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NOTICE OF MEETING

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CORPORATE OVERVIEW & SCRUTINY PANEL

will meet on

MONDAY, 15TH JUNE, 2020

At 6.15 pm

by

VIRTUAL MEETING - ONLINE ACCESS ON RBWM [YOUTUBE](#)

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

COUNCILLORS LYNNE JONES, JULIAN SHARPE, CHRIS TARGOWSKI (CHAIRMAN),
LEO WALTERS (VICE-CHAIRMAN) AND SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS PHIL HASELER, GEOFF HILL, JOSHUA REYNOLDS,
SHAMSUL SHELIM AND JOHN STORY

Karen Shepherd – Head of Governance - Issued: 5th June 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 **Mark Beeley** 01628 796345

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

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

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 27 th May 2020.	7 - 12
4.	<u>ANNUAL GOVERNANCE STATEMENT 2019/20</u> To receive the above titled item.	13 - 36
5.	<u>COVID RISK REGISTER *PLEASE NOTE - THIS ITEM WILL NOW BE CONSIDERED IN THE PART II MEETING*</u> To consider the Risk Register.	To Follow
6.	<u>Q4 PERFORMANCE REPORT</u> To consider the report.	37 - 60
7.	<u>ANNUAL SCRUTINY REPORT</u> To agree and sign off the Annual Scrutiny Report that will be sent to Full Council in July.	To Follow
8.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal year. To include consideration of items scheduled on the Cabinet Forward Plan .	61 - 62
9.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act."	-

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
i.	<u>MINUTES</u> To consider the Part II minutes from the meeting held on 27 th May 2020. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Governmet Act 1972)</i>	63 - 64

MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 3

CORPORATE OVERVIEW & SCRUTINY PANEL

WEDNESDAY, 27 MAY 2020

PRESENT: Councillors Lynne Jones, Julian Sharpe, Chris Targowski, Leo Walters and Simon Werner

Also in attendance: Councillors John Baldwin, Gurpreet Bhangra, David Hilton, Helen Price and Samantha Rayner

Officers: Mark Beeley, Nikki Craig, Fatima Rehman, Mary Severin, Duncan Sharkey, Adele Taylor, David Scott, Ruth Watkins, Simon Arthur, Jonathan Gooding (Deloitte), Aron Kleiman (Deloitte) and David McConnell (Deloitte).

ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Cllr Sharpe nominated Cllr Targowski to be Chairman, which was seconded by Cllr Walters.

RESOLVED UNANIMIOUSLY; That Cllr Targowski would be Chairman of the Corporate Overview and Scrutiny Panel for the municipal year 2020/21.

Cllr Werner nominated Cllr L Jones to be Vice Chairman, which was seconded by Cllr L Jones.

Cllr Walters nominated himself to be Vice Chairman, which was seconded by Cllr Targowski.

As two nominations for Vice Chairman had been received, a named vote was taken.

Resolved: That Cllr Walters would be Vice Chairman of the Corporate Overview and Scrutiny Panel for the municipal year 2020/21.

APOLOGIES FOR ABSENCE

None.

DECLARATIONS OF INTEREST

Cllr Sharpe declared an interest as he was Chairman of the Berkshire Pension Fund.

MINUTES

The minutes of the meeting held on 4th February 2020 were confirmed as a true record, provided the following amendment was made:

- Cllr Werner asked that it was clarified he expressed concern about parking charges across the borough, not only in Windsor as previously stated.

Cllr L Jones asked about the Working Boys Club and whether more information had been provided to the Trustees Cabinet. David Scott, Head of Communities, said that he received a detailed fund report and would be able to circulate a simplified version of the report if needed.

Cllr L Jones also asked about the highways audit. Mark Beeley said that the highways audit had been put on hold due to the ongoing health crisis but once the audit was completed the Task and Finish group would be scheduled.

EXTERNAL AUDIT PLAN 2019/20

A member of the public had requested to speak on the item. Mr Hill said that the 2018/19 audit had missed the statutory deadline and was only published in December, with a draft version being reviewed and signed off by the Panel in November. He expressed a number of concerns about issues identified in the Audit Plan and the Pension Fund Plan. He asked Deloitte if they had discovered any significant material issues or poor governance during their work, and whether this was reported.

Jonathan Gooding, Deloitte, explained that the audit set out the scope of their work. The audit considered risk assessment and whether RBWM had the appropriate measures in place to control issues or risks. There were significant weaknesses that had been identified in the Pension Fund, but recommendations had been made and a review had been commissioned.

Aron Kleiman, Deloitte, further explained the External Audit Plan 2019/20. The first significant property risk was set out on p.12 of the Plan, with one fifth of the property portfolio being revalued. Deloitte Real Estate specifically looked at the valuations, methodology and arrive at a conclusion on their findings. There were some significant risks in the audit plan, but management and officers at RBWM had taken on board some of the findings and was doing things to mitigate these risks. The national deadline for the accounts to be published had been extended from July to the end of November 2020, but there was confidence that the majority of the accounts would be delivered in June and July 2020.

The Chairman asked if the risks listed on p.3 of the plan were risk triggers and if officers were happy with new deadline.

Jonathan Gooding said that there was a presumption that management would override controls. There was a consistency across all local authorities and the audit identified any significant capital spend as a risk.

Adele Taylor, Director of Resources, said that they were trying to stick to the original deadline as there was other things later in the year that resources would need to be focussed on.

Cllr Werner asked if RBWM was more at risk financially than it had been in the past. He asked Cllr Hilton for assurance that RBWM was dealing with the worrying obstacles that had been detailed in appendix 4 of the Plan.

Jonathan Gooding said that the risk of misstatements was the focus in this report. Last year was the first year that Deloitte had been involved with the audit. There had been issues raised with officers and these issues would not recur. He said that there had been good engagement from RBWM.

Cllr Hilton said that there was a change of auditor for all councils. He said that there had been issues at the start in terms of the supply of data that RBWM was able to give to the auditors and how they inputted it into their system. The audit took a long time to complete but it was a learning process and Cllr Hilton believed that it had improved governance as a result.

Cllr Werner asked Cllr Hilton if he was confident that issues from last year had now been solved.

Cllr Hilton said that he could not guarantee that there were no issues, but said that problems of the past had been taken on board.

Cllr L Jones asked if there would be a progress report on the value for money issues and what has been done to address them. She also asked about the impact of Brexit on the audit.

Jonathan Gooding said that they had identified significant risks and followed up on areas which needed more focus. On Brexit, it would depend what arrangements are in place.

David McConnell, Deloitte, set out the Pension Fund part of the Audit Plan. He said that Covid-19 has had a significant impact on how the audit would be conducted. On p.12, there had been some changes to the risk assessments, with two risk areas outlined. He said that the Panel would be updated if any area of the Pension Fund was regarded as a significant risk.

Cllr Werner asked what the scope of the review was.

David McConnell said that all pension funds are reviewed every three years, with the size of the fund and the impact it would have being important. RBWM was managing on behalf of other authorities as it was the host of the Berkshire Pension Fund.

Cllr Werner further asked if the deficit was forecast to get worse.

Adele Taylor said that pension funds were different investments and were less susceptible to interest rate rises in the way that shorter term investments may be. They also could not be sure of the impact that Covid-19 would have on the scheme at this stage as markets were volatile but this was an area that was kept under review.

Cllr L Jones asked if officers would be able to provide a briefing to Members before they considered the audit report in future.

Duncan Sharkey, Managing Director, agreed that it was good idea and something that could be looked into.

Cllr Sharpe if the auditors had a different perspective on the risks present in the Pension Fund.

David McConnell said that he was not able to comment on previous years as a comparison but they had identified the significant risks that were part of the current Pension Fund.

Cllr Price asked if the core advice was materially significant.

Jonathan Gooding said that Deloitte had made recommendations around the weaknesses of the Pension Fund and this would be followed up in this year's audit.

Cllr Tisi asked how aggressive the core actuarial assumptions were. She was told that an answer could not be provided just yet, but the issue would be assessed once the audit was complete which would be by the end of the summer.

ANNUAL GOVERNANCE STATEMENT PROGRESS REPORTS

Nikki Craig, Head of HR, Corporate Projects and IT, introduced the item. She explained that the Panel had requested updates on progress from the Annual Governance Statement from last year, with this update providing information on a number of different areas. The areas included Health and Safety, Monitoring Officer Resources, PSN Compliance, Vision and Purpose for the Organisation and Business Continuity Plans.

- Health and Safety – Council buildings across the borough had been tested to ensure they met the required standards. School fire checks for compartmentalisation had been started although due to Covid had been paused but it was hoped this would be completed by the summer.
- Vision and Purpose – RBWM had recently refreshed its values after a series of workshops held with all employees and Members. The draft values had been presented and feedback was sought on them, with an aim to have the final values ready in the summer.

- Monitoring Officer Resources – RBWM had been able to double the time available from two to four days a week, which would allow the Monitoring Officer more time to carry out their work.
- Business Continuity Plans – the council was part of a joint emergency planning team which was hosted by West Berkshire Council. All services were looked at as part of the plans and there had been a significant step up due to the current crisis. The plans would be refreshed during the recovery phase.
- PSN Compliance – As this involved sensitive information, this part of the Progress Report would be discussed in the Part II meeting.

The Chairman asked if the Health and Safety side of things was becoming more aligned with the current situation, especially as risk assessments would be required for offices whereby recent staffing levels were not as usual. Nikki Craig confirmed that the appropriate checks were being carried out including legionella and fire alarm tests.

Cllr Werner asked how long it would be before appropriate resources were in place to support the Monitoring Officer in her role.

Duncan Sharkey explained that this was something that had been flagged up last year and as a response the council now had two deputy monitoring officers. The level of resource available would not stop the challenge, and said that the Monitoring Officer had sufficient resources.

Cllr Werner further said that every eventuality could not be prepared for and questioned how useful the business continuity plans were.

Duncan Sharkey explained that RBWM had business continuity plans which were focussed on a loss of capacity in a certain area, and that emergency planning had considered the impact of a virus and these had been useful in recent months. However, the uniqueness of Covid was different to what was expected and it was therefore hard to plan for every virus eventuality. David Scott said that continuity plans were designed to be generic so that they cover as many possibilities as possible, the response from RBWM showed that the plans had been developed well.

Nikki Craig said that the success and timing of the Modern Workplace Project phase 1 had been particularly important and RBWM would be in a completely different position without it. The Panel thanked the IT team and everyone involved with the project for the good job that they had done so far.

Cllr L Jones asked if there had been any other issues identified since the last Annual Governance Statement.

Duncan Sharkey said that work was always happening to update the Annual Governance Statement, with the next one due to come to the Panel at the next meeting.

Cllr Sharpe asked what RBWM had learnt from the current situation and whether the council were in a good position to deal with future emergencies.

Nikki Craig said that they had utilised the joint emergency planning team and that the Business Continuity Plans had been able to step up services effectively during the crisis.

CODE OF CORPORATE GOVERNANCE

Mary Severin, Monitoring Officer, explained that the Code of Corporate Governance was the underpinning of local governance and provided the basis for the Annual Governance Statement.

Cllr Werner asked if the document contained all the information that it needed to contain and if it would stop what had happened in the past. Mary Severin said that it was fresh start but they still needed to work on the Annual Governance Statement and comply with all the necessary CIPFA requirements. She explained that the main basis of corporate governance was to set RBWM up in the right way.

Duncan Sharkey said that the code was about processes and policies and was a framework of how RBWM wanted to do things. Flags should be there to stop bad governance from occurring, but it would not stop all things from going wrong.

Cllr Sharpe asked how different would RBWM feel with this governance in place, especially as good governance was about ensuring that the right thing is done. Mary Severin said that it provided a good framework to follow, particularly where some had not been aware of good governance in the past.

Cllr Price said that she wanted to see RBWM as a learning organisation that would recognise its own mistakes. Duncan Sharkey said that it was a legal framework and was the overarching principles in the constitution, where RBWM could benchmark it would look to do so.

ANNUAL SCRUTINY REPORT

The Annual Scrutiny Report had been drafted by the Panel and was due to go to Full Council in July.

The Panel agreed that the report would be finalised and agreed offline before it was taken to the June Panel where it would be confirmed.

WORK PROGRAMME

The Chairman suggested only having items that the Panel needed to cover, while also suggesting that another meeting of the Panel could be organised between September and January.

Cllr Werner said that the Panel needed to deal with finance and that a financial update should come to every Corporate meeting.

The Chairman said that there was an opportunity for members to attend Cabinet where financial updates were considered.

Cllr Jones agreed with Cllr Werner and said there should be a financial update brought to Corporate every two months, otherwise it was just becoming an audit panel. She commented that the Task and Finish group on Highways had not yet taken place.

The Chairman said that the Panel works well in reviewing audit and the Task and Finish group was yet to take place because the highways contract audit had yet to take place due to Covid-19.

Cllr Sharpe said that some items should be shifted from June to July in order to balance the two agendas more evenly.

Cllr Werner said that a group could be created to look specifically at financial updates and there could also be a sub-committee of the Panel to look at the audit reports. Cllr Jones said that the audit function should be outside the Panel and Cabinet.

The Chairman said that he would look at the Work Programme and would ensure that members of the Panel were informed of discussions.

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 9.00 pm

CHAIRMAN.....

DATE.....

Agenda Item 4

Report Title:	2019-20 Annual Governance Statement
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Johnson, Leader of the Council
Meeting and Date:	Corporate Overview and Scrutiny Panel – 15 June 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director Karen Shepherd, Head of Governance
Wards affected:	All

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REPORT SUMMARY

- 1 This report presents the draft 2019/20 Annual Governance Statement (AGS), including the Corporate Action Plan, attached as Appendix 1.
- 2 It recommends that the Panel considers the content and recommends the 2019/20 AGS to the Leader and Managing Director for signature and presentation with the Annual Statement of Accounts.
- 3 The recommendation is being made to ensure that the council meets its statutory requirements and those of the Panel's Terms of Reference to be satisfied that the council has in place appropriate corporate governance systems and controls.

1 DETAILS OF RECOMMENDATION(S)

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

- i) Considers the draft 2019/20 AGS, identifying any specific matters which should be brought to the attention of Council or Cabinet;
- ii) Recommends the 2019/20 AGS to the Leader of the Council and Managing Director for signature and publication with the council's Statement of Accounts.
- iii) Requests that update reports be provided to the Panel summarising progress in achieving the governance action plan on those areas identified as requiring action in the Corporate Action Plan.

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

- 2.1 The annual review of the council's governance framework is required under the Accounts and Audit Regulations 2015 which state that 'A relevant authority must ensure that it has a sound system of internal control' (Regulation 3) and 'each financial year conduct a review of the effectiveness of the system of internal control and prepare an annual governance statement' (Regulation 10).
- 2.2 The AGS is required to demonstrate that systems and processes are in place to ensure that council business is conducted lawfully and in accordance with proper standards and to identify areas where compliance could be improved.

- 2.3 The draft AGS and Corporate Action Plan for 2019/20 are set out in Appendix 1 to this report.
- 2.8 Once recommended by the Panel, the AGS is required to be signed off by the Managing Director and the Leader of Council and presented with the council's 2019/20 Statement of Accounts to fulfil the council's statutory obligations. The external auditor is then required to comment on the content of the AGS in terms of whether it correctly represents the organisation.

Option	Comments
Consider the draft 2019/20 AGS and recommend it to the Managing Director and Leader of the Council for signature and publication with the council's Statement of Accounts. The recommended option	This will ensure that the council meets its statutory requirements. In addition, the Panel will comply with its responsibilities as set out within its Terms of Reference in respect of the council's governance arrangements.
Note the draft 2019/20 AGS and propose further changes before submission to the Managing Director and Leader of the Council.	Members may wish to propose that the AGS is amended if they feel that there are material issues which have not received sufficient emphasis or are not covered.
Not recommend the 2019/20 AGS.	The council will not meet its statutory requirements, and this may expose the council to an avoidable risk, arising from not having an adequate governance framework in place. This could result in a qualification in the External Auditors' Annual Management Letter.

3 KEY IMPLICATIONS

Table 2: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council has a process in place to meet the core principles of good governance supporting good performance and outcomes for service users / residents.	Poor service performance and outcomes for service users / residents.	Good service performance and outcomes for service users / residents.	n/a	n/a	Ongoing

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Residents will have assurances that the principles of good governance are incorporated into the council's normal business processes, providing them with confidence in the decision-making and management processes and in the conduct and professionalism of its Members, officers, partners and other agents in delivering services.	Loss of residents' confidence. Council reputation may be affected.	Residents' confidence in place. Council reputation protected.	n/a	n/a	Ongoing

4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Financial impact on the budget

There are no revenue implications arising directly as a result of this report.

5 LEGAL IMPLICATIONS

- 5.1 The Accounts and Audit Regulations 2015 require that a relevant authority must ensure that it has a sound system of internal control (Regulation 3) and each financial year conduct a review of the effectiveness of the system of internal control and prepare an annual governance statement (Regulation 10).

6 RISK MANAGEMENT

Table 3: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Failure to have a process in place to meet all core principles of good governance	High	Ensure that:- The AGS provides the management processes to update, review and react to amendments to Corporate Governance principles, as laid out by legislative requirements.	Low

Risks	Uncontrolled Risk	Controls	Controlled Risk
leads to poor performance, poor outcomes for service users / residents.		<p>An independent Audit Committee (in the form of this Panel) has the skills capable of both considering and challenging the robustness of the council's governance arrangements.</p> <p>Senior officers and Members take ownership of the AGS.</p> <p>Update reports are provided to the Panel summarising progress in achieving the governance action plan on those areas identified as needing to be addressed</p>	
Failure to consult appropriate officers with correct levels of responsibility in the assurance gathering process.	High	<p>All members of the Corporate Leadership Team are consulted on the content of the AGS and Corporate Action Plan.</p> <p>Periodic update reports provided to the Corporate Leadership Team summarising progress in achieving the governance action plan on those areas identified as needing to be addressed.</p>	Low

7 POTENTIAL IMPACTS

- 7.1 The adoption of the AGS process will support the delivery of all six strategic objectives.
- 7.2 Equalities: No impacts have been identified
- 7.3 Climate Change/sustainability: No impacts have been identified
- 7.4: Data Protection/GDPR: No impacts identified

8 CONSULTATION

- 8.1 The AGS has been developed by the Statutory Officers Group comprising the Managing Director, S151 Officer, Monitoring Officer, Head of Law and Head of Governance. All members of the Corporate Leadership Team have been consulted in the preparation of the AGS and accompanying Action Plan.

9 TIMETABLE FOR IMPLEMENTATION

- 9.1 The 2019/20 AGS covers the governance arrangements in place during the financial year to 31 March 2020. The timescales for addressing the identified governance issues identified are detailed within the Action Plan at Appendix A to the AGS.

10 APPENDICES

Appendix 1 - 2019/20 Annual Governance Statement with appended Corporate Action Plan

11 BACKGROUND DOCUMENTS

11.1 The Accounts and Audit Regulations 2015.

11.2 The Public Sector Internal Audit Standards (PSIAS) (March 2017)

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council	2/6/20	4/6/20
Councillor Rayner	Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor	2/6/20	3/6/20
Cllr Hilton	Lead Member for Finance and Ascot	2/6/20	3/6/20
Duncan Sharkey	Managing Director	18/5/20	2/6/20
Russell O'Keefe	Director of Place	2/6/20	
Adele Taylor	Director of Resources/S151 Officer	18/5/20	2/6/20
Kevin McDaniel	Director of Children's Services	2/6/20	
Hilary Hall	Director Adults, Commissioning and Health	29/5/20	2/6/20
Elaine Browne	Head of Law	18/5/20	2/6/20
Mary Severin	Monitoring Officer	18/5/20	2/6/20
Nikki Craig	Head of HR, Corporate Projects and IT	18/5/20	2/6/20
David Scott	Head of Communities	29/5/20	2/6/20
Louisa Dean	Communications	2/5/20	

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
O&S Panel recommendation	No	No
Report Author: Karen Shepherd, Head of Governance, 01628 796529		

Annual Governance Statement 2019/2020

Scope of Responsibility

1. The Royal Borough of Windsor and Maidenhead ('the Council') is responsible for ensuring that its business is conducted in accordance with the law, proper standards and that public money is safeguarded, properly accounted for and used economically, efficiently and effectively. The Council also has a duty under the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness.
2. In discharging this duty, the Council is responsible for putting in place proper arrangements for the governance of its affairs and facilitating the effective exercise of its functions. These include arrangements for the management of risk.
3. The Council has published a Code of Corporate Governance which is in accordance with the CIPFA/SOLACE Framework – Delivering Good Governance in Local Government.
4. This Annual Governance Statement explains how the Council has complied with its Code of Corporate Governance and also meets the requirements of regulation 6(1)(b) of the Accounts and Audit Regulations 2015.

The purpose of the governance framework

5. The governance framework comprises the systems, processes, culture and values by which the Council is managed and controlled. The framework also sets out how the Council accounts to, engages with and leads the community.
6. The governance framework enables the Council to monitor the achievement of its strategic objectives and to consider whether those objectives have led to the delivery of appropriate and cost-effective services.
7. The system of internal control is a significant part of that framework and is designed to manage risk to a reasonable level. It cannot eliminate all risk of failure to achieve policies, aims and objectives as an individual's failure to comply with policies and procedures, even when provided with comprehensive training on them, can never be entirely eliminated.
8. The system of internal control is based on an ongoing process designed to:

- (a) identify the risks to the achievement of the Council's policies, aims and objectives;
- (b) evaluate the likelihood and impact of the risks should they be realised; and
- (c) identify and implement measures to reduce the likelihood of the risks being realised and to manage them efficiently, effectively and economically.

The governance framework

9. In 2016 CIPFA/SOLACE issued revised best practice guidance for Delivering Good Governance in Local Government. The framework sets out seven principles that should underpin the governance of each Local Authority. The following sections look at how the Council is held to account for these seven principles.

- Behave with Integrity
- Demonstrate Transparency and Accountability
- Engage with Stakeholders
- Develop Capacity, Capability and Leadership
- Define Outcomes
- Ensure Planned Outcomes are Achieved
- Manage Risks and Performance Effectively

Behave with Integrity

The Constitution

The [Constitution](#) sets out the how the Council operates; the roles and responsibilities of Members, officers and the scrutiny and review of functions; how decisions are made and the procedures that are followed to ensure that these are efficient, transparent and accountable to local people.

The Monitoring Officer

S5 Local Government and Housing Act 1989 requires that the Council must have a Monitoring Officer responsible for monitoring and reviewing the operation of the Constitution to ensure that its aims, policies and principles are given full effect. The Monitoring Officer is also responsible for matters relating to high standards of conduct of Councillors and is obliged to report on matters which amount to, or are likely to amount to, maladministration.

Section 151 Officer

Whilst all Council Members and Officers have a general financial responsibility, section 151 of the Local Government Act 1972 specifies that one officer in particular must be responsible for the financial administration of the organisation and that this Officer must be CCAB qualified. In the Royal Borough during 2019-20 the section 151 Officer was the Deputy Director and Head of Finance who reported to the Managing Director, until February 2020 when the Director of Resources was appointed as section 151 Officer.

Codes of conduct

On joining the Council officers are provided with a contract outlining the terms and conditions of their appointment. All staff must sign a code of conduct and declare any financial interests, gifts or hospitality on a publicly available register. On becoming a Member of the Royal Borough, all Councillors are required to sign a declaration of acceptance of office which includes an undertaking to observe the code of conduct. All Members are required to maintain a publicly available up to date register of interests and declare any gifts or hospitality. Members and officers are required to comply with approved policies.

Anti-fraud, bribery and corruption

The Council is committed to protecting any funds and property to which it has been entrusted and expects the highest standards of conduct from Members and officers regarding the administration of financial affairs. The Council's Anti-Fraud and Corruption Policy conforms to legislative requirements and sets out steps to minimise the risk of fraud, bribery, corruption and dishonesty and procedures for dealing with actual or expected fraud.

Whistleblowing

The Council is committed to achieving the highest possible standards of openness and accountability in all its practices. The Council's Whistleblowing Policy (updated March 2019) sets out the options and associated procedures for Council staff to raise concerns about potentially illegal, unethical or immoral practice and summarises expectations around handling the matter.

Demonstrate Transparency and Accountability

Transparency

The Council and its decisions are open and accessible to the community, service users, partners and its staff. The Freedom of Information Act 2000 and the Environmental Information Regulations 2004 gives anyone the right to ask for any information held by the Council except where an exemption or exception can be lawfully applied to such information.

All reports requiring a decision must be considered by appropriately qualified legal and finance staff with expertise in the particular function area before they are progressed to the relevant committee/forum. The Council is committed to its equality responsibilities. To meet these responsibilities, equality impact assessments are undertaken where appropriate. EQIAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups.

The Action Plan for the 2018/19 AGS identified that better guidance, controls and instructions to officers were needed to ensure that all decision making complied with

the scheme of delegation in the Constitution. Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination. Training for key officers and Members on roles and responsibilities was scheduled for March/April 2020 but has been delayed due to the COVID-19 situation.

Effective Scrutiny

The Local Government Act 2000 requires a local authority acting under Executive arrangements to have one or more Overview and Scrutiny Panels. The Council operates four Overview and Scrutiny Panels. These panels support the work of the Cabinet and the Council as a whole. They may make reports and recommendations which advise the Cabinet and the Council as a whole on its policies, budget and service delivery.

The Overview and Scrutiny Panels also monitor the decisions of the Cabinet. They can 'call-in' a decision which has been made by the Cabinet but not yet implemented. This enables the Panel to consider whether the decision is appropriate. It may recommend that the Cabinet reconsider the decision. The Panels may also be consulted by the Cabinet or the Council on forthcoming decisions and the development of policy. Details of the Council's Overview and Scrutiny Panels can be located [here](#).

Engage with Stakeholders

Engagement and communication

It is recognised that people need information about the decisions the Council has taken into account that impact the services they provide. The views of customers are at the heart of the Council's service delivery arrangements. The Council uses a number of methods to communicate the Council's objectives and achievements to local people, including:

- 'Around the Royal Borough' – a newsletter sent to all residents
- The Council Website
- Social Media including Facebook and Twitter
- The annual online Council Tax leaflet

The council also has a number of user forums, including Older People's Advisory Forum, and the Children in Care Council, which it uses to engage with residents, businesses and other stakeholders to enable them to inform the development and delivery of council services.

Consultations

The Council has a dedicated [webpage](#) for consultations where details of current consultations can be located.

Complaints

The Council operates a clear and transparent [policy](#) and procedure for dealing with complaints about the Council's services.

Partnership working

Partnerships are about the Council coming together with the right organisations to deliver improved outcomes for local people. The Council is involved in many different partnerships at different levels, each with their own set of terms of reference for effective joint working which is set out in the Council's [Partnership Protocol](#).

Develop Capacity, Capability & Leadership

Recruitment and induction

The Council operates a robust interview and selection process to ensure that Officers are only appointed if they have the right levels of skills and experience to effectively fulfil their role. If working with children and/or vulnerable adults they will be subject to an enhanced Disclosure and Barring Service (DBS) check prior to appointment. New officers must attend an induction meeting, which provides information about how the organisation works and managers must complete an induction checklist. Newly elected Councillors are required to attend an induction which includes information on roles and responsibilities, political management and decision-making, financial management and processes, health and safety, information governance, data protection, the Members' Code of Conduct and safeguarding.

Training and development

All Officers complete a number of mandatory e-learning courses on an annual basis including health and safety, equalities and diversity and information governance. Officers and Members have access to a range of IT, technical, soft skills and job specific training courses. Compulsory training is provided for Members who sit on the Licensing Panel, Appeals Panel and the Development Management Panels. The Council has developed an online 'Members' Hub' which is a dedicated area containing documents, news, training and forms. The hub can be accessed from Members' corporate iPads.

Performance monitoring

All Officers receive regular one to ones with their Manager in order to monitor workload and performance. Opportunities are provided for identifying future training and development needs, and to track progress against objectives. The effectiveness of individual performance monitoring is tracked in a number of ways, including by asking staff about it as part of regular staff satisfaction surveys.

Define Outcomes

The Council Plan

The Council approved a four year plan in July 2017 through to March 2021, which informs individual area service plans. Together these documents help the Council focus on its six strategic objectives:

1. Healthy, skilled and independent residents

2. Safe and vibrant communities
3. An excellent customer experience
4. Growing economy, affordable housing
5. Attractive and well-connected borough
6. Well-managed resources delivering value for money

Ensure Planned Outcomes are Achieved

Performance management

The Council's performance management framework has 42 different measures aligned to the strategic objectives in the Council Plan 2017-21, 22 of which are key measures reported to Cabinet bi-annually. The Overview and Scrutiny Panels have oversight of the relevant key measures reported to Cabinet as well as a range of other performance measures relating to the Council's strategic priorities

Manage Risks and Performance Effectively

Risk management

The Council has a policy which sets out its approach to management of risk. This policy is located [here](#).

Financial management

The s151 Officer is responsible for leading the promotion and delivery of good financial management so that public money is safeguarded at all times, ensuring that budgets are agreed in advance and are robust, that value for money is provided by council services, and that the finance function is fit for purpose. The s151 Officer advises on financial matters to both the Cabinet and full Council and should be actively involved in ensuring that the authority's strategic objectives are delivered sustainably in line with long term financial goals. The s151 Officer together with finance staff should ensure that new policies or service proposals are accompanied by a full financial appraisal which is properly costed, fully funded and identifies the key assumptions and financial risks that face the Council.

The s151 Officer has a statutory duty to report any unlawful financial activity or failure to set or maintain a balanced budget. The s151 Officer also has a number of statutory powers in order to allow this role to be carried out: e.g. Under Section 25 of the Local Government Act 2003 the S151 officer is required to state in the budget report their view on the robustness of estimates for the coming year, the medium-term financial strategy, and the adequacy of proposed reserves and balances. Under Section 114 of the Local Government Finance Act 1988 the chief financial officer has the power to issue a Section 114 notice (S114) if they judge that the council is unable to set or achieve a balanced budget.

The authority's financial management arrangements aspire to conform to the CIPFA Statement on The [role of the Chief Financial Officer](#) in local government (2016).

The Council has [Finance Procedure Rules](#) which are updated on a rolling basis. They set the framework on how the Council manages its financial arrangements and form part of the Council's Constitution. They also set the financial standards that will ensure consistency of approach and the controls needed to minimise risks.

Review of effectiveness

1. The Council has responsibility for conducting, at least annually, a review of the effectiveness of its governance framework, including the system of internal control.
2. In 2019/20 this review was led by the Statutory Officers Group comprising the Managing Director, Monitoring Officer, s151 Officer, Head of Legal and Head of Governance, with input from other officers as relevant. The review was informed by the work of:
 - The Managing Director, Directors and Monitoring Officer who have responsibility for the development and maintenance of the governance environment. This was through a process of consulting on a draft Annual Governance Statement.
 - The Chief Internal Auditor's annual report and opinion, and by comments made by the external auditors and other review agencies and inspectorates.
 - Deloitte, the Council's external auditor.
 - The Council's Section 151 Officer who has statutory responsibility for ensuring the proper management of the Council's financial affairs.
 - The Council's Overview & Scrutiny Panels.
 - The CIPFA review of Financial Governance undertaken in July 2019
3. The Statutory Officers Group meets regularly to discuss corporate governance arrangements and issues, and to reflect on recurring themes and spheres of activity relating to Council improvement. The Group has reviewed and updated the Local Code of Corporate Governance to ensure it reflects the 2016 CIPFA/SOLACE guidance in respect of delivering good governance. The revised document was published following review by the Corporate Overview and Scrutiny Panel on 27 May 2020.
4. Progress was made in year in delivering council priorities, despite the range of governance issues highlighted below from paragraphs 5-13 that set out the main governance issues. There were significant improvements made in Children's Services with the service securing a 'Good' rating from OFSTED after a previous 'requires improvement' judgement. A fundamental review and re-establishment of the housing service has seen significant improvements in performance and practice. Work to transform the adult social care functions commenced in year and has seen significant improvements in practice and process. A new waste contract was successfully deployed with minimal impact on public satisfaction. Services with good performance such as the Revenues and Benefits service continued to achieve high standards. Customer satisfaction overall remained very high driven by great work from many teams. The Royal Borough has become a key player in the Frimley Health and Care Integrated Care System and is leading the work to develop the borough as "place" within the system through the establishment of a 'connected leaders group.'

Progress has also been made in relation to the council's approach to tackling climate change; a Member Working Group was established to develop a strategy which will be considered by full Council in June 2020.

Governance Issues

5. The Monitoring Officer is a resource provided by Shared Legal Services (SLS), a partnership between Wokingham Borough Council and the Royal Borough. The Royal Borough's Monitoring Officer is not the same person as the Wokingham Monitoring Officer. During 2018-19 the Monitoring Officer role was undertaken part-time (0.3 fte). The majority of this time was taken up with directly dealing with Code of Conduct complaints and as such the Monitoring Officer had little time for wider governance work. The Head of Governance has been acting as Deputy Monitoring Officer since April 2018, together with the Head of Law who has also been acting as Deputy Monitoring Officer since September 2019. As a result of the 18/19 Action Plan the capacity of the Monitoring Officer has been increased to four days per week.
6. During the financial year 2019/20 the Council overspent its revenue budget by £4.2m. Of this overspend £1.8m related directly to COVID-19 additional expenditure and loss of income. Central government provided funding that covered the in-year costs of COVID-19 so that the overspend reduced to £2.4m. This was funded by using general fund reserves. A number of ongoing budget pressures were identified in year and these were rectified when setting the budget for 2020/21 including setting demographic contingency budgets for social care. It will be important during 2020/21 to assess both the short and immediate impacts of COVID-19 on the resources of the Council as well as the potential medium to long-term impacts for the future.
7. The capital expenditure for the financial year was £68.8m which was funded by £12.2m of external funding. £32.6m of capital expenditure was slipped into future financial years, of which a significant proportion was identified in the last two months of the year. Some of these schemes were impacted by the impact of COVID-19, particularly in the supply chain for some of our contractors but there is still a significant amount that was not related to this. For 2020/21 a new officer Capital Review Board is being instigated to provide more oversight and challenge around the capital programme as well as consider the councils capital strategy.
8. Efforts have been made to address a culture within the organisation which did not encourage people to speak out or properly exercise their roles as advisors. This included officer advice not being available to all Members as part of the decision-making process. Guidance documentation on decision making has been revised and updated and issued to all members of the Corporate Leadership Team for wider dissemination. Training for key officers and Members on roles and responsibilities had been arranged for March/April 2020 but has been delayed due to the COVID-19 situation.
9. Training for all budget holders on financial processes of compliance for approving spend and monitoring have been held; further training will be provided throughout the financial year on relevant topics to ensure that financial best practice is core to the way the organisation operate
10. A new management structure has been in place since 1st October 2019, which provided stability after the restructure of 2018 was not completed. This management

structure has added some additional capacity to the organisation but should not be seen as resolving the governance problems in full.

11. With ongoing work to establish the IT strategy and implementation plan for all required projects identified over the next 24 months, significant investment in resources in IT during 2019/20 has made a start in reducing the concerns about the IT infrastructure. An example being the successful implementation of modern workplace phase one. However, until all projects identified, including telephony solutions, hardware replacement and accessing the corporate network remotely are delivered, concerns will remain as it will impact on the Council's ability to secure public services network (PSN) compliance.
12. In relation to GDPR, link officers identified for each service area have been provided with initial guidance and training and tasked with reviewing and updating their service area Information Asset Register (IAR) and Register of Processing Activity (RoPA) by the end of June 2020. Once this has been achieved by all service areas, monitoring will need to continue to ensure ongoing reviews of the key documents are undertaken and that they remain up to date. The Deputy Data Protection Officer obtained her Data Protection Practitioner Certificate in September 2019.
13. Business Continuity training and workshops took place between September – December 2019. Each service has completed a business impact assessment and rated the priority of their services that are required to keep functioning, dependent on timing and what the 'event' is. The next step will be to update Business Continuity Plans to take into account the impact of COVID-19, emergency response and the council's recovery plans.

CONCLUSION

14. The Council has many elements of a good governance system in place. It is important that over the coming years efforts are made to further develop the culture of the organisation to operate these systems consistently. In the immediate term, efforts must be made to ensure improved compliance with financial procedures, rules and improved budget management and reporting following training and updated guidance being issued. There are clear signs of improvement in culture over the previous years, but cultural change is a long-term process and there will be further issues as we continue our journey.
15. As the responsible Members and Officers, we have been advised on the implications of the results of the governance framework effectiveness review by the Corporate Overview and Scrutiny Panel. Apart from the specific issues mentioned above, particularly in points 5 – 13, and taken with the proposed actions set out in the action plan below, we conclude that the arrangements continue to be regarded as fit for purpose in accordance with the governance framework.

Chairman, Corporate Overview and Scrutiny Panel Date:

Duncan Sharkey
Managing Director

Signed:
Date:

Cllr Andrew Johnson
Leader of the Council

Signed:
Date:

Appendix A: Annual Governance Statement Action Plan 2019/20

	Area for Improvement	Actions	Owner (see key at end)	Timescale	Progress Update	Improvement outcome
AGS 20.1	There is an identified lack of clarity amongst officers and Members regarding roles and responsibilities, this includes knowledge of appropriate procedures	Training for key officers and Members on their responsibilities - <i>Training for senior officers and Cabinet Members on roles and responsibilities had been scheduled for April 2020; this has been deferred due to the COVID-19 situation.</i>	MO/MD	September 2020		Improved understanding and compliance with governance processes. Clarity over roles of Members and officers, particularly in respect of reporting and decision making.
AGS 20.2	Staff reductions have placed a new level of work pressure on particular departments. Whilst there are signs that morale related to working for the Council has improved, we still need to work hard on giving staff a clearer sense of our direction of travel.	Ensure clarity of vision and purpose for the organisation. Develop one team approach. - <i>Focus groups with all members of staff were held between December 2019-February 2020. A draft set of values was developed out of the feedback and presented to officers in May 2020. A report will be submitted to full Council in July 2020 for approval.</i>	MD/CLT	July 2020	.	Staff have clarity over the vision and purpose of the organisation

	Area for Improvement	Actions	Owner (see key at end)	Timescale	Progress Update	Improvement outcome
AGS 20.3	Lack of robustness of challenge re business cases/benefits – consistency of business cases; follow up re benefits realisation	Finance team to instigate more robust challenge on business case and benefits and follow-up re. benefits realisation	S151	Ongoing		Achievement of business case proposed outcomes
AGS 20.4	Business Continuity Plans for all service areas need to be updated to reflect the impact of COVID-19	All service areas to review their BCP in light of COVID-19 / emergency response and recovery plans	All Heads of Service	September-December 2020	.	All areas of the Council have appropriate, up to date BCPs in place accompanied by a robust activation mechanism, reflecting the recent impact of COVID-19 and recovery plans.

AGS 20.5	<p>Organisational capacity in key areas</p> <p>Over a number of years capacity within the Council has been reduced, presumably to reduce costs. This has focused on 'back office' functions but this has left the organization under capacity and capability in a significant number of areas. Many of these weaknesses are reflected in this AGS. As could be expected reducing capacity and capability has led to poorer outcomes and compliance problems.</p>	<p>Develop a programme to improve capacity to ensure all areas have the optimal capacity and capability, balanced with financial constraints in place</p>	<p>Managing Director</p>	<p>October 2020</p>		<p>Improved compliance with regulation and policy.</p> <p>Improved morale as less pressure on the current workforce to fill capacity gaps.</p>
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AGS 20.6	Contract management – lack of a central register, lack of oversight due to self-service arrangements, lack of understanding of role and responsibilities by contract managers	<ol style="list-style-type: none"> 1. Creation of a corporate contracts register 2. Clarity on the roles and responsibilities of contract managers; training for relevant officers 	Director of Adults, Health and Commissioning	September 2020		<p>Clear corporate understanding of what key contracts are in place.</p> <p>Improved oversight of key contracts</p> <p>Clear understanding of roles and responsibilities.</p>
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AGS 20.7	Procurement	<ol style="list-style-type: none"> 1. Training for all relevant officers on procurement policy, processes, legislation and rules in the constitution 2. Work with Optalis and AfC to ensure that commissioning lead the procurement of placements, in order to ensure clear processes and gateways and appropriate checks and balances in all procurement decisions 3. Correct application of waiver rules OR amended waiver rules to ensure sufficient flexibility 4. Better use of a wider range of procurement options 5. Use of Purchase Orders in all relevant cases 	Director of Adults, Health and Commissioning	September 2020		Clear understanding of roles and responsibilities and process
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AGS 20.8	Decision making – report quality varies and can lead to a lack of clarity over decisions taken; absence of sign off from statutory officers, lack of understanding of appropriate use of officer decision notice	<ol style="list-style-type: none"> 1. Training for officers on report quality 2. Appropriate use of officer decision notices 3. All decision-making reports receive sign off from S151 and Monitoring Officer before publication 	MO/S151/ Head of Governance	October 2020 Immediate, ongoing Immediate, ongoing		Improved consistency in report quality in conjunction with sign off by all appropriate officers
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AGS 20.9	<p>Values and Behaviours</p> <p>Continuing the progress of improving the culture of the organisation and ensuring compliance with relevant procedures and ethical standards</p>	<ol style="list-style-type: none"> 1. Clear articulation of the Values and behaviours expected of Officers and Members including the mechanism for reporting concerns. 2. Refresh the appraisal system in line with the new Values 3. Raise the visibility of the whistleblowing process and ensure data (anonymised) is available to demonstrate the use of the this or other ways of raising concerns 	Head of HR, CP and IT	March 2021		<p>Clear demonstration by all of improved behaviours and improved scoring in staff surveys around culture.</p> <p>Improved knowledge of whistleblowing procedures and outcomes.</p>
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AGS 20.10	Failure to deliver projects for improvements in IT infrastructure impacting PSN compliance which would result in detrimental impact on services including Registrars, Electoral and Revenues and Benefits.	<ol style="list-style-type: none">1. Deliver modern workplace phase 22. Remove out of date devices from the corporate network3. Identify and implement solution for MWP laptops to securely connect to corporate network4. Utilising external partner, identify solution for and agree implementation plan to reduce necessity for on-site servers.	Head of HR, CP and IT	March 2021		All employees benefitting from improved technology and infrastructure with PSN compliance risk reduced.
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AGS 20.11	<p>Pension Fund Governance</p> <p>The Authority has not had sufficient understanding of its role in managing the Pension Fund and has not been as proactive as is needed.</p> <p>The Pension Fund has not had sufficient capacity and experience to ensure good governance</p>	<ol style="list-style-type: none"> 1. Interim resource has been employed to develop an action plan to address issues raised in the 2018/19 external audit including reviewing governance arrangements to ensure they meet best practice. 2. Permanent resources to support the pension fund need to be considered as part of the governance review. 	S151	September 2020		Best practice governance arrangements in place for the Pension fund to support sound decision-making.
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AGS 20.12	Financial Governance Detailed CIPFA review due to be considered at July Overview and Scrutiny committee. An action plan will be developed to address any areas of weakness that are identified	<ol style="list-style-type: none">1. Action Plan to be identified with clear deadlines and timescales for delivery once CIPFA report has been considered2. Appropriate resources identified to ensure action plan is completed	MD/S151	September 2020		To ensure that financial governance adheres to best practice and supports sound decision making
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Report Title:	Q4 and End of Year Performance Report
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 15 June 2020
Responsible Officer(s):	Duncan Sharkey, Managing Director
Wards affected:	All

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REPORT SUMMARY

1. The Corporate Overview and Scrutiny Panel has quarterly oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
 - An excellent customer experience
 - Well-managed resources delivering value for money
2. Appendix A sets out the Q4 and End of Year Performance Report for all measures relating to the Panel's remit. The report includes performance commentary and related business intelligence, and an overview of achievements and key milestones reached in the period October – March 2020.

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2019/20 Corporate Overview and Scrutiny Panel Q4 and End of Year Performance Report in Appendix A.**
- ii) **Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

Options

Table 1: Options arising from this report

Option	Comments
Endorse the evolution of the performance management framework, focused on embedding a performance culture within the council and measuring delivery of the council's six strategic priorities. This is the recommended option	The council's focus on continuous performance improvement provides residents and the council with more timely, accurate and relevant information; evolving the council's performance management framework using performance information and business intelligence

Option	Comments
	ensures it reflects the council's ongoing priorities
Failure to use performance information to understand the council, improve and maintain performance of council services and develop reporting to Members and residents.	Without using the information available to the council to better understand its activity, it is not possible to make informed decisions and is more difficult to seek continuous improvement and understand delivery against the council's strategic priorities.

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

- An excellent customer experience
- Well-managed resources delivering value for money

2.2 Appendix A sets out Q4 and end of year performance for all measures relating to the Panel's remit, and related business intelligence. It shows that:

- 9 of the 13 measures met or exceeded target,
- 4 measures fell just short of target, although still within the tolerance for the measure,
- 0 measures were out of tolerance and require improvement.

3. KEY IMPLICATIONS

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

Table 2: Key Implications

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

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

Table 3: Impact of risk and mitigation

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

7. POTENTIAL IMPACTS

7.1 There are no Equality Impact Assessments or 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 Corporate 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: Corporate Overview and Scrutiny Panel Q4 and End of Year Performance Report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan 2017-21:
[https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021 - council plan](https://www3.rbwm.gov.uk/downloads/file/3320/2017-2021_-_council_plan)

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Duncan Sharkey	Managing Director	22/05/2020	
Hilary Hall	Director of Adults, Health and Commissioning	22/05/2020	27/05/2020
Louisa Dean	Communications	20/05/2020	21/05/2020
Adele Taylor	Director of Resources	22/05/2020	29/05/2020
Nikki Craig	Head of HR, Corporate Projects and IT	20/05/2020	28/05/2020
Louise Freeth	Head of Revenues, Benefits, Library and Residents Services	20/05/2020	21/05/2020

REPORT HISTORY

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

Corporate Overview and Scrutiny Panel

Q4 and End of Year Performance Report (January – March 2020)

Date prepared: 30 April 2020

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**Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report**

1. Executive Summary

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

- An excellent customer experience
- Well-managed resources delivering value for money

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

- RBWM Establishment

1.3 As at 1 April 2020 performance of all measures related to the Panel’s remit can be broadly summarised as:

Q4 RAG Status	No.	Measure
Red (Needs improvement)	0	
Amber (Near target)	4	<ul style="list-style-type: none"> • No. digital customer interactions • Average no. days to process changes in circumstances (Housing Benefits) • Percentage of council tax collected • Percentage of Non Domestic Rates (Business Rates) collected
Green (Succeeding or achieved)	9	<ul style="list-style-type: none"> • No. “My Account” users (running total) • Percentage of calls answered within 60 seconds • Percentage of calls abandoned after 5 seconds • Average no. days to process new claims (Housing Benefits) • No. visits (physical and virtual) to libraries • Council Tax level comparative with the average unitary Band D (£) • Percentage voluntary turnover (YTD) • Percentage of residents confirming they feel informed about the council • Percentage of residents expressing satisfaction with services
Total	13	

2. Key activities and milestones achieved

Strategic Priority	Item	Q3-Q4 Achievements and key milestones
An excellent customer experience	Procurement of new CRM	The contract for the current CRM provider was due to end in July 2020 and following a thorough procurement process through G-Cloud, a new supplier has been appointed. The CRM will be in place from August 2020 and there will be communications shared with residents and stakeholders during the implementation process.
	Film Unit	The film unit had an income target of £11,000 for this financial year. We achieved this target in December 2019. We have been promoting the film unit through the website as well as on social media. We have also been taking an active role in the Berkshire Film Office who work across the whole county to promote filming in the area.
	The Guildhall	Following a change in personnel, the packages for the Windsor Guildhall have been refreshed and changed. There has also been closer working with Facilities, the Museum and Property to ensure that the Guildhall delivers a better service for our customers. This has seen an increase in income. The Guildhall has also introduced a calendar of events to showcase the building which has seen an increase in customers visiting the building and paying for events.
Well-managed resources delivering value for money	Annual Report of Commissioned Services	The second Annual Report on commissioned services was published, including progress to date against 2018-2020 priorities.
Covid-19	Community response	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 maintains regular contact with residents who are shielding and takes any action that may be appropriate to ensure that these individuals' needs continue to be met. The council has also encouraged community groups that were either already established or newly-formed in response to the pandemic to identify themselves to the council, and a database of all contacts was quickly compiled to support a public-facing online directory of

**Corporate Overview and Scrutiny Panel:
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		<p>Covid-19 Support Groups to which residents may turn for particular needs. The council has worked with WAM Get Involved and key local partners and organisations to coordinate and organise volunteers across the borough to deliver services to residents who may need help but who are not necessarily shielding.</p>
	<p>Grant Funding</p>	<p>Within the first week of lockdown a Covid-19 grant fund was made available to which local community groups could apply for £500 to support them in the set-up and/or continuation of their operations during the pandemic. To date the council has made £10,000 of grants enabling groups to cover a range of services including bespoke support packages for vulnerable residents, purchasing phone systems for befriending calls, essential items for babies, and PPE for volunteers. A further £10,000 has been paid out to Foodbanks (£5,000 each).</p>
	<p>Communications</p>	<p>Since lockdown restrictions were announced on Monday 23 March 2020 the Communications Team has delivered key messages to residents across the borough to reiterate central government advice, notify residents of changes to operational service delivery and respond directly to residents' concerns and questions. There have been over 500 new sign-ups to the residents' newsletter and a significant increase in social media followers, engagement and reach, alongside the expected increase in website visits following the closure of libraries on Wednesday 18 March.</p>

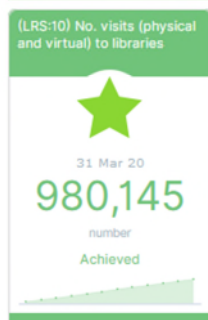
Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report

3. Performance Summary Report (YTD)

Near Target



Achieved



Succeeding



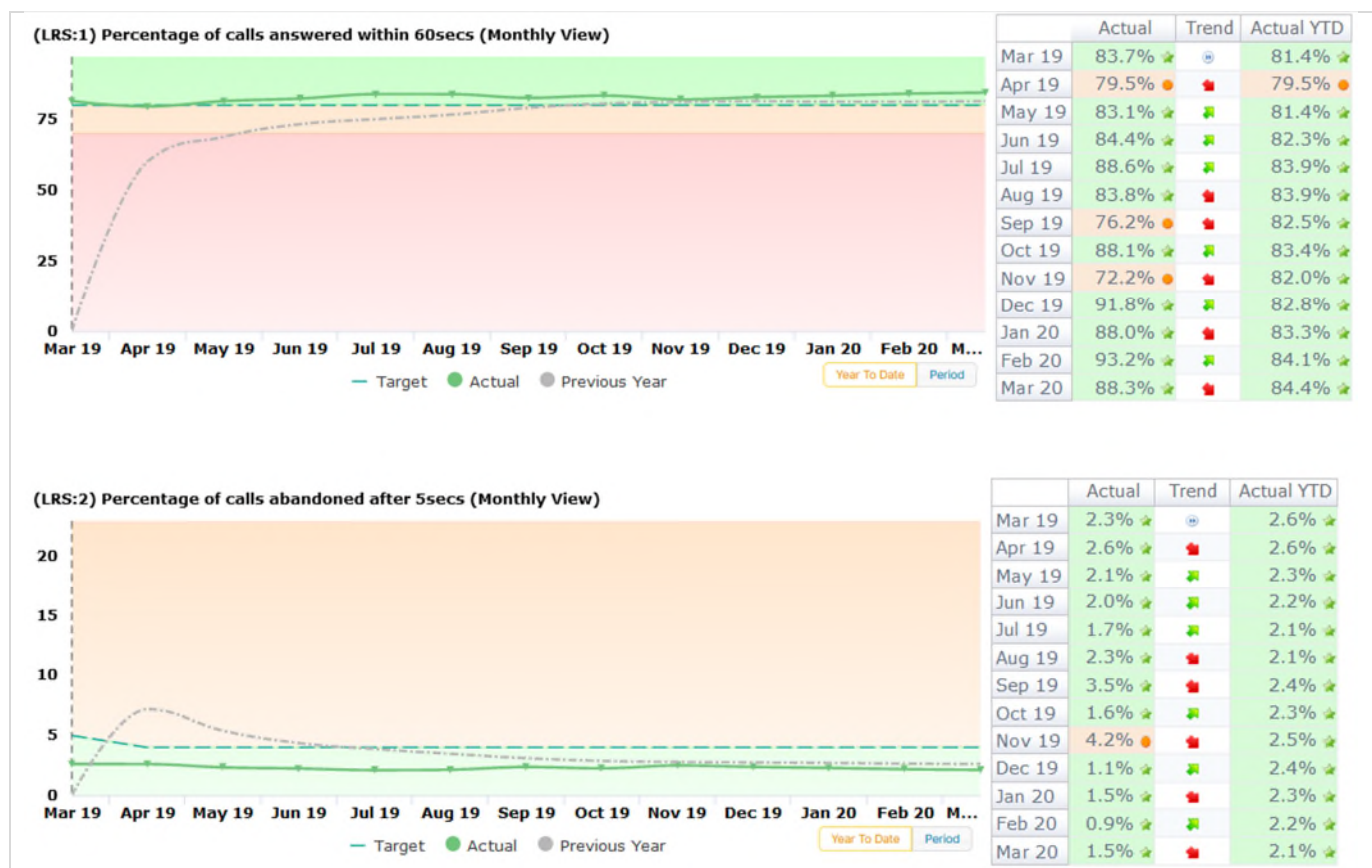
Corporate Overview and Scrutiny Panel:
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4. An excellent customer experience

4.1 Customer contact centre calls



Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report



Q4 and End of Year Commentary

Year-end performance for the call centre is above target with 84.4% of calls answered within 60 seconds (136,960 / 162,246) against a target of 80%, and 2.1% of calls abandoned after 5 seconds (3,451 / 162,246) against a target of 4%. This improves on 2018/19 performance which stood at 81.4% of calls answered within 60 seconds, and 2.6% of calls abandoned after 5 seconds. Overall the number of calls received to the call centre fell in 2019/20 (162,246) from 165,897 in 2018/19 which is largely attributed to the availability of online services and information via the council's website and also overall reductions in avoidable contact by addressing customer enquiries "right first time".

Analysis of underlying data-sets relating to customer contact patterns resulted in the approval of proposals in February to change call centre opening times to become a Monday-Friday 9-5pm service with effect from 1 April 2020. These changes are expected to generate future financial savings for the council and, at the time the proposals were made and then approved, call performance up to and into 2020/21 was expected to remain consistently high.

The council's operations changed considerably as a result of lockdown restrictions in mid-March. Libraries closed on Wednesday 18 March 2020 and business continuity plans necessitated the adoption of new technology to support call centre staff in the continuation of their duties from home where it was possible and appropriate to do so. In March the volume of calls received (13,615) remained relatively consistent with previous months. Whilst the percentage of calls answered within 60 seconds remained above the target of 80% in March, there was an increase in the percentage of calls abandoned after 5 seconds.

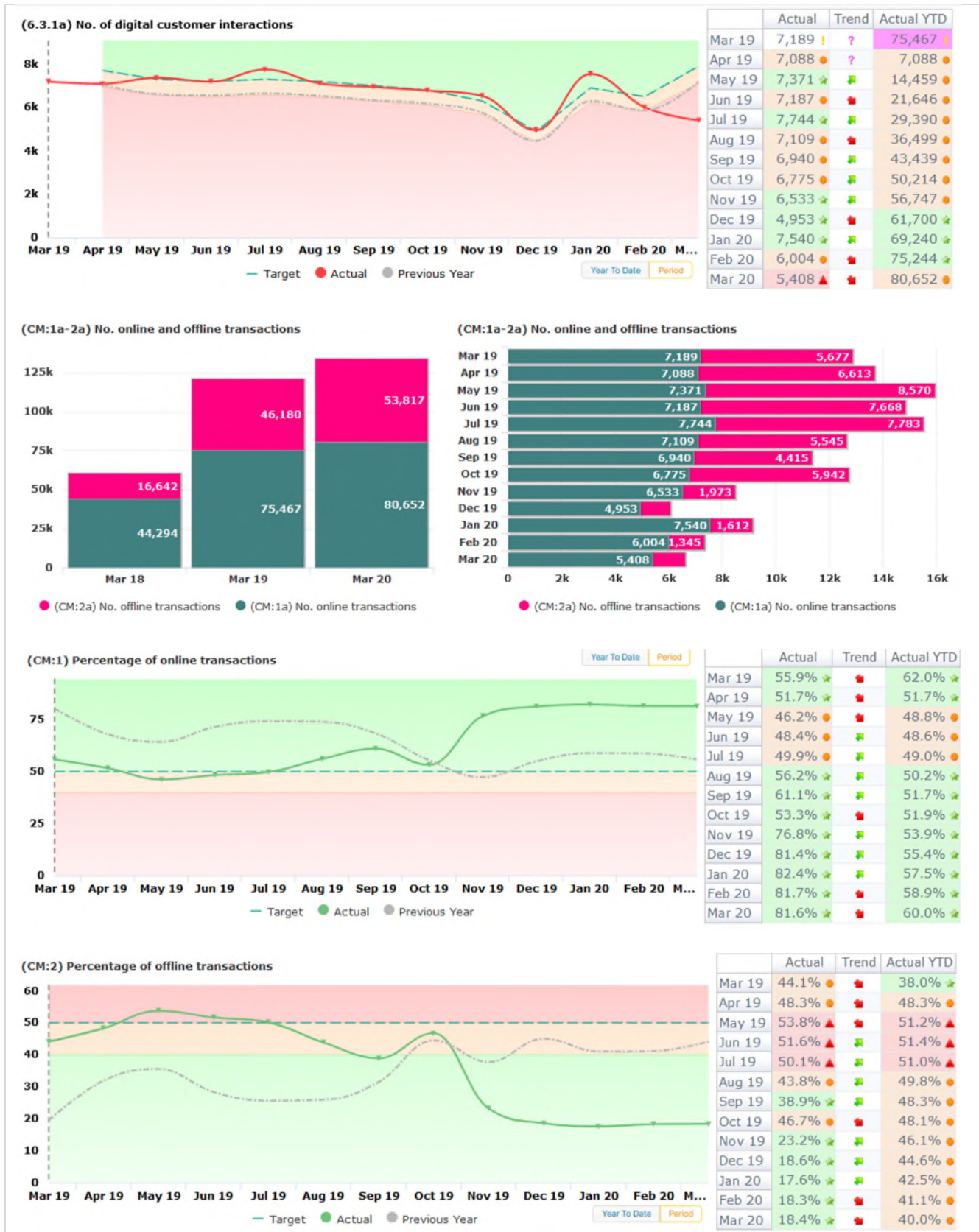
The council's response to the Covid-19 pandemic has utilised resources from across all council teams, and call centre staff in particular have been engaged in setting up and training council staff in the use of new technologies to support engagement with local community groups and also local residents who may be shielded as a result of particular vulnerabilities to the virus. It is therefore anticipated that call performance in Q1 will be heavily impacted by the draw on the services' staff to support these community response efforts.

**Corporate Overview and Scrutiny Panel:
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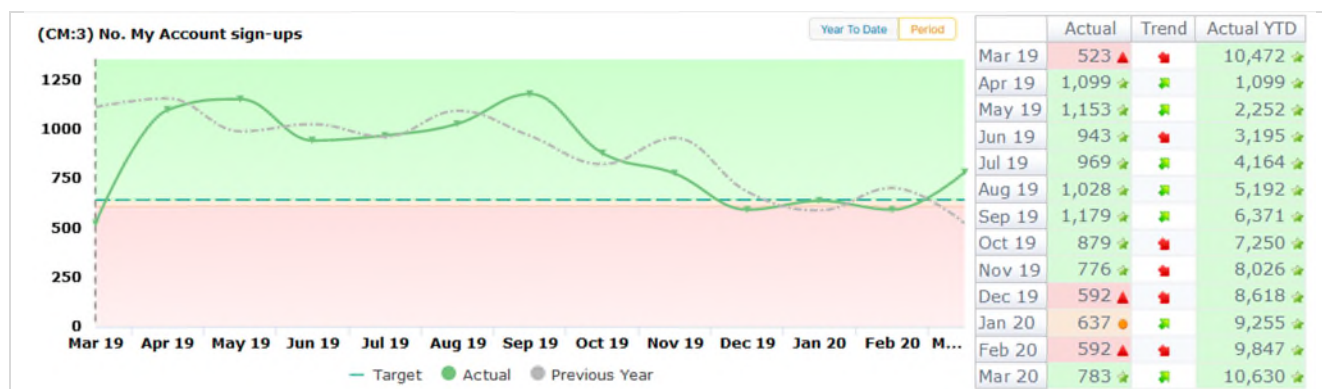
It is acknowledged that the greater part of Q1 has been spent in lockdown and analysis of call volumes over this period will generate valuable insights when correlated with the volumes of digital transactions made in the period and virtual library attendances.

Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report

4.2 Digital customer interactions



**Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report**



Q4 and End of Year Commentary

The total number of digital customer interactions in 2019/20 is 80,652, just short of the year-end target of 83,000 by 2,348, though within tolerance for this measure. Throughout the year, performance has tracked consistently against the set target-profile and a new initiative encouraging customers to “self-serve” on all channels, including when customers are visiting libraries, boosted performance across Q3. This brought YTD performance on target for the first time in December 2019 with all indications being that performance would be above target by the close of Q4. August 2019 was the tipping point at which digital transactions consistently exceeded offline transactions month on month up to the close of the year. Across 2019/20 a total of 134,469 council transactions have been made, of which 80,652 were digital (60%) and 53,817 (40%) were “offline” for the entire year.

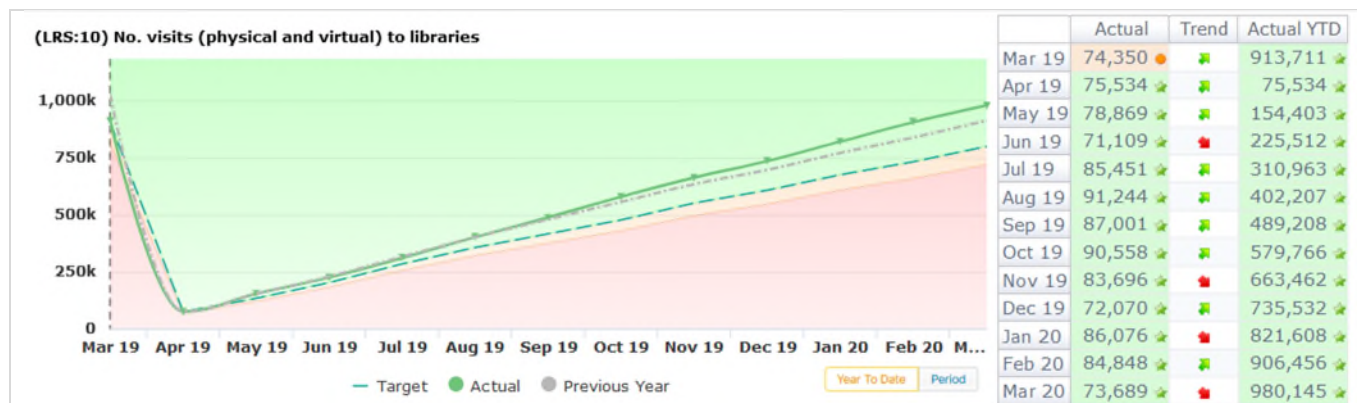
The fall in digital customer interactions in March 2020 (5,408 against a target of 7,900) has largely contributed to the year-end position as being just short of target. This coincides with the Covid-19 pandemic and associated lockdown restrictions. Libraries closed on 18 March 2020 and therefore restricted opportunities for customers to digitally “self-serve” via that route or make “offline” transactions with council staff. Overall, the total number of council transactions, both digital and offline, fell to its lowest monthly total in March (6,626), secondary only to December (6,086) and the Christmas period.

It could be speculated that residents’ focus on the emerging crisis redirected their attention from making routine transactions with the council in March. It is, however, acknowledged that libraries provide the opportunity for digital transactions where a resident may not necessarily have the equipment available to do so at home. Whilst it is encouraging that the number of sign-ups to “My Account” rose in March (783 against a target of 643 for the month, meaning a total of 43,888 My Account users as at the end of March) it is possible that the closure of libraries has a continuing impact on digital transactions figures into Q1 as lockdown restrictions continue, albeit with phased easing. More generally, the long-term impact of the Covid-19 pandemic cannot yet be fully understood in terms of social behavioural changes and it is acknowledged that when lockdown restrictions are eased and libraries reopen there may be a residual fear regarding attendance at public sites.

Whilst trends emerging over 2019/20 have indicated a growing reliance on digital customer interactions well before the pandemic, further monitoring of figures in conjunction with library attendances and call centre volumes will provide valuable insights, not least because the greater part of Q1 has been spent in lockdown.

**Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report**

4.3 Library visits



Q4 and End of Year Commentary

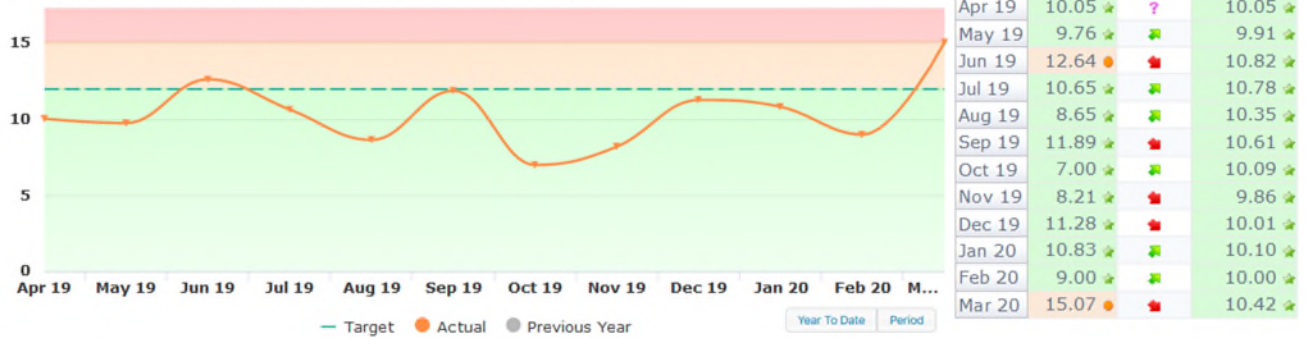
As at the close of Q4 the total number of visits to libraries in 2019/20 was 980,145, above target (800,000) by 180,145. Targeted performance for 2019/20 has therefore been achieved irrespective of the closure of libraries on Wednesday 18 March 2020 as a result of the Covid-19 pandemic and associated lockdown restrictions. Across the country, 75% of libraries are in decline and all efforts have been made in 2019/20, and will continue to be made, to ensure the borough remains in the country's top 25%.

Monitoring of the volume of digital transactions (see measure 6.3.1a) identifies some prospective impact of the closure of libraries on the volume of digital transactions made, as it is acknowledged that some residents may rely on digital equipment available in libraries to make such transactions where they do not have such equipment at home. Further monitoring of library attendances, digital transactions and call centre volumes across Q1 will provide valuable insights into customer interactions, not least because the greater part of Q1 has been spent in lockdown.

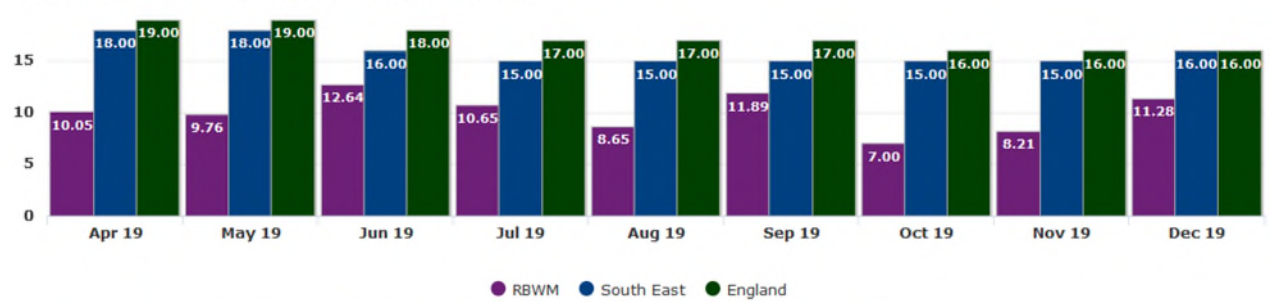
Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report

4.4 Processing times for Housing Benefits

(RB:5) Average no. of days to process new claims (Housing Benefits)

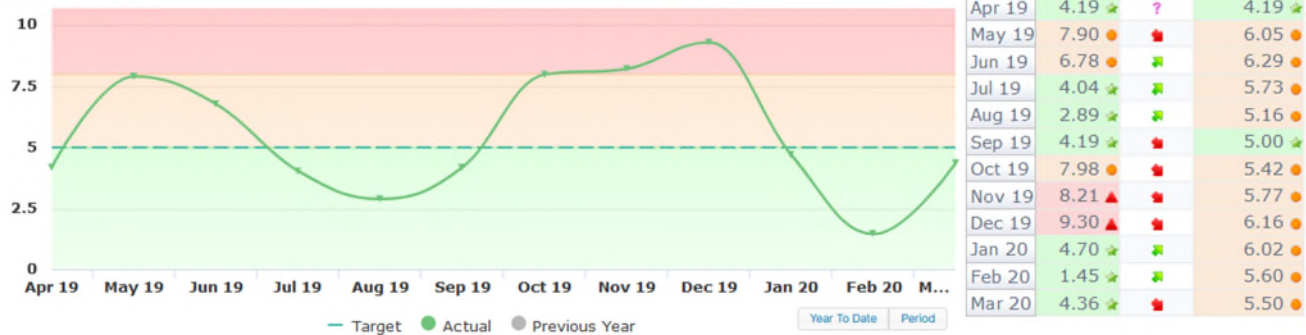


Benchmarking: Trends: (RB:5) Average no. of days to process new claims (Housing Benefits)
England and SE Benchmarking figures available a quarter in arrears

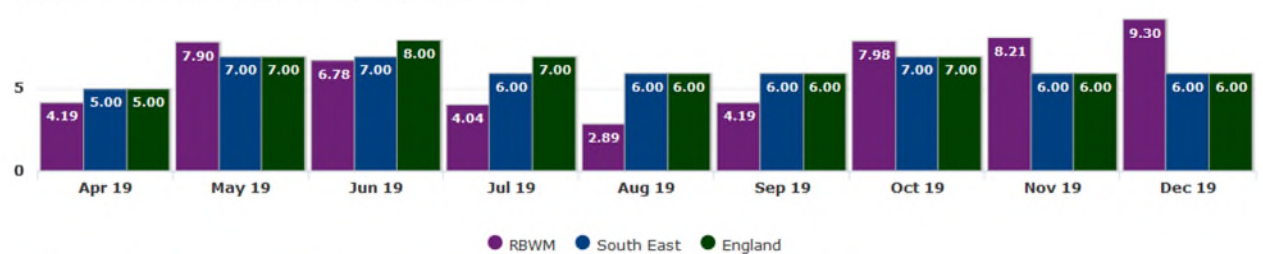


Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2019-to-2020>

(RB:6) Average no. of days to process changes in circumstances (Housing Benefits)



Benchmarking: Trends: (RB:6) Average no. of days to process changes in circumstances (Housing Benefits)
England and SE Benchmarking figures available a quarter in arrears



Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2019-to-2020>

Q4 and End of Year Commentary

(RB:5) Average no. days to process new claims (Housing Benefits): Across 2019/20 the average number of days to process new claims for Housing Benefits has remained largely within target albeit with a slight fall in June 2019 (12.64). Available benchmarking data shows

**Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report**

RBWM to have consistently performed better than the South East and England up to the end of December 2019 (please note that South East and England benchmarking figures are available a quarter in arrears). Monthly performance dipped in March to its lowest point in the year (15.07) however overall the strong performance across 2019/20 has ensured that the year-to-date position as at the close of Q4 (10.42) remains on target.

(RB:6) Average no. days to process changes in circumstances (Housing Benefits):

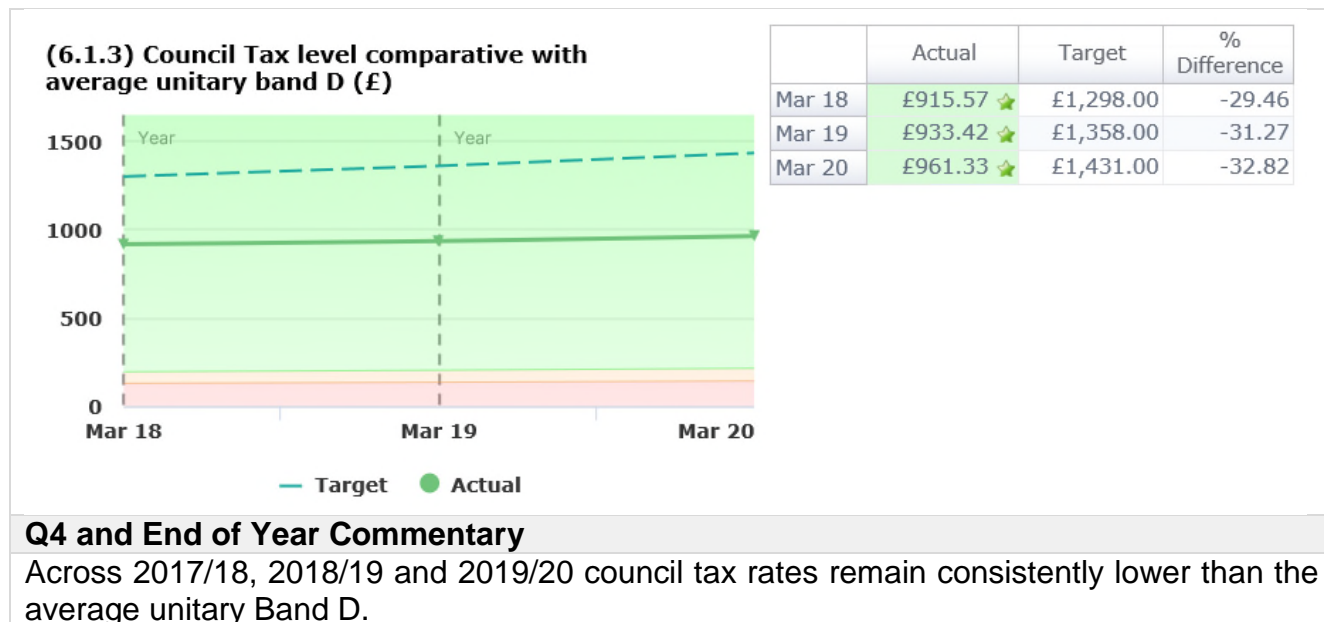
Across 2019/20 performance against this measure has fluctuated and has shown a steady downward trend since August 2019, with performance moving off target though within tolerance for October 2019 and reaching its lowest point in December 2019 (9.30). This downturn in performance is reflective of staffing pressures within the service at the time, and whilst performance across Q4 (Jan-Mar) has seen considerable performance improvements – including a performance peak for the entire year in February 2020 (1.45) – it is Q3 that has primarily put recovery of year-to-date performance beyond reach although 5.50 is still within tolerance.

The Covid-19 pandemic and associated lockdown restrictions will have an impact on performance going into Q1, the start of which we may detect in the March 2020 figures for both measures as the council's operations changed considerably as part of coordinated measures to keep both customers and staff safe. The unprecedented demand for services has been reflected on by the Secretary of State for the Department for Work and Pensions in a statement to Parliament, and a downturn in performance for both measures in 2020/21 is therefore expected and unavoidable as service staff meet the challenges of this increased demand.

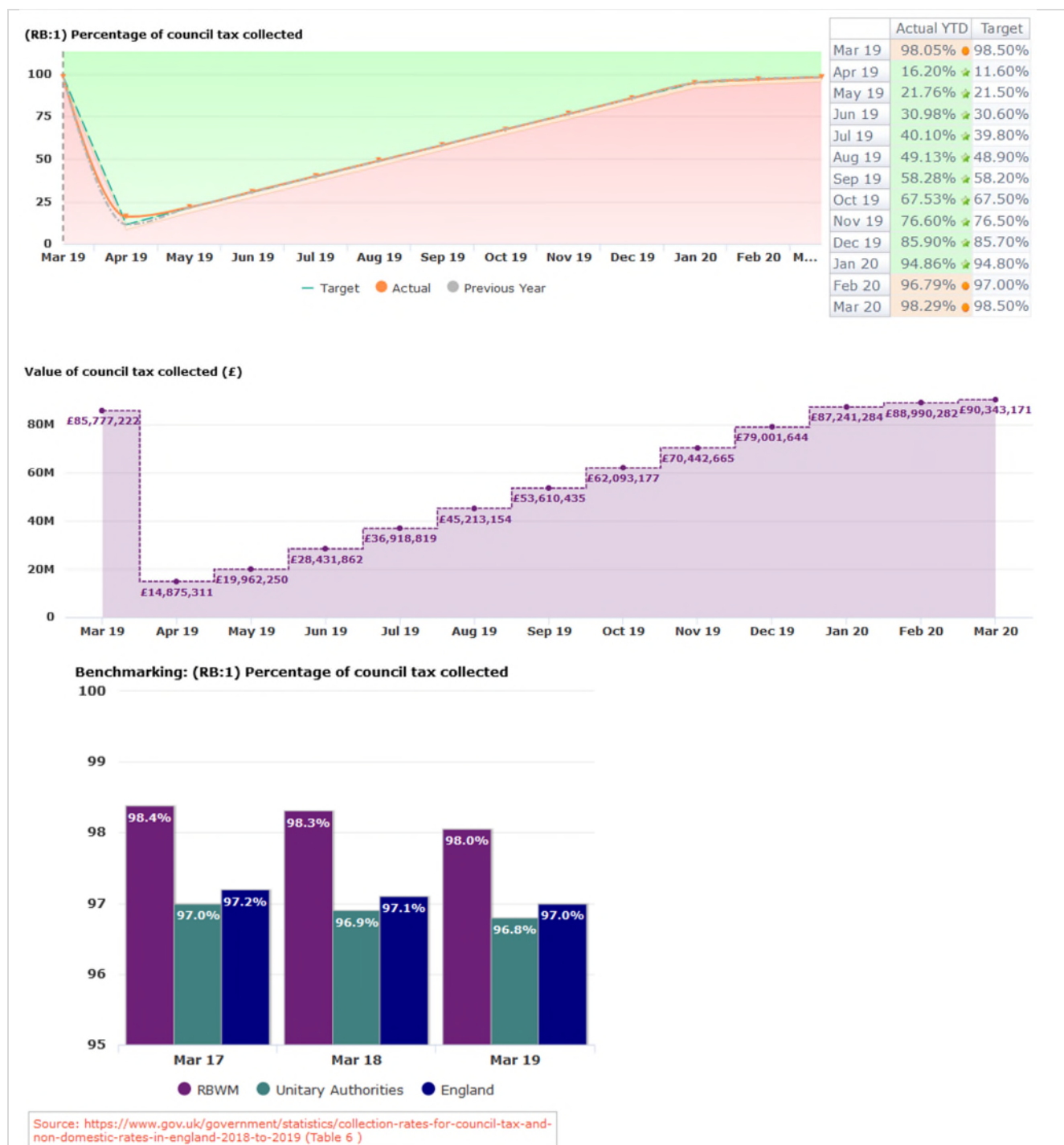
**Corporate Overview and Scrutiny Panel:
Q4 and End of Year 2019-20 Performance Report**

5. Well-managed resources delivering value for money

5.1 Council Tax and Business Rates



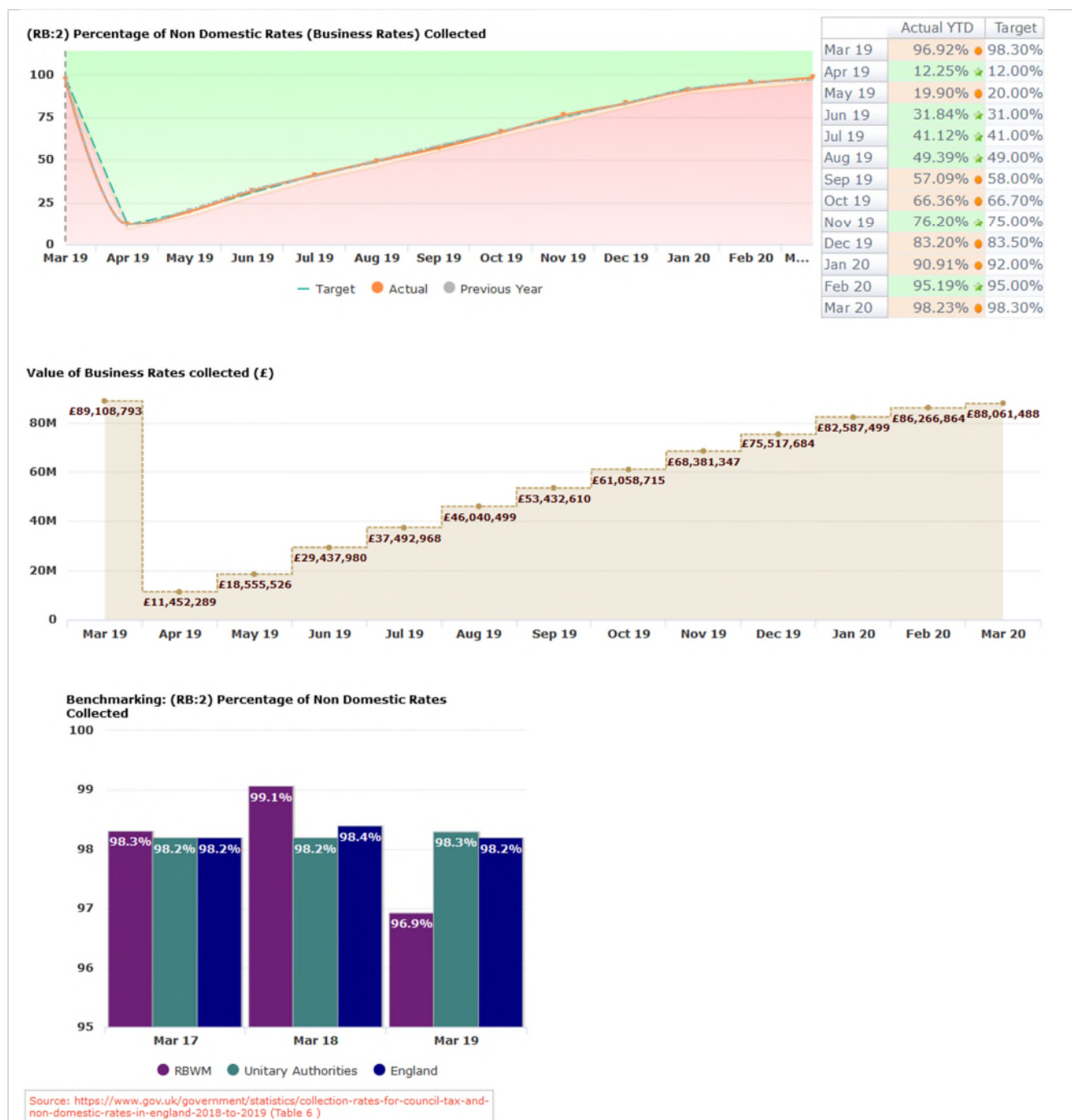
Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report



Q4 and End of Year Commentary

Performance of this measure has remained on target throughout 2019/20 up to February 2020 where it dipped by 0.21% from target (97%) to 96.79% and remained at 0.21% short of target as at the end of March though within tolerance for the measure. As at the close of 2019/20 this equates to a value of £1,570,761 not collected. It is acknowledged that the value and volume of payments in February and March is much less than in previous months of the year as most taxpayers/ratepayers retain the standard statutory 10-month instalment plan. Available benchmarking data shows RBWM performance to be consistently higher than Unitary Authorities and England across the last 3 financial years 2017/18 and 2018/19.

Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report

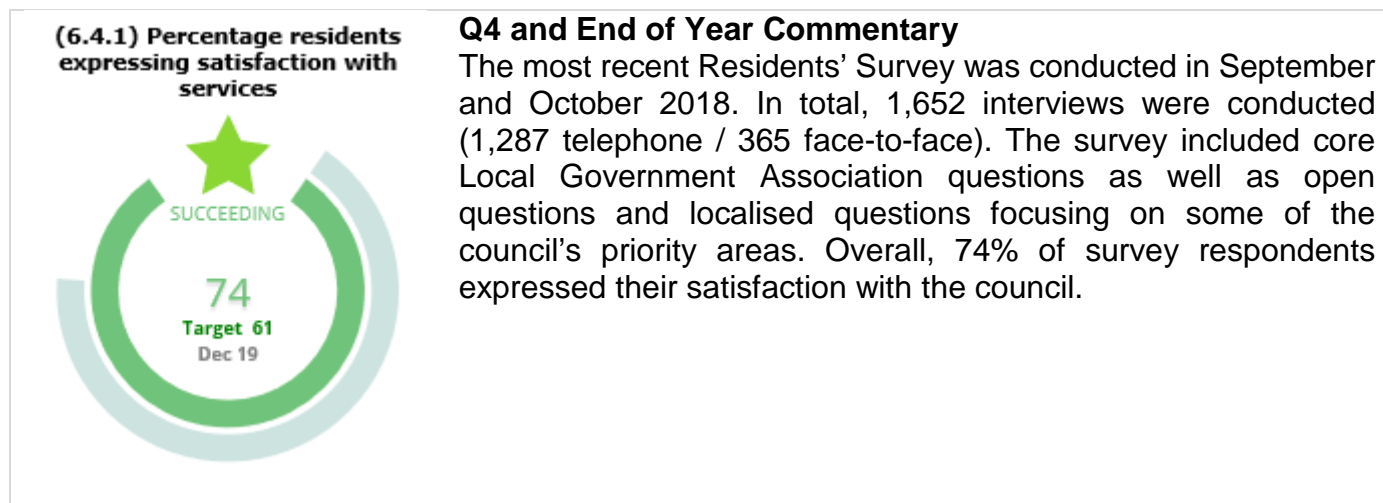


Q4 and End of Year Commentary

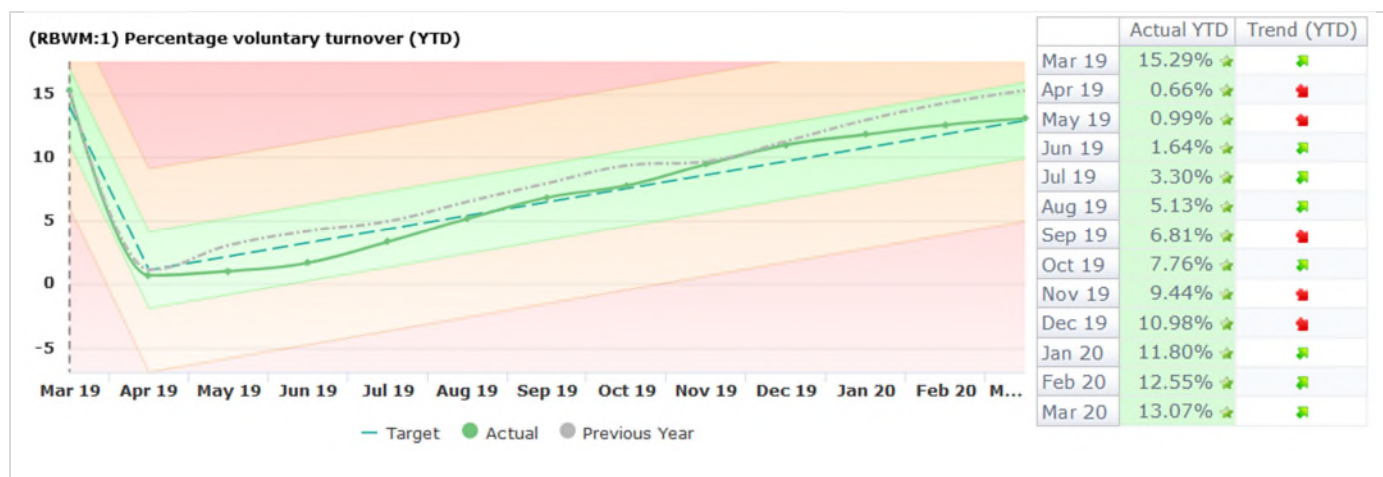
As at the close of Q4 performance for this measure stands at 98.23%, short of target (98.3%) by 0.07% though within tolerance for the measure. As at the close of 2019/20 this equates to a value of £1,589,910 not collected. It is acknowledged that the value and volume of payments in February and March is much less than in previous months of the year as most ratepayers retain the standard statutory 10-month instalment plan.

It is anticipated that the Covid-19 pandemic and associated lockdown restrictions will have an impact on performance going into Q1 2020/21. Central government announced in March that, with effect from 1 April 2020, a one-year rates holiday will apply for all businesses in the leisure, retail and hospitality sectors, with central government reimbursing the council's shortfall.

5.2 Residents' reported satisfaction



5.3 Voluntary turnover



Q4 and End of Year Commentary

RBWM voluntary turnover includes those who choose to resign or retire. Turnover is calculated by dividing voluntary leavers by the average headcount (headcount at start and end of period / 2). It is acknowledged that some staff-churn is healthy for any organisation and so this measure is configured as a fixed target each month with appropriate tolerance-bands both above and below the monthly target.

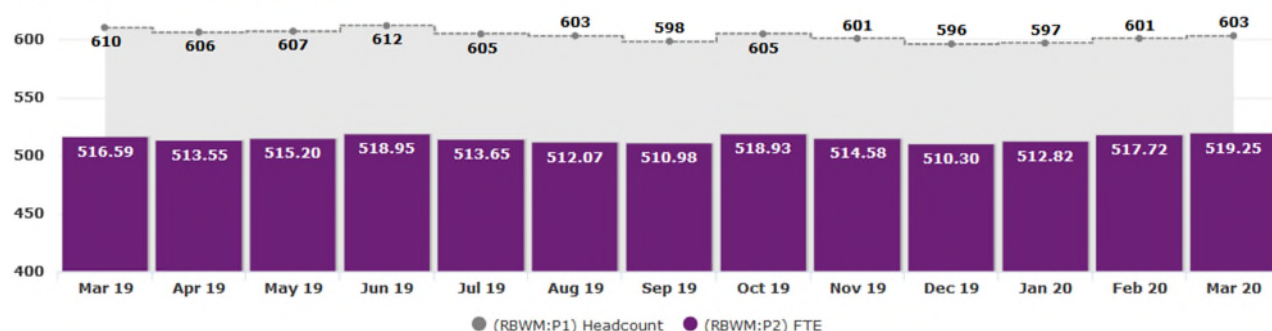
Performance of this measure has consistently tracked against target across the year, and as at the close of 2019/20 performance stands at 13.07%, slightly higher than the year-end target of 12.9% by 0.17%. This is a reduction in turnover as at the close of 2018/19, which stood at 15.29%.

Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report

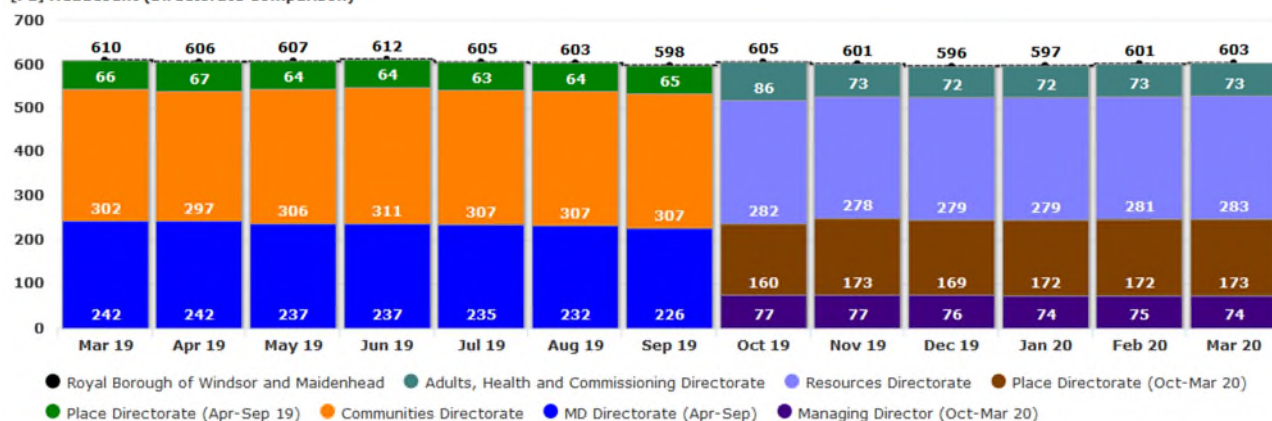
6. Business Intelligence: RBWM Establishment

6.1 The organisation structure changed with effect from 1 October 2019 and all charts shown here reflect that change.

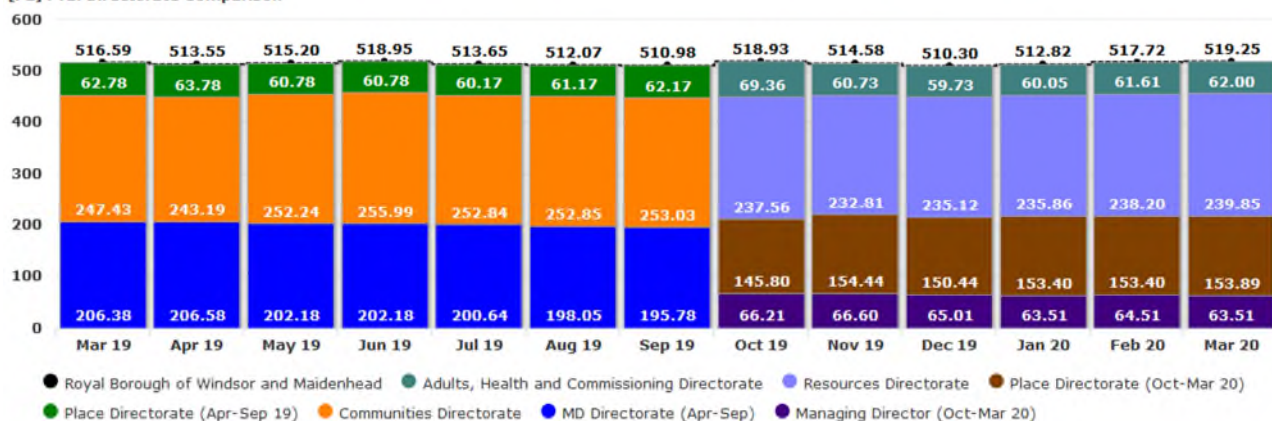
[P1-2] Total headcount and FTE (RBWM)



[P1] Headcount (Directorate Comparison)

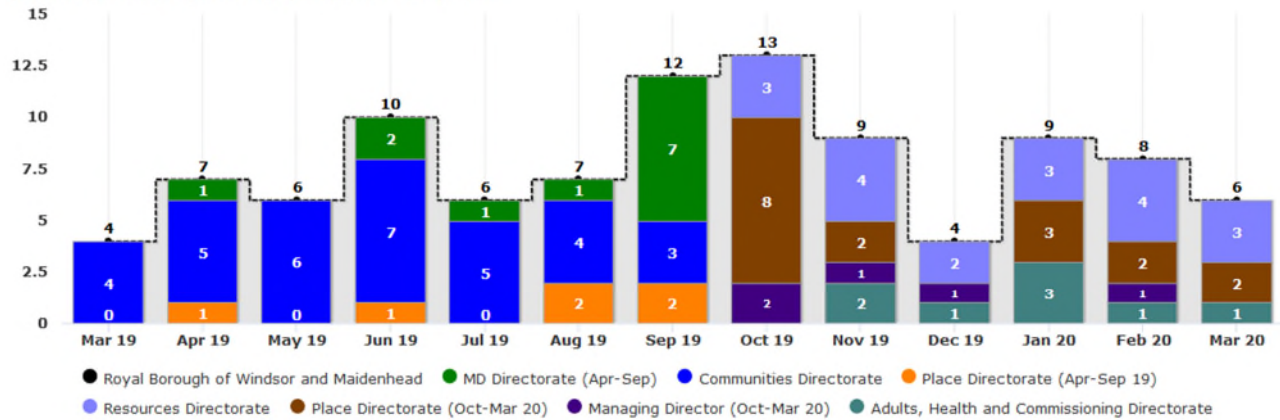


[P2] FTE: Directorate Comparison

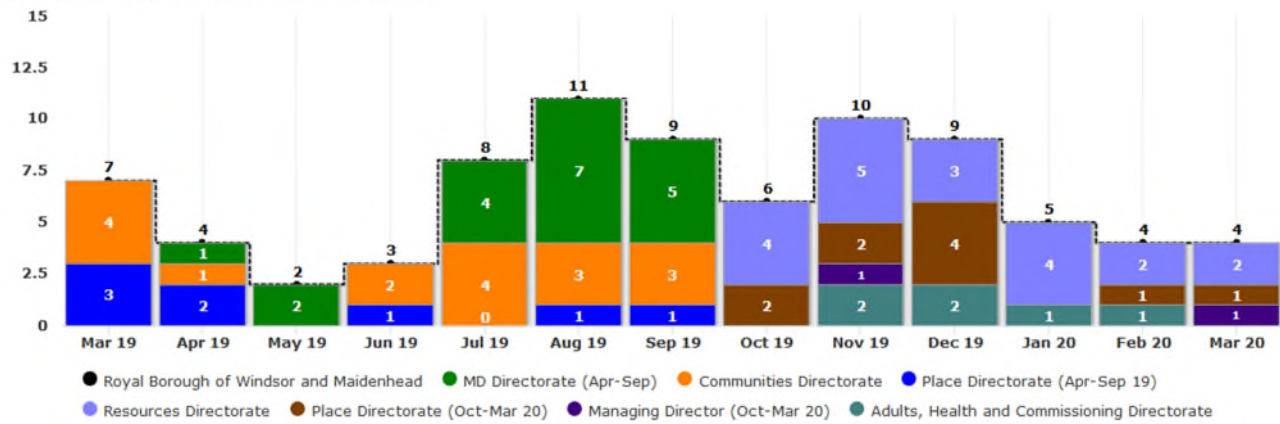


Corporate Overview and Scrutiny Panel: Q4 and End of Year 2019-20 Performance Report

[P3] No. new starters (Headcount): Directorate Comparison

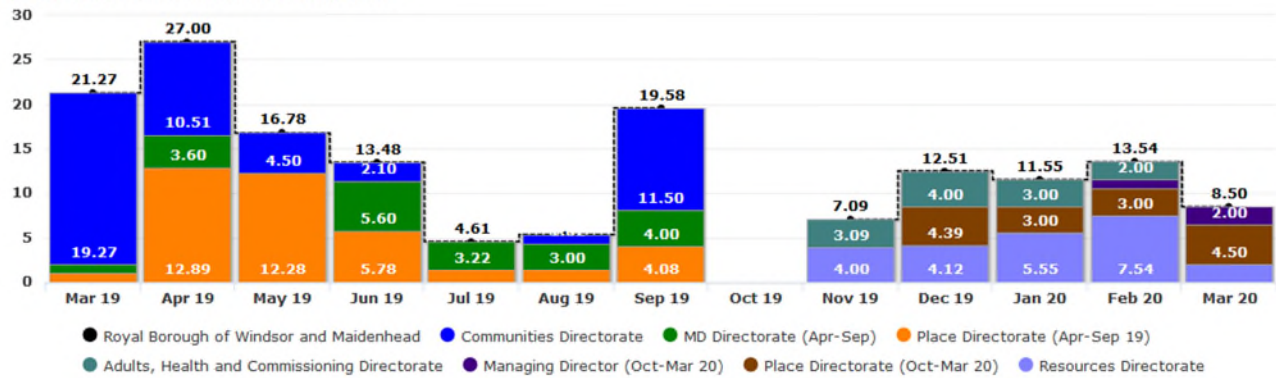


[P4] No. voluntary leavers: Directorate Comparison

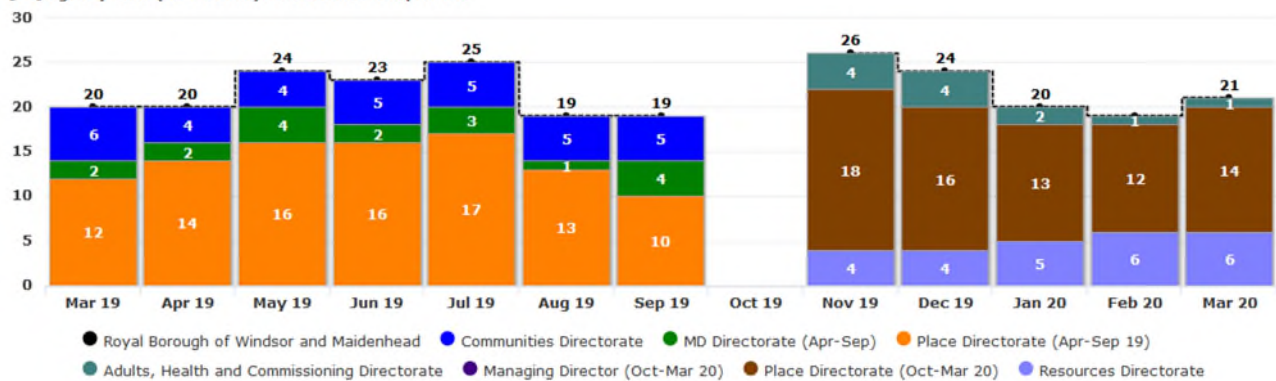


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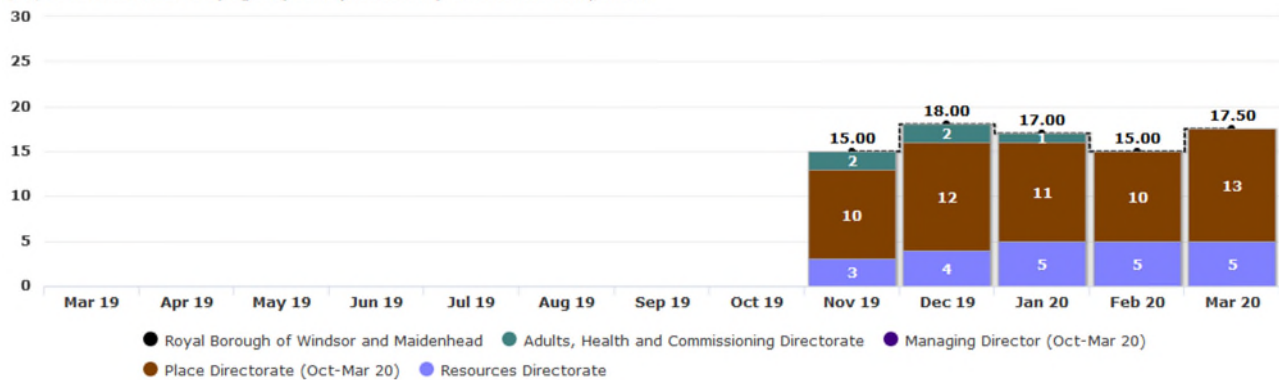
[P5] Active vacancies: Directorate Comparison



[P6] Agency Staff (Headcount): Directorate Comparison



[P7] Vacancies covered by agency staff (Headcount): Directorate Comparison



Agenda Item 8

WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey (Managing Director) • Russell O'Keefe (Executive Director) • Adele Taylor (Director of Resources)
LINK OFFICERS & HEADS OF SERVICES	<ul style="list-style-type: none"> • Elaine Browne (Head of Law) • Nikki Craig (Head of HR, Corporate Projects & ICT) • Catherine Hickman (Lead Specialist Audit and Investigation) • Barbara Richardson (Managing Director RBWM Property Co) • Ruth Watkins (Chief Accountant and Deputy S151 Officer) • Karen Shepherd (Head of Governance)

MEETING: 27th JULY 2020

ITEM	RESPONSIBLE OFFICER
Annual Statement of Accounts (To be signed off by the Panel)	Finance
External Audit IAS260	Finance
Annual Governance Statement; Progress report – Financial Governance	Duncan Sharkey, Managing Director Adele Taylor, Director of Resources
Key Risk Report (Bi-Annual)	Steve Mappley, Insurance and Risk Manager
2019/20 Annual Audit and Investigation Report	Catherine Hickman, Lead Specialist Audit and Investigation
Work Programme	Panel clerk
TASK AND FINISH	
Highways contract outsourcing	Hilary Hall and Ben Smith

MEETING: 29th SEPTEMBER 2020

ITEM	RESPONSIBLE OFFICER
Annual Complaints Report	Nikki Craig, Head of HR, Corporate Projects & ICT
Key Risk Report (Bi-Annual)	Steve Mappley, Insurance and Risk Manager
Q1 Performance Report	Rachel Kinniburgh, Strategy and Performance
Annual Governance Statement; Progress report – Member/Officer Roles and Responsibilities	Duncan Sharkey, Managing Director Mary Severin, Monitoring Officer
Work Programme	Panel clerk

MEETING: 26th JANUARY 2021

ITEM	RESPONSIBLE OFFICER
Budget Report	Lead Officers and Finance
Annual Scrutiny Report (Draft)	Chairman and Lead Officers
2020/21 Interim Audit and Investigation Report	Catherine Hickman, Lead Specialist Audit and Investigation
Q2 Performance Report	Rachel Kinniburgh, Strategy and Performance
Work Programme	Panel clerk

MEETING: 19th APRIL 2021

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman and Lead Officers
Key Risk Report (Bi-Annual)	Steve Mappley, Insurance and Risk Manager
Q3 Performance Report	Rachel Kinniburgh, Strategy and Performance
Work Programme	Panel clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Maidenhead United – Request for Relocation	Russell O’Keefe, Executive Director

The Terms of Reference for the Corporate Overview and Scrutiny Panel can be found at the following link:
<https://rbwm.moderngov.co.uk/ecSDDisplay.aspx?NAME=SD558&ID=558&RPID=4678919>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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