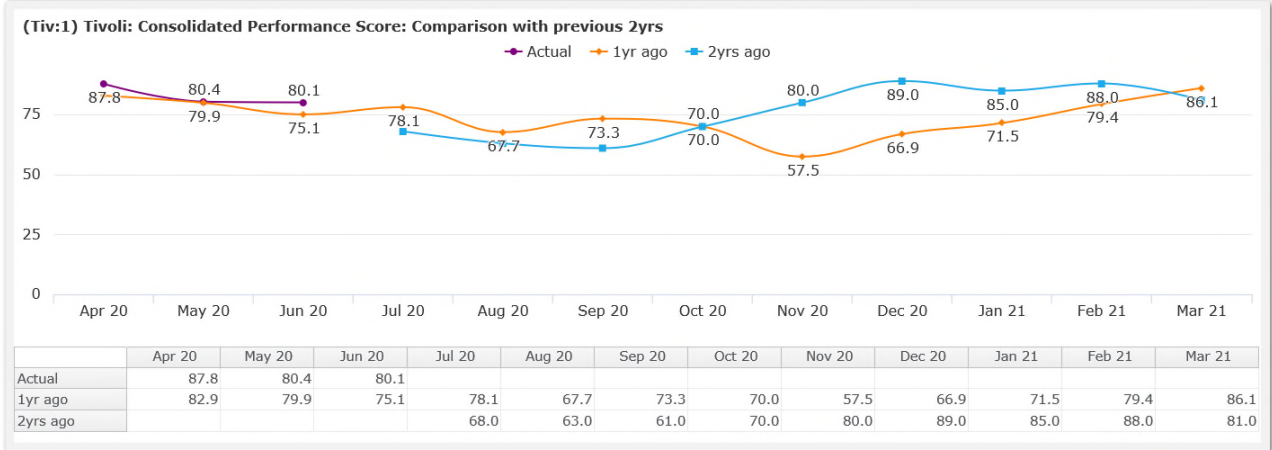
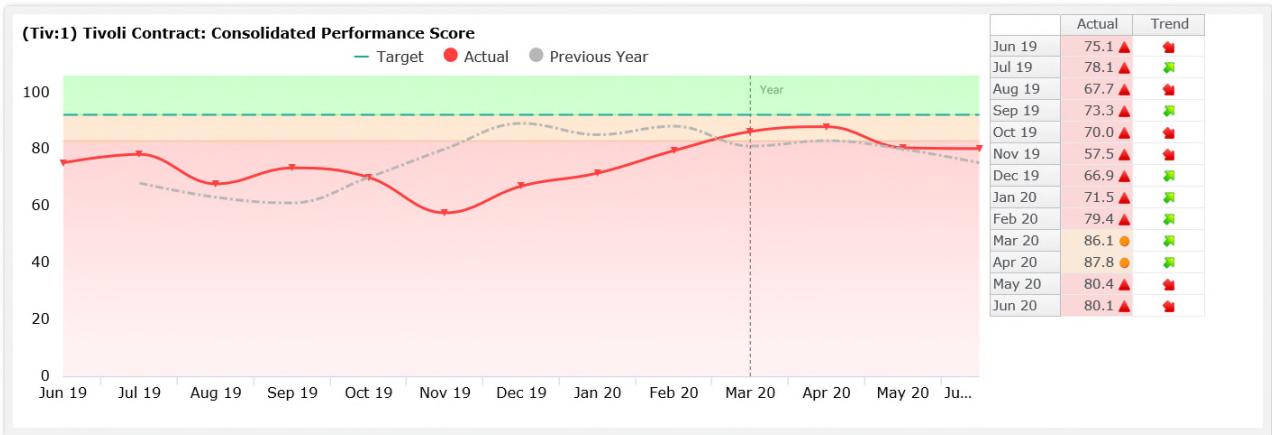
Q1 Commentary

The museum space has been closed throughout Q1 but has maintained an online presence. As part of a Digitisation project 320 objects have been digitised and made available online. This measure provides insights into the online engagement programme, most specifically the combined volume of individual engagements with social media posts, podcasts, YouTube posts watched and website visits. As at the close of Q1 YTD there were 2,965 individual engagements with online content, above the target volume of engagements (2,400) by 565. The volume of engagements peaked in May 2020 with 1198 engagements due to a successful VE Campaign involving the community and local MPs to mark the day.

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

4. Attractive and well-connected borough: Detailed Trends and Commentary

4.1 Parks and open spaces



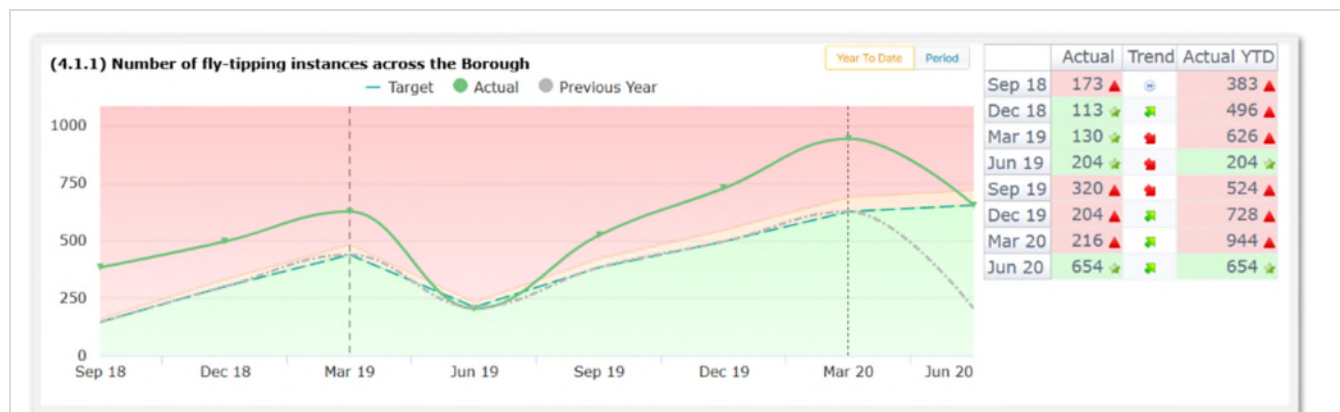
Q1 Commentary

The consolidated performance score is created on the basis of a number of operational and resident-facing measures. As at the end of Q1 the latest consolidated performance score is 80.1, short of target (92) by 12 and below tolerance for this measure. This score is presently indicative and subject to verification but is a fair reflection of the current level of service delivery, Covid-19 notwithstanding, which is being addressed at operational level.

After working closely with Tivoli on the agreed improvement plan, performance saw a consistent upward trend month on month since the low in November 2019 of 57.5. As anticipated in the Q4 performance report, Q1 performance reflects the disruption of operational resources due to the Covid-19 pandemic and the need to catch up on the work schedule after lockdown restrictions eased. It is anticipated that Q2 performance will reflect the return to normal service delivery.

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

4.2 Fly-tipping



Q1 Commentary

As acknowledged in the Q4 report, the impact of a series of ongoing initiatives to manage fly-tipping in the borough was expected to show a reduction in fly-tipping instances from Q4 2019/20. These initiatives include communications, messaging at specific sites, and portable CCTV cameras in known hotspots to record evidence of fly-tipping and support successful prosecution of offenders.

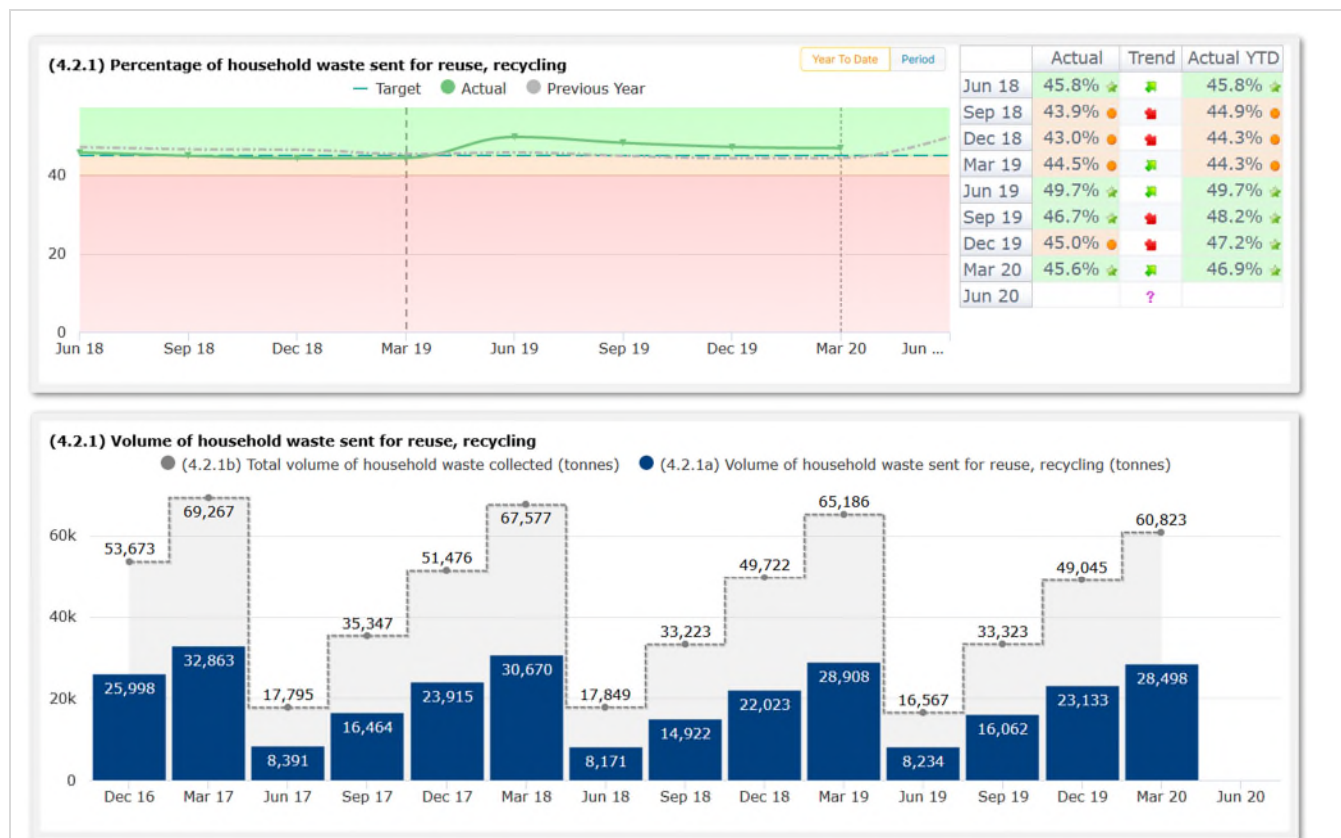
The Covid-19 pandemic and associated lockdown restrictions has seen a reported increase in the instances of fly-tipping at a national level. This trend is reflected in the borough’s confirmed figures for both Q4 and Q1 coinciding with the closure of Stafferton Way on Thursday 26 March 2020 and reductions in the frequency of waste collection due to the reduced availability of contractor staff.

Q1 saw a total of 654 instances of fly-tipping, a 220% increase on Q1 2019/20 figures (204). Previous data baselines are no longer valid given the current circumstances and therefore the Q1 confirmed figure has been used as a baseline from which to profile targets for 2020/21.

The year-end target for 2020/21 is to achieve fewer than 1,728 fly-tips, an 83% increase on the 2019/20 year-end actual of 944. It is anticipated that the unrestricted reopening of Stafferton Way from Monday 11 May and the re-introduction of weekly waste collections in August 2020, combined with existing initiatives and the fly-tipping enforcement trial from September 2020 will have a positive impact on behaviours that will start to be seen fully from Q3.

**Communities Overview and Scrutiny Panel:
Q1 2020-21 Performance Report**

4.3 Waste and recycling



Q1 Commentary

Q1 data is not available at the time of this report's preparation. As acknowledged in the Q4 performance report, year-to-date performance across 2019/20 was encouraging, however the Covid-19 pandemic and associated lockdown restrictions necessitated the closure of Stafferton Way on Thursday 26 March 2020. This closure, combined with the reduction in waste and recycling collections from weekly to fortnight from Monday 6 April 2020 due to the reduced availability of contractor staff, is anticipated to show a detrimental impact on Q1 performance once available. Benchmarking data for 2020 is not presently available.

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WORK PROGRAMME- COMMUNITIES OVERVIEW AND SCRUTINY PANEL

DIRECTORS	Duncan Sharkey(Managing Director) /Russell O’Keefe (Executive Director PLACE)
LINK OFFICERS & HEADS OF SERVICES	David Scott, Ben Smith, Hilary Hall, Louise Freeth

MEETING: 3 NOVEMBER 2020

ITEM	RESPONSIBLE OFFICER
Museum Services Update Report	Suzie Parr, <i>Museum and Arts Team Leader</i>
Braywick Leisure Centre Update	David Scott, <i>Head of Communities</i> Kevin Mist, <i>Community Project Lead</i>
The Old Court Annual Report	Suzie Parr, <i>Museum and Arts Team Leader</i>
Norden Farm Update	Suzie Parr, <i>Museum and Arts Team Leader</i>
Update on Review of lighting at Grenfell Park	Councillor Bhangra on behalf of Grenfell Park User Group
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 18 JANUARY 2021

ITEM	RESPONSIBLE OFFICER
Alexandra Gardens, Windsor (From Cabinet Forward Plan)	Russell O’Keefe, <i>Executive Director</i>
Parks and Open Spaces Update Report (including traveller hardening measures & new initiatives)	David Scott, <i>Head of Communities</i>
Update on Allotments	David Scott, <i>Head of Communities</i>
Progress Report on Future Focus, new CIO.	David Scott, <i>Head of Communities</i>
Q2 Performance Report	David Scott, <i>Head of Communities</i>
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 13 APRIL 2021

ITEM	RESPONSIBLE OFFICER
Q3 Performance Report	David Scott, <i>Head of Communities</i>
Work Programme	Panel clerk
TASK AND FINISH	

TBC	
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ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Serco Contract	
Windsor Museum and Windsor Tourist Office	
Waste and recycling/Plastic Free Windsor	
Playground Equipment Safety	

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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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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