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NOTICE OF MEETING

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INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

will meet on

TUESDAY, 16TH JUNE, 2020

At 6.15 pm

in the

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

TO: MEMBERS OF THE INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

COUNCILLORS JOHN BALDWIN, GURPREET BHANGRA, JON DAVEY,
PHIL HASELER AND GURCH SINGH

SUBSTITUTE MEMBERS

COUNCILLORS CHRISTINE BATESON, JOHN BOWDEN, MANDY BRAR,
NEIL KNOWLES AND SHAMSUL SHELIM

Karen Shepherd - Democratic Services Manager - Issued: 08/06/20

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 **Fatima Rehman** 01628 796251

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

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APPOINTMENT OF CHAIRMAN AND VICE-CHAIRMAN</u> To appoint the Chairman and Vice-Chairman for the municipal year 2020/21.	-
2.	<u>WELCOME FROM THE NEW CHAIRMAN</u> A welcome to the Panel from the Chairman.	-
3.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
4.	<u>DECLARATIONS OF INTEREST</u> To receive any Declarations of Interest.	3 - 4
5.	<u>MINUTES</u> To confirm the Minutes of the previous meeting held on 12 March 2020.	5 - 8
6.	<u>Q3 AND Q4 OF 2019/20 PERFORMANCE UPDATE REPORT</u> To consider the report.	9 - 32
7.	<u>CIL REVIEW - PROGRESS UPDATE REPORT</u> To receive training as part of the Community Infrastructure Levy review.	Verbal Report
8.	<u>HOMELESSNESS STRATEGY</u> To consider the report.	To Follow
9.	<u>WORK PROGRAMME 2020/21</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 .	33 - 34
10.	<u>ANNUAL SCRUTINY REPORT</u> To agree and sign off the Annual Scrutiny Report that will be sent to Full Council.	35 - 46

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 5

INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

THURSDAY, 12 MARCH 2020

PRESENT: Councillors Gurpreet Bhangra (Chairman), Mandy Brar, Jon Davey, Phil Haseler (Vice-Chairman) and Gurch Singh

Also in attendance: Cllr Davies and Cllr Tisi.

Officers: Russell O'Keefe, Ben Smith and David Cook.

APOLOGIES FOR ABSENCE

There were no apologies received.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

Resolved unanimously: that the minutes of the meeting held on 3rd February 2020 be approved as a true and correct record.

REVIEW OF BOROUGH WIDE JUNCTION

The Panel received a verbal update on their work programme item regarding borough wide junctions.

The Head of Commissioning - Infrastructure, Ben Smith, informed members that the item had been requested to be added to the work programme by a previous Panel Member about how junctions were identified for work.

The Panel were informed that part of the Borough Local Plan (BLP) was the Infrastructure Development Plan. Development within the BLP were modelled to identify and improvement to junctions or if new junctions were required as part of any developments. Following the modelling a bid would be placed to the LEP for funding.

Other junction improvements were undertaken via the Council's Capital Programme from priorities such as safety schemes, traffic management or improving air quality. Identified schemes would then be prioritised.

Cllr Davey asked if the process was re-run when a new housing development came through the system and was informed that it would depend on the size of the development and volume of traffic it was expected to produce. Highways were a consultee on planning applications and would identify any issues and the need for Community Infrastructure Levy or S106.

Cllr Haseler asked if the infrastructure plan was continually updated and if the Shopenhanger roundabouts were being progressed or if they were dormant. The Panel were informed that the plan was continually being updated and the roundabouts were in the list but not yet live.

Cllr Davey questioned why £150,000 was available for schemes and was informed that this was just funding from the Council there were other funding streams available and the amount mention could undertake a number of schemes.

Mrs Shearer addressed the Panel as a member of the new independent cycle forum. She informed the Panel that when the RBWM Cycle Forum was disbanded, as part of the Council's constitutional review, they were told by the former councillors that work would be added to this Panel's work programme. She recommended that the Panel review the Cycling Action Plan at an appropriate moment.

The Panel noted the update.

DEDWORTH ROAD/HATCH LANE ROUNDABOUTS TRIAL

The Chairman informed the Panel that Cllr Tisi had requested the item come to the Panel and that the request had been added to our work programme.

The Head of Commissioning – Infrastructure, informed the Panel that in 2018 Ward Councillors requested proposals seeking to improve road safety and traffic flows and to respond to the issues of traffic entering and exiting the 'Tesco' causing blocking of traffic into the Hatch Lane / Parsonage Lane junction.

Desktop analysis was completed, and a 'live' trial scheme introduced seeking to understand the impact of converting the junction to a roundabout operation. Consultation was undertaken with 60% in support to convert the 'trial' roundabout scheme to a permanent solution which was completed in September 2019.

Cllr Tisi asked whether it was made clear to residents that opting for the roundabout system to be made permanent would involve zebra crossings being fitted, why was a zebra crossing not used in the trial. The Panel were informed that during the trial temporary traffic lights were used for the pedestrian crossing as a temporary zebra crossing would not have met safety standards.

Cllr Tisi asked if it was always the intention to have a zebra crossing and why it was not mentioned in the consultation. Residents assumed that the traffic lights would be maintained. The Panel were informed that it was an open consultation and they did not wish to predetermine the outcome, it was accepted that it should have been made clear that traffic lights would not be retained.

Cllr Davies mentioned that the junction was very busy with local shops, four schools and bus stops all in the area, she was also concerned that there had been no mention of having a zebra crossing. Mobil traffic lights were not mentioned in the technical briefing.

Cllr Tisi asked if the new system had improved the situation with traffic coming out of Tesco's causing congestion. The Panel were informed that feedback suggested that there had been improvement and prior to work being undertaken a road safety audit would have been completed.

Cllr Davies asked who made the decision to go for a trial roundabout rather than the original plan to look at upgrading the existing traffic light system. The Panel were informed that it was the then Lead Member who decided to go ahead with the trial using officer delegated powers, the works done outside Windsor Boys School had been used as a live example.

Cllr Davies also raised concerns about safety in the area as drivers used it as a through area with speeds increasing whilst local drivers, walkers and cyclists safety was being compromised. Different users had different priorities.

Cllr Tisi mentioned that there had been a loss of parking outside the shops and that through traffic did not realise that there was a raised pedestrian crossing.

Susy Shearer mentioned that cyclists were being driven away from junctions due to speeding traffic travelling east to west.

Ben Smith said he would look at the safety audit to see if anything can be done regarding the concerns raised.

Cllr Brar asked why the consultation period had been extended and was informed that it was due to the elections.

The Panel noted the report.

(Cllr Tisi, Cllr Davies and Susy Shearer left the meeting)

ROUGH SLEEPER PATHWAY

The Chairman informed that the report provided an update on the Rough Sleeper Pathway.

The Corporate Director Place informed the Panel that The Royal Borough had previously opted to undertake an evidence based estimate of rough sleepers, however this year to ensure all rough sleepers were captured in the annual figure, it had been decided to undertake an evidence based estimate informed by a spotlight count. The evidence-based estimate ensured the gathering of intelligence from officers and partner organisations, this was then added to the number of rough sleepers found bedded down on a given night.

Whilst the results identified an increase in numbers of 40 rough sleepers recorded 32 of them had been supported into accommodation through the newly implemented rough sleeper pathway. The Rough Sleeper Pathway included a three stage accommodation programme to get users back into long term sustainable accommodation.

Currently there were 17 users in stage one, 12 in stage two and 5 ready for stage three, as of 10 days prior to this meeting.

Cllr Davey mentioned that last year More Than a Shelter ran on only £20,000 with the support of volunteers, they had been promised an additional £20,000 but this had not materialised. He felt more money should go to smaller organisations. The Panel were informed that discussions had been held and were continuing to be held will organisations of all sizes to see if they wished to be part of the integrated approach. More Than a Shelter will be invited to a workshop of providers, a Members workshop was also planned.

Cllr Haseler said it was great that the new approach had helped so many people.

Cllr Singh asked if the strategy was successful and there fewer people homeless would there be a change in focus. The Panel were informed that ever case was different and needed bespoke solutions.

The Panel agreed that a future update on progress should be added to their work programme.

The update was noted.

ANNUAL SCRUTINY REPORT - DRAFT

The Chairman informed that the Panel are asked to produce an Annual Report that would be considered by Council in June 2020. This is an opportunity for the Panel to say what they felt had gone well and to proposed improvements. We don't just want to list past agenda items so member impute was appreciated. Appendix A had been attached to show analysis of the recent member survey on scrutiny to help in their deliberations. He said he would be circulating an initial draft but Panel Members input would be appreciated.

The Panel noted the item.

WORK PROGRAMME AND ANY PUBLIC TOPICS

The Chairman informed the Panel that this was an opportunity to identify any areas they wish to add to the work programme.

The Chairman also informed that the task & finish group had held their first two meetings and the final meeting would be scheduled for early April 2020 to review the draft updated Homeliness Strategy prior to it going to Cabinet for approval. Prior to this meeting if members wish to visit any examples of good practice of other local authorities to ask Tracey Hendren.

Cllr Haseler mentioned that it was important that the Panel added items for a purpose and not just for information.

Cllr Davey asked for the A308 report to be considered at the appropriate time.

The Panel noted the work programme.

The meeting, which began at 6.30 pm, finished at 7.55 pm

CHAIRMAN.....

DATE.....

Report Title:	Q4 and End of Year Performance Report
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	
Meeting and Date:	Infrastructure Overview and Scrutiny Panel, 16 June 2020
Responsible Officer(s):	Russell O’Keefe, Director of Place
Wards affected:	All

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REPORT SUMMARY

1. The Infrastructure Overview and Scrutiny Panel has quarterly oversight of a range of performance measures relating to the following council strategic priorities for 2019/20:
 - Growing economy, affordable housing
 - Attractive and well-connected borough
2. Appendix A sets out the Q4 and End of Year Performance Report for all measures relating to the Panel’s remit. The report includes performance commentary and related business intelligence, and an overview of achievements and key milestones reached in the period October – March 2020.

1. DETAILS OF RECOMMENDATION(S)

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

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

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

Options

Table 1: Options arising from this report

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

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

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

- Growing economy, affordable housing
- Attractive and well-connected borough

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

- 5 of the 8 measures met or exceeded target,
- 1 measure fell just short of target, although still within the tolerance for the measure,
- 2 measures were out of tolerance and require improvement.

3. KEY IMPLICATIONS

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

Table 2: Key Implications

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

4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

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

Table 3: Impact of risk and mitigation

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

7. POTENTIAL IMPACTS

- 7.1 There are no Equality Impact Assessments or Data Protection Impact Assessments required for this report. There are no climate change or data protection impacts as a result of this report.

8. CONSULTATION

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

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The full implementation stages are set out in table 4.

Table 4: Implementation timetable

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

10. APPENDICES

- 10.1 This report is supported by one appendix:
- Appendix A: Infrastructure Overview and Scrutiny Panel Q4 and End of Year Performance Report.

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by one background document:

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

2017-21:

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Russell O'Keefe	Director of Place	22/05/20	01/06/20
Tracy Hendren	Head of Housing	22/05/20	01/06/20
Adrien Waite	Head of Planning	22/05/20	
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	18/05/20	
Hilary Hall	Director Adults, Commissioning and Health	22/05/20	27/05/20
Ben Smith	Head of Commissioning-Infrastructure	18/05/20	29/05/20

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		

Infrastructure Overview and Scrutiny Panel

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

Date prepared: 30 April 2020

	Page
1. Executive Summary	2
2. Key activities and milestones achieved	3
3. Performance Summary Report	5
4. Growing economy, affordable housing	
4.1 Homelessness and temporary accommodation	6
4.2 Footfall in Town Centres (combined)	7
4.3 Maidenhead Footfall	9
4.4 Windsor Footfall	11
5. Attractive and well-connected borough	
5.1 Planning applications: Major	13
5.2 Planning applications: Minor	14
5.3 Planning applications: Other	15
5.4 Potholes	16
6. Business Intelligence: Local employment	17

1. Executive Summary

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

- Growing economy, affordable housing
- Attractive and well-connected boroughs

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

- Local employment.

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

Q4 RAG Status	No.	Measure
Red (Needs improvement)	2	<ul style="list-style-type: none"> • Monthly footfall in Windsor Town Centre • No. homeless households in temporary accommodation
Amber (Near target)	1	<ul style="list-style-type: none"> • Monthly footfall in Maidenhead Town Centre
Green (Succeeding or achieved)	5	<ul style="list-style-type: none"> • Percentage of Major planning applications processed in time • Percentage of Minor planning applications processed in time • Percentage of "Other" planning applications processed in time • No. households where prevention duty has been ended successfully • Percentage of potholes fixed within 24hrs (<i>up to Feb-20</i>)
Total	8	

2. Key activities and milestones achieved

Strategic Priority	Item	Q3-Q4 Achievements and key milestones
<p>Growing economy, affordable housing</p>	<p>Maidenhead Regeneration and Infrastructure</p>	<p>York Road development: known as The Watermark, will deliver 88 of the 229 new homes built as affordable homes in partnership with Countryside. The project recently closed due to Covid-19 but has now re-opened again with effect from 18 May. Social distancing on site will mean a slower programme to that originally planned, so has a potential delay of between 3-6 months.</p> <p>St Clouds Way: the second Council regeneration project, will see a planning submission target for Autumn 2020, a delay on the previous timetable of 3-4 months, due to Covid-19 impacts. The site is likely to deliver subject to planning up to 446 new homes, 30% of which will be affordable. The delay in planning submission will see a knock-on effect with a new potential start on site targeted for April 2021.</p> <p>Maidenhead Vision: substantial public consultation has taken place on the vision charter for Maidenhead, due to the impacts of Covid-19, and the need to gather all final comments to the draft, this is likely to be delayed by 4-6 months. Once approved it will be launched as part of the "Make Maidenhead" brand.</p> <p>Nicholson's Town Centre: public consultation has already taken place, led by Areli Real Estate and JTP. Planning is targeted for submission in June 2020, which will see an outline application for the whole site with a detailed plan for phase I, which will include a new multi-storey public car park.</p> <p>Maidenhead Golf Course: preparation for the start of the public consultation are on hold due to Covid-19.</p>
<p>Attractive and well-connected borough</p>	<p>Maidenhead Rail Project</p>	<p>The Maidenhead Station Project is currently in the construction phase with highway works substantially complete with the creation of a 300-space cycle hub in progress. The project aims to enhance pedestrian and cycling access to the town centre with wider footways and easier crossing points. It will also aim to improve the attractiveness of the railway station whilst integration between bus and rail services for the additional one million passengers a year predicted as part of the opening of Crossrail (Elizabeth Line).</p>

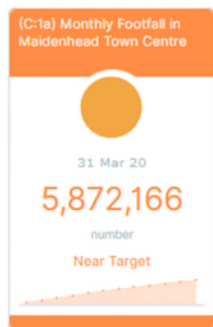
		<p>The 300 Space cycle hub has now been installed and is due to be opened at the beginning of June 2020. The next phase of the project is due to commence in Summer 2020, subject to Network Rail sign off. This will focus on the removal of the long stay parking from the station forecourt and remodelling to repave, and landscape making the area more attractive for all users.</p>
<p>Safe and vibrant communities</p>	<p>Covid-19 community response</p>	<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 maintains regular contact with residents who are shielding and takes any action that may be appropriate to ensure that these individuals' needs continue to be met.</p> <p>The council has also encouraged community groups that were either already established or newly-formed in response to the pandemic to identify themselves to the council, and a database of all contacts was quickly compiled to support a public-facing online directory of Covid-19 Support Groups to which residents may turn for particular needs.</p> <p>The council has worked with WAM Get Involved and key local partners and organisations to coordinate and organise volunteers across the borough to deliver services to residents who may need help but who are not necessarily shielding.</p>
	<p>Covid-19: Grant funding</p>	<p>Within the first week of lockdown a Covid-19 grant fund was made available to which local community groups could apply for £500 to support them in the set-up and/or continuation of their operations during the pandemic. To date the council has made £10,000 of grants enabling groups to cover a range of services including bespoke support packages for vulnerable residents, purchasing phone systems for befriending calls, essential items for babies, and PPE for volunteers. A further £10,000 has been paid out to Foodbanks (£5,000 each).</p>

3. Performance Summary Report (YTD)

Needs Improvement



Near Target

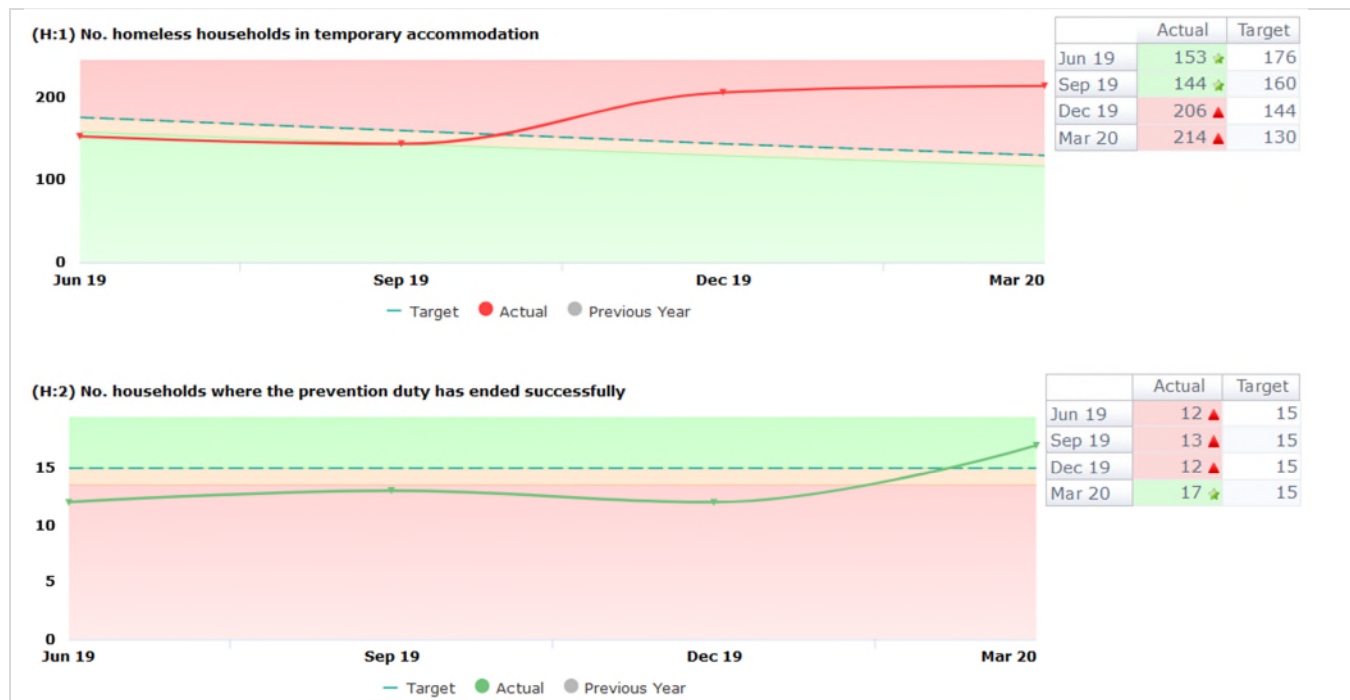


Succeeding



4. Growing economy, affordable housing: Detailed Trends and Commentary

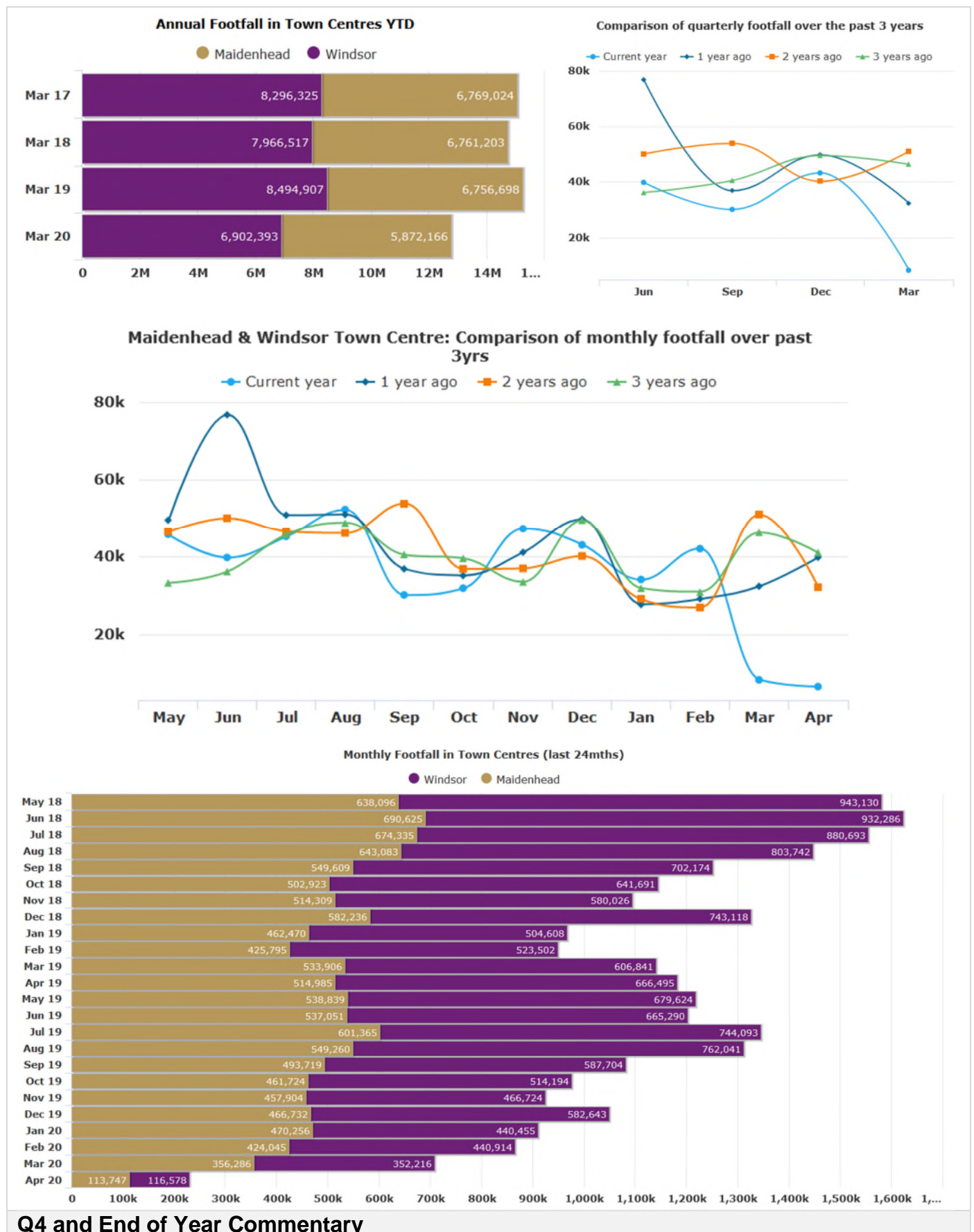
4.1 Homelessness and temporary accommodation



Q4 and End of Year Commentary

Due to the increased pressure on the Housing Service during the Covid-19 pandemic, households in temporary accommodation have increased to 214 by end of year. This includes households that the authority would not normally be required to accommodate. As part of Covid-19 the Housing Service has also brought all rough sleepers and sofa surfers into temporary accommodation. This has increased those on the rough sleeper pathway from an average of 25/30 at any given time to 54 at the end of March 2020. The team have however been successful in continuing to prevent homelessness where possible, with an increase to 17 for the final quarter of 2019/20, and are actively sourcing alternative accommodation in the private rented sector for homeless households and working hard to ensure appropriate suitable accommodation is available as temporary accommodation.

4.2 Footfall in Town Centres (combined)

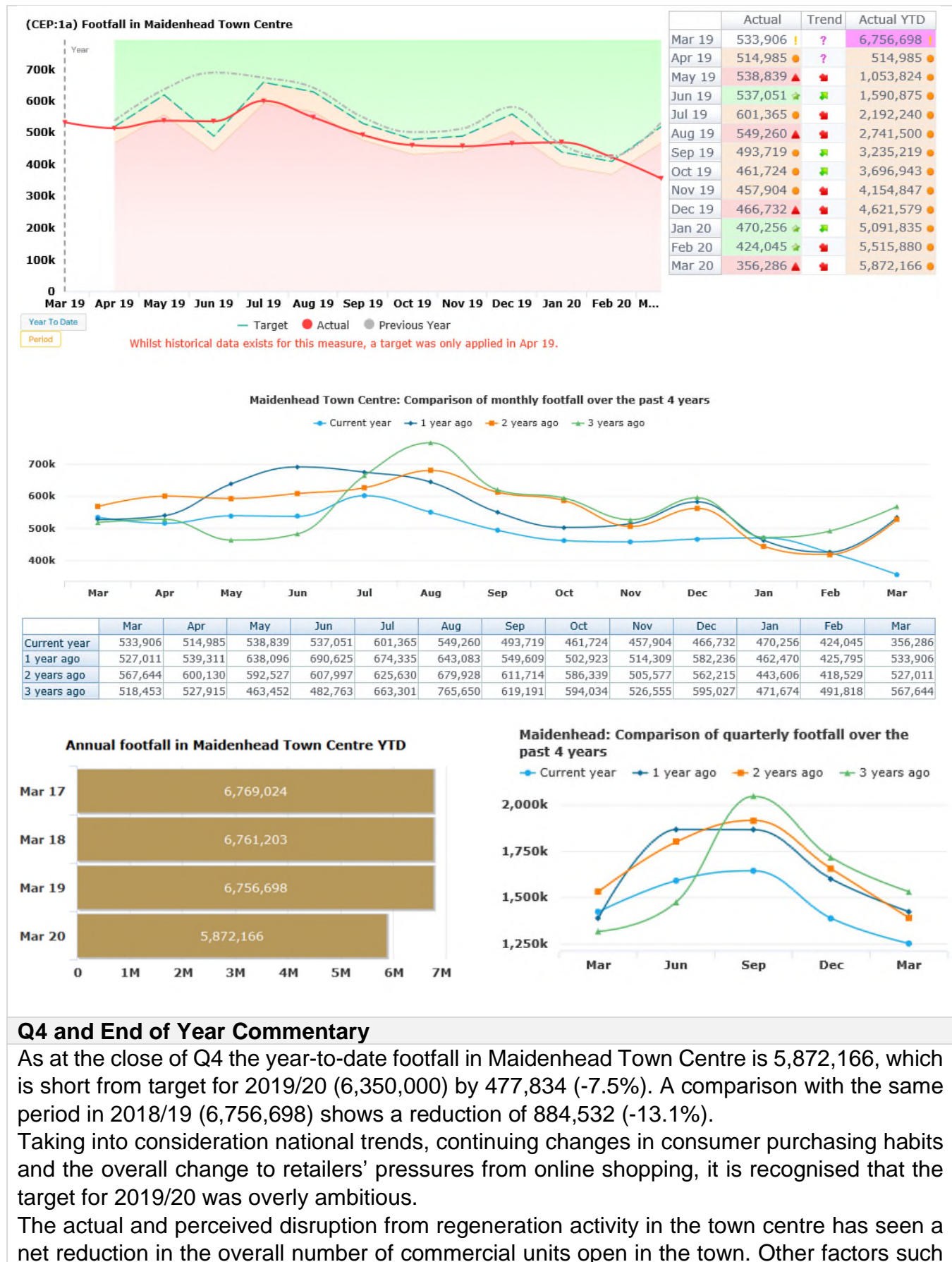


In both town centres the reduced annual footfall in 2019/20 reflects a wider national change in High Street retail activity, and is a net effect of several other factors such as online shopping, the economic uncertainty linked to Brexit and General Election 2019 effects, as well as a number of key retail chains rationalising their national presence which has seen high profile units becoming vacant. The transition to the new parking machines is also believed to have had a detrimental impact on the town centres overall footfall.

In conjunction with this, in March 2020 lockdown restrictions associated with the Covid-19 pandemic came into effect, with a noticeable reduction in footfall. This is likely to continue into Q1 2020/21 due to the continuation of restrictions into May 2020 and the phased lifting of restrictions into June.

There is a clear evidence-base emerging that, prior to Covid-19, consumer spending patterns are continuing to move away from physical goods and towards leisure experiences, including eating and drinking. Consumer behaviours are likely to change further after this pandemic which will likely have an overall impact on footfall figures. The recovery plan for town centres will be responding to these changing consumer habits and promoting the commercial centres of the borough as a safe place to visit focussing on retaining local spend whilst there may still be reticence to go further afield.

4.3 Maidenhead Town Centre footfall

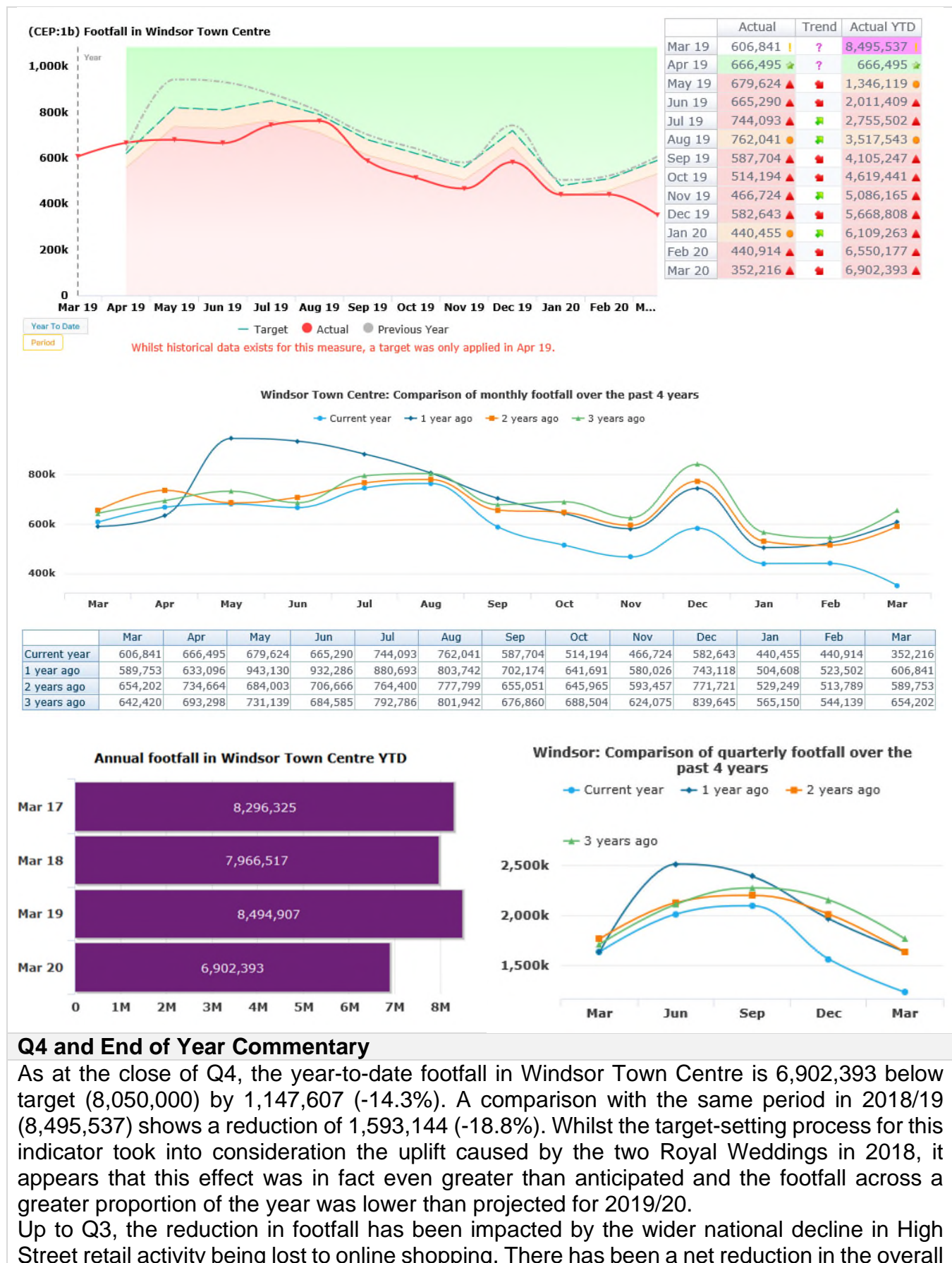


as changes to parking machines and other key projects (e.g. Station access scheme) may also have had an impact.

The overall footfall in Maidenhead is supported by the office sector which remained relatively buoyant from Monday to Friday in Q3. Weekend footfall continued to be a challenge despite several initiatives and events with marketing activity to promote and raise awareness. Footfall in Maidenhead noticeably decreased in Q4, dropping 46,211 in February and a further 67,759 in March reaching the lowest footfall figures in 4 years (356,286). This coincides with the Covid-19 pandemic and, with effect from Monday 23 March 2020, associated lock-down restrictions announced by central government. The decrease is therefore an expected outcome and reflects adherence to government advice to stay at home.

It is anticipated that as town centre regeneration plans continue there will be a further loss of retail units in the short term with a potentially further corresponding reduction in footfall. Despite this disruption to the town as a result of the significant regeneration schemes that are either underway already or will be started in the near future, the end result will be a redeveloped town centre where people will want to be, and this will help to restore overall footfall for the town. The recovery response as a result of Covid-19 will present opportunities to promote and enhance the independent, shop local messaging in the borough and may also present opportunities for pop-ups and meanwhile uses in empty spaces that may not have been considered pre-Covid. For Maidenhead the return or not of office workers to the town centre will have a significant impact on the recovery of footfall.

4.4 Windsor Town Centre footfall

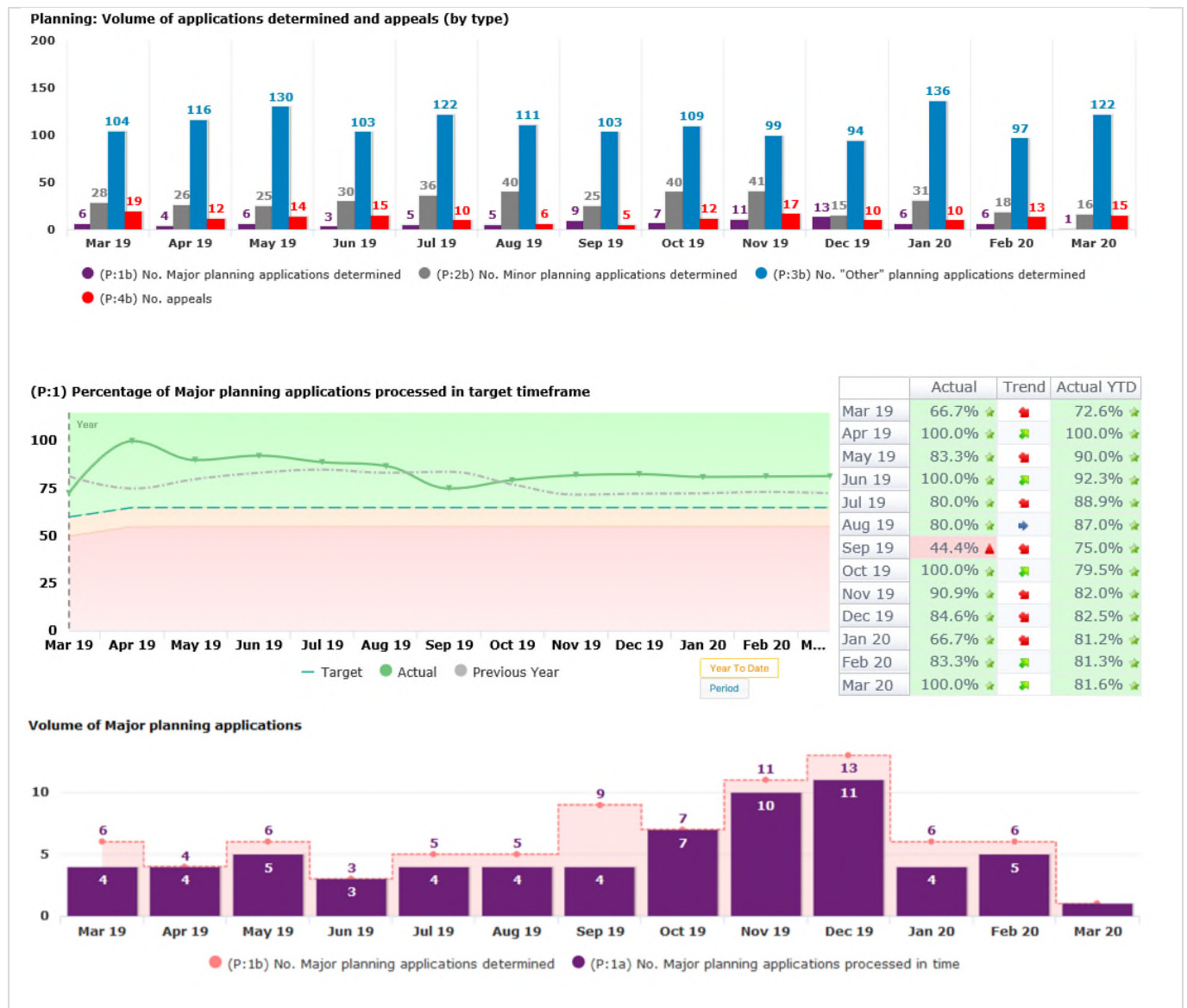


numbers of trading retail units across the town. This includes several units that have reached the end of their fixed-term lease and these have not been renewed or extended. Therefore, Q3 YTD (5,668,808) is not a reflection of the position in Windsor but more a reflection of wider national retail trends in multinational retail business patterns.

The volume of footfall in Windsor noticeably decreased in Q4 (-141,729) to only 440,455 in January and continuing to fall throughout Q4. This initial decrease follows the trend of previous years and therefore can be assumed to be seasonal change. Further impact of the halt in international travel taking affect prior to the UK lockdown restrictions would also have contributed to lower footfall figures in early January/February. Some popular local restaurants serving international visitors shut down completely prior to UK lockdown restrictions, and with a higher dependency on international visitors in Windsor, the footfall fell sharply. Coach parking figures also show up to a 75% drop over months in Q4 from the previous year 2018/19 as external (international/national) visitors to Windsor fell. In March, footfall in Windsor Town Centre reached its lowest level in the past 4 years at 352,216. Coinciding with the Covid-19 pandemic and associated lock-down restrictions announced by central government, the decrease was an expected outcome and reflects adherence to government advice to stay at home. With the lead up to Easter normally initiating increased footfall, in Q1 2020/21 we expect to see a considerable reduction on Q1 2019/20 figures due to the Covid-19 pandemic.

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

5.1 Planning applications: Major

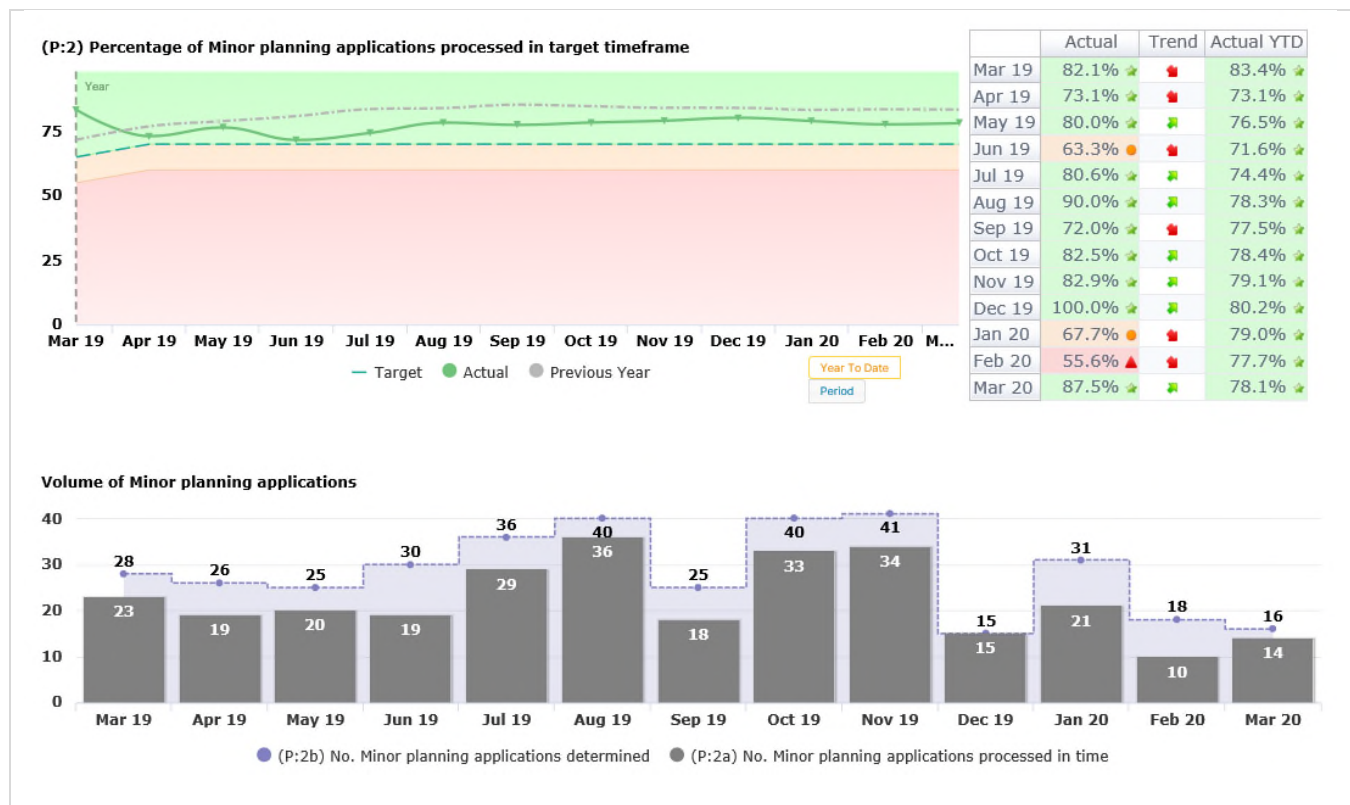


Q4 and End of Year Commentary

As at the close of Q4, the year-to-date percentage of major planning applications processed within the target timeframe stands at 81.6%, a total of 62 out of 76 applications processed in time across 2019/20, and above the target of 65%. A comparison with the same period in 2018/19 (72.6%) shows an improvement in performance by 9%.

The volume of applications noticeably increased across Q3 (Oct-Dec). The numbers of majors submitted can fluctuate throughout the year and this may reflect applicants desire to submit before the end of the calendar year. The numbers of major applications submitted will be closely monitored going forward to see what impacts may arise from the current lockdown restrictions.

5.2 Planning applications: Minor



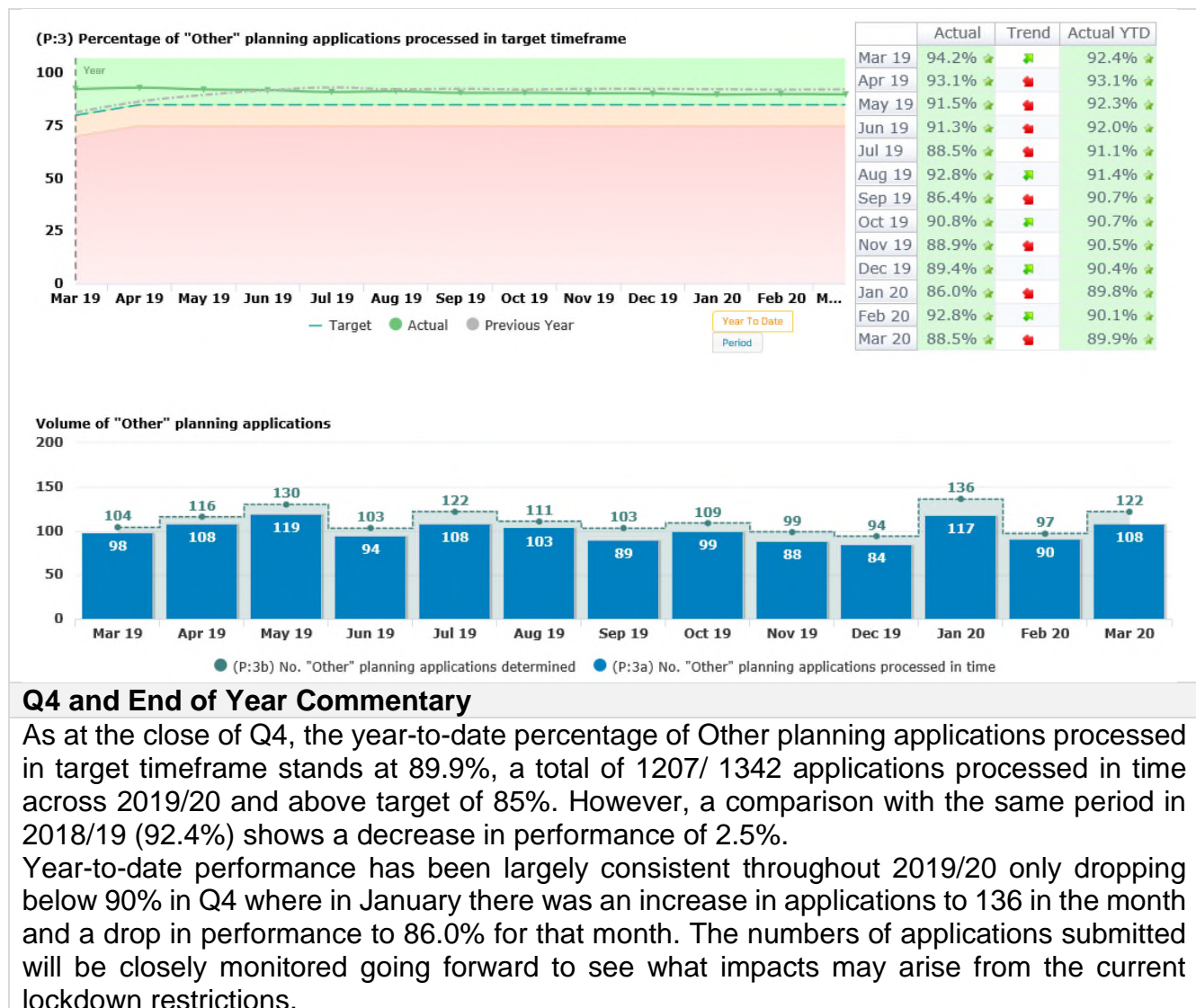
Q4 and End of Year Commentary

As at the close of Q4, the year-to-date percentage of Minor planning applications processed in target timeframe stands at 78.1%, a total of 268/ 343 applications processed in time across 2019/20, and above target of 70%. However, a comparison with the same period in 2018/19 (83.4%) shows a decrease in performance of 5.3%.

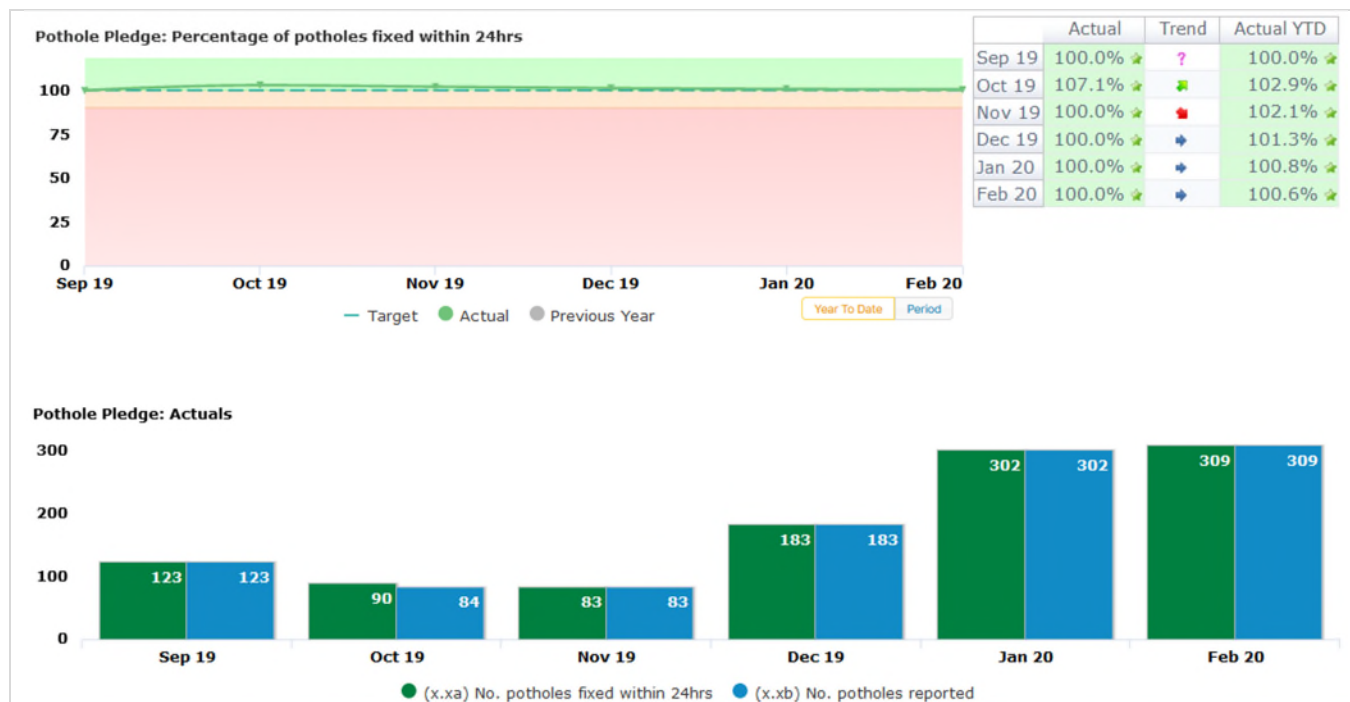
Performance fell in Q1 and Q4, to 63.3% (19/30) in June and reaching its lowest in February at 55.6% (10/18) of Minor planning applications processed in target timeframe, both impacting on each quarter and YTD performance. However, a strong performance in March has ensured that performance remains above target overall.

The volume of applications noticeably decreased at the end of Q3 in December with a drop of 26 applications from the previous month. Applications remained low for Q4 (Jan-Mar). The numbers of minor applications submitted will be closely monitored going forward to see what impacts may arise from the current lockdown restrictions.

5.3 Planning applications: Other



5.4 Potholes



Q4 and End of Year Commentary

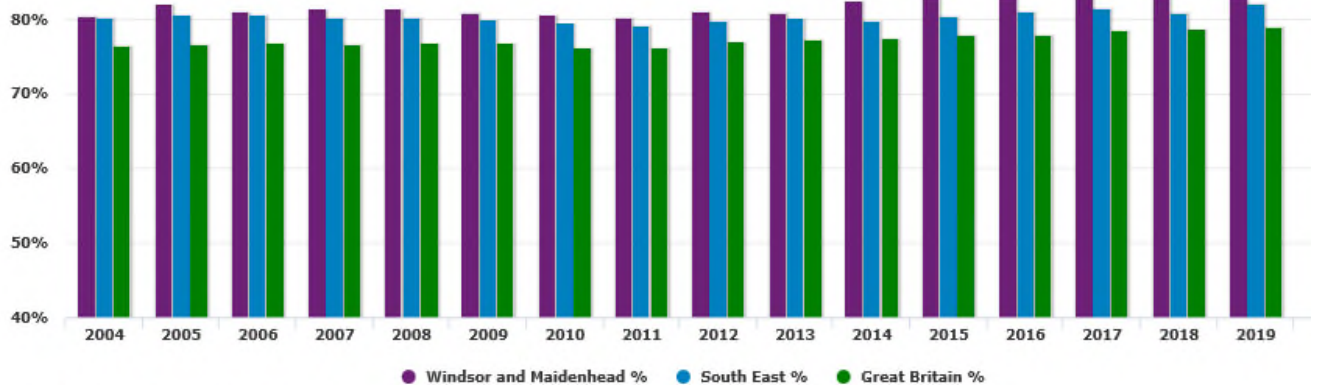
In Q4 the initiative was stopped at the end of February as the scheme was no longer seen as necessary, and the funding to fix potholes in Q3 has dealt with the backlog problem. The attention is now on targeting potholes that are deemed a hazard in accordance with the Borough Highways Asset Management Plan time frames.

6. Business Intelligence: Local employment

6.1 This section includes the most recent Local Employment data available from the Nomis Official Labour Market Statistics.

Economically active

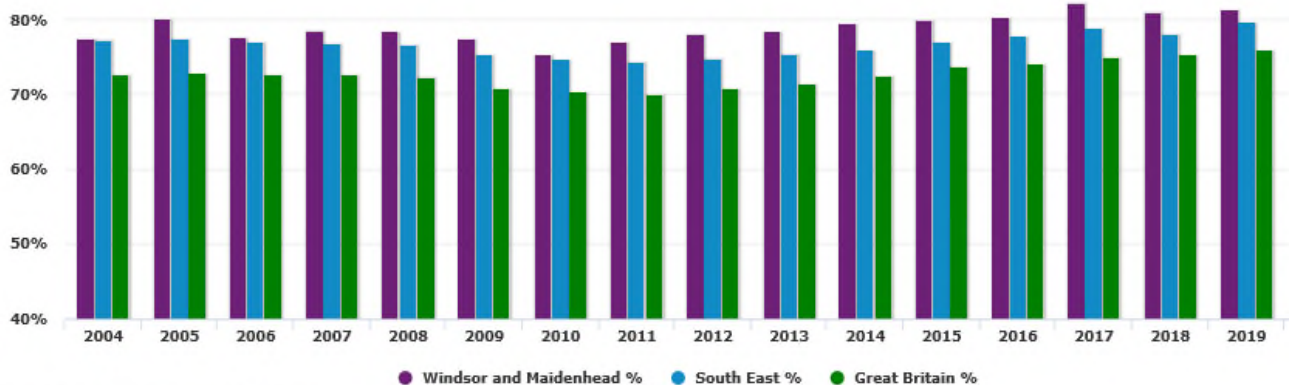
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Windsor and Maidenhead %	80.3%	81.8%	80.9%	81.3%	81.2%	80.8%	80.5%	80.1%	81.0%	80.8%	82.4%	83.2%	83.2%	84.2%	83.1%	83.3%
South East %	80.2%	80.4%	80.4%	80.1%	80.2%	79.9%	79.4%	79.1%	79.6%	80.0%	79.7%	80.3%	81.0%	81.4%	80.8%	82.0%
Great Britain %	76.3%	76.5%	76.7%	76.6%	76.7%	76.7%	76.1%	76.1%	76.8%	77.2%	77.3%	77.8%	77.8%	78.4%	78.5%	78.9%



Source: Nomis official labour market statistics

In employment

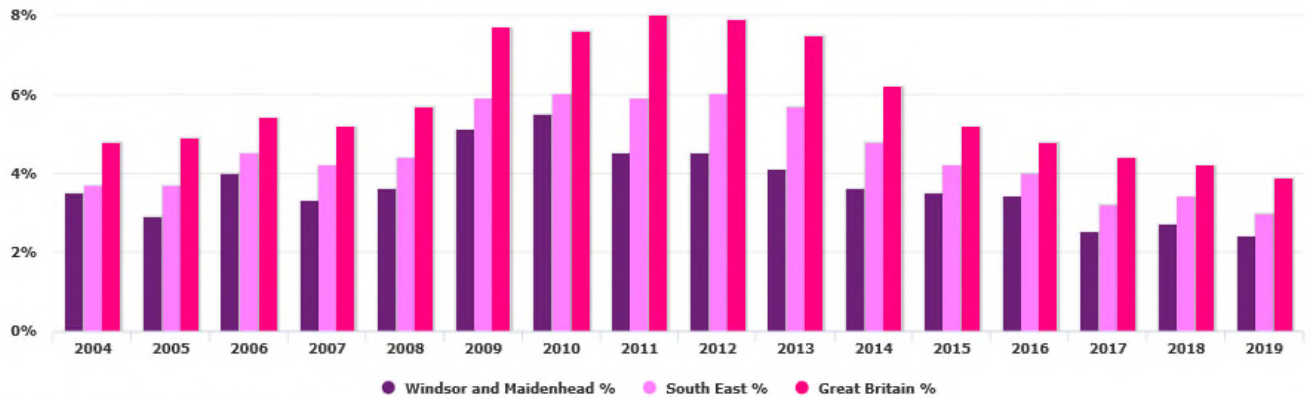
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Windsor and Maidenhead %	77.4%	80.0%	77.5%	78.5%	78.2%	77.3%	75.2%	76.8%	77.9%	78.3%	79.4%	79.8%	80.2%	82.2%	80.9%	81.2%
South East %	77.2%	77.4%	76.8%	76.7%	76.6%	75.1%	74.6%	74.2%	74.7%	75.4%	75.8%	76.8%	77.6%	78.8%	78.0%	79.5%
Great Britain %	72.6%	72.7%	72.6%	72.5%	72.2%	70.7%	70.2%	69.9%	70.6%	71.3%	72.4%	73.6%	74.0%	74.9%	75.1%	75.8%



Source: Nomis official labour market statistics

Unemployed

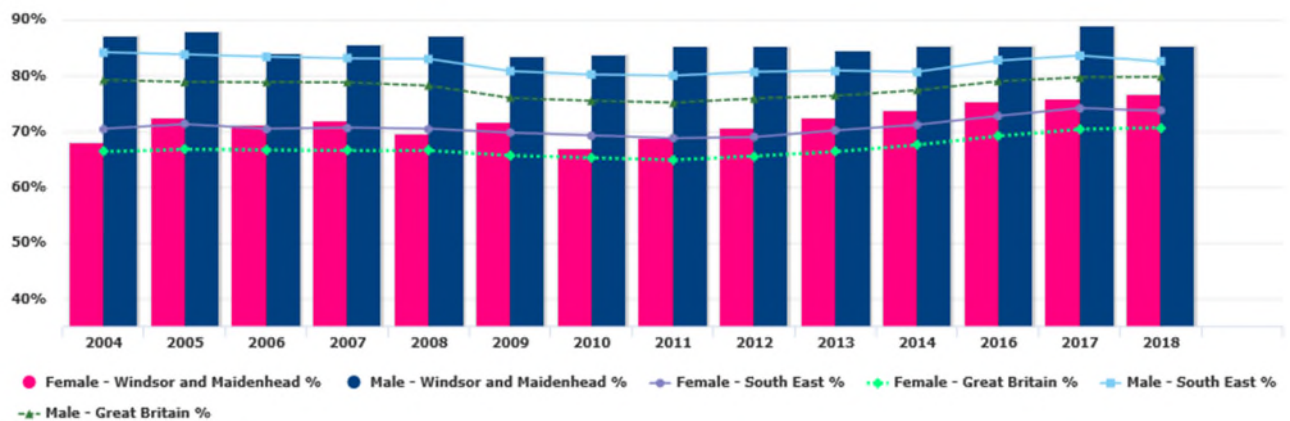
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Windsor and Maidenhead %	3.5%	2.9%	4.0%	3.3%	3.6%	5.1%	5.5%	4.5%	4.5%	4.1%	3.6%	3.5%	3.4%	2.5%	2.7%	2.4%
South East %	3.7%	3.7%	4.5%	4.2%	4.4%	5.9%	6.0%	5.9%	6.0%	5.7%	4.8%	4.2%	4.0%	3.2%	3.4%	3.0%
Great Britain %	4.8%	4.9%	5.4%	5.2%	5.7%	7.7%	7.6%	8.0%	7.9%	7.5%	6.2%	5.2%	4.8%	4.4%	4.2%	3.9%



Source: Nomis official labour market statistics

Males and females – to be updated

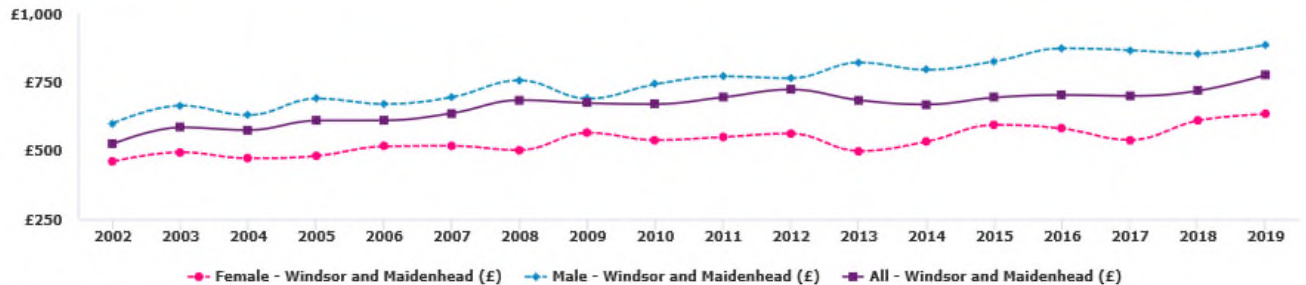
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2016	2017	2018
Female - Windsor and Maidenhead %	67.9%	72.3%	71.1%	71.7%	69.6%	71.4%	66.8%	68.6%	70.6%	72.3%	73.7%	75.2%	75.7%	76.5%
Female - South East %	70.4%	71.2%	70.4%	70.6%	70.4%	69.7%	69.2%	68.7%	68.9%	70.1%	71.1%	72.7%	74.1%	73.6%
Female - Great Britain %	66.3%	66.7%	66.6%	66.5%	66.5%	65.6%	65.2%	64.8%	65.5%	66.3%	67.5%	69.1%	70.3%	70.6%
Male - Windsor and Maidenhead %	87.0%	87.8%	83.9%	85.4%	87.0%	83.3%	83.7%	85.0%	85.0%	84.3%	85.2%	85.2%	88.8%	85.3%
Male - South East %	84.1%	83.7%	83.3%	83.0%	82.9%	80.7%	80.1%	79.9%	80.6%	80.8%	80.6%	82.6%	83.5%	82.4%
Male - Great Britain %	79.1%	78.8%	78.7%	78.7%	78.1%	75.9%	75.4%	75.1%	75.8%	76.3%	77.3%	78.9%	79.6%	79.7%



Source: Nomis official labour statistics

Gross weekly pay

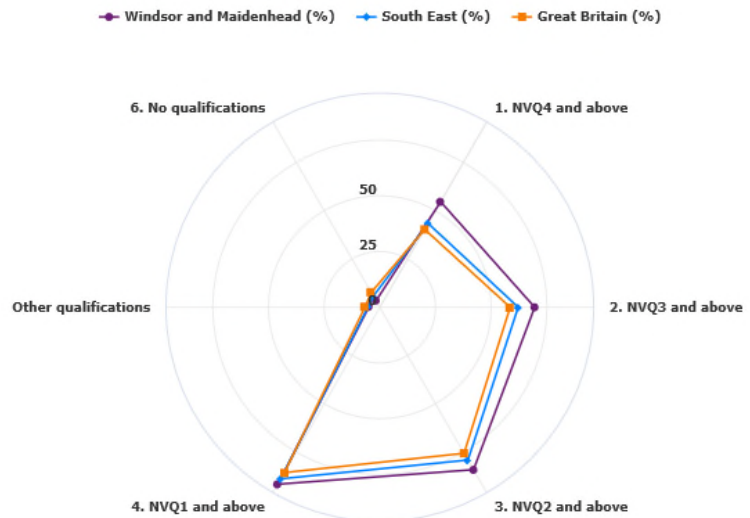
Measures	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Female - Windsor and Maidenhead (£)	£461	£494	£472	£481	£516	£518	£502	£566	£539	£550	£563	£499	£533	£594	£581	£539	£610	£633
Male - Windsor and Maidenhead (£)	£600	£665	£630	£690	£671	£696	£757	£690	£743	£772	£765	£822	£796	£827	£874	£867	£855	£887
All - Windsor and Maidenhead (£)	£524	£585	£575	£610	£610	£637	£685	£674	£670	£695	£723	£685	£669	£694	£703	£700	£719	£776



Source: Nomis official labour statistics

Qualifications

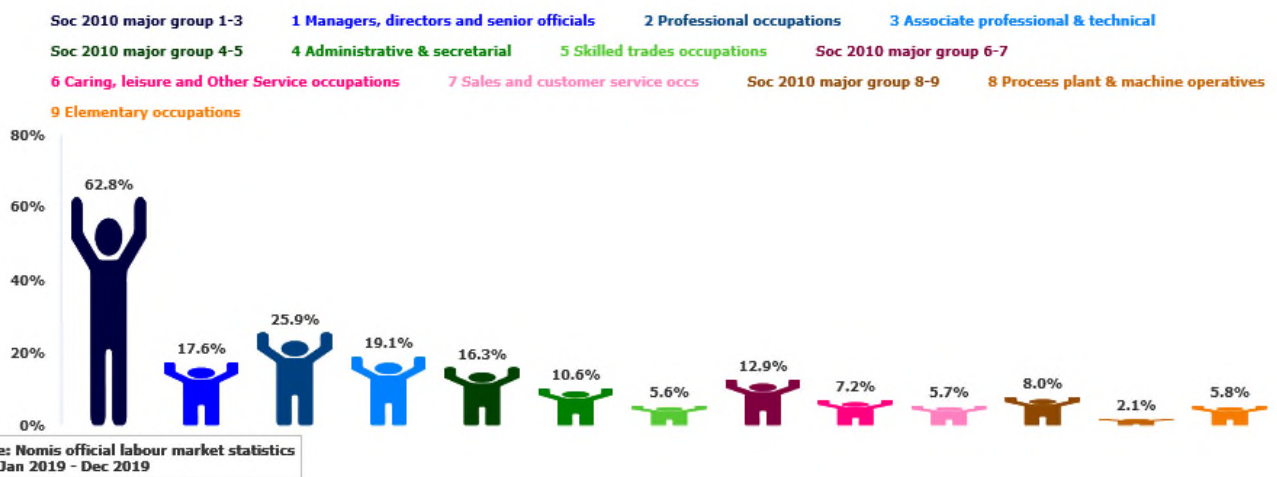
Qualification levels	Windsor and Maidenhead (%)	South East (%)	Great Britain (%)
1. NVQ4 and above	55%	43%	40%
2. NVQ3 and above	70%	62%	59%
3. NVQ2 and above	84%	79%	76%
4. NVQ1 and above	92%	89%	86%
5. Other qualifications	5%	5%	7%
6. No qualifications	3%	6%	8%



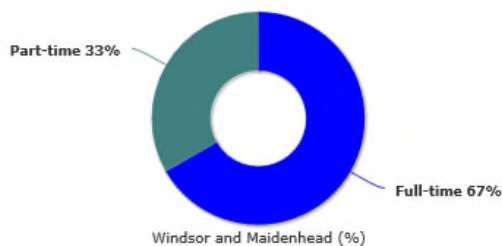
Source: Nomis official labour statistics
Data: Jan 2019 - Dec 2019

Employment by occupation and industry

Standard Occupational Classification	Windsor and Maidenhead (%)
Soc 2010 major group 1-3	62.8%
1 Managers, directors and senior officials	17.6%
2 Professional occupations	25.9%
3 Associate professional & technical	19.1%
Soc 2010 major group 4-5	16.3%
4 Administrative & secretarial	10.6%
5 Skilled trades occupations	5.6%
Soc 2010 major group 6-7	12.9%
6 Caring, leisure and Other Service occupations	7.2%
7 Sales and customer service occs	5.7%
Soc 2010 major group 8-9	8.0%
8 Process plant & machine operatives	2.1%
9 Elementary occupations	5.8%



Windsor and Maidenhead: Employee jobs (2018) with percentage breakdown of full/part time



Source: Nomis official labour market statistics

Local Employment - employee jobs by Industry			
Measure	Windsor and Maidenhead (%)	South East (%)	Great Britain (%)
B : Mining and quarrying	0.1%	0.0%	0.2%
C : Manufacturing	3.0%	6.4%	8.1%
D : Electricity, gas, steam and air conditioning supply	0.7%	0.4%	0.5%
E : Water supply; sewerage, waste management and remediation activities	0.5%	0.8%	0.7%
F : Construction	7.1%	5.1%	4.7%
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	15.5%	16.4%	15.2%
H : Transportation and storage	1.8%	4.7%	4.8%
I : Accommodation and food service activities	8.3%	7.4%	7.6%
J : Information and communication	9.5%	5.7%	4.2%
K : Financial and insurance activities	2.1%	2.9%	3.5%
L : Real estate activities	1.8%	1.4%	1.7%
M : Professional, scientific and technical activities	14.3%	9.0%	8.7%
N : Administrative and support service activities	7.1%	8.9%	9.1%
O : Public administration and defence; compulsory social security	1.8%	3.2%	4.3%
P : Education	9.5%	10.0%	8.9%
Q : Human health and social work activities	9.5%	12.8%	13.2%
R : Arts, entertainment and recreation	6.0%	2.7%	2.5%
S : Other service activities	3.0%	2.1%	2.0%

Agenda Item 9

WORK PROGRAMME - INFRASTRUCTURE OVERVIEW AND SCRUTINY PANEL

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

DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey (Managing Director) • Russell O'Keefe (Executive Director)
LINK OFFICERS & HEADS OF SERVICES	<ul style="list-style-type: none"> • Tracy Hendren (Head of Housing Services) • Chris Joyce (Head of Infrastructure, Sustainability & Transport) • Rachel Kinniburgh (Strategy and Performance Manager) • Ben Smith (Head of Commissioning & Communities) • Adrien Waite (Head of Planning)

MEETING: 17TH SEPTEMBER 2020

ITEM	RESPONSIBLE OFFICER
Q1 Performance Report	Rachel Kinniburgh, <i>Strategy and Performance Manager</i>
Annual Complaints Report	Nikki Craig, <i>Head of HR</i>
Annual Scrutiny Report - Draft	Chairman & Lead Officers
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 19TH JANUARY 2021

ITEM	RESPONSIBLE OFFICER
Budget 2021/22 Report	Lead Officers & Finance
Q2 Performance Report	Rachel Kinniburgh, <i>Strategy and Performance Manager</i>
Annual Scrutiny Report - Draft	Chairman & Lead Officers
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 6TH APRIL 2021

ITEM	RESPONSIBLE OFFICER
Q3 Performance Update Report	Rachel Kinniburgh, <i>Strategy and Performance Manager</i>
Annual Scrutiny Report (Final version for approval and submission to Full Council)	Chairman & Lead Officers
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
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Volker and Project Centre Annual Review	Hilary Hall, <i>Deputy Director Strategy and Commissioning</i>
Highways Investment Report	Ben Smith, <i>Head of Commissioning and Communities</i>
Draft Parking Permit Scheme Policy	At the request of the Chairman
Capital Programme Update	Lead Officers
<i>From Communities O&S Panel -</i> Singular Use Plastics Update Report	Chris Joyce, <i>Head of Infrastructure, Sustainability & Transport</i>
<i>Cllr Larcombe request –</i> The Wraysbury drain River Thames Scheme partnership funding	Ben Smith, <i>Head of Commissioning and Communities</i>

Report Title:	Infrastructure Overview and Scrutiny Panel - Annual Report
Contains Confidential or Exempt Information?	No - Part I
Member reporting:	Councillor Bhangra, Chairman of the Panel
Lead Officers:	Russell O’Keefe - Executive Director James Carpenter - interim Head of Planning, Rachel Kinniburgh - Strategy and Performance Manager Maggie Nelson - Head of Housing Services, Ben Smith - Head of Commissioning & Communities
Meeting and Date:	Full Council June 2020

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REPORT SUMMARY

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

1. DETAILS OF RECOMMENDATION(S)

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

CHAIRMAN’S INTRODUCTION

- 2.1 During the municipal year 2019/20, the Infrastructure Overview and Scrutiny Panel Committee considered several issues which impact the residents of the Royal Borough of Windsor and Maidenhead.
- 2.2 Executive Members, Officers, Cabinet Lead Members and Councillor’s were invited to attend meetings of the Scrutiny Panel Committee to provide evidence and answer questions on priorities in relation to infrastructure decisions in the Royal Borough of Windsor and Maidenhead.
- 2.3 The Committee also considered a number of reports, decisions as well as “call ins” relating to Executive Cabinet decisions, listed below:
 - ANNUAL COMPLAINTS AND COMPLIMENTS REPORT 2018-19
 - MEMBER CALL IN - PROPOSED REVISIONS TO THE HIGHWAYS MAINTENANCE
 - MANAGEMENT PLAN – 24 HOUR POTHOLE RESPONSE
 - CALL IN - MAIDENHEAD STATION - QUEEN STREET JUNCTION
 - BUDGET 2020/21
 - Q2 PERFORMANCE REPORT
 - RESIDENT SUGGESTIONS CONSIDERED DURING THE MUNICIPAL YEAR 2019/20
 - TASK AND FINISH GROUP DURING THE MUNICIPAL YEAR 2019/20
 - MEMBER REVIEW - PERTAINING TO THE HATCH LANE/DEDWORTH ROAD, WINDSOR ROUNDABOUT PROPOSAL IMPLEMENTATION
 - PROPOSALS FOR IMPROVED WORKING METHODS

- 2.4 One of the primary Infrastructure Overview & Scrutiny panel meetings was to question the Council Leader, Cabinet Lead Executive Members and officer's in relation to the budget and priorities for the year ahead.
- 2.5 The Overview and Scrutiny Management Committee principally supported the recommendations to the decisions and development of Overview and Scrutiny function at The Royal Borough of Windsor and Maidenhead. This helped to strengthen the working relationship with the Executive, which is crucial, as a key element of Overview and Scrutiny is the ability to influence decision makers at the Council and other public service organisations.
- 2.6 As we move into the new municipal year, the Infrastructure Overview and Scrutiny Panel Committee will continue to focus on initiatives to strengthen the Overview and Scrutiny process. This will include greater emphasis on pre-decision scrutiny and measures to achieve greater involvement by residents and local community groups to seek their views.
- 2.7 I would like to personally thank scrutiny panel members, officers, cabinet lead members, Councillors and all who attended and participated in the O&S Scrutiny panel meetings.
- 2.8 Cllr Gurpreet Bhangra
Chair
Royal Borough of Windsor & Maidenhead
Infrastructure Overview & Scrutiny Panel

3. TOPICS SCRUTINISED DURING THE MUNICIPAL YEAR 2019/20

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

3.1 ANNUAL COMPLAINTS AND COMPLIMENTS REPORT 2018-19

The Panel noted the report and agreed that the report was published on the Council's website and that the annual report continued to be produced and presented at Overview and Scrutiny panels.

3.2 MEMBER CALL IN - PROPOSED REVISIONS TO THE HIGHWAYS MAINTENANCE MANAGEMENT PLAN – 24 HOUR POTHOLE RESPONSE

It was agreed to take no further action on the call in on the provisioned revisions to the Highways Maintenance Management Plan.

3.3 CALL IN - MAIDENHEAD STATION - QUEEN STREET JUNCTION

It was agreed to take no further action on the call in on the Maidenhead Station – Queen Street Junction report, and a review of the Junction improvements at Queen Street be brought to a future Infrastructure Overview & Scrutiny Panel.

3.4 BUDGET 2020/21

The Panel noted the proposed budget report.

3.5 Q2 PERFORMANCE REPORT

It was resolved unanimously that the Infrastructure Overview and Scrutiny Panel notes the report and:

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

3.6 DEDWORTH ROAD/HATCH LANE ROUNDABOUTS TRIAL

The Panel were informed about the trial. It was agreed to review the safety audit to see if anything can be done regarding the concerns raised, including the loss of parking outside the shops and cyclists being driven away from junctions due to speeding traffic travelling east to west.

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

Include details of issues considered and any findings/outcomes.

4.1 MEMBER CALL IN - PROPOSED REVISIONS TO THE HIGHWAYS MAINTENANCE MANAGEMENT PLAN – 24 HOUR POTHOLE RESPONSE

It was agreed to take no further action on the call in on the provisioned revisions to the Highways Maintenance Management Plan.

4.2 CALL IN - MAIDENHEAD STATION - QUEEN STREET JUNCTION

It was agreed to take no further action on the call in on the Maidenhead Station – Queen Street Junction report, and a review of the Junction improvements at Queen Street be brought to a future Infrastructure Overview & Scrutiny Panel.

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

- 5.1 No resident suggestions were received.

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

6.1 Homelessness task and finish group

The Panel members were due to meet three times over the municipal year, focusing on reducing rough sleeping and exploring other models from elsewhere to adopt as best practice and reduce rough sleeping.

The first Task and Finish group took place on 09.10.19, the second on 03.12.19, and the third was cancelled due to Covid-19.

7. PROPOSALS FOR IMPROVED WORKING METHODS

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

- 7.1 Clear objectives and a workplan.
- 7.2 Increased officer resource to ensure the Panel has the right level of support.

- 7.3 Additional training for all the Panel Members to help develop their skills and a clear understanding of the scrutiny process.
- 7.4 Improvements on how the Panel plans and organises its work plan items to give members more time for questions, discussions and debate.

These changes will help put the Panel in a stronger place for the following municipal year.

8. THANKS

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

- Blue Light Services
- Courtney Coaches
- Former Chairman Cllr Ross McWilliams
- Vice Chairman Cllr Phil Haseler
- Managing Director Duncan Sharkey
- All the Officers involved for providing reports
- Cabinet members
- All committee and sub-committee members

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

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

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

- Homelessness Task and Finish Group

New topics:

- N/A

10. APPENDICES

- 10.1 This report is supported by 4 appendices:

- Appendix A - 2019 Member Survey on Overview and Scrutiny - analysis
- Appendix B – 2020/21 Forward Work Programme

REPORT HISTORY

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

Respondents

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

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

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

Member training

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

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

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

Panel meetings

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

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

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

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

Suggested improvements to make Panel meetings more effective

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

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

Call-ins

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

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

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

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

Task and Finish Groups

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

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

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

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

Suggested improvements to make Task and Finish Groups more effective

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

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

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