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NOTICE OF MEETING

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CORPORATE OVERVIEW & SCRUTINY PANEL

will meet on

TUESDAY, 26TH JANUARY, 2021

At 7.00 pm

by

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

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

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

SUBSTITUTE MEMBERS

COUNCILLORS GEOFF HILL, SAYONARA LUXTON, JOSHUA REYNOLDS,
SHAMSUL SHELMIM AND LEO WALTERS

Karen Shepherd – Head of Governance - Issued: 18th January 2021

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 / mark.beeley@rbwm.gov.uk

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

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

AGENDA

PART I

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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 minutes of the meeting held on 24 th November 2020.	7 - 14
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7.	<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 .	71 - 72
8.	<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 24 th November 2020. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Governmet Act 1972)</i>	73 - 74

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

TUESDAY, 24 NOVEMBER 2020

PRESENT: Councillors Phil Haseler (Vice-Chair, in the Chair), Lynne Jones, Julian Sharpe, John Story and Simon Werner

Also in attendance: Councillors John Baldwin, Christine Bateson, Gurpreet Bhangra, John Bowden, Gerry Clark, Jon Davey, David Hilton, Andrew Johnson, Ewan Larcombe, Samantha Rayner, Shamsul Shelim, Gurch Singh and Helen Taylor

Officers: Mark Beeley, Andy Carswell, Nikki Craig, Barbara Richardson, Duncan Sharkey, Karen Shepherd, Adele Taylor and Andrew Vallance

ELECTION OF VICE CHAIRMAN

Mark Beeley, Democratic Services Officer, informed the meeting that Councillor Walters had requested to step down from his role as Vice Chairman, which meant a new Vice Chairman needed to be elected for the remainder of the municipal year. The Vice Chairman would also be Chairman for the meeting as the usual Chairman, Councillor Targowski, had submitted his apologies.

Councillor Story nominated Councillor Haseler to be Vice Chairman, which was seconded by Councillor Sharpe.

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

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

Election of Vice Chairman - Councillor Haseler (Motion)	
Councillor Phil Haseler	For
Councillor Lynne Jones	Against
Councillor Julian Sharpe	For
Councillor John Story	For
Councillor Simon Werner	Against
Carried	

RESOLVED: That Councillor Haseler would be appointed as Vice Chairman of the Corporate Overview and Scrutiny Panel for the remainder of the municipal year 2020/21.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Targowski with Councillor Story attending the meeting as substitute. Councillor Werner had informed the clerk that he would need to leave the meeting early.

There was also a change to the Panel membership, with Councillor Haseler now a Panel Member and Councillor Walters becoming a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 29th September 2020 were confirmed as a true and accurate record.

Councillor L Jones asked if the action points from the last meeting, which were questions that could not be answered by officers at the meeting, had been circulated. Mark Beeley confirmed that the answers to these questions had been circulated to the Panel but would resend them after the meeting.

COUNCIL TRUSTS

Karen Shepherd, Head of Governance, explained that this was the annual report on the management and administration of a variety of bodies to which the council had appointed representatives as trustees. The report was split into two parts, firstly those bodies to which all Cabinet members acted as trustees, and then secondly those to which other councillors or non-councillors had been appointed as trustees.

Each trustee had been contacted to provide their comments on the workings of the organisation over the last financial year and their comments were detailed in the report. If representatives raised any issues during this process, the relevant lead officer then followed it up. No specific issues had been raised by trustees for this report.

There were a number of lead officers for the various bodies as detailed in the report, Karen Shepherd explained that she was here to present the report on their behalf. She welcomed any questions on the report but if she was unable to answer she would pass them on after the meeting and ensure that they were dealt with.

When considering the previous year's report, Councillor L Jones had raised a query about the Working Boys Club, particularly around the depreciation of the value of the fund. This was followed up by David Scott, Head of Communities. He had confirmed that Cabinet, in their capacity as trustees, had been informed of the reasons for the reduction in the value of the fund, which was mainly to do with uncertainty over Brexit and the US/China trade sanctions. The value of the fund had also subsequently been affected by Covid-19 and this would be reflected in the next set of accounts.

The trustees had therefore requested that David Scott, in conjunction with finance colleagues, should seek to ensure the trust did not pay out any more than the funds allowed, so as not to reduce the principal amount for future years.

Councillor L Jones said that the Working Boys Club had lost 19% of its market value investments and that was only up until March 2020. She believed that investments needed to be reviewed as the body was making a loss on capital investments. This was also similar for the Kidwells Park Trust, which had lost 12% of its market value. Councillor L Jones registered her concern about these two trusts.

Councillor Larcombe spoke about the Flood Relief Fund and questioned if it was enough for a real flood event. The fund was currently £192,000 and he believed this would not go far enough if there was an emergency situation where it was needed. Councillor Larcombe also raised concerns that RBWM had not made funding available for the new River Thames scheme.

Councillor L Jones also said that she had concerns about the Flood Relief Fund. The fund did not mention any risk downstream in Old Windsor, the Windsor to Wraysbury section of the River Thames was not referred to at all.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report.

ANNUAL GOVERNANCE STATEMENT - PROGRESS REPORT

Councillor Rayner, Lead Member for Resident & Leisure Services, HR, IT, Legal, Performance Management & Windsor, explained that the Panel had asked for progress reports on certain areas of the Annual Governance Statement after it was approved at the Panel's June meeting. The three areas included in this progress report were; organisational capacity, contract management and procurement. In organisational capacity, a couple of areas had been completed. This was in transformation, with a new transformation team and strategy being completed, and in equalities as a new Equality Officer had been appointed by RBWM and would be starting soon. Other areas were in the process of being completed but RBWM was awaiting budgetary approval. Regarding contract management, the Agresso system had been rolled out across the council and officers had received training on this system. For procurement, the Corporate Leadership Team at RBWM now saw a monthly waiver document. Councillor Rayner was happy with the progress being made and believed it showed that RBWM was moving in a good direction.

Councillor Story asked who had access to the full list of contracts that RBWM held and how the list worked in practise, for example how often it was updated.

Duncan Sharkey, Managing Director, said that a report was done on a monthly basis that was pulled from the Agresso system but it was not updated in real time. Relevant officers would have access to the system and some aspects of the contracts would be publically accessible information.

Councillor L Jones commented on the resources available as it was mentioned throughout the paper. She asked how much resource there was in the base budget and if it was enough. Increasing resource could have a financial impact, but not having adequate resource could cause an even greater impact.

Duncan Sharkey said that there was always a constraint to ensure that there was a balanced budget. Everything regarding staffing was factored into the base budget since the revised Medium Term Financial Strategy was passed. It was important that areas with no capacity or resource were identified.

Councillor Sharpe said that he had concerns around financial control. He felt it was important to have all expenditure covered by purchase orders and asked when this would come into operation.

Duncan Sharkey explained that they aimed to significantly increase the use of purchase orders. It gave RBWM good financial monitoring and control but some things were not worth doing as a purchase order but for the majority of transactions it was worth doing. Purchase order training was now included as part of budget managers training.

Andrew Vallance, Head of Finance, said that they hoped to expand purchase orders so that they covered most of RBWMs expenditure.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted both actions already taken and those planned in relation to AGS 20.5, Organisational Capacity in Key Areas; AGS 20.6 – Contract management and AGS 20.7 - Procurement.

CORPORATE TRANSFORMATION PAPER

Duncan Sharkey explained that the Corporate Transformation Strategy paper had been taken to the Cabinet Transformation Sub Committee, where the strategy had been approved. The strategy had been requested to be considered by the Panel and Duncan Sharkey was happy to answer any questions that Members had.

Councillor L Jones said that the strategy was a vision of communities working alongside each other and asked how the strategy could be harnessed. She believed that it was a good vision but asked if Parish Councils had been consulted on the strategy.

Councillor Taylor joined the meeting.

Councillor Story said that he would like to understand the context of the report and what actions points were to taken from the strategy over the next 12 months.

Duncan Sharkey said that the strategy was put together by the transformation team along with external organisations who played a key role in relation to RBWM. The strategy was designed to change what was delivered as a council and how to go about making these changes. It had been approved by the Cabinet Transformation Sub Committee in September, with the action plan due to be considered by the Committee in January 2021. The Corporate Leadership Team had already started to implement parts of the strategy, with training taking place for managers over the past few weeks. RBWM wanted to understand the community as an asset and put them at the centre of the organisation. The strategy also flagged up the use of technology and showed that RBWM had the potential to utilise technology better for the benefit of its residents and the services that it provided.

Regarding the point on Parish Councils, Duncan Sharkey said that the document illustrated how the community was at the heart of the strategy. The community encompassed many different aspects and Parish Councils were one of those aspects. Key enablers of the community were outlined in the report which would help to stop RBWM working in isolation. If the council was to change, it would need to be a comprehensive piece of work and it was hoped that the Transformation Strategy was that piece of work.

Councillor Story suggested that it would be good to have the document along with the proposed action plan come back to a future meeting of the Panel to be considered together.

Councillor Sharpe agreed with Councillor Story and said that he would like to see this paper come back to a future meeting. He said the paper set up where RBWM was going with the Covid response and also with things like the climate emergency response too, it was clear to see the direction of travel.

CIPFA ACTION PLAN PROGRESS UPDATE

Councillor Hilton, Lead Member for Finance and Ascot, introduced the report and explained that in his opinion it had gone above and beyond the recommendations that CIPFA put forward in their report.

Adele Taylor, Director of Resources, said that there was an internal group of officers at RBWM that met on a regular basis to discuss progress, with this report detailing what progress RBWM had made. The Property Company would be having a review of its governance arrangements including its relationship with RBWM which would be taking place by the end of the financial year.

Councillor Sharpe said that he had not seen a review document that was as comprehensive as this. This showed that RBWM was moving in the right direction and he was looking forward to seeing where it went next.

Councillor Story commented on the transformation section of the report and asked if there was an opportunity to transform any services.

Adele Taylor said that this linked in with the new Corporate Transformation Strategy that the Panel had looked at in the previous agenda item. There would be areas identified for improvement in the action plan of the strategy.

Councillor Story asked how the training programme was coming on.

Adele Taylor said that a number of budget managers had gone through the training before lockdown. Andrew Vallance confirmed that a substantial number of managers had received the appropriate training.

Councillor L Jones commented on the management of the capital programme and that it seemed a lot of decision making on the programme was down to Members. She felt like sometimes she did not know what would be the best capital decision to make and asked for any pointers that would help Members with their decision making.

Adele Taylor said that if any Member was unsure of the decision that they were making or did not understand any technical aspects of such reports to contact either Adele or appropriate members of the team who would be willing to help. She said that officers had worked hard to improve the financial implications section of reports going forward which would hopefully help Members understand the context and impact of decisions better.

Councillor L Jones agreed that the financial implications section had improved a lot. She thanked officers for an excellent report.

Councillor Hilton said that relatively small amounts of money were needed in the capital programme to keep it running, with the vast majority coming from other projects.

Councillor Sharpe pointed out that there were a number of items listed in the report that were due for completion in September 2020. He asked if these had now been completed or if they had been delayed.

Adele Taylor explained that work was currently underway on a number of these actions, the date was to start in September 2020 and was ongoing rather than completed for some of them.

Councillor Sharpe suggested that it might be better to put the estimated completion date next to the action instead of the start date, which officers agreed to do.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel reviewed the report and:

- i) **Noted the actions already taken in respect of the objectives set out and those planned for the next quarter.**

MAIDENHEAD UNITED - REQUEST FOR RELOCATION

Barbara Richardson, Managing Director of RBWM Property Company Ltd, explained that the report was being brought to the Panel at their request and that they were able to provide any comments or questions before it was considered by Cabinet on Thursday 26th November 2020. The report originally went to Cabinet in December 2019, where the request for Maidenhead United Football Club (MUFC) to relocate was approved subject to a valuation of

the proposed new site. The S123 report had now been completed and the report was coming to Cabinet this week, with the recommendation to approve the lease of the land for a set value. MUFC would need to seek planning for the stadium through the usual planning process. The recommendation included a 999 lease so that if MUFC ever ceased to exist, then the land would come back to RBWM for £1.

Councillor L Jones commented on the report summary saying that the football club 'had worked hard to engage with local stakeholders' but questioned if that was the responsibility of RBWM rather than MUFC, to hold a public consultation on the proposals. She also expressed a concern that should the plans go ahead, there would be a lot of sports clubs in one place, with Maidenhead Athletic Club and Maidenhead Rugby Club already at the site in Braywick.

Barbara Richardson explained that MUFC undertook an initial assessment of consultation with stakeholders like Sportsable. They also engaged with Maidenhead Athletics Club as the running track was an issue but it was agreed that a new running track would be created which the athletics club would be able to use. The rugby club had also been in discussions with MUFC but were less supportive of the proposals at this stage, as the plans would impact on their use of the area. Barbara Richardson said that there would be an engagement process as part of the planning application. Transport was also an important consideration, the new location would be easier to access being just outside Maidenhead Town Centre, whereas the current stadium in York Road was harder to access. The new site was also still relatively close to Maidenhead Train Station, providing good access for fans arriving by train.

Councillor L Jones said that RBWM had a social responsibility to ensure that stakeholders had been consulted and it was disappointing that no consultation had taken place with those that would be affected. She explained that she was not against the proposals in the report but felt like it was an omission by RBWM to not hold the consultation before now.

Barbara Richardson said that the consultation would be done separately to the planning process but this had not yet started yet.

Councillor Sharpe noted that the decision on the relocation had been taken last year and wondered whether the same decision would have been made now in the 'Covid world'. He raised caution with the plans and felt that RBWM needed to be careful with this and questioned if it was the right thing to do in the current financial situation. Councillor Sharpe believed that MUFC were getting a good deal on the land.

Barbara Richardson informed Councillor Sharpe that the cost of the new stadium was entirely covered by MUFC and no funding was coming from RBWM. MUFC were purchasing the land at market value, based on the S123 valuation report.

Councillor L Jones commented on the recommendations in the report going to Cabinet and asked for reassurance that the consultation would be done before the lease was agreed. Barbara Richardson said that should the report be approved by Cabinet, the Heads of Terms would then be drawn up and the consultation process would start. The process would be subject to planning permission being agreed. The Panel noted that the comments from the meeting would be passed to Cabinet for consideration.

WORK PROGRAMME

Councillor L Jones said that she was concerned that the Budget report would need a full meeting to consider due to its size and the importance of the report. She raised concerns about the Task and Finish group on Highways contract outsourcing, with the last planned meeting needing to be rescheduled. Councillor L Jones said that the RBWM Property Company review and major capital projects could be two items that the Panel could look at.

Councillor Sharpe said that another meeting may be needed around January time to manage the Work Programme effectively. He said it was unfortunate that the Task and Finish group did not meet last week.

The Panel agreed that the Corporate Transformation Strategy and action plan should be added to the Work Programme to be considered at a future meeting.

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 7.50 pm

CHAIRMAN.....

DATE.....

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Report Title:	Budget 2021/22
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Hilton, Lead Member for Finance and Ascot
Meeting and Date:	Corporate Overview & Scrutiny Panel – 26 th January 2021
Responsible Officer(s):	Adele Taylor, Director of Resources & S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. As part of the budget process the views and comments of Overview and Scrutiny Panels are sought on the growth and pressures including those for Covid-19, savings, fees & charges and capital schemes that are relevant to their panels. These comments will be reported to Cabinet with the budget report in February 2021.
2. This report provides the context against which Members are asked to consider these proposals following the full draft budget considered by Cabinet on 17th December 2020.
3. Like many councils the Royal Borough faces a challenging financial position, mainly as a result of Covid-19 uncertainty continuing into 2021/22.
4. The relatively low level of reserves held by the Royal Borough means that it has less options to adjust to new financial challenges in the short term than some other councils.
5. The Council Tax is proposed to increase by 2% plus an additional 3% adult social care precept.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS:

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

- (i) The proposed Medium-Term Financial Plan set out within Appendix A
- (ii) The proposed pressures and growth set out within Appendix B
- (iii) The proposed Covid-19 pressures set out within Appendix C
- (iv) The proposed savings set out within Appendix D
- (v) The proposed fees & charges set out within Appendix E
- (vi) The proposed new capital schemes as set out in Appendix F

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

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

- (i) Medium Term Financial Plan
- (ii) Growth and Pressures (ongoing)
- (iii) Covid-19 pressures
- (iv) Savings proposals
- (v) Changes to Fees & Charges
- (vi) Proposed new capital schemes

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Introduction

4.1.1 This budget is set during a period of considerable uncertainty in the medium term, mainly due to the ongoing impact of the Covid-19 global pandemic. Additional one-off funding for Covid-19 has been allocated from MHCLG in the December 2020 local government settlement for 2021/22. This budget includes the projected Covid-19 costs for the whole of 2021/22 and projected funding from the potential sales, fees and charges compensation that could be claimed against lost income up to and including quarter 2 of 2021/22.

4.2 Financial Context

4.2.1. Like many councils, the Royal Borough faces considerable financial challenges. However, the Council's level of reserves are low, which means that it has less time and potentially fewer options than others to bring its budget into balance.

4.3. Policy Context

4.3.1. The Council will still be spending over £100m in 2021/22 delivering services to the residents of Windsor and Maidenhead and investing in the future of the borough through major capital schemes.

4.3.2. It is important that the Council considers how best it can continue to meet its policy objectives within the tighter financial constraints that it faces.

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

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

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

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

4.4. Revenue Budget extract

4.4.1 The revenue budget extract for this Overview and Scrutiny panel to review and comment on is shown in the table below. The increased revenue budget required in 2021/22 for these services of £3,031,000 is predominantly as a result of an increased contingency budget of £826,000; and reduced property income of £1,503,000 as a result of Covid-19 lost commercial property income as shown in Appendices B and C.

REVENUE BUDGET 2021/22			
	2019/20 Actual	2020/21 Budget	2021/22 Budget
DIRECT COST SUMMARY	£000	£000	£000
CORPORATE OVERVIEW & SCRUTINY PANEL			
Managing Director	967	979	878
Governance	1,890	2,060	1,895
Executive Director of Resources	173	210	210
Revenues & Benefits	1,008	1,075	1,407
Housing Benefit	353	90	90
Human Resources, Corporate Projects & IT	2,352	2,574	2,498
Corporate Management	(2,031)	(75)	(94)
Finance	1,458	1,350	1,290
Executive Director of Place	212	245	245
Planning Service	1,176	1,109	1,050
Property Service	(2,953)	(2,677)	(1,174)
Corporate Capacity	0	0	850
Contingency & Corporate Budgets	0	2,881	3,707
TOTAL EXPENDITURE	4,605	9,821	12,852

4.5. Budget Pressures

- 4.5.1. The non Covid-19 growth and pressures for this panel to review totalling £126,000 are shown in full detail in **Appendix B**. Growth within the Council as a whole is driven by a number of factors:
- a) **Demographic changes** – as the population of the Royal Borough increases, demands on its services will also increase. To an extent this will be matched by additional council tax and business rate income.
 - b) **Spending pressures on Children’s Services** are placing increased pressure on council budgets
 - c) **Under-delivery of savings** – some of the savings identified for 2020/21 have not been delivered and therefore have an impact on the 2021/22 budget.
 - d) **Under-achievement of income targets** – in some cases it has not been possible to deliver increased income even by setting higher charges.

4.6. Covid-19 Pressures

- 4.6.1 2021/22 projected Covid-19 growth and pressures for the whole Council total **£9,251,000**. The Covid-19 costs for this panel to review are £2,120,000 predominantly for loss of commercial property and registrar’s income, as shown in **Appendix C**.

4.7. Savings

- 4.7.1. In total the Council proposes to deliver **£7,935,000** of savings. The proposed savings for this panel to review, totalling £638,000 are shown in detail in **Appendix D**.

4.8. Income

- 4.8.1 The proposed fees and charges for 2021/22 for this panel to review are shown at **Appendix E**.
- 4.8.2 Overall the following principles have been used to review fees and charges:-
- a) **Charges should be broadly in line with other neighbouring councils** – in some cases charges set by the council are lower than neighbouring councils. Charges have therefore been reviewed to bring them into line with other councils.
 - b) **Charges should reflect cost increases incurred by the Council**, accordingly the majority of charges have been increased by approximately 1.6% in line with estimated inflation.
 - c) **Charges should recognise demand for the service** – in some cases where income is falling, increasing charges can have a negative impact on overall income.
- 4.8.3 The estimated fees and charges income for 2021/22 for services within this panels remit are as follows. Revisions to fees and charges will be approved as part of the final budget process.

Service	Budget 20/21	Change **	Projected Covid-19 effect	Budget 21/22	Average % increase in Fee charges
	£'000	£'000	£'000	£'000	
Planning & Development	1,473	25	0	1,498	1.6
Marriage and Civil Partnership Ceremonies	402	(55)	(200)	147	1.5
Local Land Charges	253	4	0	257	1.6
Guildhall	120	2	(72)	50	1.7

4.9. New Capital Schemes for 2021/22

The new capital schemes for review and comment by this panel are shown in **Appendix F**.

5. RISK MANAGEMENT

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

6. POTENTIAL IMPACTS

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

7. CONSULTATION

- 7.1.** Public consultations are currently taking place with a closing date of 29th January. Staff and unions are also being consulted on the budget proposals.

8. TIMETABLE FOR IMPLEMENTATION

- 8.1.** Residents will be notified of their council tax in March 2021. Budgets will be in place and managed by service managers from 1 April 2021.

Table 3: Implementation timetable

Date	Details
By 31 March 2021	Residents notified of their council tax.
1 April 2021	Budgets will be in place and managed by service managers.

9. APPENDICES

9.1. The table below details the Appendices to this report

Appendix	
A	Medium-Term Financial Plan
B	Non Covid-19 Pressures and growth
C	Covid-19 Pressures and growth
D	Savings
E	Fees and Charges
F	New Capital schemes

10. BACKGROUND DOCUMENTS

10.1. None

11 REPORT HISTORY

Decision type:	Urgency item?	To Follow item?
Key decision	No	Not applicable
Report Author: Andrew Vallance, Head of Finance		

RBWM GROWTH BIDS 2021/2022

Ref	O&S Committee	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
1	Corporate	Cllr Cannon	Resources	Reduced income for venue licensing	Current trends show that the income target for the venue licensing budget is too high. We have 8 venues which at £1,800 each = £14,400 against a target of £29,250. In 2021/22, a further 3 venues will not be renewing. Therefore the target needs to be reduced to 5 @ £1,800= £9,000.	21	Ongoing
2	Corporate	Cllr Rayner	Resources	Reduced income for Registrars	Current trends show that the income target for Wedding income is unachievable. There has been a decline in demand over the last few years (the 2018/19 budget was missed by £25k) - but in 2019/20 the wedding income budget was increased by a further £13,000. There was further reduction in demand during 2019/20. Therefore the target needs to be reduced by £61k.	61	Ongoing
3	Corporate	Cllr Rayner	Resources	Communications software	This proposal is for a new contact centre solution which will enable the Library and Resident staff to take Resident phone calls remotely along with other communication channels of choice to support the new ways of working and to improve the level of reactivity available to the contact centre. Funding for the first year maintenance costs is required, in future years the cessation of other associated contracts will partially mitigate this cost. The timing of this project has been brought forward as a result of the COVID 19 emergency.	44	Ongoing
TOTAL						126	

COVID-19 RELATED GROWTH PROPOSALS 2021/22							
Ref	O&S Committee	Lead Member	Directorate	Growth Title	Growth Description	Estimated Pressure 2021/22	One-Off / Ongoing
1	Corporate	Cllr Johnson	Place	Reduced Commercial Rental Income	Commercial rental income is at risk due to the economic impacts of COVID on local businesses. There is pressure on the Council as landlord to offer discounts and waivers, otherwise it could lead to tenants closing. Therefore there is a likelihood that voids will be longer and costs of eviction will rise in 2021/22 as tenants arrears continue.	1,510	One-off
2	Corporate	Cllr Hilton	Resources	Reduced collection of Benefit Overpayments	Reduction in collection of benefit overpayments income as debts become more unenforceable due to the economic impacts of COVID, which therefore reduced the amounts recovered and increases the risk that debts becomes bad.	334	Ongoing
3	Corporate	Cllr Clark	Adults, Health and Commissioning	Reduced Pool Car Income	Due to the majority of staff working from home, and the use of virtual meetings, the usage of pool car has reduced. The pressure is partially mitigated through the reduction of 13 vehicles to 8 vehicles which has already taken place	20	Ongoing
4	Corporate	Cllr Rayner	Resources	Additional Cleaning Costs	Public spaces such as Libraries will required additional cleaning costs relating to COVID	6	One-off
5	Corporate	Cllr Hilton	Place	Recognition of reduced Property Valuations	Property revaluations have reduced as a result of COVID, which need to be reflected in the accounts.	50	One-off
6	Corporate	Cllr Rayner	Resources	Reduced Wedding Income	The Wedding income target will be under continued pressure for Registrars due to COVID-19 resulting in reduced ceremonies and restriction on the number of guests allowed as well as venues being closed due to government guidelines. This assumes 50% reduction in new bookings	200	Ongoing
TOTALS						2,120	

|RBWM SAVINGS PROPOSALS 2021/22

Ref	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
1	Corporate	Cllr Hilton	Resources	Removal of one Benefit Assistant post	Cease face to face Benefit enquiries service offered from Windsor library but continue the services by appointment from Maidenhead.	Once able to resume, assuming there is demand, face to face services for Benefit enquiries would continue to be offered from Maidenhead, either in the Library or the Town Hall for Covid safety reasons. Library and Resident Services staff within Windsor Library will continue to assist benefit customers with basic enquiries and offer a direct line of communication through to the remaining assistant based in Maidenhead.	22	22	0	April-21
2	Corporate	Cllr Hilton	Resources	Review of Accountancy structure	Efficiency savings by reviewing existing processes.	This could lead to a redundancy cost if no natural wastage.	35	35	0	April-21
3	Corporate	Cllr Hilton	Resources	Review of Internal audit contract	Review of level of service provision in 21/22	A reduction in the number of audits in the short term, but through a tender exercise should lead to enhanced quality audit service in the longer term.	437	50	0	April-21
4	Corporate	Cllr Hilton	Resources	Remove supplies and services budgets from finance team	Removal of general expenses, corporate subscriptions, software and publication budgets	None - budget no longer required	29	67	0	April-21
5	Corporate	Cllr Hilton	Resources	Defer Discretionary NNDR write-off	This is deferral of the write off of the historical relief debt that is held on the balance sheet.	This results in the repayment of the historical balance sheet value of 8 years instead of 7	28	28	-28	April-21
6	Corporate	Cllr Hilton	Resources	Review of resourcing of the Insurance and Risk service	Review of funding and resourcing of the insurance and risk service	This may lead to change in resource levels including review of fees and charges	45	45	0	April-21
7	Corporate	Cllr Rayner	Resources	Removal of fax machine analogue lines	Using alternative ways of sending data allows for the removal of fax machine analogue lines that are no longer required.	None - budget no longer required	838	2	0	April-21
8	Corporate	Cllr Rayner	Resources	Removal of database and network contracts budget	Removal of budget as no longer required.	None - budget no longer required	1,084	63	23	April-21
9	Corporate	Cllr Rayner	Resources	Stop software licences for employee relations advice	Use of alternative software releasing two software licences for employee relations advice.	New contract may vary from existing and therefore may not fully match needs and requirements.	757	3	4	May-21
10	Corporate	Cllr Rayner	Resources	Reduce Advertising contracts	Add an applicant tracking module to HRIS iTrent and give notice to providers who currently provide that service.	Potential adverse impact on attracting new candidates for roles when advertising.	757	0	7	April-22
11	Corporate	Cllr Rayner	Resources	Review of charging structure for provision of services to academies and schools	Increase in charges to existing school and academy customers to ensure charging is inline with full cost of delivery.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact.	757	10	10	Aug-21
12	Corporate	Cllr Rayner	Resources	Increase the admin charge for DBS checks	Increase in existing admin charge to £13 per check.	Risk of losing business.	757	6	0	April-21
13	Corporate	Cllr Rayner	Resources	Efficiencies from D360 document management system and iTrent HR system.	Making processes more efficient leading to a review of resources.	This could lead to a redundancy cost if no natural wastage.	757	13	11	Oct-21
14	Corporate	Cllr Rayner	Resources	Ceasing Quick Address software contract	Using alternative software enables staff to cease using Quick Address software.	None - budget no longer required	757	2	0	April-21
15	Corporate	Cllr Rayner	Resources	Restructure of OD function	Review of Organisational Development function leading to a proposed reduction in resources.	Reduced capacity in OD will impact on number of activities that can be delivered and timescales, as well as cause additional pressure in the wider teams. This could lead to a redundancy cost if no natural wastage.	757	30	15	Aug-21
16	Corporate	Cllr Rayner	Resources	Restructure of Compliments and Complaints function	Review of Compliments and Complaints functions leading to a proposed reduction in resources.	This could lead to a redundancy cost if no natural wastage.	95	18	0	April-21
17	Corporate	Cllr Rayner	Managing Director's	Removal of Member training budget	Cease using external trainers, instead using internal training and 'free' training from membership bodies such as LGA.	Depending on topic/need for training - may discriminate against new cllrs or those who are less IT knowledgeable. Could increase time pressures for officers. Lack of Member training could lead to potential negative impact on Member behaviour, or ultimately lead to difficulties in attracting new elected members.	2	2	0	April 21

|RBWM SAVINGS PROPOSALS 2021/22

Ref	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
18	Corporate	Cllr Rayner	Managing Director's	Reduction in budget Member's Special Responsibility Allowances	Reduction in budget which removes the buffer available for increases in line with staff salaries in future years.	No budget allocation would be available if member allowances were increased in line with any increase in staff salaries in subsequent years - as required in the Members' Allowance Scheme. Therefore any future increases would need to be included in future budget setting proposals.	224	24	0	April 21
19	Corporate	Cllr Rayner	Managing Director's	Removal of room hire budget for council meetings	Removal of the budget for booking external rooms for Council Meetings	Reliance on internal rooms being available. Limits public attendance to maximum allowed in council owned buildings (e.g. Desborough Suite). Inability to hold any council meetings at external venues without causing budget pressures - impact if large meeting in public required	1	1	0	April 21
20	Corporate	Cllr Rayner	Managing Director's	Reduction in budget for Member mileage claims	Reduction in budget following trend of reduced mileage claims.	Assumes mileage claims do not increase from previous years' levels. Potential for virtual meetings to continue beyond May 2021 would require legislation. If virtual meetings continue, saving could be greater - unless there was then a call for members to be recompensed for costs of broadband/Wi-Fi.	9	5	0	April 21
21	Corporate	Cllr Rayner	Managing Director's	Reduction in postage to Members	Regular weekly post out to Members would cease. Officers and Members would only receive electronic papers for meetings unless e.g. medical dispensation. Mail received for Members at the Town Hall will continue to be scanned and emailed to them rather than posted out.	Members would need to agree to not receive hard copy agenda on an ongoing basis (whether meetings cease to be virtual and return to in-person, or not). If a Member did not wish to receive scanned post, they would be required to collect it in person from the Town Hall. Members would need to continue to be provided with a device (ipad or laptop) at the start of each new administration (i.e. every four years) - requires a capital budget. Members/officers with a disability may require hard copy agenda. Member pigeon holes could potentially be removed, freeing up office space.	3	2	0	April 21
22	Corporate	Cllr Rayner	Managing Director's	Reduction in the annual support provided to the Twinning Committee	Reduction in the community based activities that the Twinning Committee undertake	Potential long term impact on the ability of the Borough to host the Youth Sports Games (RBWM next due to host in 2022). A number of the activities in the past supported by the committee help disadvantaged groups - e.g. Children in Care.	10	5	0	April 21
23	Corporate	Cllr Rayner	Managing Director's	Facilities vehicles	Termination of large van lease (used primarily by the library service).	Facilities team would only retain one small van. Potential need to hire in a large van for one off projects. Subject to library consultation and there being significant reduction in the need to transport books and other library items between sites. Currently part way into 2nd year of 5 year lease therefore costs of any settlement fee will likely negate saving in 21/22 first year.	19	0	7	April 22
24	Corporate	Cllr Rayner	Managing Director's	Reduced MFD printing	Reduced number of Multi-Functional Devices across council sites where there are currently multiple devices	Reduced capacity, potential delays in accessing MFD.	260	30	0	April 21
25	Corporate	Cllr Rayner	Managing Director's	Reduction in Stationery purchased.	Greater use of technology enables a reduction in the amount of stationery required. Rationalisation of options available to order where still required.	Need to ensure any items required as reasonable adjustments for e.g. a disability remain available	36	20	0	April 21
26	Corporate	Cllr Rayner	Managing Director's	Reduced Confidential waste collection	A reduction in the number of sites from which confidential paper waste is collected and the reduction in the frequency of collections	Fewer confidential bins available to staff/Members potentially increases likelihood that confidential documents will not be disposed of properly, thus increasing the chance of a data breach occurring which in turn, could result in a fine imposed by the ICO.	21	4	0	April 21
27	Corporate	Cllr Rayner	Managing Director's	Removal of all vending machines in council offices (Town Hall and Tinkers Lane)	Hot/cold drinks and snacks will not be available in the Council offices and will therefore have to be purchased off site.	May have greater impact on staff with a disability. Possible impact on morale. Lease due to expire Dec 21.	8	0	5	April 22
28	Corporate	Cllr Rayner	Managing Director's	Review of charging structure for Schools Data Protection Officer service	Charges to existing school and academy customers aligned with full cost of delivery.	Schools and Academies are free to procure support services from any provider. Risk of losing business and reputational impact. Increased chance of a data breach occurring which in turn, could result in a fine imposed by the ICO - <i>please delete this last sentence, not relevant as offer an enhanced service</i>	0	40	0	Ongoing
29	Corporate	Cllr Rayner	Managing Director's	Reduce Borough By-Elections Budget	Reduce base budget to enable delivery of only one by-election per year	If more elections were required, the council would have to fund the costs from elsewhere as is a statutory requirement.	17	7	0	April 21
30	Corporate	Cllr Clark	Adults, Health and Commissioning	Reduce the council's pool car fleet	Reduction of the council's pool car fleet from 13 to 8 vehicles in line with new ways of working and reduced travel demand	Assessment of staff impact required Reduced access for staff to pool car fleet potentially making access for essential journeys more difficult	20	20	0	Jan-21

|RBWM SAVINGS PROPOSALS 2021/22

Ref	O&S Committee	Lead Member	Directorate	Efficiency Title	Efficiency Description	Implications (internal and external) if this were to be implemented	Base Budget	Estimated saving 2021/22	Estimated saving 2022/23	Savings Delivery Date
31	Corporate	Cllr McWilliams	Adults, Health and Commissioning	Maximise digital distribution of Around the Royal Borough	Maximise digital distribution of Around the Royal Borough by encouraging residents to join our digital mailing list through the residents' newsletter, which will include a 'how-to' guide to signing up for residents to share with less digitally able residents, and having an annual physical copy sent to individual households	The Council will make steps toward meeting its climate change commitments and will increase its digital distribution list, ensuring that more residents receive more regular updates, and support additional skills learning through its 'how-to' guide. Residents will receive an annual physical update rather than every six months, which will mean all residents will still receive a paper copy	413	14	0	April 21
32	Corporate	Cllr Johnson	Place	Consultancy costs	Property consultancy budget no longer required		110	70	0	April 21
TOTALS								638	54	

Managing Director	2021/22 £	2020/21 £	% Increase
LOCAL LAND CHARGES			
Table Of Search Fees (Excluding VAT)			
Standard Official Search (LLC1 and CON29R)	128.60	126.57	1.6%
Official Certificate of Search (Form LLC1 only)	41.82	41.16	1.6%
Enquiries of Local Authority (Form CON29R only) Part 1 Enquiries*	86.77	85.41	1.6%
Additional Parcels of Land (each)	66.90	65.86	1.6%
CON 29O Optional Enquiries of Local Authorities questions (dealing with all questions)*	157.50	155.00	1.6%
CON 29O Enquiries-with the original search (dealing with individual questions)	43.90	43.22	1.6%
*Standalone CON29R and CON29O searches attract an additional fee (one per search)	3.14	3.09	1.6%
Repeat Searches (LLC1 and CON29R) within 3 months of original search	55.40	54.54	1.6%
Component Data for CON29R Questions	On request	On request	
LEGAL FEES (Excluding VAT)			
Legal Fees - joint S278/38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - S38 One-off minimum charge non-refundable, thereafter hourly rates	3,313.00	3,261.00	1.6%
Legal Fees - Crane oversailing licence - charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Oversail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Undersail licence- charge dependant on complexity/urgency	£657 Min - £1,312 Max	£647 Min - £1,293 Max	1.6%
Legal Fees - Rectification of Community Register	1,161.00	1,143.00	1.6%
Legal Fees - Foreign pension attestation - No longer undertaken by council	-	-	

Corporate Overview and Scrutiny Panel

Managing Director	2021/22				2020/21				% Increase			
	£				£							
DESBOROUGH SUITE	Morning	Afternoon	Evening	All Day	Morning	Afternoon	Evening	All Day				
	8am-1pm	1pm-6.30pm	6.30pm-11.30pm	8am-11.30pm	8am-1pm	1pm-6.30pm	6.30pm-11.30pm	8am-11.30pm				
COMMERCIAL RATES												
Desborough Suite	1,220.00	1,220.00	1,632.00	2,966.00	1,201.00	1,201.00	1,606.00	2,919.00	1.6%	1.6%	1.6%	1.6%
Auditorium	883.00	883.00	1,148.00	2,010.00	869.50	869.50	1,130.00	1,978.00	1.6%	1.6%	1.6%	1.6%
Receptions / Dinner Dance	489.00	489.00	1,220.00	1,839.00	481.60	481.60	1,201.00	1,810.00	1.5%	1.5%	1.6%	1.6%
Meeting Rooms (per hour/per room)	112.00	112.00	140.00	112.00	110.00	110.00	137.70	110.00	1.8%	1.8%	1.7%	1.8%
Additional time per hour, or part of, after 11.30pm				460.00				452.80				1.6%
NON-COMMERCIAL RATES - WHOLE SUITE												
(Dance Schools / Theatre Groups / Borough Based Registered Charities)												
Rehearsal / Set up (Mon-Fri)	84.00	84.00	146.00	242.00	82.40	82.40	144.10	237.70	1.9%	1.9%	1.3%	1.8%
Rehearsal / Set up (Saturday)	118.00	118.00	185.00	258.00	115.90	115.90	182.30	254.00	1.8%	1.8%	1.5%	1.6%
Rehearsal / Set up (Sunday)	118.00	118.00	202.00	348.00	115.90	115.90	198.80	343.00	1.8%	1.8%	1.6%	1.5%
Performance / Function	186.00	186.00	253.00	574.00	183.20	183.20	249.00	564.90	1.5%	1.5%	1.6%	1.6%
Additional time per hour, or part of, after 11.30pm				134.00				132.30				1.3%
Kitchen Hire-Price on application												
Kitchen (Unavailable Mon-Fri 8am-4pm)												

Resources Directorate	2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase
	£	£	£	£	£	£	
LIBRARY & RESIDENT SERVICES	Super-intendent Registrar		Registrar	Super-intendent Registrar	Registrar		
General Searches							
General Search in indexes in Office not exceeding 6 successive hours		18.00		18.00			0.0%
Certificates		Statutory		Statutory			
Issue of Certificate (Standard 14-day despatch) NEW		11.00		11.00			0.0%
Issue of Certificate (Express 24-48 hours despatch) NEW		35.00		35.00			0.0%
Multilingual Standard Form (MSF) NEW		11.00		11.00			0.0%
Attestation of Foreign Pensions (Proof of Life)			21.00		20.00		5.0%
Marriages							
Attending outside office to be given notice of marriage of house-bound or detained person		46.00		46.00			0.0%
Entering a notice of marriage in a marriage notice book		35.00		35.00			0.0%
Attending a Marriage at a registered building			84.00		84.00		0.0%
Attending a Marriage at the Register Office		46.00		46.00			0.0%
Certification Of Worship And Registration For Marriage							
Certification of a place of meeting for religious worship		28.00		28.00			0.0%
Registration of a building for the solemnisation of marriages		120.00		120.00			0.0%
Licensing an outside venue for weddings and civil partnerships		1,910.00		1,878.00			1.7%
Additional rooms		580.00		569.00			1.9%
Marriage and Civil Partnership Ceremonies:							
Mondays to Thursdays	560.00	547.00		547.00	531.00		2.4% 3.0%
Fridays and Saturdays until 5pm	620.00	607.00		607.00	589.00		2.1% 3.1%
Friday and Saturday after 5pm	685.00	673.00		673.00	653.00		1.8% 3.1%
Sundays and Bank Holidays until 5pm	685.00	673.00		673.00	653.00		1.8% 3.1%
Sundays and Bank Holidays after 5pm	720.00	711.00		711.00	690.00		1.3% 3.0%
Maidenhead Ceremony Room							
Monday to Thursday	265.00	258.00		258.00	250.00		2.7% 3.2%
Friday to Saturday	315.00	309.00		309.00	300.00		1.9% 3.0%
Saturday after 12	420.00	412.00		412.00	400.00		1.9% 3.0%
Sunday	500.00	494.00		494.00	480.00		1.2% 2.9%
Bank Holiday	620.00	608.00		608.00	590.00		2.0% 3.1%

Resources Directorate	2021/22	2021/22	2021/22	2021/22	2020/21	2020/21	% Increase
	£	£	£	£	£	£	
LIBRARY & RESIDENT SERVICES	Super-intendent Registrar		Registrar	Super-intendent Registrar		Registrar	
CITIZENSHIP CEREMONIES							
Per Ceremony		80.00			80.00		0.0%
Private Citizenship Ceremonies - Register Office							
Mondays to Thursdays		167.00			165.00		1.2%
Fridays and Saturdays		314.00			309.00		1.6%
The ceremony room is not available for Sunday Bookings							
Baby Naming And Reaffirmation (inclusive of VAT)							
Register Office - Monday to Thursday		272.00			268.00		1.5%
Register Office - Friday and Saturday (up to 12pm)		314.00			309.00		1.6%
Register Office - Saturday (after 12pm)		403.00			397.00		1.5%
Register Office - Sunday		465.00			458.00		1.5%
Register Office - Bank Holidays		523.00			515.00		1.6%
Outside Venues - Monday to Thursday		382.00			376.00		1.6%
Outside Venues - Friday and Saturday		502.00			494.00		1.6%
Outside Venues - Sunday		576.00			567.00		1.6%
Outside Venues - Bank Holidays		606.00			597.00		
Changing the name on a venue license		37.00			36.00		2.8%

Resources Directorate	2021/22 £	2020/21 £	% Increase
STREET NAMING & NUMBERING			
Fees are inclusive of VAT			
- Research into Archives (where not part of statutory function) set as a minimum of	232.00	228.00	1.8%
- Research into Archives (where not part of statutory function) charge per hour after 3 hours	59.00	58.00	1.7%
- Provision of Hard Copy of Plans (A4)	59.00	58.00	1.7%
- Provision of Resources Directorate	123.00	121.00	1.7%
Street Naming and Numbering of Existing Properties (Fees are inclusive of VAT)			
-Change of address for existing properties	137.00	135.00	1.5%
-Street Name Change	417.00	410.00	1.7%
-Rename street where requested by residents - base charge	41.00	40.00	2.5%
-Rename street where requested by residents - advertising	1,635.00	1,609.00	1.6%
-Rename street where requested by residents - street name plate charges (charge is variable)	-	-	-
Street Naming and Numbering of New Properties (Fees are exempt of VAT)			
Includes the registration of replacement dwelling of same name and property conversions			
-New Developments 1	137.00	135.00	1.5%
-New Developments 2	274.00	270.00	1.5%
-New Developments 3	411.00	405.00	1.5%
-New Developments 4	549.00	540.00	1.7%
-New Developments 5	686.00	675.00	1.6%
-New Developments 6-25	975.00	960.00	1.6%
-New Developments 26+	1,356.00	1,335.00	1.6%
Additional charge for naming of building	202.00	199.00	1.5%

Resources Directorate	2021/22 £	£	% Increase
DEPUTYSHIP			
Estates Winding Up Fee - Level 1			
Work undertaken would include the basic requirements and assume that there is a valid will and next of kin / solicitor in place to administer the estate: Notify DWP Notify Court of Protection / Office of the Public Guardian Notify other financial institutions Complete BD8 Settle funeral and other final bills Distribute estate to executors	247.00	242.89	1.7%
Estates Winding Up Fee - Level 2			
Work undertaken would include some or all the basic requirements above, plus any of the additional work required: Completion of final account report for Court of Protection Advising or assisting on the completion of Probate applications Referring the estate to Treasury Solicitors Liaising with Treasury Solicitors	305.00	300.00	1.7%
Estates Winding Up Fee - Level 3			
Work undertaken would include some or all of levels 1 and 2, plus the additional work of: Collecting Death Certificate Registering the death Arranging the funeral	427.00	419.87	1.7%

Resources Directorate	2021/22 £	£	% Increase
OFFICE OF THE PUBLIC GUARDIAN / COURT OF PROTECTION	<u>Statutory</u>	<u>Statutory</u>	
Remuneration of Local Authority deputies - Fees are exempt of VAT			
Fees set by the Court of Protection			
The following fixed rates of remuneration will apply where the court appoints a holder of an office in a public authority to act as deputy:			
Category I - Work up to and including the date upon which the court makes an order appointing a deputy for property and affairs	745.00	745.00	0.0%
Category II - Annual management fee where the court appoints a local authority deputy for property and affairs, payable on the anniversary of the court order:			
a) For the first year	775.00	775.00	0.0%
b) For the second and subsequent years	650.00	650.00	0.0%
Where the net assets of 'P' are below £16,000, the local authority Deputy for property and affairs may take an annual management fee not exceeding 3% of P's net assets on the anniversary of the court order appointing the local authority as deputy			
Category III - Annual property management fee to include work involved in preparing property for sale, instructing agents, conveyancers, etc. or the ongoing maintenance of property including management and letting of a rental property.	300.00	300.00	0.0%
Category IV - Preparation and lodgement of an annual report or account to the Public Guardian	216.00	216.00	0.0%

Adults, Health & Commissioning Directorate		Unit Cost	2021/22 £	2020/21 £	Increase
COMMUNICATIONS & MARKETING					
Film Unit Tariff					
Primary Rate					
-Major Production Feature films and major TV productions. Substantial presence, significant equipment and ongoing disruption. Typically involving a large crew of 30+.			POA	POA	
-Large Production Film / TV productions. Dramas, adverts, corporate productions, music videos etc. creating some level of disruption and disturbance			POA	POA	
- Medium Production Smaller set ups creating relatively little disturbance, usually for one day only with equipment and lights. Typical crew of 8+			POA	POA	
- Small Production -Student & Charity Productions Student films or charitable/community purpose, little disruption.			32.00	30.00	1.6%
Facility Fee					
-Standard Application Processing Application provided with over 1 weeks notice of filming date			87.00	85.00	2.4%
-Late Application Processing Application provided within 1 weeks notice of filming date			152.00	150.00	1.3%
-Additional Roads Processing - per every 5 additional roads Application lists 10 or more roads under locations to be processed on street works systems			42.00	41.00	2.4%
-Application Amendment			105.00	103.00	1.9%
-Location Advice Any advice or research required that exceeds 1 hour of officer time	per hour		31.50	31.00	1.6%
-Site Visit Any requests for a film officer to visit the filming site on the day	per hour		52.00	51.00	2.0%
-Drone Use Any use of a drone during filming			51.00	50.00	2.0%
-Cancellation Application has been processed but requires cancellation 100% of agreed facility fees already incurred					

Adults, Health & Commissioning Directorate	Unit Cost	2021/22	2020/21	Increase
		£	£	
Notes				
Student and Charity Productions are exempt from facility fees also at the film officer's discretion - dependant on workload created by application				
Primary rates 'per day' can be negotiated at the officer's discretion				
When a primary rate is applied it forfeits the facility fee for the application process - however if location advice and/or site visit exceed £100 this is to be included				
Primary rates may vary depending on the size of the crew				

Adults, Health & Commissioning Directorate

	2021/22 £			£		
	1 Hour	4 Hours	6+ Hours	% Increase	% Increase	% Increase
PUBLIC HALLS						
GUILDHALL, WINDSOR						
COMMERCIAL RATES:						
Day Hire - 8am - 5pm						
Mon - Thurs	610.00	865.00	1,020.00	1.7%	1.8%	2.0%
Fri - Sun	865.00	1,220.00	1,525.00	1.8%	1.7%	1.7%
Evening Hire - 5pm - 11.30pm	865.00	1,730.00	2,032.00	1.8%	1.8%	1.6%
ADVANTAGE CARD HOLDERS:						
Day Hire - 8am - 5pm						
Mon - Thurs	458.00	712.00	865.00	1.8%	1.7%	1.8%
Fri - Sun	660.00	965.00	1,270.00	1.5%	1.6%	1.6%
Evening Hire - 5pm - 11.30pm	815.00	1,320.00	1,830.00	1.9%	1.5%	1.7%
BOROUGH BASED REGISTERED CHARITIES:						
Day Hire - 8am - 5pm	205.00	660.00	865.00	2.5%	1.5%	1.8%
Evening Hire - 5pm - 11.30pm	205.00	815.00	1,020.00	2.5%	1.9%	2.0%
Weddings over 50 guests require an additional £100 staffing fee.						

PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
HOUSING			
ENVIRONMENTAL HEALTH - COMMERCIAL SERVICES			
Freezer Failure Certificate	155.00	152.50	1.6%
Water Sampling-Laboratory costs plus officer hourly rate	-	-	
Private Water Supplies-Laboratory costs plus officer hourly rate, subject to statutory maximums	-	-	
Food Hygiene Rescore Visit	214.00	210.00	1.9%
Health & Safety Work Act S28-Cost Of Officer Time + 15% Admin, Minimum Charge Of:	82.00	80.27	2.2%
Riding Establishments:			
- first application (plus vet's fees)			
- renewal (plus vet's fees if appropriate)			
Animal Boarding, Breeding Of Dogs, Pet Animals & Shops:			
- first application			
- renewal (plus vet's fees if appropriate)			
Dangerous Animals:			
- first application			
- renewal (plus vet's fees if appropriate)			
Performing Animals:			
Zoo Licence First Application			
Zoo Licence Renewal			
Ear Piercing / Acupuncture / Electrolysis and Tattooing			
- registration of premises and one practitioner	236.00	231.50	1.9%
- each additional practitioner	79.00	77.20	2.3%
- existing Licence amendment	41.00	40.00	
- replacement of operator certificate	20.00	30.90	-35.3%
Min fee:			

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

PLACE DIRECTORATE	2021/22 £	2020/21 £	% Increase
RESIDENTIAL SERVICES			
Domestic Pest Control Service	Set by SDK Environmental Ltd- See website		
Housing Act Notice	Officer time		
Enforcement - Works in default	Officer time		
Houses In Multiple Occupation (HMO Licences)			
-basic compliance with 5 bedrooms	837.00	824.00	1.6%
-additional rooms	28.00	27.00	3.7%
-renewal of licence and second and subsequent properties	770.00	758.00	1.6%
Follow ups of Incomplete applications	40.00	40.00	0.0%
Copy Licence	20.00	11.00	81.8%
The Smoke And Carbon Monoxide Alarm (England) Regulations 2015 - Penalty Charges			
First offence	£2,000 reduced to £1000 if paid within 14 days		
Second offence	3,000.00	3,000.00	0.0%
Third and subsequent offences	5,000.00	5,000.00	0.0%
Mobile Homes Act 2013	Fees & Charges		
(The licensing of caravan sites for static or touring caravans for use as a holiday accommodation)	will be agreed by delegation with the		
	Lead Member and published on RBWM website		
Fixed Penalty Notices for Housing Act 2004	New		

PLACE DIRECTORATE	2021/22 £	2020/21 £	Increase
BUILDING CONTROL			
Fees set by Shared Service			
PLANNING & DEVELOPMENT			
Pre-Application Advice (Including VAT)			
The fees for pre-application planning advice are charged on the Planning Unit's Pre-Application Charging Protocol and charged on an individual cost basis relating to the different types of staff required. Schemes subject to a Planning Performance Agreement would be considered outside of this schedule with a bespoke fee arrangement. Charges for using the transport model are in addition to those set out below and will be agreed prior to instruction. Charges for review of viability studies also sit outside of this and will be agreed on a case by case basis.			
Parish Councils, Local community groups (at the discretion of the Head of Planning) for all categories of development	50% off respective fee	50% off respective fee	
Level 1 - Householder Pre App (Extensions, Alterations and Outbuildings) (In principle advice from planning officer)	127.00	125.00	1.6%
Level 2 - Householder pre-app (Extensions, Alterations and Outbuildings) (involves some internal consultation at Follow up meeting to a level one or level 2 householder pre-app (Planning Officer attendance only)	169.00	166.00	1.8%
Advertisements	91.00	90.00	
Telecommunications	154.00	152.00	1.3%
Listed buildings works to a single dwelling house	357.00	351.00	1.7%
	154.00	152.00	1.3%
Residential			
1 unit	290.00	285.00	1.8%
2-5 units	560.00	550.14	1.8%
6-9 units	885.00	869.22	1.8%
10-24 units	1,185.00	1,165.96	1.6%
25-49 units	2,765.00	2,716.99	1.8%
50-99 units	5,785.00	5,690.08	1.7%
100-149 units	7,975.00	7,846.75	1.6%
150+ units	10,160.00	9,996.17	1.6%
Non-residential			
Less than 200 sq. m. floor space	550.00	540.00	1.9%
200-999 sq. m. floor space	1,022.00	1,005.56	1.6%
1,000-1,999 sq. m. floor space	2,134.00	2,100.47	1.6%
2,000-4,999 sq. m. floor space	3,367.00	3,314.00	1.6%
5,000-9,999 sq. m. floor space	5,791.00	5,700.00	1.6%
10,000+ sq. m. floor space	7,980.00	7,854.00	1.6%

PLACE DIRECTORATE		2021/22 £	2020/21 £	Increase
All forms of development that does not fall in to above categories	Contact for quote		Contact for quote	
Minerals / waste proposals	Contact for quote		Contact for quote	
Complex heritage/conservation proposals	Contact for quote		Contact for quote	
Requests for confirmation of compliance with an Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		224.00	220.03	1.8%
Requests to withdraw an extant Enforcement Notice, Breach of Condition Notice or other similar Notice under the Planning Acts		224.00	220.03	1.8%
Planning History Search excl. VAT				
- Householder	per application	32.50	31.89	1.9%
- All other cases	per application	105.00	103.11	1.8%
Planning decisions and related documents		13.00	12.76	1.9%
Retrieval and copying from Archive of Planning Documents		£1.58 for A4 1st page / 41p per sheet thereafter	£1.55 for A4 1st page / 40p per sheet thereafter	1.6%
Administration fee for checking validity of a planning application		25% of application fee	25% of application fee	
Use of RBWM Transport Model data by Developers.		On Request-bespoke charge dependent on application requirement	On Request-bespoke charge dependent on application requirement	
Hourly Rates & attendance at requested meetings (Where requests are accepted by LPA)				
Head of Service	Hourly Rates	203.20	200.00	
Deputy Head of Service or Policy Manager	Hourly Rates	152.40	150.00	
Team Leader	Hourly Rates	132.08	130.00	
Principal Officer	Hourly Rates	121.92	120.00	
Senior Officer	Hourly Rates	101.60	100.00	
Planning Officer/Conservation Officer	Hourly Rates	91.44	90.00	
Specialist Advice - e.g.. trees, ecology, highways, environmental protection	Hourly Rates	101.60	100.00	
Trees and High Hedges				
Pre-application fees for Protected Tree works (TPO /conservation Areas)	Minimum Fee	90.00	90.00	0.0%
High Hedges Complaints		769.00	756.83	1.6%
TPO-Hard Copy	Per TPO	32.40	31.89	1.6%

PLACE DIRECTORATE	2021/22 £	2020/21 £	Increase
S106 Management, Maintenance, Compliance & Monitoring			
Major applications - non-refundable charge	836.00	822.73	1.6%
Minor and Other applications - non-refundable charge	428.00	420.93	1.7%
Discharge of non-financial obligations (e.g. Landscape Plans, Woodland Management Plans)	114.00	111.61	2.1%
Monitoring of non-financial S106 Obligations	224.00	220.03	1.8%
Monitoring & Management of Viability appraisals for development	Hourly Rate	Hourly Rate	
Confirmation that the obligations of a S106 legal agreement have been discharged (Note: Charges for Checking & monitoring Travel Plans refer to Highway Charges)	160.00	156.25	2.4%
Legal fees S106 Bilateral - hourly rates	110.00	107.36	2.5%
Legal fees S106 unilateral undertakings (including proforma):-			
Legal checking fees - Dependent on complexity	£1,220 min, thereafter £110 per hr	£1,200 min, thereafter £108 per hr	1.6%
Legal fees S106 Deed of Variation	£402 min, thereafter £110 per hr	£396 min, thereafter £108 per hr	1.6%
Legal Fees S111 Agreement (SANG mitigation)	£562 min, thereafter £110 per hr	£553 min, thereafter £108 per hr	1.6%
Strategic Access Management Monitoring			
Bedsit/1 bed dwelling	470.83	463.42	1.6%
2 bed dwelling	620.98	611.20	1.6%
3 bed dwelling	835.96	822.80	1.6%
4 bed dwelling	951.52	936.53	1.6%
5+ bed dwelling	1,241.96	1,222.40	1.6%
Allen's Field, Ascot Suitable Alternative Natural Greenspace - Provision/Maintenance			
Bedsit / 1 bed dwelling	8,135.75	8,007.63	1.6%
2 bed dwelling	8,877.33	8,737.53	1.6%
3 bed dwelling	9,875.87	9,720.35	1.6%
4 bed dwelling	10,399.34	10,235.57	1.6%
5+ bed dwelling	11,719.50	11,534.94	1.6%
Sunningdale Park, Sunningdale Suitable Alternative Natural Greenspace			
– provision / maintenance per dwellings	9,137.36	8,993.46	1.6%

RESOURCES

Project	Description of Scheme	2021/22 First Estimate			2022/23 First Estimate Indicative			2023/24 First Estimate Indicative		
		Gross	Income	Estimate	Gross	Income	Estimate	Gross	Income	Estimate
		£000	£000	£000	£000	£000	£000	£000	£000	£000
Finance										
CA15	Capitalised Debt Charges	305	0	305	330	0	330	406	0	406
	Total Finance	305	0	305	330	0	330	406	0	406
	Technology & Change Delivery									
CA16	MHR Pension Data Service Implementation	22	0	22	0	0	0	0	0	0
CA17	Delivery of IT Strategy	200	0	200	0	0	0	0	0	0
	Total HR Corporate Projects & IT	222	0	222	0	0	0	0	0	0
	TOTAL RESOURCES CAPITAL PROGRAMME	527	0	527	330	0	330	406	0	406

Report Title:	2020/21 Q2 Performance Report
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 26 January 2021
Responsible Officer(s):	Adele Taylor, Director of Resources
Wards affected:	All

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REPORT SUMMARY

1. The Council Plan 2017-21 and associated strategic priorities remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic had significantly altered the context in which the council is currently operating.
2. The Interim Council Strategy clarifies the three revised priorities to which the council is responding. The Q2 Performance Report for Corporate Overview and Scrutiny Panel has therefore been refocused to provide insights into the Interim Council Strategy's delivery as fully as possible, see Appendix A. Performance of measures previously reported to the Panel are included on the basis that these measures provide insights into current service delivery, and remain important for future trend visibility.

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2020/21 Corporate Overview and Scrutiny Panel Q2 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
Accept the recommendations in this report. This is the recommended option	This will allow continuing insight into the delivery of the council's agreed priorities in order to aid decision-making and maintain focus on continuous improvement.
Reject the recommendations in the report.	The failure to use relevant performance information to

Option	Comments
	understand delivery against the council's agreed priorities impedes the council's ability to make informed decisions and seek continuous improvement.

- 2.1 The Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating. The Interim Council Strategy clarifies the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported.
- 2.2 Performance reports for Q2 2020/21 onwards have therefore been refocused to provide insights into the Interim Council Strategy's three priorities and how they are progressing. Performance of measures previously reported to Corporate OSP are also included in order to continue to provide insights into current service delivery and maintain visibility of future trends.
- 2.3 Appendix A sets out the Q2 Performance Report. It details the council's immediate response to the first wave of the Covid-19 pandemic, particularly in terms of the community response. It also demonstrates the development of major workstreams such as the Transformation Strategy and Climate Strategy alongside the requirement to step services back up and make necessary adaptations in order to be Covid-secure. Adaptations have been made across a number of services, including library and resident services with the introduction of "click and collect" and "click and deliver" offers.
- 2.4 Whilst much has been achieved in the first six months of the year, the impact of Covid on the community and the economy has been felt in a number of areas of the council's operations and this is reflected in the key performance indicators included in Appendix A. For example, changes in people's personal circumstances has led to increased claims for benefit and disruption to household waste and recycling collections has had a knock-on effect on the volume of calls to the customer contact centre and the online report it function. The council continues to work with its contractor to improve the service.
- 2.5 Table 2 summarises the position of all reported key performance indicators as at the close of Q2 and shows that all indicators are on or near target. Appendix A sets out performance trends and related commentary for each indicator, acknowledging where the pandemic has impacted performance.

Table 2: Summary KPI Q2 position

Q2 RAG	Total	Measure
Green (Succeeding or achieved)	3	No. digital forms completed (customer/residents)
		Percentage voluntary turnover (YTD)
		Percentage of non-domestic rates (Business Rates) collected

Amber (Near target)	5	Average days to process changes in circumstances (Housing Benefits)
		Average days to process new claims (Housing Benefits)
		Percentage of calls abandoned after 5 secs
		Percentage of calls answered within 60 secs
		Percentage of Council Tax collected
Red (Needs improvement)	1	No. visits (physical and virtual) to libraries
Total	9	

3. KEY IMPLICATIONS

3.1 The key implications of this report are set out in table 3.

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	< 100% priorities on target	100% priorities on target			30 September 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 4.

Table 4: Impact of risk and mitigation

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

Risks	Uncontrolled risk	Controls	Controlled risk
priorities and objectives.			

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 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are 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 5.

Table 5: 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 Q2 Performance Report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- Interim Council Strategy 2020/21:
<https://rbwm.moderngov.co.uk/ieListDocuments.aspx?CIId=132&MIId=7763&Ver=4>

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Duncan Sharkey	Managing Director	18.12.20	22.12.20
Hilary Hall	Director of Adults, Health and Commissioning	18.12.20	18.12.20
Adele Taylor	Director of Resources	18.12.20	12.01.20

Name consultee	of	Post held	Date sent	Date returned
Nikki Craig		Head of HR, Corporate Projects and IT	18.12.20	06.01.21
Louisa Dean		Communications	18.12.20	
Louise Freeth		Head of Revenues, Benefits, Library and Resident Services	18.12.20	

REPORT HISTORY

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

Corporate Overview and Scrutiny Panel

Q2 2020-21 Data and Performance Report

Date prepared: 01-Oct-2020

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1. Executive Summary

- 1.1 The Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating.
- 1.2 In the interests of good governance and transparency, the Interim Council Strategy gives clarity to the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported. The three revised priorities for 2020/21 are:
 - **Covid-19 objectives:** focusing on the immediate response, long-term recovery, and new service requirements.
 - **Interim Focus Objectives 2020-21:** focusing on revised service operating plans, development of the Transformation Strategy, Climate Strategy, Governance, and People Plan.
 - **Revised Medium Term Financial Strategy:** focusing on the impact of Covid-19, economic downturn, and government policy.
- 1.3 With the introduction of the Interim Council Strategy, performance reports for 2020/21 have necessarily been refocused to respond to this strategy as fully as possible at the current time. This report is therefore structured to provide insight into the three priorities and how they are progressing (section 2).
- 1.4 Performance of measures previously reported to the Corporate Overview and Scrutiny Panel are also included (section 3) on the basis that these measures provide some insights into service delivery (priority 2) and also remain important for the future, in which case ongoing visibility of trends is desirable. These measures are grouped in this report by the lead service. Additional datasets and key performance indicators will be added over time as new data-sources are set up as part of delivery of the priorities.

2. Interim Council Strategy: Delivery of priorities

2.1 This section provides a brief overview of key activities and milestones achieved by the council in the first six months of the financial year.

Priority	Item	Achievements and key milestones
Covid-19 objectives	Response (immediate)	<p>The Covid-19 Community Response was established to support residents across the borough during the Covid-19 pandemic. A coordinated team of staff drawn from all services in the council maintained regular contact with residents who were shielding and took any action that may be appropriate to ensure that these individuals' needs were met. This role has now been taken on by the Library and Residents service who continue to make contact with residents and to be a helpline to any vulnerable service users in the borough. Using community groups, either already established or newly formed, in response to the pandemic has helped to identify where we can help the vulnerable. A public-facing online directory of Covid-19 Support Groups to which residents may turn to for particular needs was quickly developed.</p> <p>The Outbreak Control Plan Summary was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public's health.</p>
	Recovery (long-term)	<p>The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.</p> <p>On 24 September 2020 Cabinet approved the RBWM Recovery Strategy (targeted at borough-level) to move into delivery phase. The strategy sets out the council's approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses.</p>

		<p>A new database (Lyon 2.0) has also been developed. It is a free online platform and app which will simply and securely help community organisations connect with residents. The system will also enable registration of individuals who may require support, and individuals who wish to volunteer their time to the community effort. The Lyon system is presently in soft-testing.</p>
	New service requirements	<p>As part of the organisational recovery strategy, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially distanced and safe way. One example has been our new alternative operation in the library service to be able to provide a COVID-safe environment for both our service-users and residents and our staff. We introduced a phased opening up of services focussing on a “click and collect” and “click and deliver” service initially alongside a resumption of home delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p> <p>A key concern across the borough has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online report it function. The council continues to work with its contractor to improve the service.</p>
Interim Focus Objectives 2020-21	Revised Service Operating Plans	<p>The Transformation Strategy 2020-2025 was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. Setting out a vision of “building a community-centric borough of opportunity and innovation”, the Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (finance, culture, environment, prevention, digital and process redesign).</p> <p>The strategy’s development is the council’s response to key challenges around its financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. Action plans by which to deliver the Strategy are presently being developed.</p>
	Transformation Strategy	<p>The draft Climate Change Strategy was approved for public consultation at the appropriate time by</p>
	Climate Strategy	

		<p>Full Council on 23 June 2020. The strategy’s preparation follows the council’s declaration of an environment and climate emergency in June 2019 and subsequent stakeholder and community engagement on the strategy’s development led by a cross-party working group. The updated Environment and Climate Strategy was approved by Cabinet for adoption on 17 December 2020.</p>
	<p>Governance</p>	<p>We have an agreed governance action plan arising from the Annual Governance Statement with updates coming forward to Corporate Overview and Scrutiny Panel throughout the year. In addition, the Council engaged CIPFA during 2019/20 to undertake a review of financial governance. An action plan addressing outstanding issues has been developed and will be reported via the Corporate Overview and Scrutiny Panel on a quarterly basis from November.</p>
	<p>People Plan</p>	<p>A key foundation of the council’s future People Plan is the agreement of organisational values. Following extensive consultation with employees a suite of new organisational values was launched on 19 June 2020. Each value is underpinned by positive behaviours illustrative of each value. These values and associated behaviours are key in supporting the council to deliver well for residents and partners, and to achieve organisational objectives. The new values are:</p> <ul style="list-style-type: none"> • Invest in strong foundations • Empowered to improve • One team and vision • Respect and openness. <p>An implementation plan is in place to support the embedding of the new values across the organisation.</p>
<p>Revised Medium Term Financial Strategy</p>	<p>An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in assumptions around central government funding, inflation assumptions and other emerging issues. This is the start of the budget setting process for 2021/22 and the supporting Medium term financial plan.</p>	

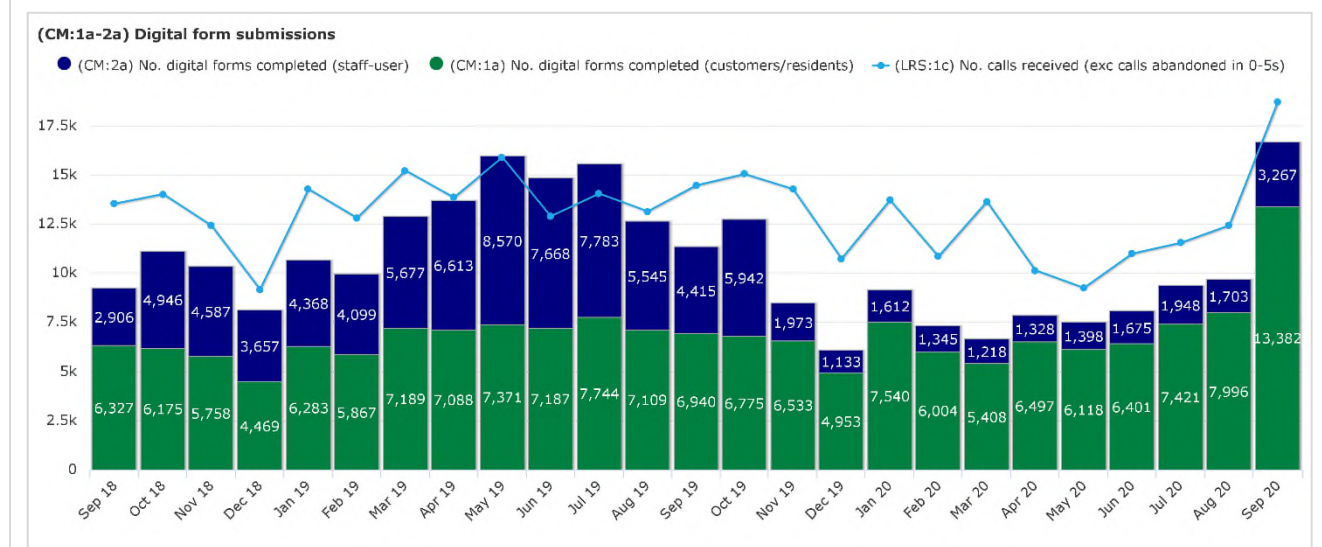
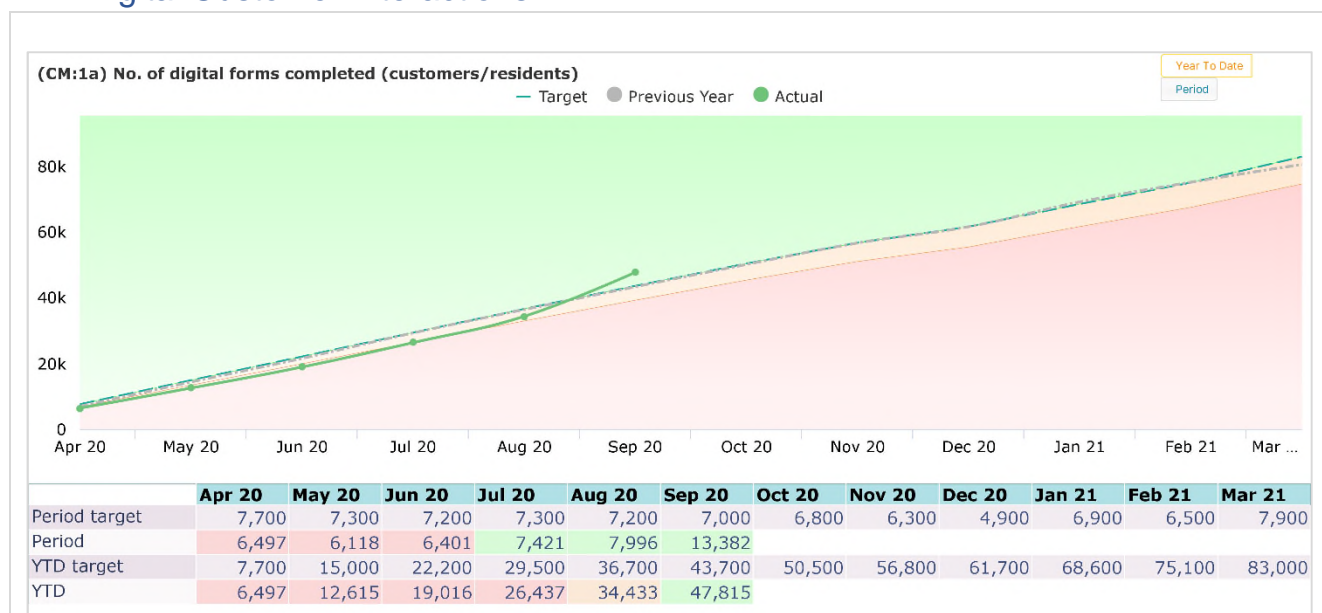
3. Service Performance Summary Report (YTD)

3.1 Performance of measures previously reported to the Corporate Overview and Scrutiny Panel are set out here on the basis that these measures provide some insights into service delivery (priority 2) and also remain important for the future, in which case ongoing visibility of trends is desirable.

Q2 RAG Status	No.	Measure	Lead Service
Green (Succeeding or achieved)	3	No. digital forms completed (customer/residents)	Communications and Marketing
		Percentage voluntary turnover (YTD)	HR, Corporate Projects and IT
		Percentage of non-domestic rates (Business Rates) collected	Revenue, Benefits, Library and Resident Services
Amber (Near target)	5	Average days to process changes in circumstances (Housing Benefits)	Revenue, Benefits, Library and Resident Services
		Average days to process new claims (Housing Benefits)	
		Percentage of calls abandoned after 5 secs	
		Percentage of calls answered within 60 secs	
		Percentage of Council Tax collected	
Red (Needs improvement)	1	No. visits (physical and virtual) to libraries	Revenue, Benefits, Library and Resident Services
Total	9		

4. Communications and Marketing

4.1. Digital Customer Interactions



Q2 Commentary

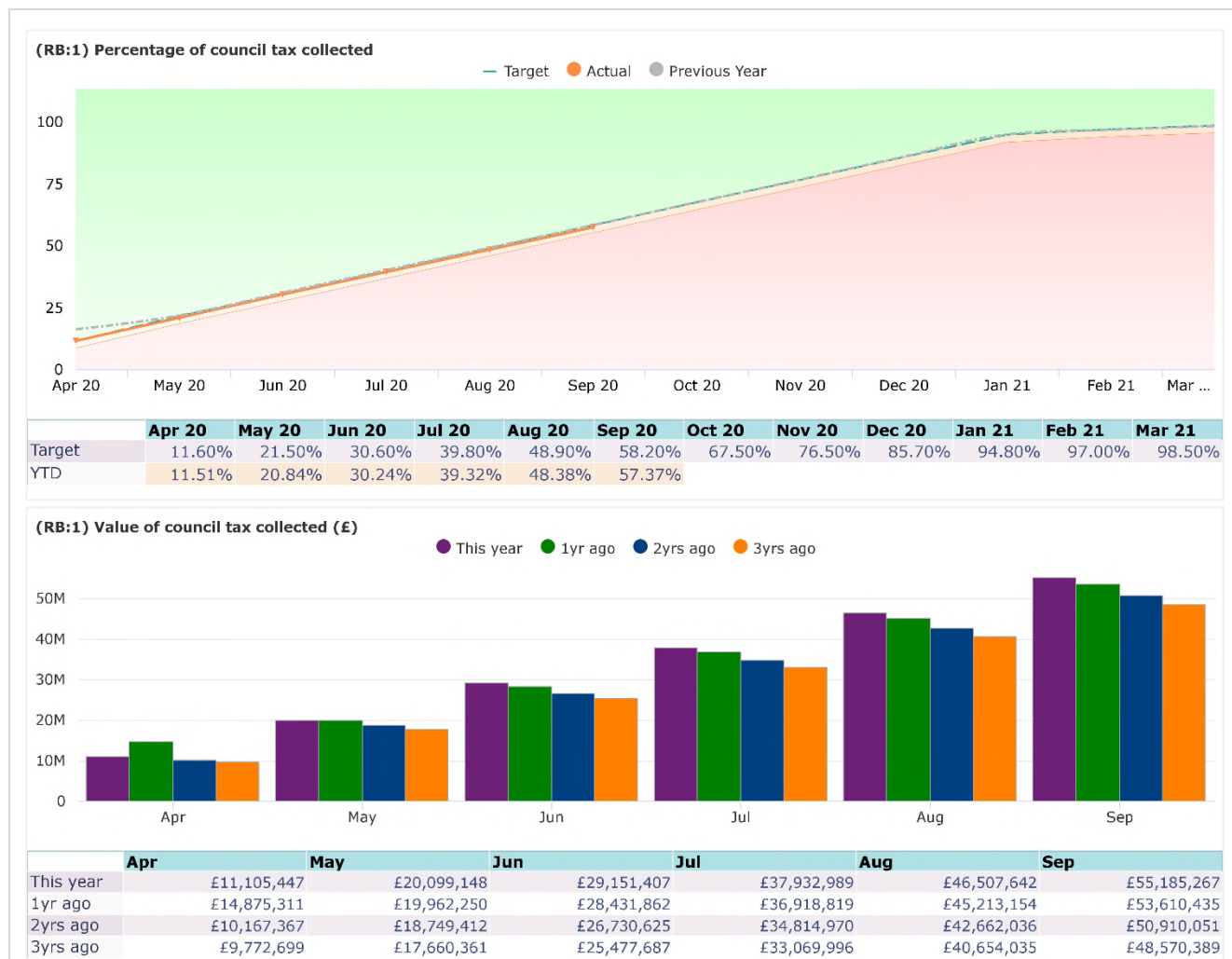
The service tracks the volume of digital forms submitted through the council's website. A distinction is made between whether the form was completed by a staff-user or a customer/resident for the purposes of monitoring the take-up of digital self-service across our customers/residents. We would expect the volume of digital forms submitted by staff-users to follow an overall downward trend over time, which has indeed been the case since May 2019. In 2020/21 YTD 80.9% (47,815/59,134) of digital forms have been submitted by customers/residents compared to 51.7% (43,439/84,033) in 2019/20 up to the end of September 2019.

It is worth noting that the monthly total volume of digital form submissions in 2020/21 is considerably less than 2019/20 volumes, and this is attributed to the Customer Contact Centre resolving queries "right first time" when they are contacted, thereby avoiding further follow up through digital forms. A key concern across the borough in 2020/21 has been the disruption to household waste and recycling collections. The impact on residents has had a

knock-on effect on the volume of calls to the customer contact centre (18,671 in September) and total digital form submissions (16,649 in September). The council continues to work with its contractor to improve the service.

5. Revenue, Benefits, Library and Resident Services

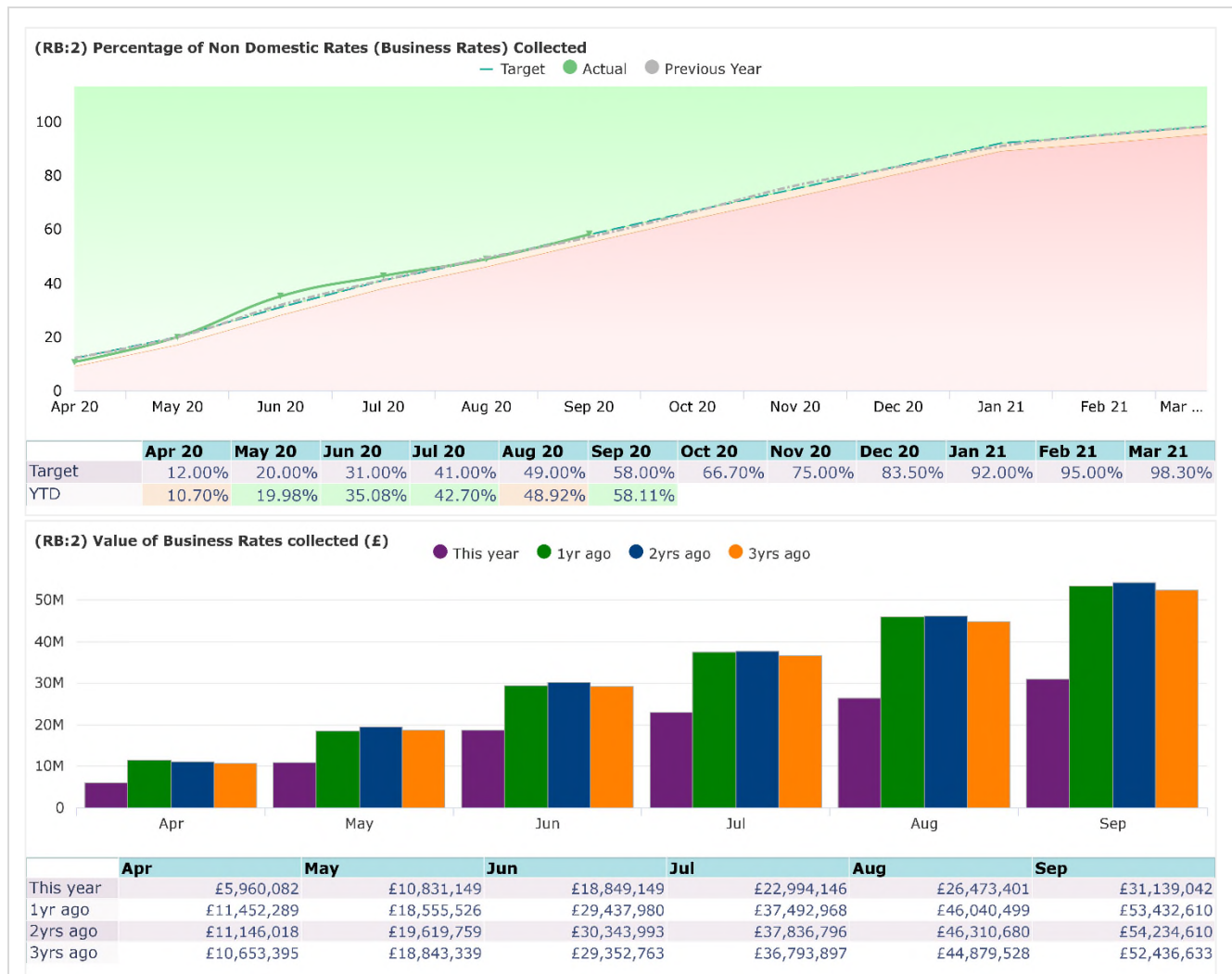
5.1 Council Tax and Business Rates



Q2 Commentary

As at the close of Q2 performance of this measure stands at 57.37%, below target (58.20%) by 0.83 though within tolerance for the measure. Whilst the collection rate as at the end of September 2020 is lower than that in September 2019 (58.28%), the value of council tax collected by the close of September 2020 (£55,185,267) is the highest collection value for that period in the last 3 years.

Corporate Overview and Scrutiny Panel: Q2 Data and Performance Report



Q2 Commentary

At the close of Q2 performance for this measure stands at 58.11% above the target (58.0%) by 0.11 and an improvement on 2019/20 Q2 performance (57.09%). The detrimental impact of Covid-19 on collection rates that was anticipated in Q4 2019/20 has therefore not yet been seen.

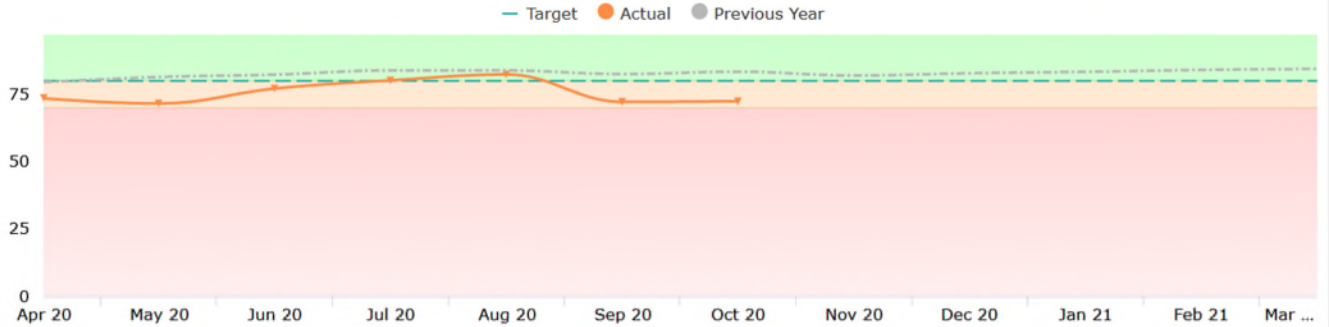
Central government announced that with effect from 1 April 2020, two new forms of Business Rates Relief would apply to qualifying Businesses i.e. Nursery Relief and Expanded Retail Relief. As a result, the net collectible debit has reduced significantly. However, the collection rate reflects sums collected by businesses not entitled to these new forms of relief.

In addition, two Grant Schemes were announced to assist businesses which fit the qualifying criteria: The Small Business, Retail, Leisure and Hospitality Grant scheme and the Local Authority Discretionary Grant Fund. Both schemes closed on 28 August 2020.

5.2 Customer contact centre calls

(LRS:1) Percentage calls answered within 60 secs (Monthly View)

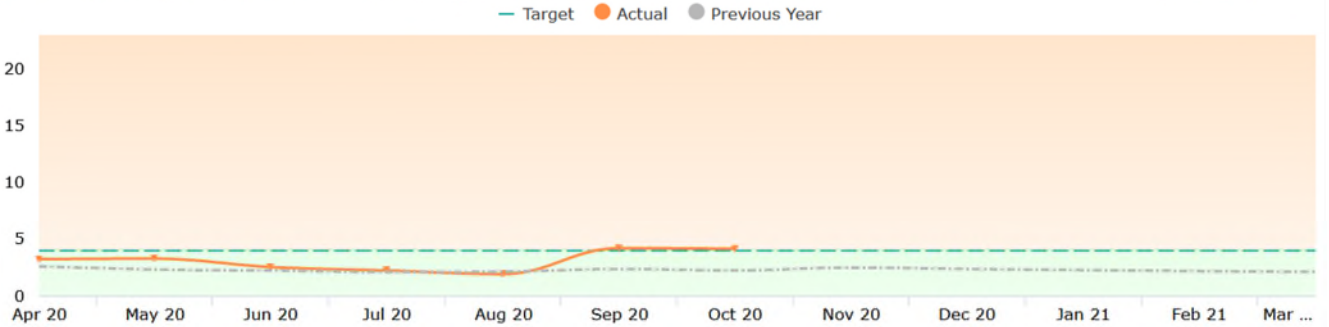
Year To Date Period



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Period	73.5%	69.5%	87.0%	88.1%	89.7%	42.8%						
YTD	73.5%	71.6%	77.2%	80.2%	82.4%	72.2%						

(LRS:2) Percentage calls abandoned after 5 secs (Monthly View)

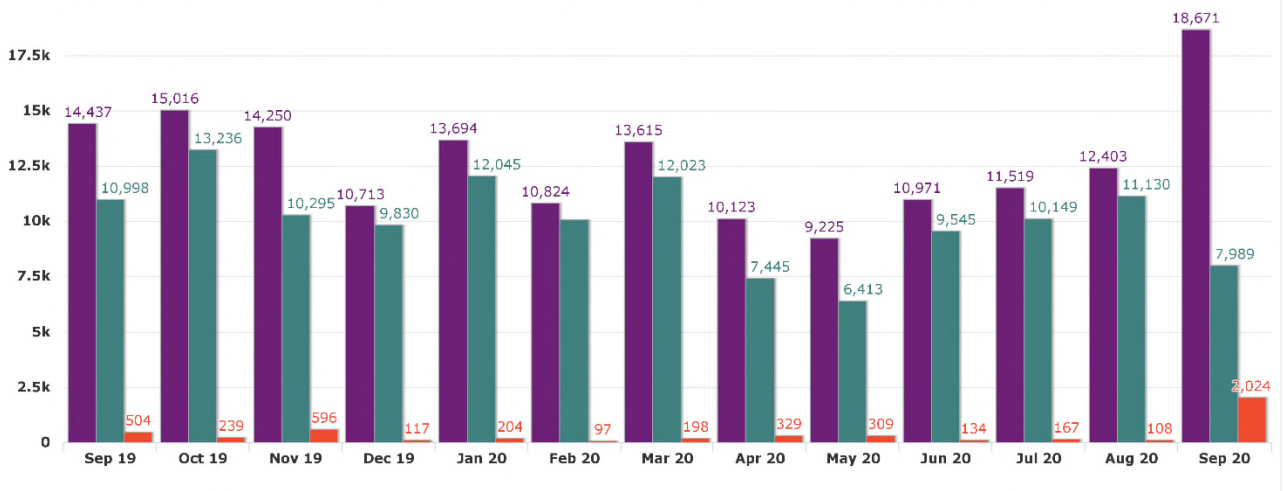
Year To Date Period



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%	4.0%
Period	3.3%	3.3%	1.2%	1.4%	0.9%	10.8%						
YTD	3.3%	3.3%	2.5%	2.2%	1.9%	4.2%						

Call Volumes: Monthly Trends (exc Optalis)

(LRS:1c) No. calls received (exc calls abandoned in 0-5s) (LRS:1a) No. calls answered within 60secs (LRS:2a) No. calls abandoned (exc 0-5secs)



Q2 Commentary

As at the close of Q2, year-to-date performance in relation to percentage of calls answered within 60 seconds stands at 72.2% (52,671/72,912), short of target (80%) by 7.8 though within tolerance for the measure. Year-to-date performance in relation to percentage of calls abandoned after 5 seconds is 4.2% (3,071/72,912), again short of target (4%) by 0.2.

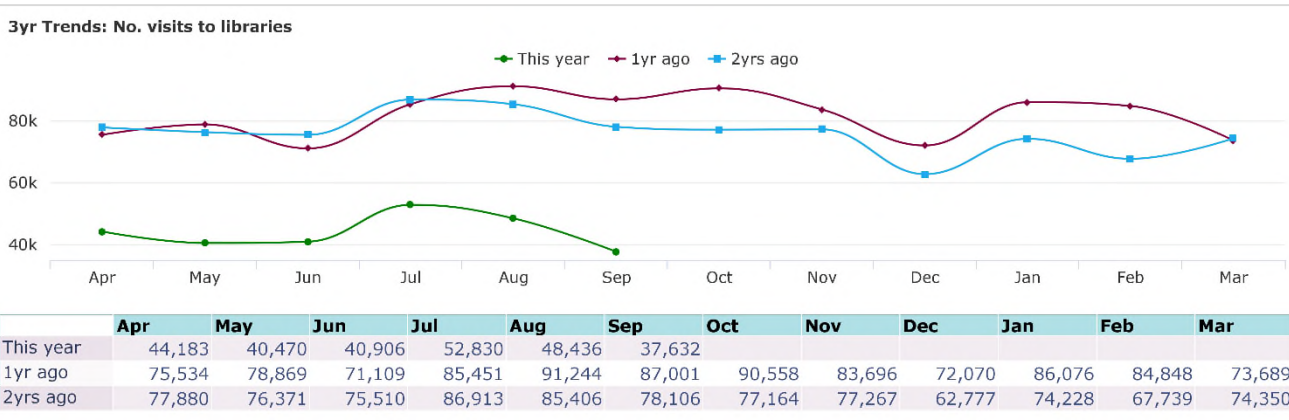
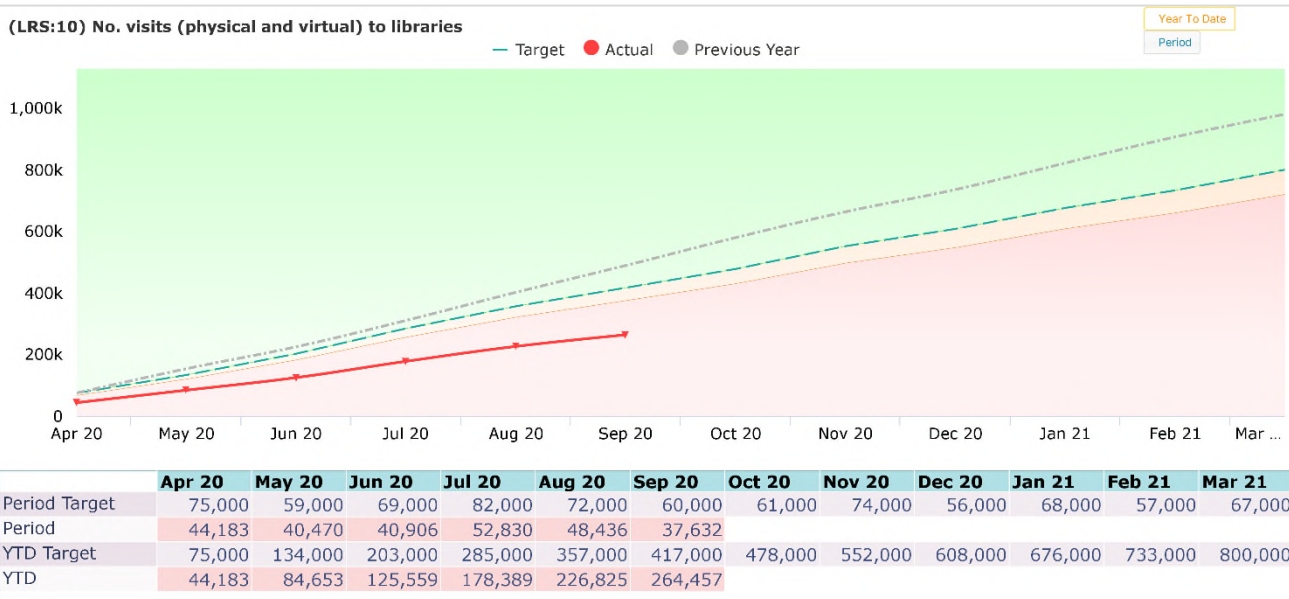
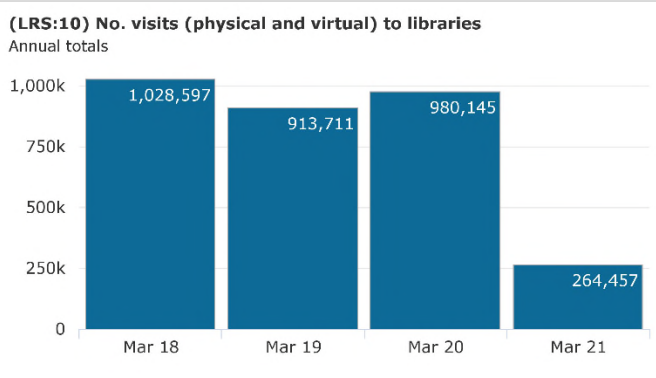
As acknowledged in the Q4 performance report, the council's operations changed considerably as a result of lockdown restrictions in mid-March. Libraries closed on Wednesday 18 March 2020 and business continuity plans necessitated the adoption of new technology to support library and resident contact staff in the continuation of their duties from home where it was possible and appropriate to do so. The council's response to the Covid-19 pandemic has utilised resources from across all council teams, and Library and Resident contact 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 shielding as a result of particular vulnerabilities to the virus.

Q1 performance of the percentage of calls answered within 60 seconds (77.2%, 23,403/30,319) reflects the impact of these challenges whilst, encouragingly, the percentage of calls abandoned after 5 seconds remained consistently on target across Apr-Jun.

High performance in both July and August put both measures on track to exceed targets by the close of Q2. However high volumes of incoming calls in September (18,671) relating to difficulties experienced with waste collection impacted that month's performance and brought overall year-to-date performance below target. Across October call volumes have returned to normal expected volumes and Q3 performance for both measures is expected to come in on target.

A comparison of Q2 YTD call volumes (excluding calls abandoned within 5 seconds) with previous years shows that, overall, the council is receiving fewer calls to the customer contact centre in 2020/21. As at the close of September a total of 72,912 calls have been received in 2020/21 compared to 84,134 in 2019/20, 88,112 in 2018/19 and 113,661 in 2017/18. This 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 customers' enquiries "right first time".

5.3 Library visits



Q2 Commentary

At the end of Q2, the year-to-date performance is 264,457 against 417,000 and is below target. A comparison with same period last year (489,208 visits) shows a decrease by 45.9% (-224,751 visits). The service has retained its original targets for this measure in 2020/21 and continues to innovate to achieve as close to target by March 2021 as possible.

In response to Covid-19 pandemic libraries were closed on Wednesday 18 March 2020. The extensive digital offer already in place was developed further. Rhyme times, craft activities, Minecraft, a YouTube Channel, author events and many other activities were delivered online. Extensive digital video, music, newspaper and magazine collections have been very popular and the E-book offer was increased.

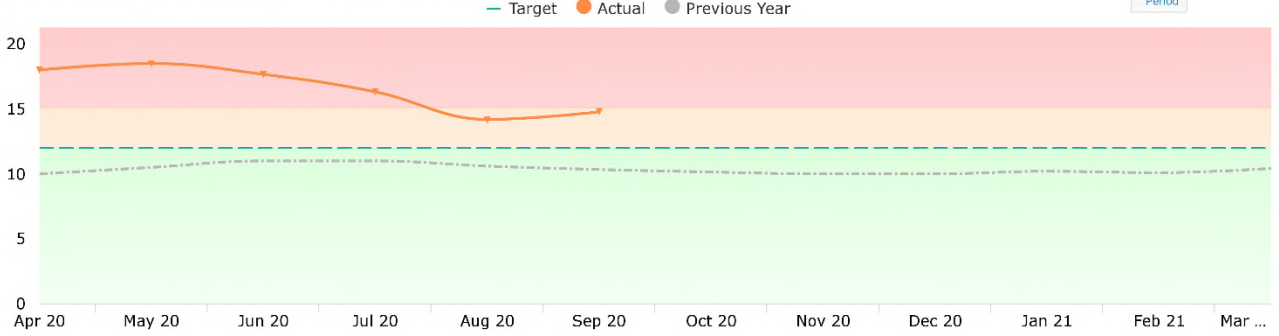
Corporate Overview and Scrutiny Panel: Q2 Data and Performance Report

To help mitigate a potential widening digital divide and support development of skills and learning the following online resources are available: Niche Academy (online video tutorials), Access to Research (Academic journals and research papers), Future Learn (online courses from top universities), Learn My Way (free courses on basic IT such as internet browsing, setting up an email account) and a “How to” guide for claiming Universal Credit.

The Summer Reading Challenge gave school children the opportunity to have a zoom chat to authors every week to increase participation in the reading challenge. A new online reading challenge for adults was also introduced. Libraries have re-opened in a Covid-safe way and the blended digital and physical offer continues to develop.

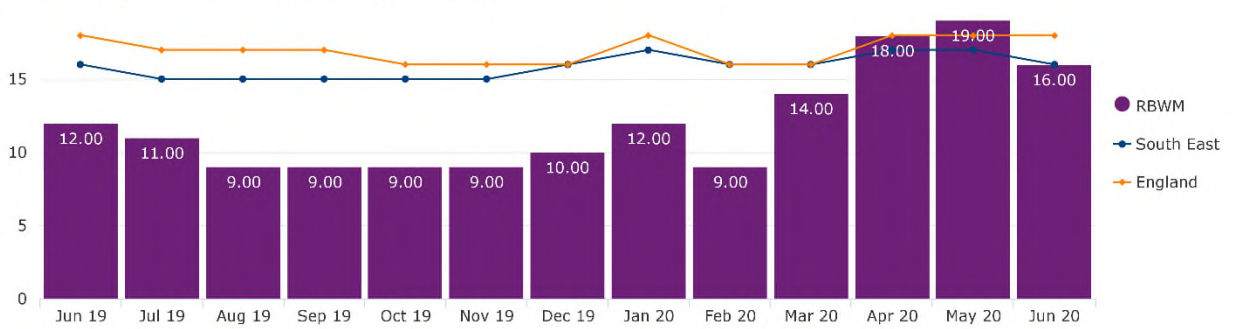
5.4 Processing times for housing benefits

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



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00	12.00
Period	18.00	19.00	16.00	12.26	5.70	17.71						
YTD	18.00	18.50	17.67	16.32	14.19	14.78						

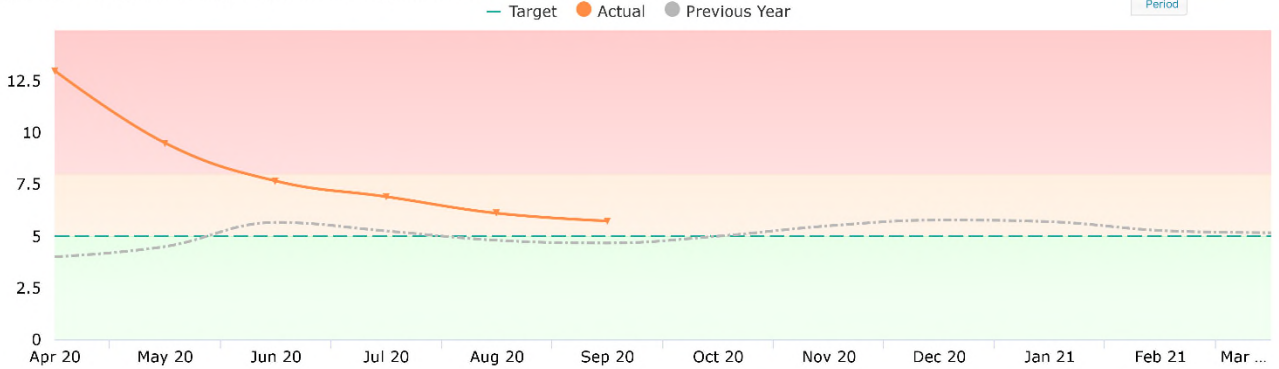
Benchmarking: Trends: (RB:5) Average no. of days to process new claims (Housing Benefits)
 England and SE Benchmarking figures available a quarter in arrears



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

	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20
RBWM	12.00	11.00	9.00	9.00	9.00	9.00	10.00	12.00	9.00	14.00	18.00	19.00	16.00
South East	16.00	15.00	15.00	15.00	15.00	15.00	16.00	17.00	16.00	16.00	17.00	17.00	16.00
England	18.00	17.00	17.00	17.00	16.00	16.00	16.00	18.00	16.00	16.00	18.00	18.00	18.00

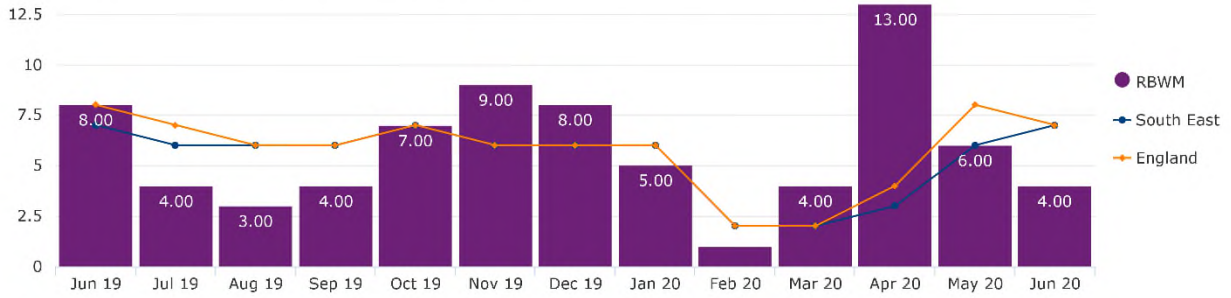
(RB:6) Average no. of days to process changes in circumstances (Housing Benefits)



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00	5.00
Period	13.00	6.00	4.00	4.63	2.91	3.87						
YTD	13.00	9.50	7.67	6.91	6.11	5.74						

Corporate Overview and Scrutiny Panel: Q2 Data and Performance Report

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>

	Jun 19	Jul 19	Aug 19	Sep 19	Oct 19	Nov 19	Dec 19	Jan 20	Feb 20	Mar 20	Apr 20	May 20	Jun 20
RBWM	8.00	4.00	3.00	4.00	7.00	9.00	8.00	5.00	1.00	4.00	13.00	6.00	4.00
South East	7.00	6.00	6.00	6.00	7.00	6.00	6.00	6.00	2.00	2.00	3.00	6.00	7.00
England	8.00	7.00	6.00	6.00	7.00	6.00	6.00	6.00	2.00	2.00	4.00	8.00	7.00

Q2 Commentary

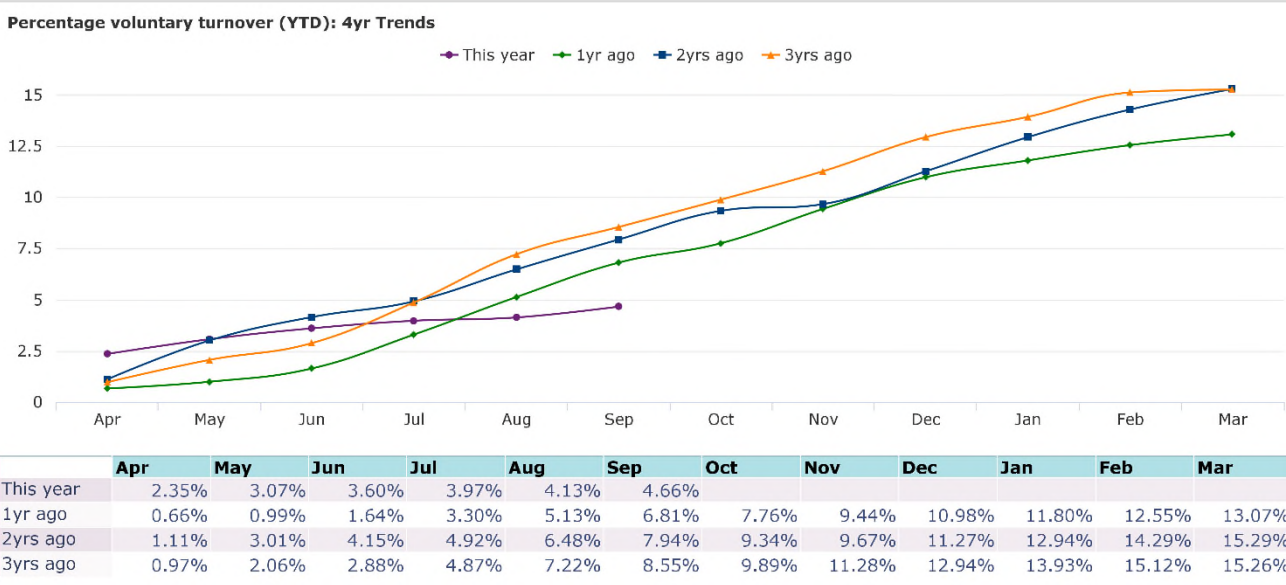
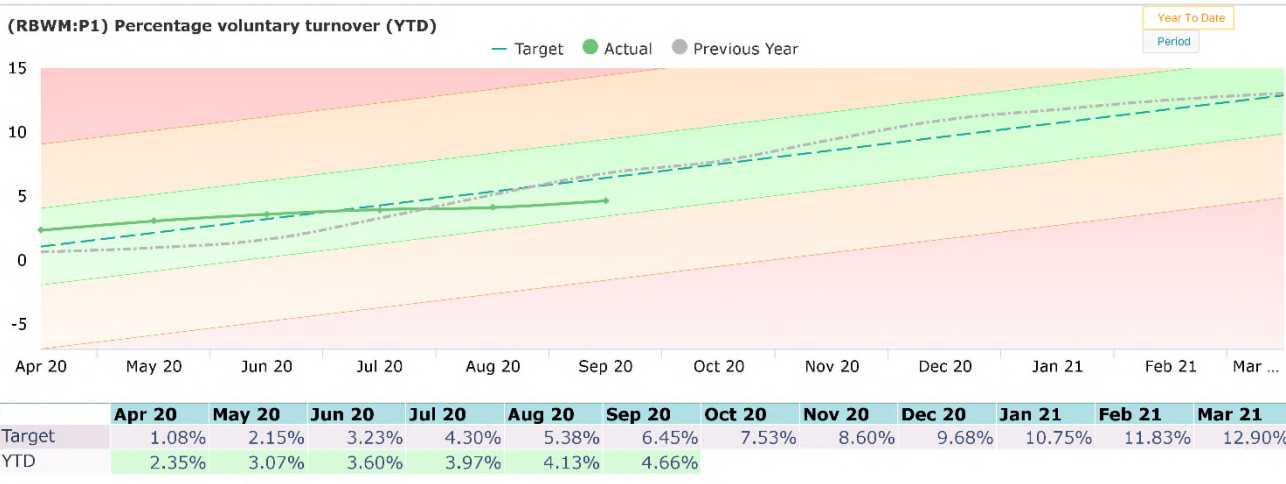
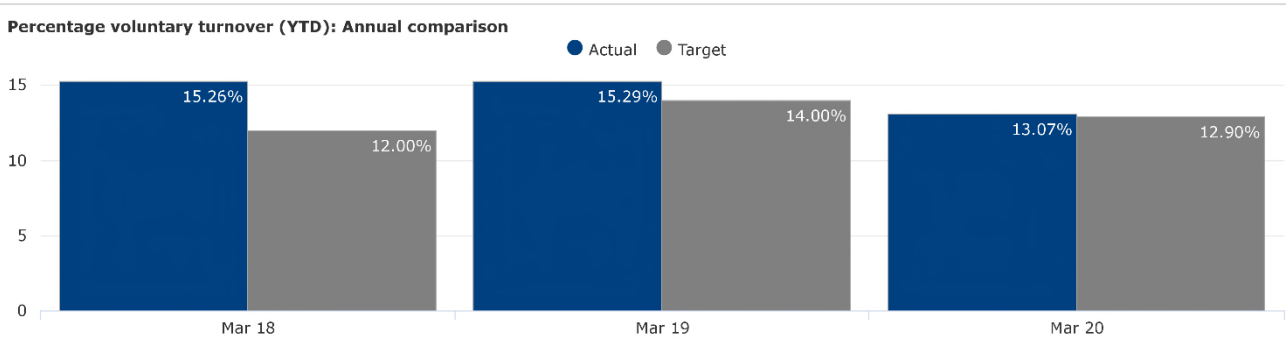
Please note that Q1 figures for both measures have been updated following the official data-release by the Department for Work and Pensions. The Q1 YTD figure for RB:5 has been updated from 17.73 (red) to 17.67 (red). The Q1 YTD figure for RB:6 has been updated from 8.08 (red) to 7.67 (amber).

Based on internal reports, at the close of Q2 the year-to-date performance of both measures is short of target but within accepted tolerance thresholds (14.78 days for new claims, 5.74 days for changes in circumstances). The unprecedented demand for services as a result of the Covid-19 pandemic was reflected on by the Secretary of State for the Department for Work and Pensions in a statement to Parliament and the downturn in performance in Q1 (Apr-Jun) for both measures was therefore expected and unavoidable as service staff worked to meet the challenges of this increased demand whilst adapting to new remote working arrangements. Encouragingly, performance has improved from the April position to bring both measures within tolerance at the close of September 2020, and it is anticipated that performance will continue to improve across Q3.

Available benchmarking data up to the end of June 2020 (please note that South East and England benchmarking figures are available a quarter in arrears) shows RBWM’s performance to be broadly consistent with the South East and England in relation to processing new claims (RB:5) across Q1. Performance in relation to processing changes in circumstances (RB:6) across Q1 was lower than the South East and England reported figures in April, but improved across May and June to bring performance above the South East and England in June.

6. Royal Borough of Windsor and Maidenhead

6.1 Voluntary turnover



Q2 Commentary

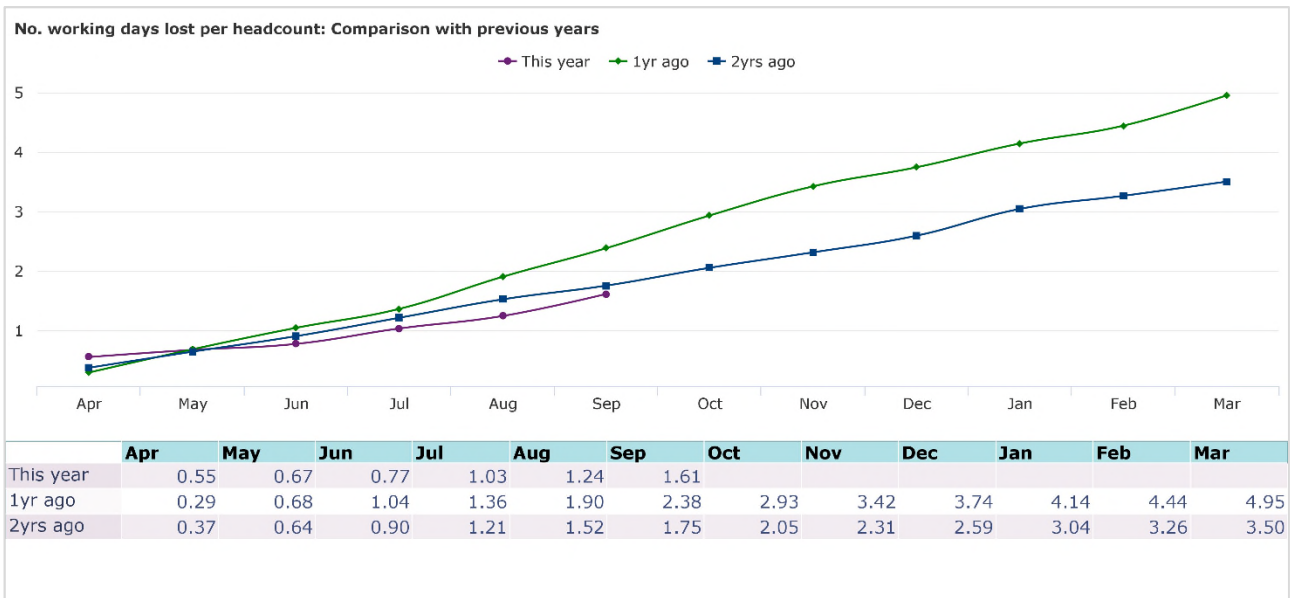
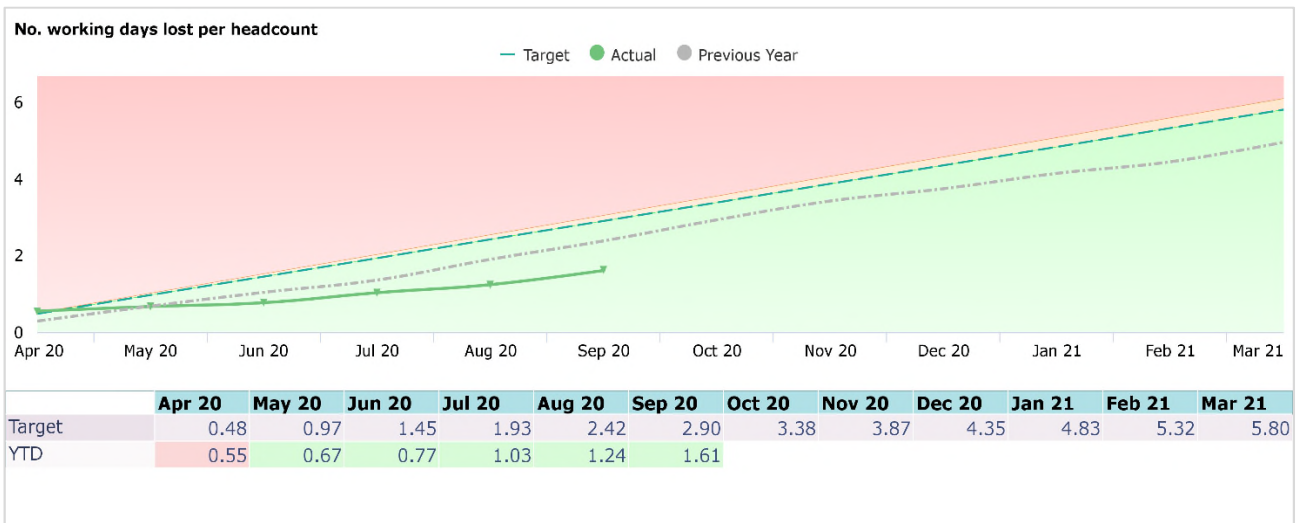
RBWM voluntary turnover includes those who choose to resign or retire. Turnover is calculated by dividing voluntary leavers by the average headcount (headcount at start and end of period / 2). It is acknowledged that some staff-churn is healthy for any organisation and so this measure is configured as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

Corporate Overview and Scrutiny Panel: Q2 Data and Performance Report

At the end of Q2, the year-to-date percentage voluntary turnover is 4.66% and tracks consistently within the profiled tolerance thresholds. A comparison of the end of year percentage voluntary turnover across the last 3 years shows a consistent decrease in voluntary turnover each year.

7. Business Intelligence: RBWM Sickness Absence

7.1 Reporting of sickness absence is based on working days lost per headcount. At the close of Q2, working days lost due to sickness per headcount is 1.61 and within target of 2.90. Comparison with last two years shows working days lost per headcount to be lesser this year, which could be attributed to staff working from home due to Covid restrictions.



8. Diversity and Inclusion Network

- 8.1 As a part of its Workforce Strategy, the council has a range of measures in place to ensure that it continues to attract, develop and retain a diverse workforce which is reflective of the community served, and to offer equal opportunity for career progression.
- 8.2 Following an extensive consultation with employees a suite of new organisational values was established in 2020/21, underpinned by positive behaviours illustrative of each value. “Embrace diversity in all ways” is acknowledged as a key behaviour of the organisation’s commitment to “respect and openness”. A key related development in 2020/21 is the establishment of an employee-led Diversity and Inclusion Network to promote equality and diversity interests in and for the workforce.
- 8.3 There are currently 26 members and the network is promoted via Borough Bulletin. The Diversity and Inclusion Network meets monthly to focus on issues and discussion that lead to ideas and solutions of how to work differently to ensure a work environment in which everyone has equal opportunity to grow and flourish.

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Report Title:	xxx Overview and Scrutiny Panel - Annual Report 2020/21
Contains Confidential or Exempt Information?	No - Part I or Yes - Part II <i>delete as appropriate. If yes, state which paragraph(s) of the Access to Information Rules the exemption relates to e.g. 'Not for publication by virtue of paragraph X of Part 1 of Schedule 12A of the Local Government Act 1972.'</i>
Member reporting:	Councillor xxx, Chairman of the Panel
Lead Officers:	Xxx, Director, xxx, Head of xxx
Meeting and Date:	Full Council June 2021

www.rbwm.gov.uk



REPORT SUMMARY

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

1. DETAILS OF RECOMMENDATION(S)

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

2. CHAIRMAN'S INTRODUCTION

2.1

3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2020/21

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

3.2

4. CALL-INS CONSIDERED DURING THE MUNICIPAL YEAR 2020/21

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

4.2

5. RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2020/21

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

5.2

6. TASK AND FINISH GROUPS ESTABLISHED DURING THE MUNICIPAL YEAR 2020/21

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

6.2

7. PROPOSALS FOR IMPROVED WORKING METHODS

7.1

7.2

8. THANKS

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

-

9. PROPOSED WORK PROGRAMME FOR THE MUNICIPAL YEAR 2021/22

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

Topics already in progress/carried over from 2020/21:

-

New topics:

-

10. APPENDICES

10.1 This report is supported by xxx appendices:

-

REPORT HISTORY

Decision type: For information	Urgency item? No	To Follow item? No
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Agenda Item 7

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) • Karen Shepherd (Head of Governance) • Andrew Vallance (Head of Finance and Deputy S151 Officer)

MEETING: 19th APRIL 2021

ITEM	RESPONSIBLE OFFICER
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman and Lead Officers
Q3 Performance Report	Rachel Kinniburgh , <i>Strategy and Performance</i>
Annual Governance Statement; Progress Report – Values and Behaviours	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Corporate Transformation Strategy and Action Plan	Hilary Hall , <i>Director of Adults, Health and Commissioning</i>
Work Programme	Panel clerk
TASK AND FINISH	
Highways Contract Outsourcing	Simon Dale , <i>Interim Head of Highways</i>

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER

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>

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

Document is Restricted

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