

NOTICE  
OF  
MEETING



**INFRASTRUCTURE OVERVIEW &  
SCRUTINY PANEL**

will meet on

**THURSDAY, 17TH SEPTEMBER, 2020**

**At 6.15 pm**

in the

**VIRTUAL MEETING - ONLINE ACCESS, [YOUTUBE](#)**

TO: MEMBERS OF THE INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

COUNCILLORS CHRISTINE BATESON, MANDY BRAR, JON DAVEY (VICE-CHAIRMAN), PHIL HASELER AND JULIAN SHARPE

SUBSTITUTE MEMBERS

COUNCILLORS JOHN BALDWIN, GURPREET BHANGRA, JOHN BOWDEN, NEIL KNOWLES AND SHAMSUL SHELIM

Karen Shepherd – Head of Governance - Issued: 09/09/20

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](http://www.rbwm.gov.uk) or contact the Panel Administrator **If you have any questions about this meeting, including any opportunity for public participation, please contact Fatima Rehman (Phone: 01628 796251 fatima.rehman@rbwm.gov.uk)**

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## **AGENDA**

### **PART I**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
1.	<b><u>APPOINTMENT OF CHAIRMAN</u></b>  To appoint the Chairman for the municipal year 2020/21.	-
2.	<b><u>APOLOGIES FOR ABSENCE</u></b>  To receive any apologies for absence.	-
3.	<b><u>DECLARATIONS OF INTEREST</u></b>  To receive any Declarations of Interest.	3 - 4
4.	<b><u>MINUTES</u></b>  To confirm the Minutes of the previous meeting.	5 - 14
5.	<b><u>Q1 PERFORMANCE REPORT</u></b>  To consider the report.	15 - 38
6.	<b><u>ANNUAL COMPLAINTS REPORT</u></b>  To consider the report.	39 - 96
7.	<b><u>PLACE RECOVERY STRATEGY</u></b>  To consider the report.	97 - 118
8.	<b><u>5G T&amp;FG SCOPING DOCUMENT</u></b>  To consider the report.	119 - 120
9.	<b><u>SINGULAR USE PLASTICS UPDATE</u></b>  To receive the update.	Verbal Report
10.	<b><u>FLY TIPPING REVIEW</u></b>  To consider the report.	Verbal Report
11.	<b><u>WORK PROGRAMME</u></b>  To consider the Panel's Work Programme for the remainder of the municipal year.  To include consideration of items scheduled on the <a href="#">Cabinet Forward Plan</a> .	121 - 124

## 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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## INFRASTRUCTURE OVERVIEW & SCRUTINY PANEL

MONDAY, 20 JULY 2020

**PRESENT:** Councillors Christine Bateson, Jon Davey (Vice-Chairman), Phil Haseler, Julian Sharpe and Gurch Singh (Chairman)

Also in attendance: Councillor John Baldwin, Councillor Gurpreet Bhangra, Councillor John Bowden, Councillor Mandy Brar, Councillor Catherine del Campo, Councillor David Cannon, Councillor Stuart Carroll, Councillor David Coppinger, Councillor Geoffrey Hill, Councillor Andrew Johnson, Councillor Neil Knowles, Councillor Ewan Larcombe, Councillor Ross McWilliams, Councillor Samantha Rayner, Councillor Shamsul Shelim, Councillor Donna Stimson, Councillor Chris Targowski and Councillor Helen Taylor

Officers: Mark Beeley, Hilary Hall, Chris Joyce, Fatima Rehman and Ben Smith

### APOLOGIES FOR ABSENCE

None.

### DECLARATIONS OF INTEREST

None.

### MINUTES

**RESOLVED UNANIMOUSLY:** That the minutes of the meeting held on 16<sup>th</sup> June 2020 be approved as a true and correct record.

### APPOINTMENT OF CO-OPTEEES

The Vice Chairman introduced the item and said the Chairman and Vice Chairman provided a shortlist of co-optees, and the clerk said the co-optees needed to be appointed with the Panel's decision. The Panel was being proactive rather than reactive and therefore the Overview & Scrutiny (O&S) was being used in the best way. He quoted the Communities A3d Constitution rule that said the Panel could use the process as the Panel sees fit and decide the methodology. He proposed to have several co-optees or residents for projects for Task & Finish Groups (T&FG).

The Vice Chairman said that most T&FG could be accomplished without external input, whilst residents could be appointed for more complex T&FG. He proposed to consider a co-optee for each item that had a T&FG as a Panel. For important topics, a political balance could be ascertained to have 3 or 6 Conservative members, 2 or 4 opposition members and 5 or 10 members, who would be the public to balance the number of Members.

Councillor Sharpe said co-optees could be appointed once the Forward Work Programme (WP) was decided. He was supportive of co-optees and proposed to decide this on items that required co-optees. Councillor Haseler agreed that co-optees could be invited as and when needed.

Councillor Bateson agreed with Councillors Sharpe and Haseler and said fewer Councillors should be involved in the T&FG and more members of the public to have their views heard.

The Chairman agreed that residents with specialist knowledge could be invited to provide their input, and the appointment of co-optees could be reviewed at a later meeting.

## WORK PROGRAMME

The Chairman introduced the report and said there were many items suggested for the WP, some with proposed meeting dates and responsible officers, whilst other items needed further discussion and finalisation of meeting dates.

Councillor Sharpe said this was a good idea, but felt the report looked like a working draft rather than a finalised documentation and asked if this was intended by the Chairman. The Chairman said this was a suggested WP.

Councillor Sharpe said the first four proposed items were carried from the previous municipal year; therefore, they could be agreed.

Councillor Targowski asked the Vice Chairman about his requested item on 5G and queried the speculation of potential health risks associated with 5G frequencies and electromagnetic spectrum may have. On 29<sup>th</sup> February, the Vice Chairman wrote a blog article that 5G accelerated COVID-19, and he asked if the Vice Chairman believed the conspiracy theory. He asked if the Vice Chairman did not believe the conspiracy theory, why the ideas were promoted on his blog considering the government's Don't Feed the Beat campaign. The campaign asked the public to check the credentials of conspiracy theories on COVID-19, and the Vice Chairman would be viewed as a trustworthy source to the public as a Councillor.

The Vice Chairman said he did not think there was a direct link between COVID-19 and 5G, and he was concerned of the health risks posed by 5G with supporting documentation to prove this.

Councillor Sharpe said there were many items proposed for November 2020 and proposed to seek advice from officers with the workload. The Vice Chairman informed the Panel that officers were involved in the compilation of the proposed dates for items.

**RESOLVED UNANIMOUSLY: That the following items and meeting dates for the WP be approved:**

- **Volker and Project Centre Annual Review for November 2020**
- **Highways Investment Report for November 2020**
- **Draft Parking Permit Scheme Policy for November 2020**
- **Capital Programme Update for November 2020**

## Singular Use Plastics Update Report

The Chairman introduced the item and said this was brought forward from the Communities O&S Panel and was suggested for 17<sup>th</sup> September 2020.

Councillor Sharpe proposed to take the item off the list and discuss this at another meeting and Councillor Bateson agreed. Chris Joyce, the responsible officer, informed the Panel that the item was due for the Communities O&S Panel, but the decision was made for it to be itemised for Infrastructure O&S Panel, as it related to the Council's commitment to reduce single use plastic.

Councillor Stimson, Lead Member of Environmental Services, Climate Change, Sustainability, Parks and Countryside, said this was a fantastic report and a lot of work had been carried out on climate change, and she welcomed the report to be brought forward on September 2020. Councillors Sharpe and Bateson agreed with Councillor Stimson.

Councillor Bateson said there was confusion on the WP items because of the lack of clarity on the agenda document, as some Members had the original agenda, whilst others had the re-

published agenda. The Vice Chairman informed the Panel that the agenda was released and then removed as per officers' request and was re-published on the day of the meeting.

**RESOLVED UNANIMOUSLY: That Singular Use Plastics Update Report for 17<sup>th</sup> September 2020 be approved.**

#### Place Recovery Strategy

The Chairman introduced the item and said Russell O'Keefe, Executive Director, was the responsible officer, proposed for 17<sup>th</sup> September 2020.

**RESOLVED UNANIMOUSLY: That Place Recovery Strategy for 17<sup>th</sup> September 2020 be approved.**

#### 5G, Artificial Intelligence (AI), Machine Learning (ML), Internet of Things (IoT) and Big Data Use

The Chairman introduced the item and said the proposed date was 19<sup>th</sup> January 2021. The Vice Chairman said he wanted to explain the concerns of the use of 5G, the national policy framework, the funding from Telco, concerns showed by global nations and UK towns, the Glastonbury summary, the precautionary principle, Alzheimer's and the Mayor of Bavaria.

The Vice Chairman said businesses were excited about the potential of the new technologies and digital innovations. He questioned how the infrastructure would evolve to help local businesses to make the most of the future potential, the potential health risks by the electromagnetic spectrum and how the data gathered would be used and shared. The Vice Chairman sent an email to Members and officers, including a Glastonbury report and YouTube video that discussed the effect of electric and microwave radiation.

Councillor Sharpe said the meeting was to agree items and not to discuss them, and the Chairman said to agree the item and have a full and thorough discussion of the item later.

Chris Joyce, the responsible officer, said this was an interesting and useful topic for the Panel to consider and suggested to take the item offline to understand the purview of the item. The Vice Chairman said he was concerned about the 5G signal being placed on the highway rather than specific places and proposed this as a T&FG item.

Councillor Haseler said he was confused on this item, as the Glastonbury report had no conclusions from its 5G T&FG. He was concerned about the health concern message that was being sent to residents and members of the public. He said Ofcom carried out tests on 5G and the highest result was 0.039% of the recommended exposure limit.

Councillor Carroll, Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, said care needed to be taken in the messaging and phraseology that was conveyed regarding the 5G topic to the public.

**RESOLVED UNANIMOUSLY: That 5G, AI, ML, IoT and Big Data Use be considered by the Panel in future.**

#### Chantry Road and Oldfield Road Junction Review

The Chairman introduced the item and said it was an operational task which would be taken offline with Ben Smith, Head of Commissioning - Infrastructure and responsible officer, and Councillor Taylor, who requested the item.

**RESOLVED UNANIMOUSLY: That Chantry Road and Oldfield Road Junction Review be responded as usual line of business.**

#### Homelessness Strategy and Homelessness Forum Update

The Chairman introduced the item in the absence of Councillor Price, who requested the item and said this was regarding an update on the homelessness strategy. Councillor McWilliams, Lead Member for Housing, Communications and Youth Engagement asked what update was required, as data from the strategy would be publicly published quarterly to be scrutinised.

The Vice Chairman said Councillor Price asked for Key Performance Indicators (KPIs) to be analysed and asked if she could be involved in the Homelessness Forum. Councillor McWilliams informed the Panel that the Homelessness Forum was open to all Councillors and was made up of professionals in the industry. The KPIs were created by the housing professionals that was provided in the homelessness strategy.

The Chairman proposed to ask Councillor Price for further information and then see if this item needed to be on the WP, or if she would directly contact the housing team.

Councillor McWilliams said Councillor Price could get involved in the Homelessness Forum that was to be established in Autumn, once the terms of reference were established.

The Vice Chairman said Councillor Price was part of the Homelessness T&FG last year and said she did not feel involved and suggested to have her input in future reports.

**RESOLVED UNANIMOUSLY: That Homelessness Strategy and Homelessness Forum Update be considered by the Panel in future.**

#### Annual Monitoring Report

The Chairman introduced the item and proposed to bring this item to the January 2021 meeting, as the new Annual Monitoring Report would be published at the end of the calendar year.

**RESOLVED UNANIMOUSLY: That Annual Monitoring Report for 17<sup>th</sup> January 2021 be approved.**

#### Cycling Action Group (CAG) update

The Chairman introduced the item and proposed to bring this item to be addressed by the Windsor and Maidenhead Town Forums.

**RESOLVED UNANIMOUSLY: That CAG update be considered by Maidenhead Town Forum and Windsor Town Forum.**

#### Queen Street Junction Review

The Chairman introduced the item and proposed to bring this item to be addressed as usual line of business.

**RESOLVED UNANIMOUSLY: That Queen Street Junction Review be responded as usual line of business.**

#### Street Lighting Review / Bus Routes / Maidenhead Town Centre CIL

The Chairman said Councillor Baldwin, who requested the above listed items, needed to provide further information to determine the outcomes desired with the responsible officers Ben Smith and Chris Joyce.

Councillor Baldwin said he would come back to the Panel with further information in the next meeting and was in email correspondence with officers.

**RESOLVED UNANIMOUSLY: That Street Lighting Review / Bus Routes / Maidenhead Town Centre CIL be considered by the Panel in future.**

#### Waste and Recycling/Plastic Free Windsor

The Chairman introduced the item and confirmed that these items were the responsibility of the Communities O&S Panel.

**RESOLVED UNANIMOUSLY: That Waste and Recycling/Plastic Free Windsor be considered by Communities O&S Panel.**

#### SERCO Contract



The Chairman introduced the item and confirmed that this item was the responsibility of the Communities O&S Panel.

**RESOLVED UNANIMOUSLY: That SERCO Contract be considered by Communities O&S Panel.**

Hills Lane Junction Improvement / Bisham Road, Switchback Road and Lower Road Traffic Calming / Lower Road Pavement Improvement / Bisham Village Green Lane Parking and Resurfacing

The Chairman said the above requested items by Councillor Brar were operational matters that were outside the scope of the Panel and needed to be dealt with Ben Smith, the responsible officer, offline.

**RESOLVED UNANIMOUSLY: That the above listed items be responded as usual line of business.**

The Wraysbury Drain

The Chairman introduced the item and said this to be considered by the Flood Liaison Group. Councillor Larcombe, the requestee of the item, said the drain no longer functioned and had not done so for several years. He felt the Borough had not taken the appropriate action.

**RESOLVED UNANIMOUSLY: That the Wraysbury Drain be considered by the Flood Liaison Group.**

River Thames Scheme partnership funding / Lead Local Flood Authority (LLFA)

Councillor Larcombe, the requestee of the above items, introduced the River Thames Scheme, which was intended to be a partnership funding that had not been arranged. If this was not arranged, the new channel through Datchet, Horton and Wraysbury would not be built.

Councillor Larcombe addressed a Local Flood Risk Management Strategy from 2014 and his assertion was that the Borough failed to incorporate the strategy as part of its responsibilities as the lead local flood authority. He was unsure if the Flood Liaison Committee was an external or internal committee of the Borough.

Councillor Sharpe proposed to have this item scheduled for 2021 rather than November 2020 as there were many items scheduled for the latter date. Councillor Larcombe said he was able to write a report and have a determination of actions by November 2020.

The Chairman asked for Ben Smith and Chris Joyce's workload as the responsible officers, and the Panel were informed that there was a lot of business for November 2020 and therefore there may not be enough time to debate each item. Ben Smith proposed delaying the LLFA item for a later meeting to provide the item greater airtime, whilst River Thames Scheme could be covered in November 2020.

The Vice Chairman suggested that Councillor Larcombe liaise directly with Ben Smith to find alternative solutions regarding the matter, as the Borough was unable to afford £54,000,000.

Councillor Cannon, Lead Member Public Protection and Parking, said this was a large piece of work and other agencies would need to be questioned to create a balanced view about the issue. He proposed the meeting to take place in April 2021.

**RESOLVED UNANIMOUSLY: That River Thames Scheme partnership funding / LLFA be considered by the Panel in future.**

Fly Tipping Review

The Chairman introduced the item, requested by Councillor Haseler, with a proposed date for January 2021. Councillor Sharpe said the item was topical as fly tipping was taking place in some areas and proposed to have the item for September 2020.

**RESOLVED UNANIMOUSLY: That Fly Tipping Review for 17<sup>th</sup> September 2020 be approved.**

CCTV System Review

The Chairman introduced the item and said this was requested by Councillor Bateson, proposed for January 2021. Councillor Sharpe said due to the workload for January 2021, he proposed the item to be scheduled for April 2021.

Chris Joyce suggested items to be approved at this stage, with a view of officers to review the WP and workload and bring suggested meeting times in the next meeting.

Councillor Taylor proposed to have this item considered at Windsor Town Forum and Maidenhead Town Forum before it came to Infrastructure O&S. The Chairman and Councillor Sharpe agreed with the proposal and said this item could be discussed once it had been discussed at the Town Forum meetings.

**RESOLVED UNANIMOUSLY: That CCTV System Review be considered at Windsor Town Forum and Maidenhead Town Forum in the first instance be approved.**

Safety of Highway Trees

The Chairman introduced the item and said this was requested by Councillor Bateson, proposed for November 2020 with responsible officers Ben Smith and David Scott, Head of Communities.

Councillor Bateson said there were issues with highway and private trees that fell on roads, particularly in the South of the Borough in the winter. She wanted to know how often they were checked, as there was a policy to check trees every five years.

Councillor Baldwin informed the Panel there was a tree maintenance programme that checked trees every 5 years, with liability for fallen trees to be minimised by a regular inspection routine.

Councillor Baldwin said he was going to have a meeting with residents in the Belmont ward to discuss a highway tree that had outgrown its environment. This had a serious impact on residents' quality of life and supported the item to be on the WP.

Ben Smith informed the Panel there was a rolling programme to inspect all highway trees and trees within a certain distance of the highway. The reason for the item to be recommended for November 2020 was because the project was commissioned as part of the VolkerHighways contract and they would be able to input to the item.

**RESOLVED UNANIMOUSLY: That Safety of Highway Trees for November 2020 be approved.**

New Schools Infrastructure Plans

The Chairman introduced the item and the Panel were informed by Chris Joyce, responsible officer, that this was not an urgent item and could be discussed as part of the new Infrastructure Delivery Plan.

**RESOLVED UNANIMOUSLY: That New Schools Infrastructure Plans be considered by the Panel in future.**

Playground Equipment Safety

The Chairman said this item was to be considered in the Communities O&S Panel.

**RESOLVED UNANIMOUSLY: That Playground Equipment Safety be considered at in Communities O&S Panel be approved.**

### Technology Infrastructure and Digital Connectivity

The Chairman introduced the item and said it was requested by Councillor Sharpe, with a proposed date for either September 2020 or January 2021. The Vice Chairman said the item linked to the 5G item. Councillor Sharpe agreed and said this item was more strategic regarding the technological infrastructure rather than about a specific technology.

**RESOLVED UNANIMOUSLY: That Technology Infrastructure and Digital Connectivity be considered by the Panel in future.**

### Ascot Redevelopment

The Chairman introduced the item, requested by Councillor Sharpe which required more scoping. Chris Joyce, responsible officer, said he would liaise directly with Councillor Sharpe to scope the item.

**RESOLVED UNANIMOUSLY: That Ascot Redevelopment be considered by the Panel in future.**

### Modern Road Infrastructure

The Chairman introduced the item, requested by Councillor Sharpe. The Vice Chairman said there was a need to scope the item with Ben Smith and Chris Joyce, responsible officers. Councillor Sharpe said the item would have a wide-ranging scope.

**RESOLVED UNANIMOUSLY: That Modern Road Infrastructure be considered by the Panel in future.**

### Public Transport Requirements

The Chairman introduced the item, requested by Councillor Sharpe. Chris Joyce, responsible officer, said a new transport plan was to be developed in the next year and suggested this item to be included in the transport plan scrutiny. He said further scoping on the item was required, which could also include electrical vehicle charging.

Councillor Sharpe said this was a wide-ranging topic, and as part of the climate change commitments, there would be a need to change the way transport works in the Borough. There would be a need to encourage residents to use buses, cycling and walking, and a change in the infrastructure would be required.

Ben Smith, the responsible officer, along with Chris Joyce and Councillor Sharpe would scope this offline.

**RESOLVED UNANIMOUSLY: That Public Transport Requirements be considered by the Panel in future.**

### Social Housing

Councillor McWilliams said the Borough needed more social housing and were now looking at the housing strategy following the approval of the Homelessness Strategy refresh. Open consultations were due to take place and the item would be brought to the Members once the draft report was created, or after the decision was made to scrutinise policy. The draft report would be ready by mid-Autumn, but this could be pushed back due to increased pressure on the Housing department.

The Chairman asked Panel members to consider this item in Autumn.

**RESOLVED UNANIMOUSLY: That Social Housing be considered by the Panel in future.**

### Carbon-free Power Infrastructure

The Chairman introduced the item, requested by Councillor Sharpe, and asked Councillor Sharpe to scope the item with Chris Joyce, responsible officer.

Councillor Sharpe said there was a need to reduce carbon use in the Borough and encourage solar panels and use heat exchangers to heat and cool buildings rather than using gas or electricity to meet the Carbon Reduction Strategy. Chris Joyce suggested to have this item scheduled after the public consultation.

**RESOLVED UNANIMOUSLY: That Carbon-free Power Infrastructure be considered by the Panel in future be approved.**

### Ascot Medical Centre Planning Process

The Chairman introduced the item, requested by Councillor Sharpe on behalf of Councillor Luxton. The item was outside the remit of Infrastructure O&S and would be responded as usual line of business.

The Vice Chairman said the item was kept on the agenda to educate Members and encouraged the Constitution to be read to understand what items were within the remit of the Panel. The Chairman said that as stated in the Annual Scrutiny Report, Members required more training on O&S meetings.

**RESOLVED UNANIMOUSLY: That Ascot Medical Centre Planning Process be responded as usual line of business.**

### Social Infrastructure Review

The Chairman introduced the item, requested by Councillor Sharpe on behalf of Councillor Hilton, with a proposed date for January 2021.

**RESOLVED UNANIMOUSLY: That Social Infrastructure Review for January 2021 be approved.**

### Council 'Vehicles' Governance

The Chairman introduced the item, requested by Councillor Jones and said it was to be considered at by Corporate O&S Panel.

**RESOLVED UNANIMOUSLY: That Council 'Vehicles' Governance be considered by Corporate O&S Panel be approved.**

### CIL / Developer's Contribution

The Chairman introduced the suggested T&FG and said that two requests were CIL related, to be reviewed in greater detail with Chris Joyce, responsible officer.

Councillor Sharpe proposed to decide the T&FG once the WP was compiled.

Councillor Haseler said there may not be a need for a T&FG for CIL as there was an item programmed on the WP regarding this, and Chris Joyce could provide answers to questions.

Councillor Baldwin said there was a need for a T&FG as Maidenhead Town Centre was exempt for CIL. He was waiting for the original documentation from Chris Joyce and was concerned about the validity of the decision to exclude Maidenhead Town Centre from CIL. A large part of the report leading to the decision was in Part II. If CIL was not applied on

Maidenhead town centre's redevelopment, up to £24,000,000 would not be in the capital reserves of the Borough.

Chris Joyce, responsible officer, said the documents would be shared with Councillor Baldwin at the end of the meeting. The original decision for 0 rate CIL went through Cabinet in Part I and Planning and Housing O&S. The final decision to submit the documents and adopt the charging schedule was part of the individual inspector's recommendation. The only recommended change was to reduce CIL for large offices. The Panel was informed that processing CIL had to be publicly decided, with viability evidence and expert advice. The town centre would not have been able to cope with CIL.

Councillor Baldwin said the original viability statements from the consultants were hired by the Borough. He had information from individuals on the panels who said the documents were under Part II. Councillor Haseler said there may or may not be a need to have a T&FG on CIL, subject to the information shared by Chris Joyce.

The Vice Chairman suggested Councillor Baldwin speak to Chris Joyce offline, and a T&FG to be established if required after the reports were reviewed.

Councillor Sharpe suggested to decide the need for a T&FG once the scope was agreed, and Councillor Bateson agreed to this. Councillor Baldwin said he was unsure if he could propose a T&FG as a non-voting Member.

The Vice Chairman said the CIL T&FG was brought forward from the last municipal year but had not been executed. Councillor Sharpe said once the reports were reviewed, the Panel could collaboratively scope the T&FG.

**RESOLVED UNANIMOUSLY: That CIL T&FG be considered in future by the Panel be approved.**

#### Homelessness and housing solutions

The Chairman introduced the T&FG item. Councillor McWilliams said the original Homelessness T&FG was created to ascertain the core strategy going forward, the delivery of the strategy and the personnel. He asked what the purview of the proposed Homelessness T&FG was, which may already be addressed in the Homelessness Forum.

The Vice Chairman said the T&FG was brought forward from the previous year and could be reconsidered this municipal year if there was anything new to explore.

Councillor Sharpe said the T&FG should be agreed when there was further detail on the scope of the groups. He said the requirement for a T&FG in homelessness had been minimised because of the previous Homelessness T&FG.

**RESOLVED UNANIMOUSLY: That Homelessness T&FG be considered in future be approved.**

Councillor Bateson said written reports should be provided at least 48 hours before the meeting to Members. The Vice Chairman said there was a delay in re-publishing the agenda. The agenda was published a week prior, but the items had to be reviewed.

Councillor Sharpe said the report was withdrawn, with adjustments made less than 24 hours prior to the meeting. The Vice Chairman said there had been instances of late reports in other meetings.

The Chairman thanked the officers and Vice Chairman for their contribution. There were infrastructural challenges as the Borough emerged from COVID-19 restrictions with the need to rebuild the local economy and undertake the redevelopment of the Maidenhead town

centre. There was a need for the Panel to fulfil its duties without politically motivated distractions.

The Chairman addressed the vote of no confidence in his chairmanship from the Conservative group that was signed by all three of the Conservative representative Panel Members. He expressed his disappointment that the concerns were not directly discussed with him.

With the representatives being the majority on the panel, he felt he could not remain the Chairman for the Panel without hindering the work programme and residents' interest. The Chairman resigned with immediate effect.

The meeting, which began at 6.20 pm, finished at 8.30 pm

CHAIRMAN.....

DATE.....

Report Title:	<b>2020/21 Q1 Performance Report</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	
Meeting and Date:	Infrastructure Overview and Scrutiny Panel, 17 September 2020
Responsible Officer(s):	Russell O'Keefe, Director of Place
Wards affected:	All

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## REPORT SUMMARY

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

## 1. DETAILS OF RECOMMENDATION(S)

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

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

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

**Options**

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

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

- 2.1 The Council Plan 2017-21 remained current up to the 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption, acknowledging that the Covid-19 pandemic has significantly altered the context in which the Council is currently operating and that resources are now focused in an entirely different way.
- 2.2 Appendix A sets out Q1 performance for all measures relating to the Panel's remit under the strategic framework that was current in Q1. It shows that:
- 3 of the 8 measures met or exceeded target,
  - 2 measures fell just short of target, although still within the tolerance,
  - 2 measures were out of tolerance and require improvement,
  - 1 measure is reported as a non-targeted measure for Q1.
- 2.3 Detailed commentary on all the indicators is included in Appendix A.

### **3. KEY IMPLICATIONS**

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

**Table 2: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
The council is on target to deliver its strategic priorities	< 100% priorities on target	100% priorities on target			30 June 2020

### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

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



## 5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising from the recommendations.

## 6. RISK MANAGEMENT

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

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

<b>Risks</b>	<b>Uncontrolled risk</b>	<b>Controls</b>	<b>Controlled risk</b>
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**

<b>Date</b>	<b>Details</b>
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 Q1 Performance Report.

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

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

## 12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Russell O'Keefe	Director of Place	27.08.20	04.09.20
Hilary Hall	Director of Adults, Health and Commissioning	27.08.20	27.08.20
Tracy Hendren	Head of Housing	27.08.20	04.09.20
Adrien Waite	Head of Planning	27.08.20	
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	27.08.20	03.09.20
Ben Smith	Head of Commissioning-Infrastructure	27.08.20	28.08.20

## REPORT HISTORY

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

## Infrastructure Overview and Scrutiny Panel

### Q1 2020-21 Data and Performance Report

Date prepared: 1 July 2020

	Page
<b>1. Executive Summary</b>	2
<b>2. Key activities and milestones achieved</b>	3
<b>3. Growing economy, affordable housing: Detailed trends and commentary</b>	5
3.1 Homelessness and temporary accommodation	5
3.2 Footfall in Town Centres (combined)	6
3.3 Maidenhead Footfall	7
3.4 Windsor Footfall	9
<b>4. Attractive and well-connected borough: Detailed trends and commentary</b>	10
4.1 Planning applications: Major	10
4.2 Planning applications: Minor	12
4.3 Planning applications: Other	14
4.4 Highways	15
<b>5. Business Intelligence: Local employment</b>	17

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

**1. Executive Summary**

- 1.1 The Council Plan 2017-21 remained current up to the 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption, acknowledging that the Covid-19 pandemic has significantly altered the context in which the Council is currently operating and that resources are now focused in an entirely different way.
- 1.2 This report sets out Q1 performance for all measures relating to the Infrastructure Overview and Scrutiny Panel's remit under the strategic framework that was current in Q1, and which had been suitably modified to reflect the changed climate during the Covid-19 pandemic. Relevant Business Intelligence is also provided in relation to Local employment.
- 1.3 As at 1 July 2020 performance of all measures related to the Panel's remit in Q1 can be broadly summarised as:

<b>Q1 RAG Status</b>	<b>No.</b>	<b>Measure</b>
<b>Red (Needs improvement)</b>	<b>2</b>	<ul style="list-style-type: none"> <li>Percentage of Major planning applications processed in time</li> <li>Monthly footfall in Maidenhead Town Centre</li> </ul>
<b>Amber (Near target)</b>	<b>2</b>	<ul style="list-style-type: none"> <li>Percentage of "Other" planning applications processed in time</li> <li>Monthly footfall in Windsor Town Centre</li> </ul>
<b>Green (Succeeding or achieved)</b>	<b>3</b>	<ul style="list-style-type: none"> <li>Percentage of Minor planning applications processed in time</li> <li>Percentage of emergency 2-hour orders responded to on time</li> <li>No. households where prevention duty has been ended successfully</li> </ul>
<b>Non-targeted performance for Q1</b>	<b>1</b>	<ul style="list-style-type: none"> <li>No. homeless households in temporary accommodation (<i>Rationale: Q1 target not set on account of government direction to accommodate everyone in temporary accommodation due to the Covid-19 pandemic</i>)</li> </ul>
<b>Total</b>	<b>8</b>	

## 2. Key activities and milestones achieved

Strategic Priority	Item	Q1 Achievements and key milestones
<b>Covid-19 reponse</b>	<b>Outbreak Control Plan Summary</b>	The Outbreak Control Plan Summary was published to the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan exists to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and protect the public's health.
	<b>Covid-19 community response</b>	The Covid-19 Community Response was established to support residents across the borough during the Covid-19 pandemic. A coordinated team of staff drawn from all services in the council maintained regular contact with residents who were shielding and take any action that may be appropriate to ensure that these individuals' needs were met. This role has now been taken on by the Library and Residents service who continue to make contact with residents and to be a helpline to any vulnerable service users in the borough. Using community groups, either already established or newly formed, in response to the pandemic has helped to identify where we can help the vulnerable. A database of all contacts was quickly compiled to support a public-facing online directory of Covid-19 Support Groups to which residents may turn to for particular needs.
<b>Growing economy, affordable housing</b>	<b>Parking concession</b>	Free parking of up to 3 hours for Advantage Card holders in all Royal Borough operated car parks was introduced from 15 June to 13 July 2020 inclusive. The purpose of the scheme was to assist the recovery of the town centres and retail outlets.
	<b>Homelessness and Rough Sleeping Strategy</b>	The refreshed Homelessness Strategy action plan was approved and the name updated to "Homelessness and Rough Sleeping Strategy" to ensure clarity that the policy was to help those who were homeless or facing homelessness. The strategy action plan continues to set out a collaborative approach to tackling homelessness and rough sleeping over the next three years, working closely with partners from the statutory and voluntary sectors.
	<b>Maidenhead Regeneration and Infrastructure</b>	York Road development - known as The Watermark, will deliver 88 of the 229 new homes built as affordable homes in partnership with Countryside. There was a delay due to the Covid-19 pandemic but the project restarted with

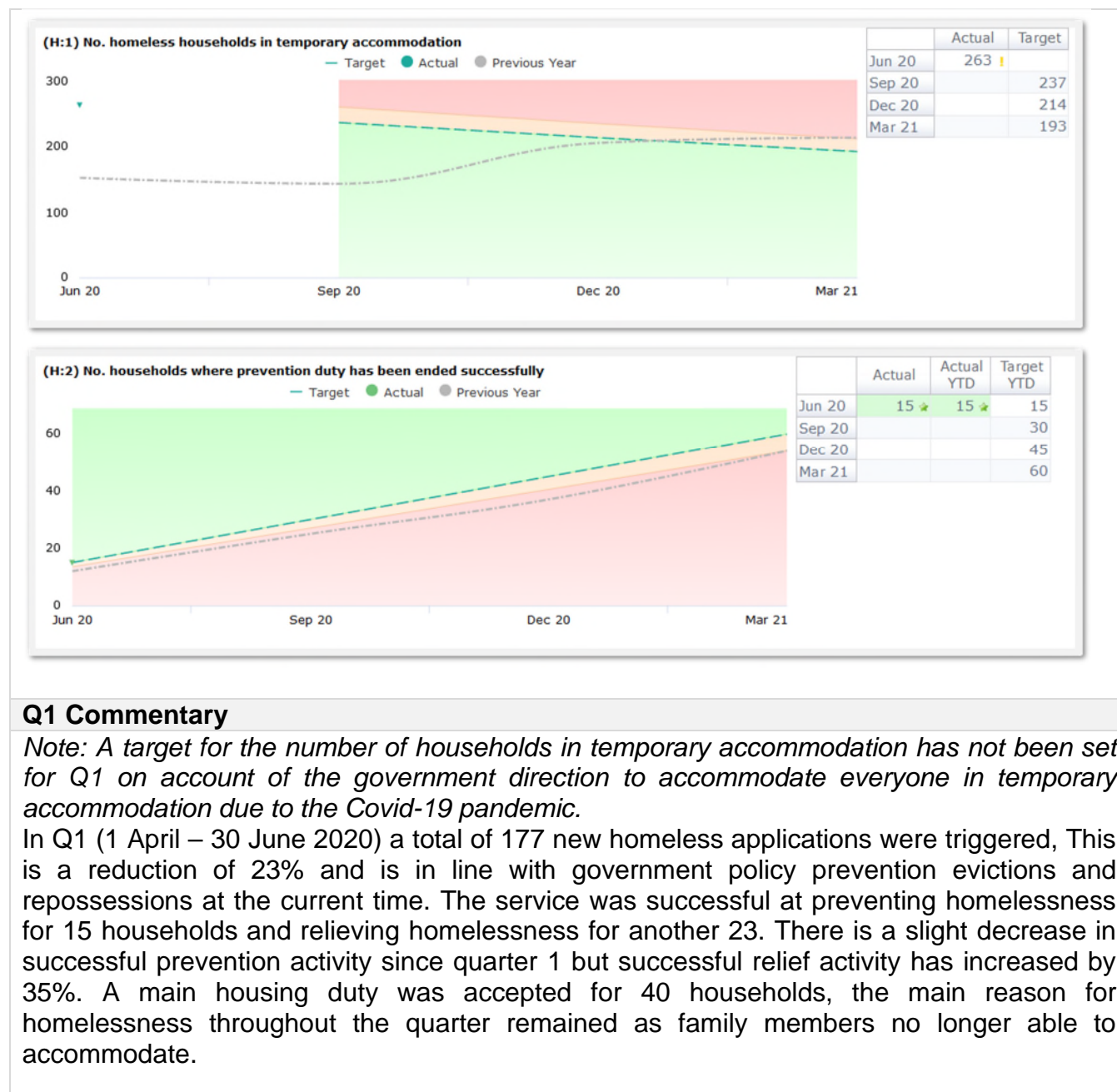
**Infrastructure Overview and Scrutiny Panel:  
Q1 2020-21 Performance Report**

		<p>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.</p> <p>The delay in planning submission will see a knock-on effect with a new potential start on site targeted for April 2021.</p> <p>Nicholson's Town Centre – public consultation has already taken place, led by Areli Real Estate and JTP. Planning application was submitted 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>
<b>Attractive and well-connected borough</b>	<b>Highways and Transport Investment Programme 2020-21</b>	<p>Cabinet endorsed the implementation of the highways capital works programme. The local transport plan set out objectives which were supported by the works programme that had been development by taking into account comments from residents, local businesses and parish councils. £2.697 million had been secured from the Department of Transport and £1.076 million from corporate commitments. It was anticipated that there would be £1.5 million awarded for pot-hole repairs.</p>
	<b>Climate Change Strategy</b>	<p>The draft Climate Change Strategy was approved for public consultation by Full Council on 23 June 2020. The strategy's preparation follows the council's declaration of an environment and climate emergency in June 2019 and subsequent stakeholder and community engagement on the strategy's development led by a cross-party working group.</p>

## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

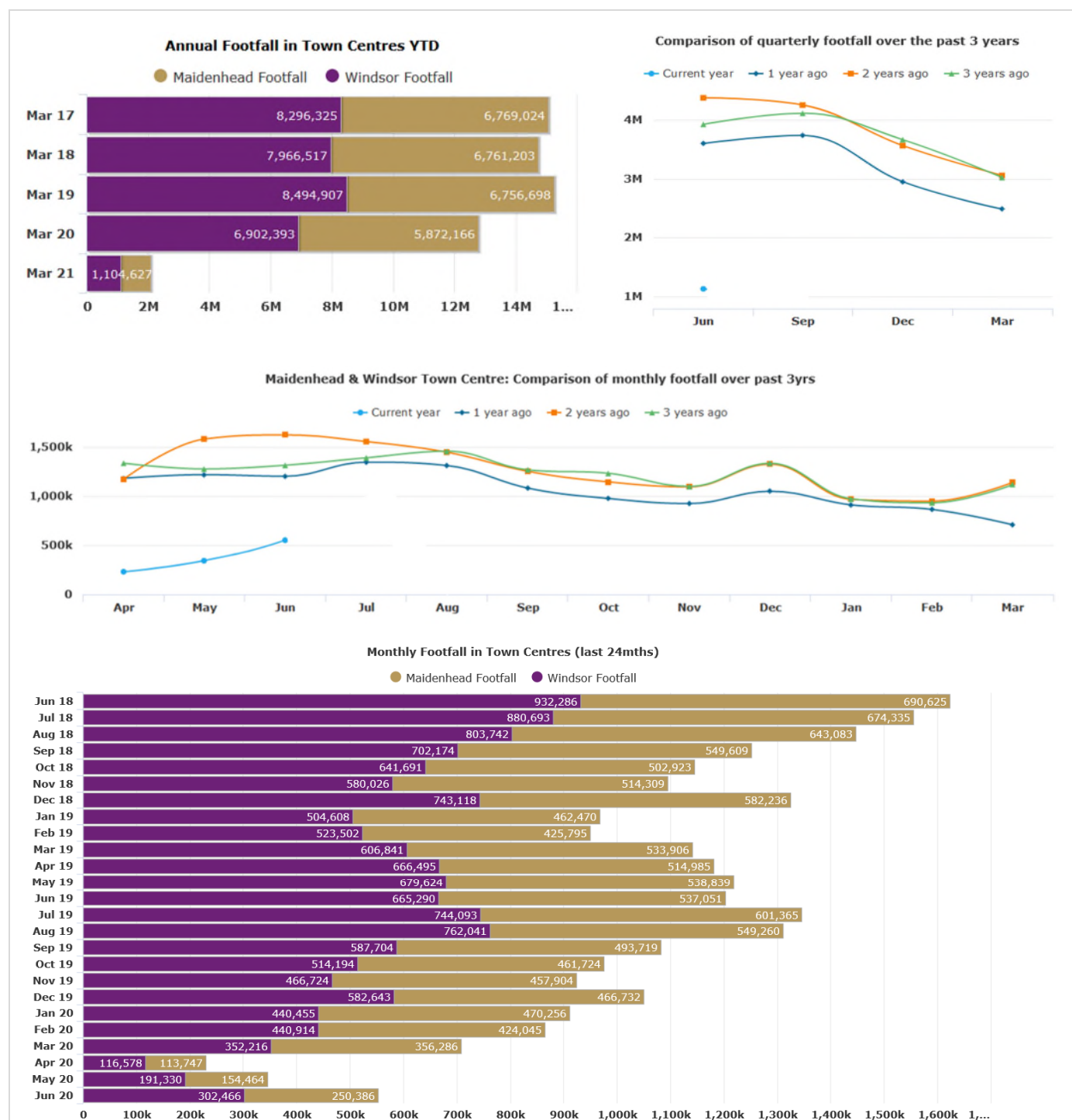
### 3. Growing economy, affordable housing: Detailed Trends and Commentary

#### 3.1 Homelessness and temporary accommodation



## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

### 3.2 Footfall in Town Centres (combined)



#### Q1 Commentary

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 23 March 2020 lockdown restrictions associated with the Covid-19 pandemic came into effect, resulting in a dramatic reduction in footfall in April when restrictions were at their most stringent. Across May and June footfall began to increase, coinciding with the phased lifting of restrictions

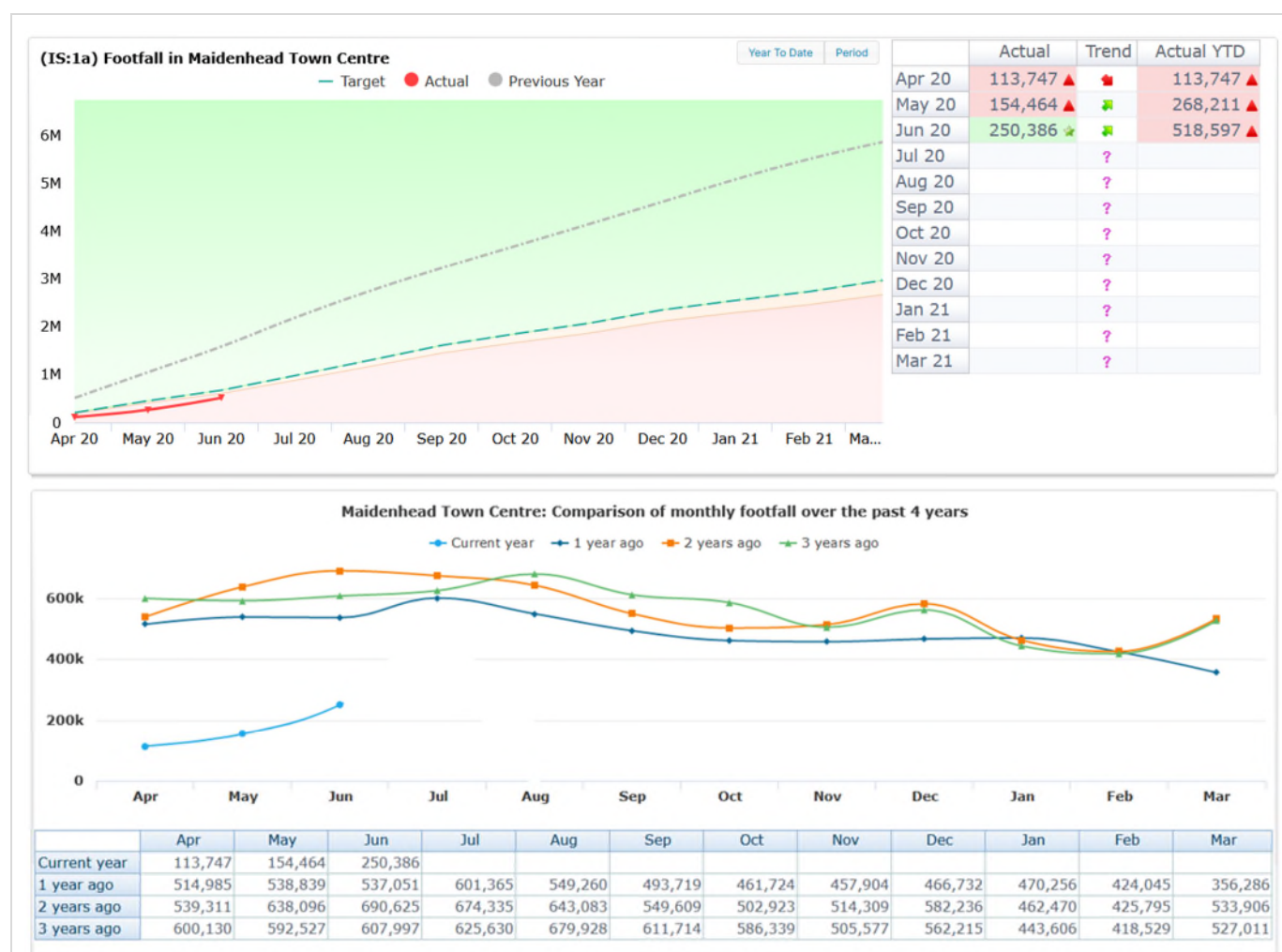


## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

in these months and the reopening of some industries under government guidance. The total footfall for both town centres for Q1 was 1,128,971.

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.

### 3.3 Maidenhead Town Centre footfall



### Q1 Commentary

The year-end target and monthly target profile for 2020/21 has been updated to reflect the current economic climate for footfall during the Covid-19 pandemic. The year-end target for 2020/21 is 2,972,500 which is a 49.4% reduction on the 2019/20 outturn of 5,872,166. There is a 10% tolerance for this measure, unchanged from previous years.

It is acknowledged that the Covid-19 pandemic creates a great deal of uncertainty with regards to the appropriateness of the monthly target profile as the year continues. The target for this measure in 2020/21 is therefore set as a reasonable expectation against which to track emerging trends rather than a definitive statement of success/failure.

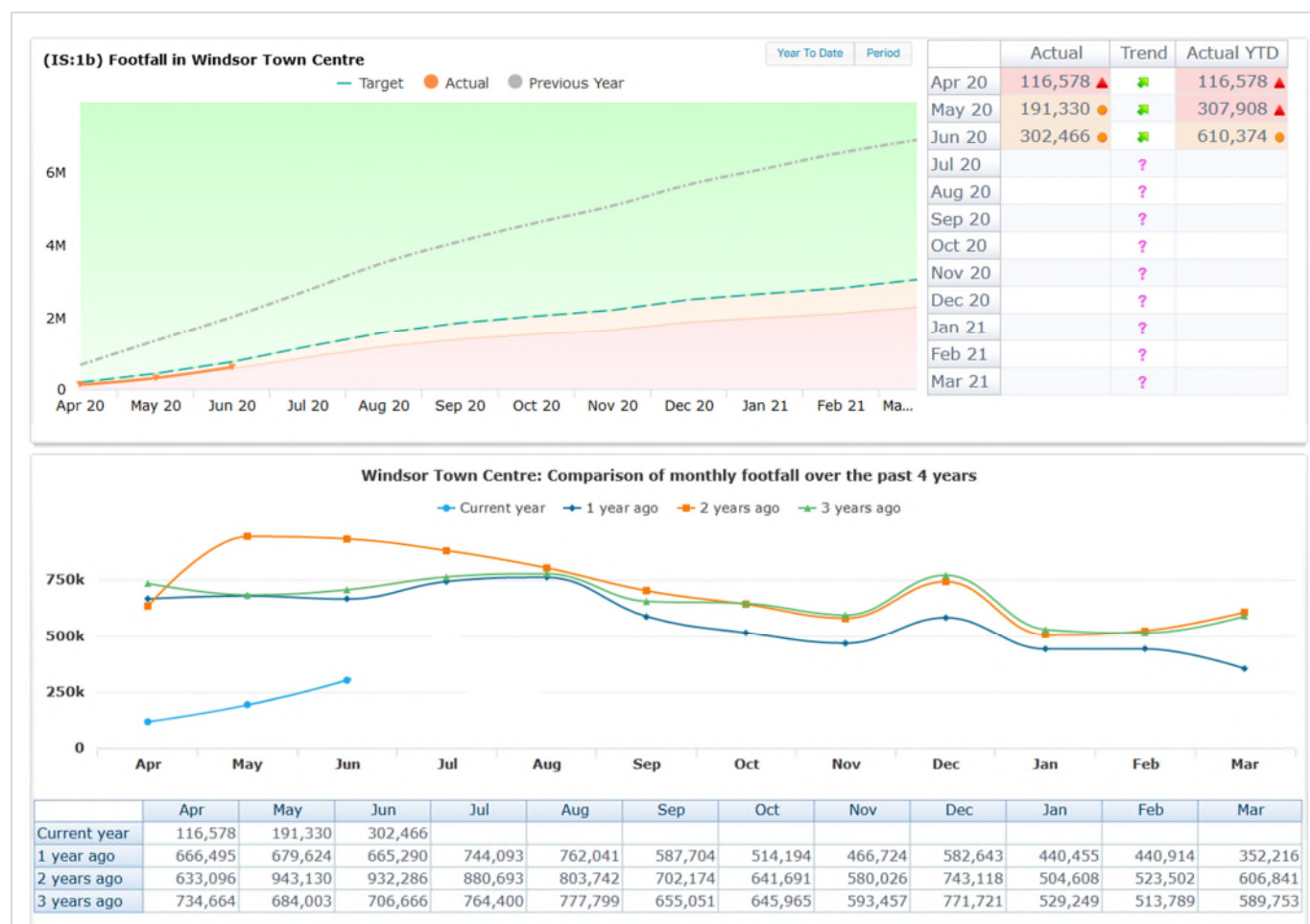
**Infrastructure Overview and Scrutiny Panel:  
Q1 2020-21 Performance Report**

As at the close of Q1 the year-to-date footfall in Maidenhead Town Centre is 518,597, short of target (676,500) by 157,903. Footfall has steadily increased across May and June, coinciding with the phased lifting of lockdown restrictions by central government and the reopening of certain industries. The impact of office closures and remote working will continue to impact footfall figures and currently it is estimated nationally that only 20% of office workers are based in offices, with the rest working from home.

In conjunction with the lockdown restrictions, the disruption caused by regeneration activity in the town centre has seen a net reduction in the overall number of commercial units open in the town. Other factors such as changes to parking machines and other key projects (e.g. Station access scheme) may also have had an impact. It is anticipated that as town centre regeneration plans continue there will be a further loss of retail units in the short term with an expected further corresponding reduction in footfall. Despite the disruption to the town as a result of the 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 “shop local” messaging in the borough, and may also present opportunities for pop-ups and use of empty spaces that may not have been considered pre-Covid.

## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

### 3.4 Windsor Town Centre footfall



#### Q1 Commentary

The year-end target and monthly target profile for 2020/21 has been updated to reflect the current economic climate for footfall during the Covid-19 pandemic. The year-end target for 2020/21 is 3,047,000 which is a 55.9% reduction on the 2019/20 outturn of 6,902,393. It is acknowledged that the Covid-19 pandemic creates a great deal of uncertainty with regards to the appropriateness of the monthly target profile as the year continues. The target for this measure in 2020/21 is therefore set as a reasonable expectation against which to track emerging trends rather than a definitive statement of success/failure. The tolerance for this measure has been adjusted from 10% to 25% to take account of the pandemic's impact on the tourist industry, a major source of footfall in Windsor more so than Maidenhead, and related restrictions on international travel throughout the pandemic.

As at the close of Q1, the year-to-date footfall in Windsor Town Centre is 610,374 below target (756,000) by 145,626 but within tolerance for the measure. Footfall is expected to increase in the summer months and with the further easing of lockdown restrictions enabling residents to leave their homes and visit the town.

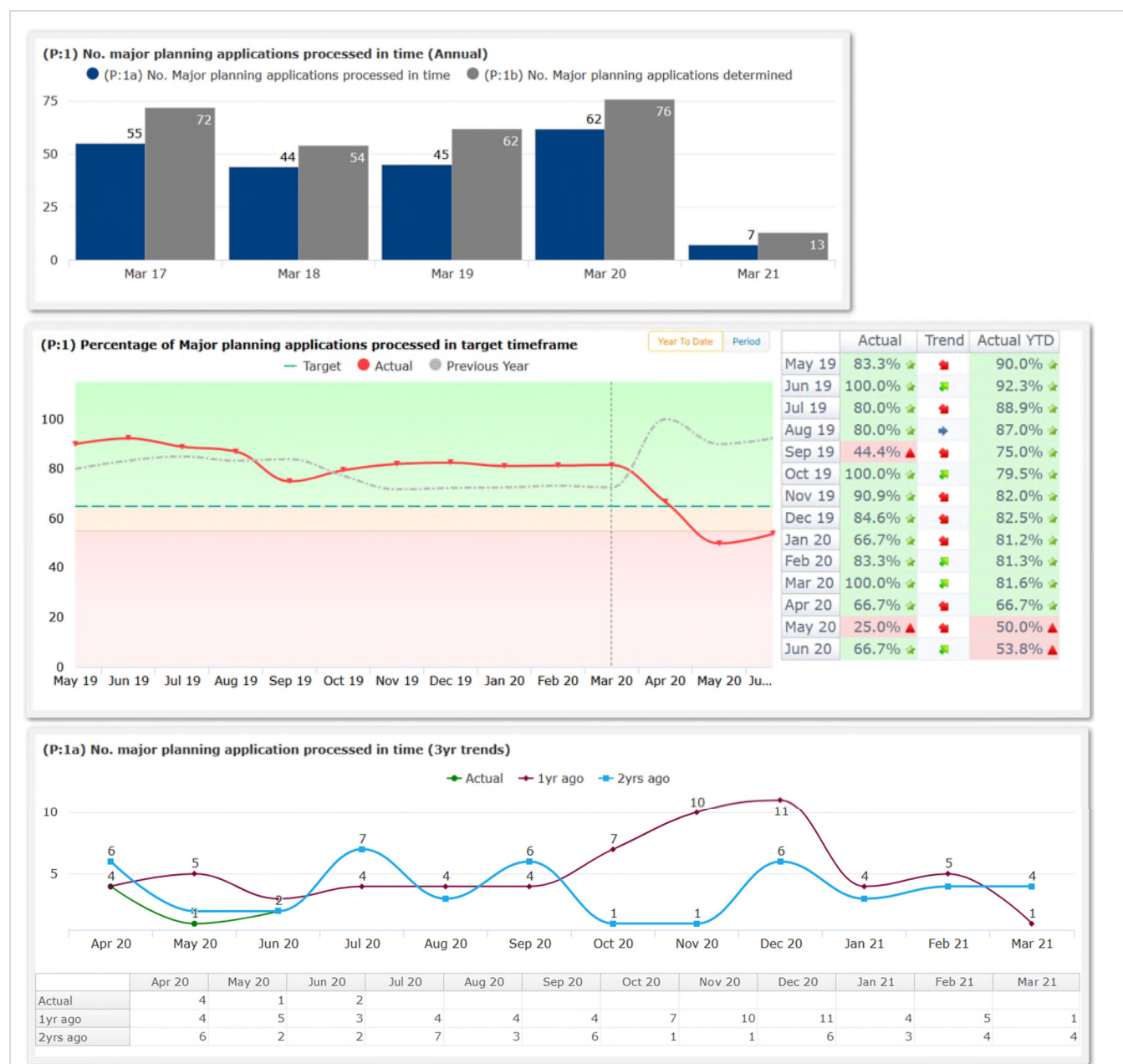
The impact of the halt in international travel contributed to lower footfall figures at the start of the year, with some popular local restaurants serving international visitors shutting down completely prior to UK lockdown restrictions. Coach parking figures have dropped by close to 100% for each month in comparison to 2019/20 figures. There were only 11 visits this year, a comparison to 6,033 in Q1 2019/20 as external (international/national) visitors to Windsor fell. The decrease in footfall is an expected outcome and will continue throughout 2020/21. Certain areas are not expected to recover in the year 2020/21 such as international travel (30% of footfall) to Windsor

## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

and business trips to hotel conferences in the town (33% of footfall). The winter months often see higher footfall alongside the live events and Christmas shopping. Again, this footfall is unlikely to sustain previous levels with live events being moved online and Christmas shopping unlikely to bring the same footfall to the town.

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

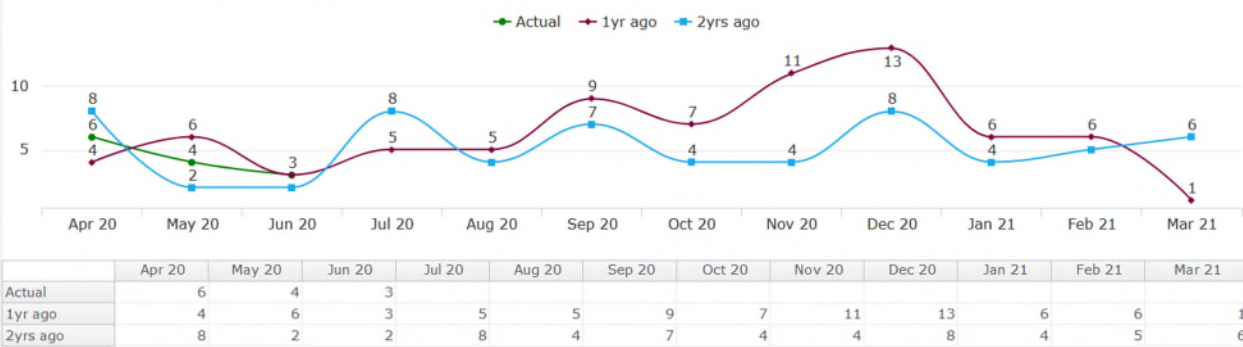
#### 4.1 Planning applications: Major





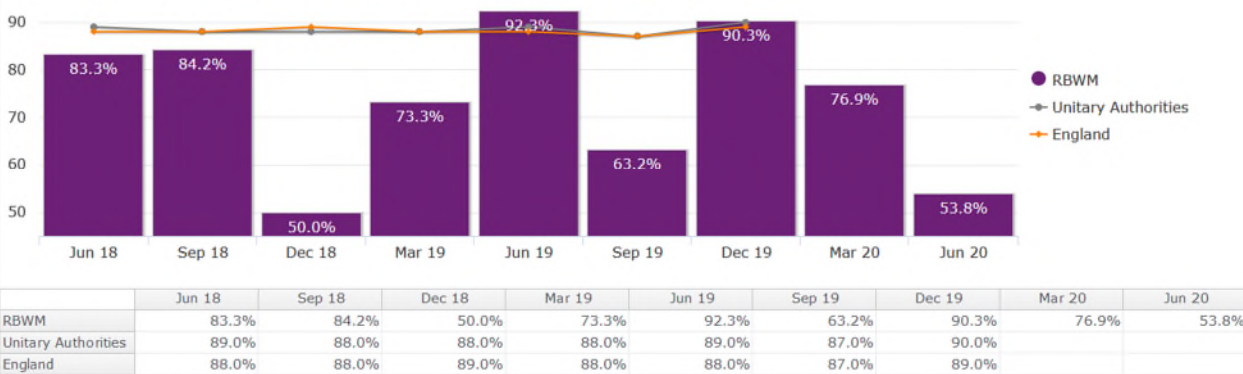
## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

(P:1b) No. major planning applications determined (3yr trends)



Benchmarking: Quarterly Figures (P:1) Percentage of Major planning applications processed in target timeframe

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



### Q1 Commentary

At the end of Q1 the year-to-date percentage of major planning applications processed within the target timeframe fell to 53.8% (7/13), and below the target of 65%. A comparison with the same period in 2019/20 (92.3%) shows a reduction in performance by 38.5%.

The volume of applications submitted in Q1 (13) is the same as 2019/20 and slightly higher than 2018/19 (12), indicating that there has been no major impact of the Covid-19 pandemic on the submission of major applications in Q1.

Processing times have however been impacted by the pandemic. From the end of March 2020 the council's operations changed considerably as part of coordinated measures to keep both customers and staff safe, with council staff adapting to new remote working arrangements. The fall in performance on major application can be partly attributed to a change in working arrangements as well as a number of applications being determined in May where applicants would not agree extensions to the deadline.

The performance on major applications will be monitored closely for the next quarter. The figures for July and August indicate that performance is improving in Q2 and that the YTD figure is on track to meet target in the next quarter. Benchmarking data available up to the end of Q3 2019/20 shows the fluctuation in the council's performance compared to the relatively stable figures for Unitary Authorities and England. Benchmarking data for Q4 2019/20 and Q1 2020/21, when available, will provide further insights as to whether the impact on processing times is similar to that seen in RBWM.

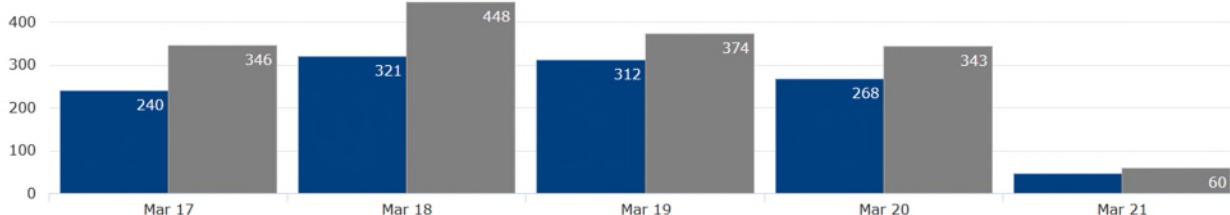
# Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

## 4.2 Planning applications: Minor

(P:2) No. minor planning applications processed in time

Annual totals

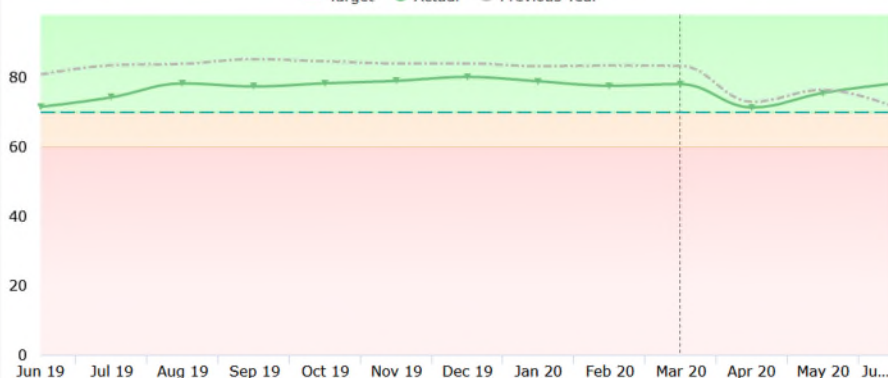
● (P:2a) No. Minor planning applications processed in time ● (P:2b) No. Minor planning applications determined



(P:2) Percentage of Minor planning applications processed in target timeframe

Year To Date Period

— Target ● Actual ● Previous Year



(P:2a) No. minor planning application processed in time (3yr trends)

— Actual — 1yr ago — 2yrs ago

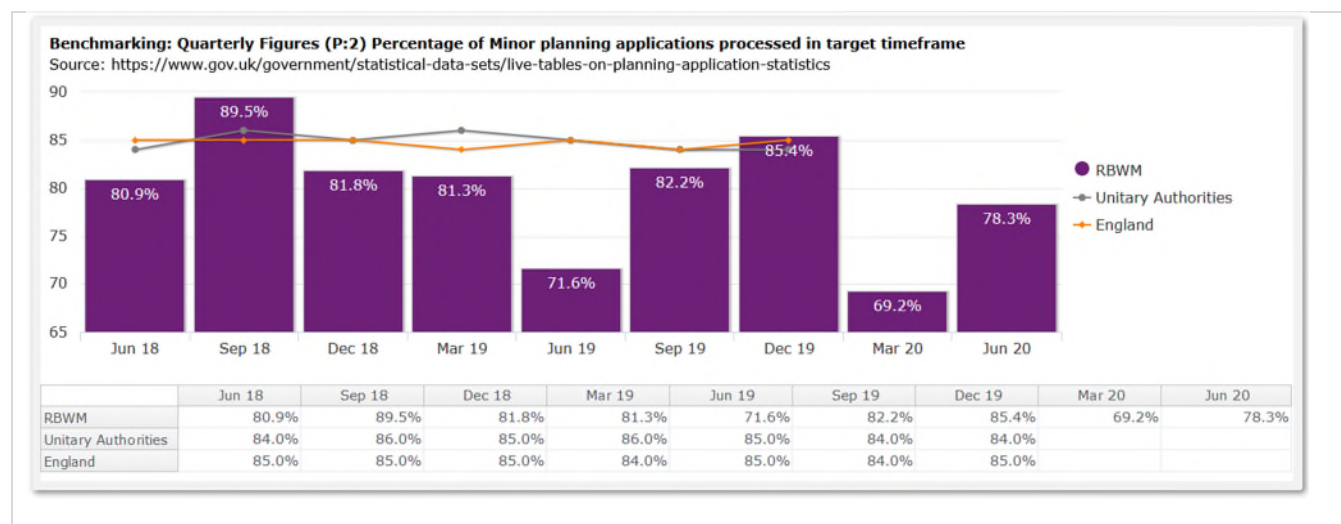


(P:2b) No. minor planning applications determined (3yr trends)

— Actual — 1yr ago — 2yrs ago



## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report



### Q1 Commentary

As at the close of Q1, the year-to-date percentage of Minor planning applications processed in target timeframe stands at 78.3% (47/60) and above the target of 70%. A comparison with the same period in 2019/20 (71.6%) shows an improvement in performance by 6.7%.

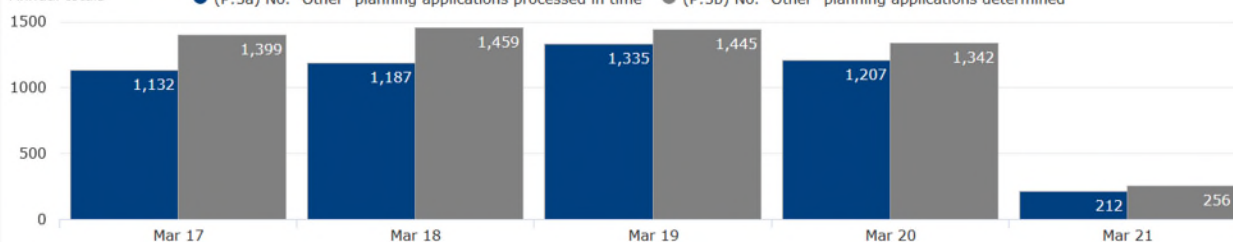
The volume of applications submitted in Q1 (60) is a reduction on Q1 2019/20 (81) and 2018/19 (89). It cannot be definitively determined at this point as to whether this is directly related to the Covid-19 pandemic, and this trend will continue to be monitored going forward for further insights. Benchmarking data available up to the end of Q3 2019/20 shows council performance against this measure to be broadly in line with Unitary Authorities and England.

# Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

## 4.3 Planning applications: Other

(P:3) No. other planning applications processed in time (Annual)

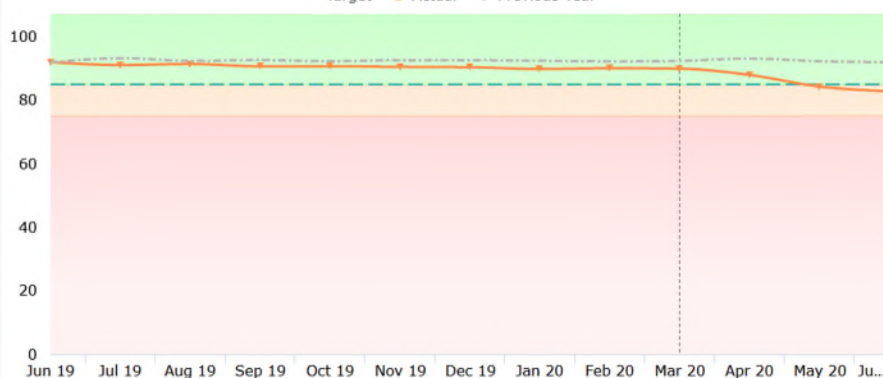
Annual totals (P:3a) No. "Other" planning applications processed in time (P:3b) No. "Other" planning applications determined



(P:3) Percentage of "Other" planning applications processed in target timeframe

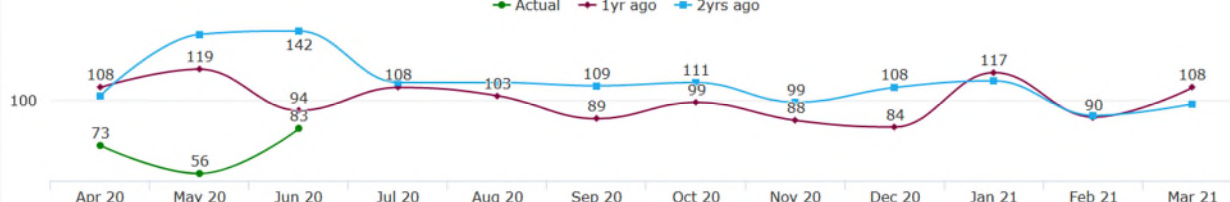
Year To Date Period

Target Actual Previous Year



(P:3a) No. other planning application processed in time (3yr trends)

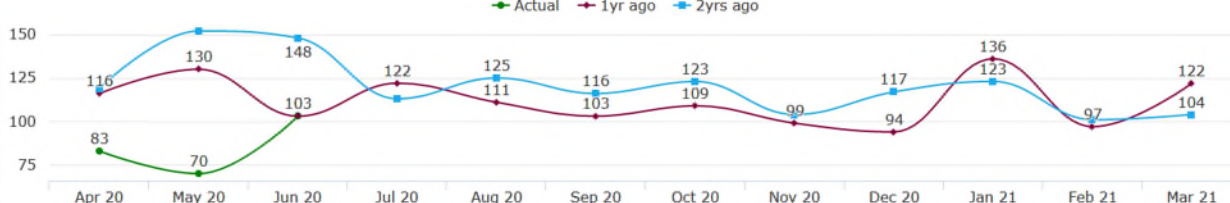
Actual 1yr ago 2yrs ago



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Actual	73	56	83									
1yr ago	108	119	94	108	103	89	99	88	84	117	90	108
2yrs ago	103	140	142	111	111	109	111	99	108	112	91	98

(P:3b) No. other planning applications determined (3yr trends)

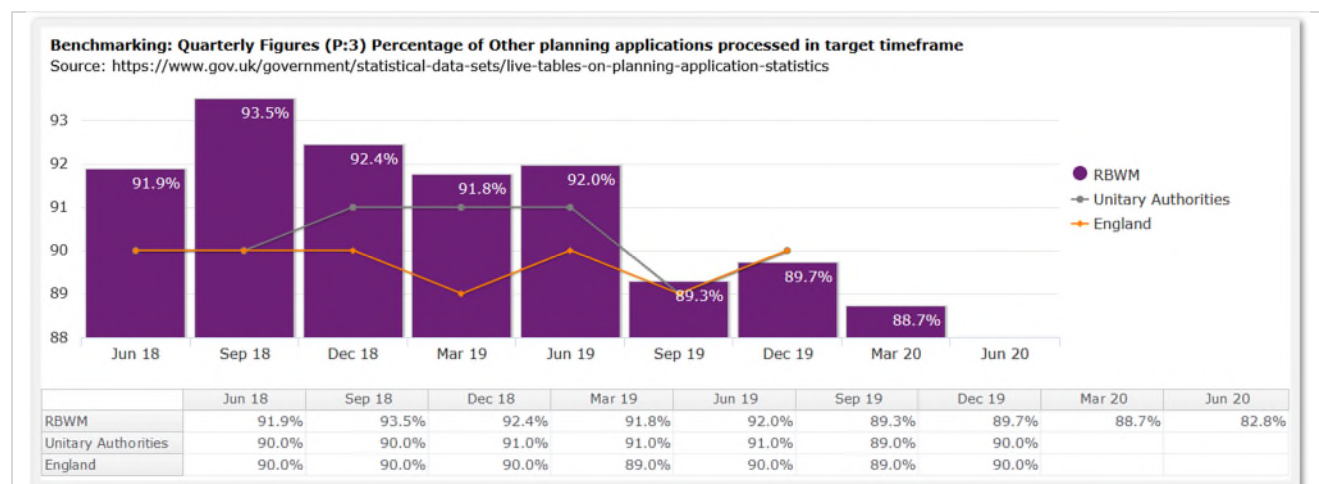
Actual 1yr ago 2yrs ago



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Actual	83	70	103									
1yr ago	116	130	103	122	111	103	109	99	94	136	97	122
2yrs ago	119	152	148	113	125	116	123	104	117	123	101	104



## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report



### Q1 Commentary

At the end of Q1 the year-to-date percentage of other planning applications processed within the target timeframe is 82.8% (212/256), just below the target of 85% though within tolerance for this measure. A comparison of performance with Q1 2019/20 (92.0%) however shows a reduction in performance of 8.5%.

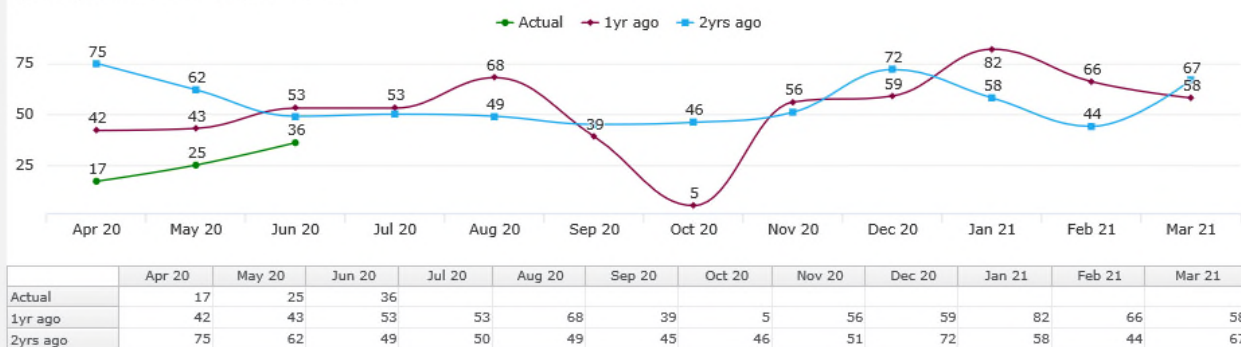
The volume of applications submitted in Q1 (256) is the lowest it has been in a 3-year period (Q1 2019/20: 349, Q1 2018/19: 419). It cannot be definitively determined at this point as to whether this is directly related to the Covid-19 pandemic, and this trend will continue to be monitored going forward for further insights. Benchmarking data available up to the end of Q3 2019/20 shows council performance against this measure to be broadly in line with Unitary Authorities and England.

## 4.4 Highways

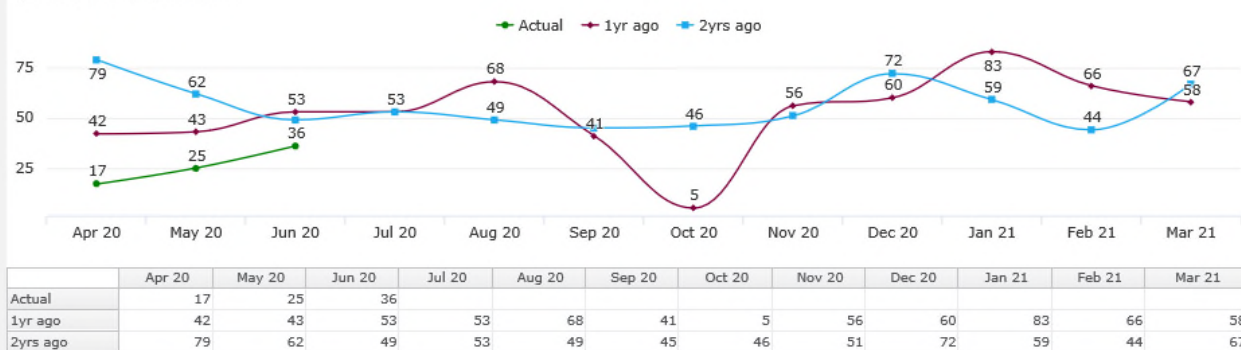


## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

(Vol:5a) No. 2hr orders completed in time



(Vol:5b) No. 2hr jobs raised



### Q1 Commentary

The aim of this Indicator is to measure the Contractor's response time attending to urgent safety hazards on the highway network and mitigate the potential risk of third-party claims. This ensures the successful management of the highway network, responding to identified safety hazards in a timely manner and maintaining a safe highway network for all road users. The target for this measure is 98% with tolerance to 93%.

Q1 data show the contractor is performing above target at 100%. The number of emergencies has fallen in the first quarter compared to previous years, this is likely to be due to the Covid19 pandemic, resulting in less road users on the network during this period.

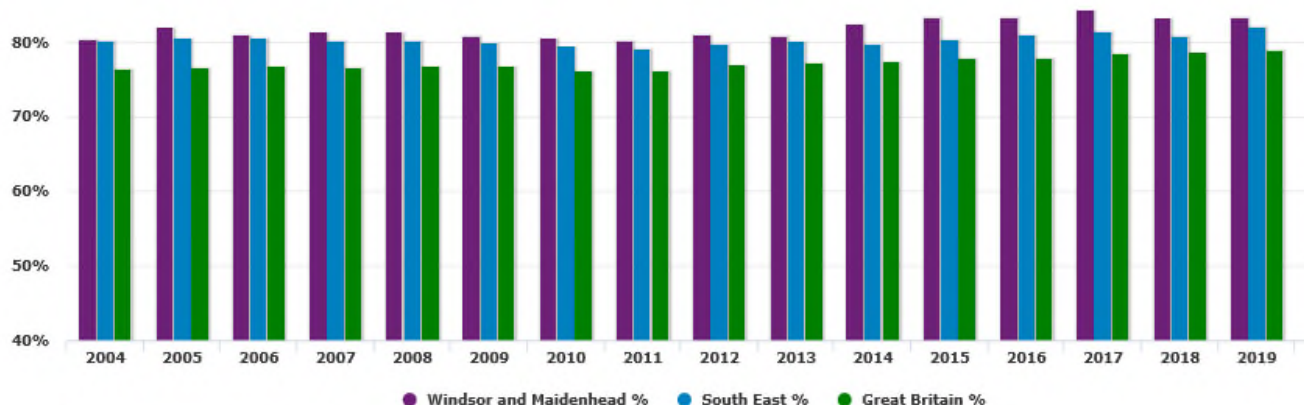
## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

### 5. Business Intelligence: Local employment

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

#### Economically active

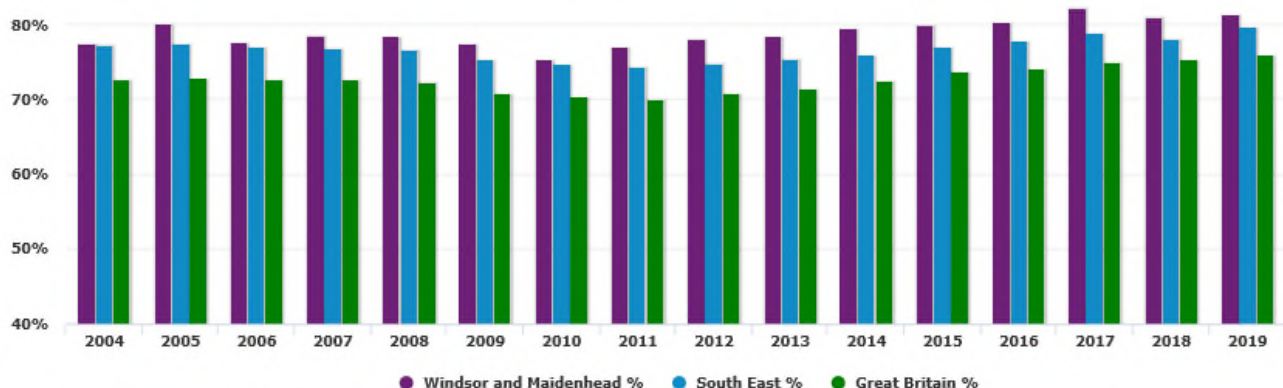
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Windsor and Maidenhead %	80.3%	81.8%	80.9%	81.3%	81.2%	80.8%	80.5%	80.1%	81.0%	80.8%	82.4%	83.2%	83.2%	84.2%	83.1%	83.3%
South East %	80.2%	80.4%	80.4%	80.1%	80.2%	79.9%	79.4%	79.1%	79.6%	80.0%	79.7%	80.3%	81.0%	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%

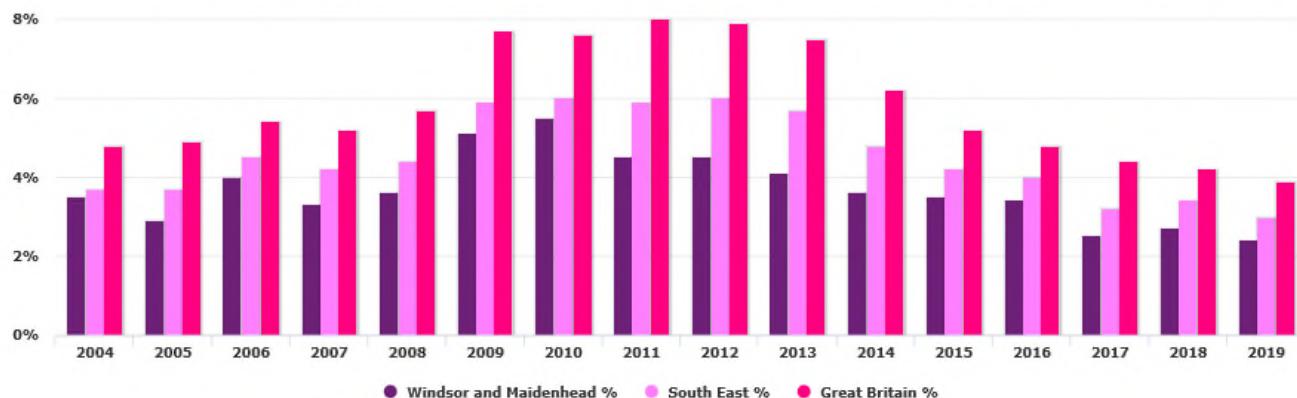


Source: Nomis official labour market statistics

## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

### Unemployed

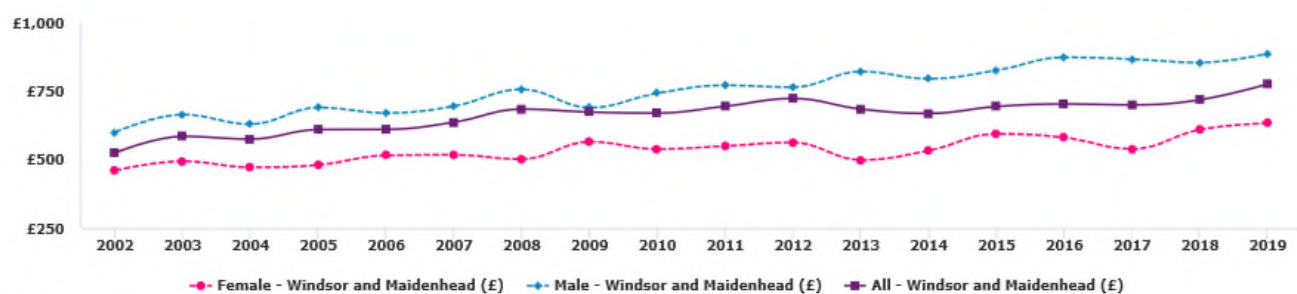
Measures	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019
Windsor and Maidenhead %	3.5%	2.9%	4.0%	3.3%	3.6%	5.1%	5.5%	4.5%	4.5%	4.1%	3.6%	3.5%	3.4%	2.5%	2.7%	2.4%
South East %	3.7%	3.7%	4.5%	4.2%	4.4%	5.9%	6.0%	5.9%	6.0%	5.7%	4.8%	4.2%	4.0%	3.2%	3.4%	3.0%
Great Britain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

### 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



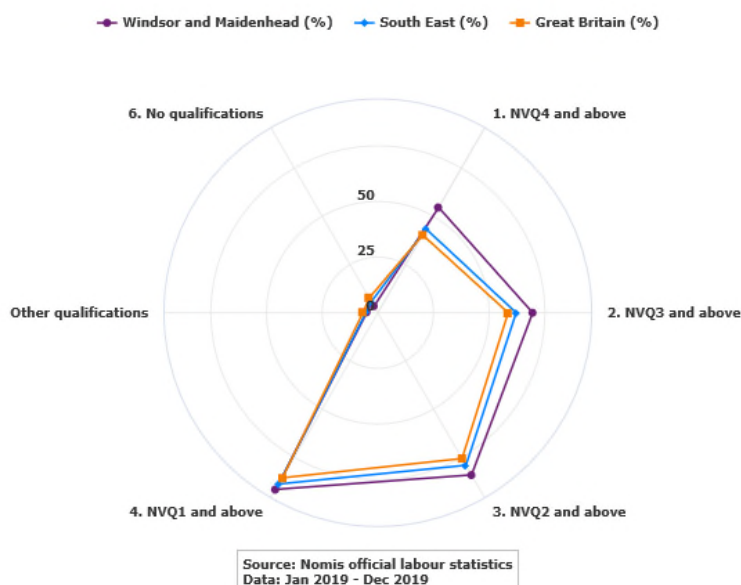
Source: Nomis official labour statistics



## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

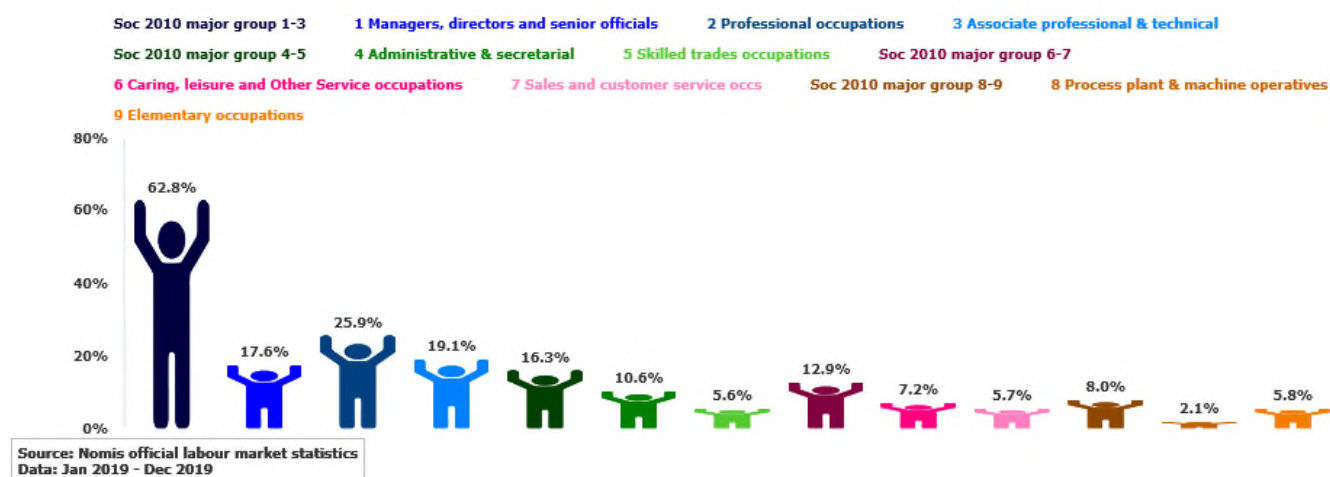
### Qualifications

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%



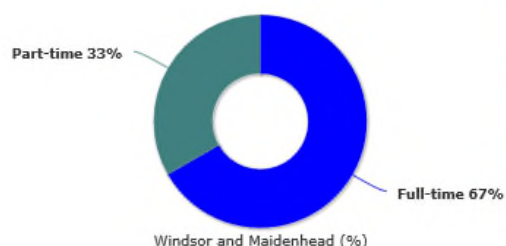
### Employment by occupation and industry

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%



## Infrastructure Overview and Scrutiny Panel: Q1 2020-21 Performance Report

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%

Report Title:	<b>Annual Complaints and Compliments report 2019/20</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Cllr Rayner Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion
Meeting and Date:	Infrastructure Overview and Scrutiny Panel – 17 September 2020
Responsible Officer(s):	Adele Taylor, Director of Resources & Nikki Craig, Head of HR and Infrastructure Projects
Wards affected:	None

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## REPORT SUMMARY

1. The purpose of the report is to share with Overview and Scrutiny the annual compliments and complaints report for 2019/20 before it is published on the council's website. Local authorities are only required to report on complaints submitted about adults and children's services, however the report for the Royal Borough covers all complaints, including those related to corporate activities.
2. The compliments and complaints report is produced annually and details all compliments and complaints made by or on behalf of customers, that are investigated under the:
  - Formal corporate complaints policy.
  - Statutory adults and children's complaints policies.

NB: children's complaints taken under the corporate complaints policy are reported in Section 5 of the annual report (Appendix 1) with other information about children's complaints.

## 1. DETAILS OF RECOMMENDATION(S)

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

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

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

**Options**

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

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

2.1 The council's complaints and compliments report is compiled annually. There is a statutory requirement to publish information on adult and children's complaints and compliments and the report for April 2019 – March 2020 will be published in October 2020. While there is no requirement to publish information on complaints about other services provided by the council the decision has been taken to include this information in the annual report. This captures all the information about complaints and compliments to the council and ensures transparency and to provide an opportunity to ensure we maximise the learning opportunities from any outcomes from the complaints.

2.2 The report contains details of the:

- numbers of compliments received
- complaints received,
- themes of complaints
- timeliness of complaint responses
- outcomes of complaints,
- learning from complaints
- number of complaints made to and decided by the Local Government and Social Care Ombudsman (LGSCO).

### **Overview of all complaints to the council**

2.3 Table 1 compares the number of complaints received across the council for 2019/20 with the figures for 2018/19. See Appendix 1, 2.1-2.6, figures, 1-2.

**Table 1**

	2019/20	2018/19
Adult complaints	27	19
Children complaints	52	38
Complaints about other services	319	380
<b>Total complaints</b>	<b>400</b>	<b>437</b>

### **Complaints to services considered by Infrastructure Overview and Scrutiny Panel**

2.4 The number of complaints received for services considered at Infrastructure Overview and Scrutiny Panel is shown below in table 2. To give some context of work carried out around the borough in 2019-20, 60,823 tonnes of waste was collected from residents, from over five million collections and 1,761 planning applications were determined. See Appendix 1, 3.2-3.7, 3.10-3.11, 3.13, figures 7-10.



**Table 2**

	2019/20	2018/19
Housing Services	49	53
Planning	30	39
Property Services	2	2
* Waste	83	69
* Highways	44	55
* Parking	20	33
* Outdoor Facilities	0	4
<b>Total</b>	<b>228</b>	<b>255</b>

\* Teams within Commissioning – Communities

### Themes of complaints

- 2.5 Across the council, the theme with the highest number of complaints received in both 2018/19 and 2019/20 was 'lack of action'. More detailed information is included in the annual report. See Appendix 1, 3.17-3.23, figures 11-12.

### Timeliness of complaints

- 2.6 Across the council, timeliness of complaint responses being provided has decreased from 63% in 2018/19 to 59% in 2019/20. More detailed information is included in the annual report. See Appendix 1, 2.9-2.11, figure 14.
- 2.7 Timeliness for those services considered at Infrastructure Overview and Scrutiny Panel was 57% in 2018/19 and 47% in 2019/20, which is lower than the council average. See Appendix 1, 3.24-3.25, 3.29-3.33, figure 13-14.

### Outcomes of complaints

- 2.8 Across the council, the number of complaints fully or partially upheld has fallen from 67% in 2018/19 to 61% in 2019/20. More detailed information is included in the annual report. See Appendix 1, 3.34-3.40, figures 15-17.
- 2.9 The number of complaints fully or partially upheld for those services considered at Infrastructure Overview and Scrutiny Panel was 54% in 2019/20, which is lower than the council average. See Appendix 1, figures 16-17.

### Complaints made to and decisions made by the LGSCO

- 2.10 Table 3 compares the number of complaints made to the LGSCO in 2019/20 against those made in 2018/19.

**Table 3: complaints made to the LGSCO**

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

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

**Table 4: LGSCO decisions**

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

- 2.12 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2019/20 is 23%. This is higher than in 2018/19 when under this calculation 42% would have been upheld.
- 2.13 The Ombudsman made 49 decisions during 2019/20 compared to 46 in 2018/19. This includes decisions on 6 enquiries submitted to the LGSCO in 2018/19 and 29 enquiries submitted in 2019/20. Enquiries made to the LGSCO in 2019/20 but with no decision made within that year will be included in the decisions reported in 2020/21.

### Overview of all compliments to the council

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

**Table 5**

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

### Compliments to services considered by Infrastructure Overview and Scrutiny Panel

- 2.15 The number of compliments received for services considered at Infrastructure Overview and Scrutiny Panel is shown below in table 6. More detailed information is included in the annual report. See Appendix 1, 3.44, 3.47-3.48, figures 18-19, table 4.

**Table 6**

	2019/20	2018/19
Housing	10	10
Planning	14	19
Property Services	0	1
* Waste	24	27
* Highways	41	63
* Parking	3	13
* Outdoor Facilities	0	2
<b>Total</b>	<b>92</b>	<b>135</b>

\* Teams within Commissioning – Communities

## Options

**Table 7: Options arising from this report**

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

### 3. KEY IMPLICATIONS

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

**Table 8: Key Implications**

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

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

### 5. LEGAL IMPLICATIONS

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

### 6. RISK MANAGEMENT

- 6.1 None

## **7. POTENTIAL IMPACTS**

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

## **8. CONSULTATION**

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

## **9. TIMETABLE FOR IMPLEMENTATION**

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

## **10. APPENDICES**

- 10.1 This report is supported by 1 appendix:
- Appendix 1 – Annual complaints report

## **11. BACKGROUND DOCUMENTS**

- LGSCO Annual Letter (see Appendix1 of Appendix 1)
- 11.1 These are the annual summary of statistics on the complaint on complaints made to the Local Government and Social Care Ombudsman about the authority for the year ending 31March 2020. The annual letters and corresponding data tables were published on LGSCO website on 31 July 2020.

## 12. CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Rayner		17/08/20	21/08/20
Duncan Sharkey	Managing Director	17/08/20	17/08/20
Russell O'Keefe	Director of Place	17/08/20	21/08/20
Adele Taylor	Director of Resources/S151 Officer	17/08/20	14/08/20
Kevin McDaniel	Director of Children's Services	17/08/20	21/08/20
Hilary Hall	Director Adults, Health and Commissioning	17/08/20	21/08/20
Andrew Vallance	Head of Finance	17/08/20	21/09/20
Elaine Browne	Head of Law	17/08/20	20/08/20
Mary Severin	Monitoring Officer	17/08/20	24/08/20
Nikki Craig	Head of HR, Corporate Projects and IT	17/08/20	14/08/20
Louisa Dean	Communications	17/08/20	21/08/20
Karen Shepherd	Head of Governance	17/08/20	18/08/20

## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To Follow item?</b>
For information	No	No
Report Author: Claire Burns		



# **Royal Borough of Windsor & Maidenhead Annual Compliments and Complaints Report**

**1 April 2019 - 31 March 2020**

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

**Our vision is underpinned by six priorities:**

*Healthy, skilled and independent residents*

*Growing economy, affordable housing*

*Safe and vibrant communities*

*Attractive and well-connected borough*

*An excellent customer experience*

*Well-managed resources delivering value for money*

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<b>CONTENTS</b>	<b>PAGE</b>
1. Introduction	5
2. Summary of activity	6
3. Corporate services	11
4. Adult services	26
5. Children's services	33
<b>APPENDICES</b>	<b>44</b>
Appendix A – LGSCO annual review letter 2020	
Appendix B - Council's complaints process and procedures	
Appendix C - National and legislative context	

#### **Frequently used acronyms**

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





## **1. INTRODUCTION**

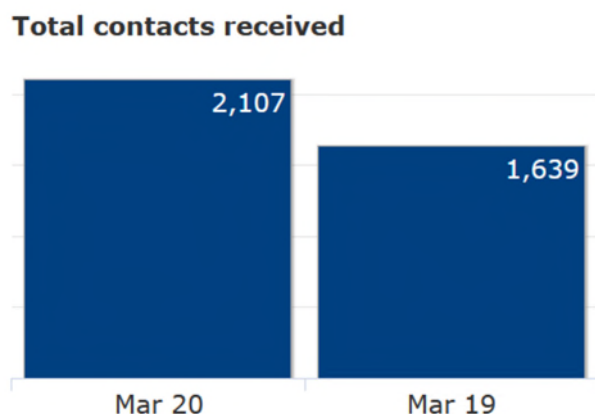
- 1.1 The annual report covers the period 1 April 2019 to 31 March 2020 and details all compliments and complaints made by or on behalf of customers, that are investigated under the:
- Formal corporate complaints policy.
  - Statutory adults and children's complaints policies.
- 1.2 Local Authorities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

- Section 5 Children's services complaints and compliments.

## 2. SUMMARY OF ACTIVITY

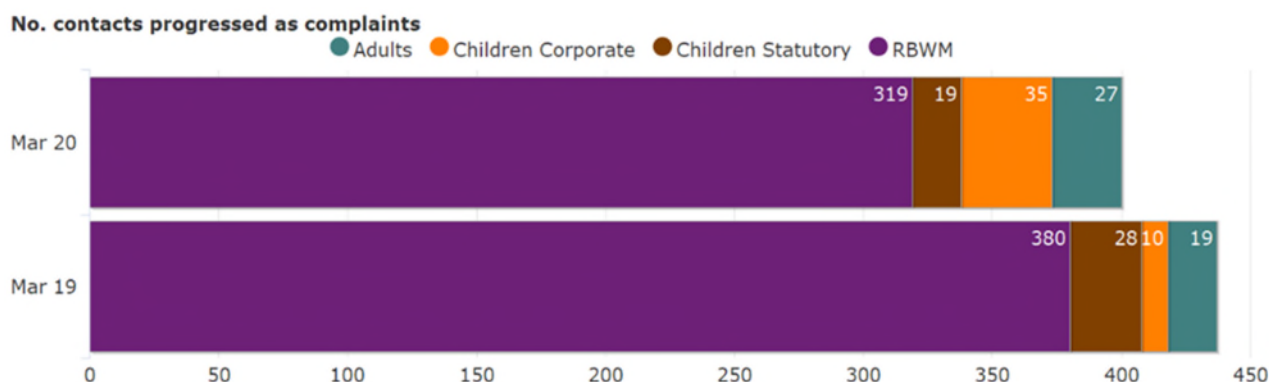
- 2.1 In 2019/20, the council received 2,107 contacts from customers that were initially logged as complaints. This compares to 1,639 in 2018/19 (Figure 1), a 28% increase in contacts to the compliments and complaints team year-on-year.

**Figure 1: Total contacts received**



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

**Figure 2: No. contacts progressed as complaints**



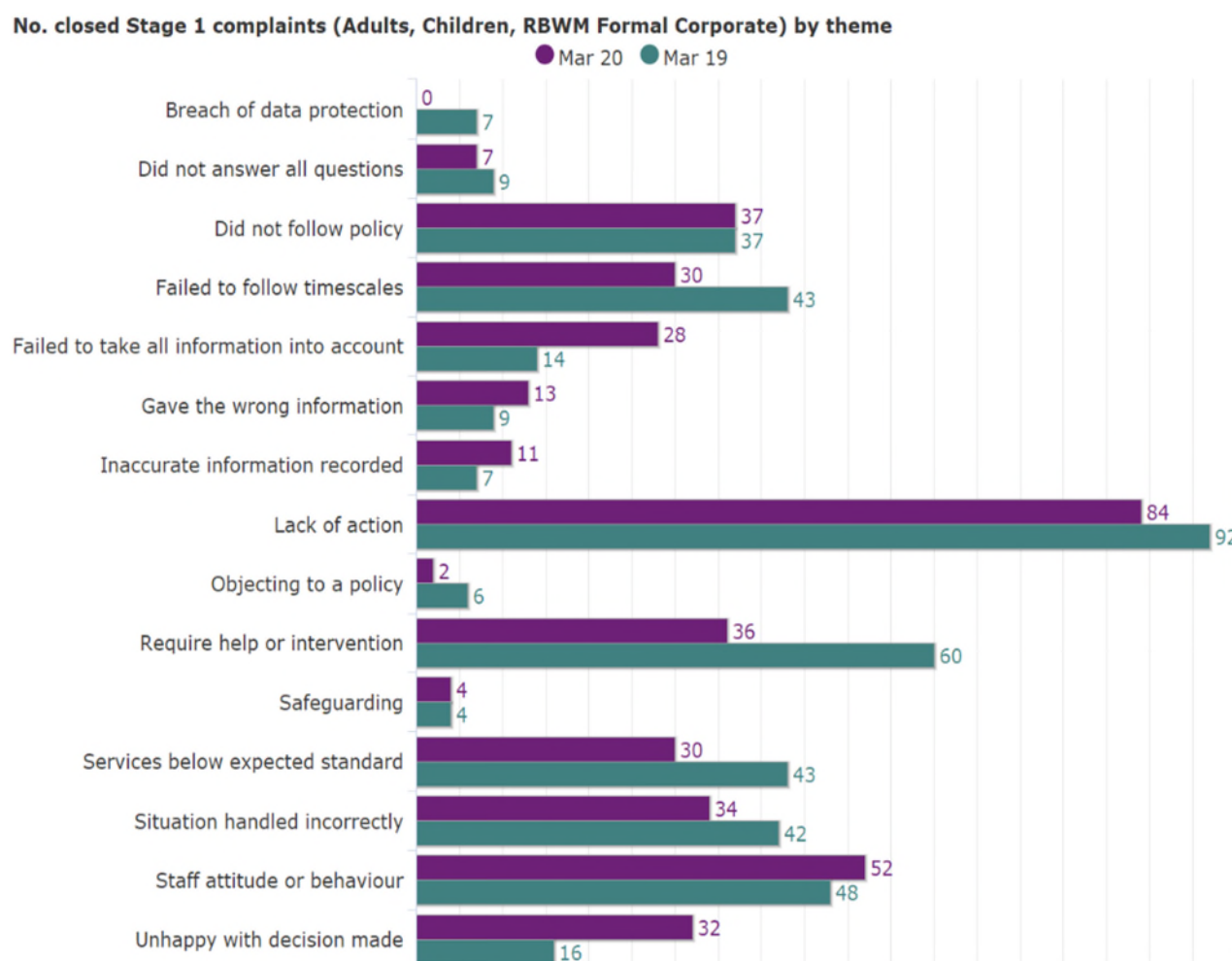
## Children's services complaints

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

## Themes

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

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



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

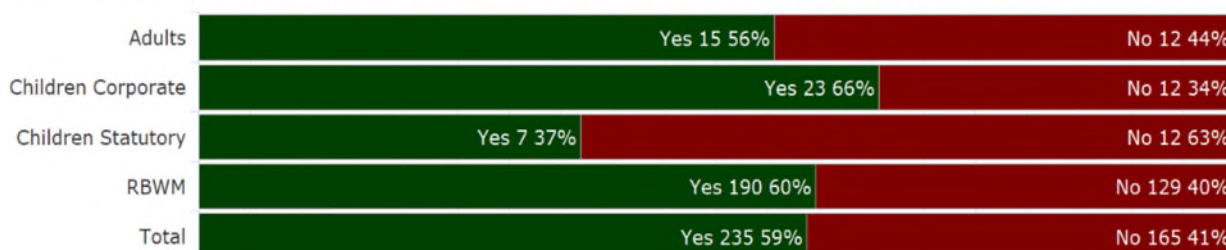
highest theme for adults was “require help of intervention”. See section 4.20. For children’s the highest themes were “failed to follow policy (statutory) and “failed to take all information into account” (children’s corporate). See sections 5.12 and 5.13

## Timescales

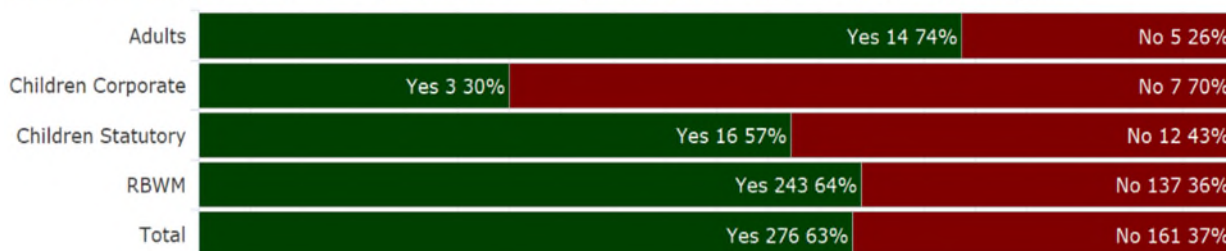
- 2.9 Each stage of the individual complaint processes has indicative response times. However, these can be extended, or alternative timescales agreed from the outset with the complainant. Figure 4 shows that there was a slight decrease in the percentage of complaints (all processes) responded to within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

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

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



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

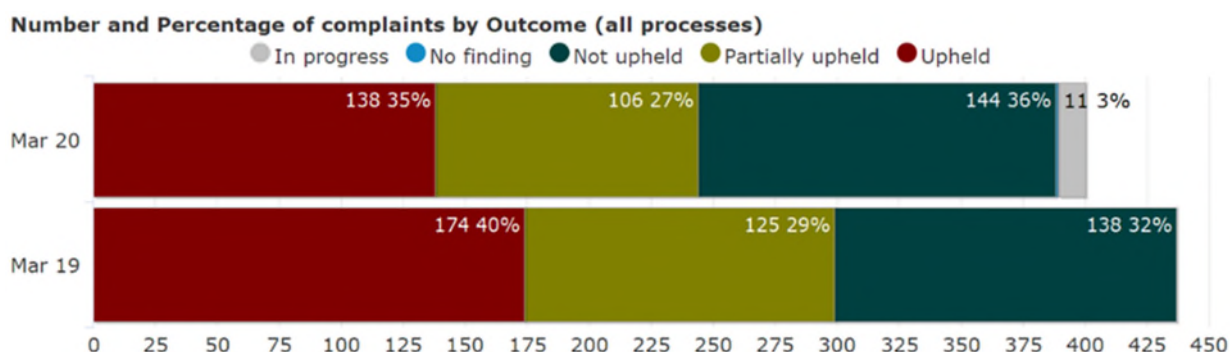


- 2.10 Processes are embedded to monitor the timeliness of responses more robustly, including weekly reports to services of all complaints. However, despite this, timescales continue to have been missed more frequently in a number of services. Reasons for this include complexity of complaints and officer resource pressures. See also further information in 3.30 and 3.31.
- 2.11 The council's performance management software InPhase provides further opportunity for service areas to monitor their complaints; this is expected to be fully embedded in 2020/21.

## Decisions

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

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



### Local Government Social Care Ombudsman

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

**Table 1: complaints and enquiries received by the LGSCO**

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

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

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

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

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

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

- 2.15 If we were to include those investigations closed after an initial enquiry to the council, then the upheld rate for 2019/20 is 23%. This is lower than in 2018/19 when under this calculation 42% would have been upheld.
- 2.16 The 7 complaints that were investigated and upheld were:
- Adult social care 4.
  - Licencing 1.
  - Housing 2.
- See sections 5.17, 6.17 and 7.16 for further details.

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

### LGSCO reports

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

### Improvements in working with the LGSCO

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

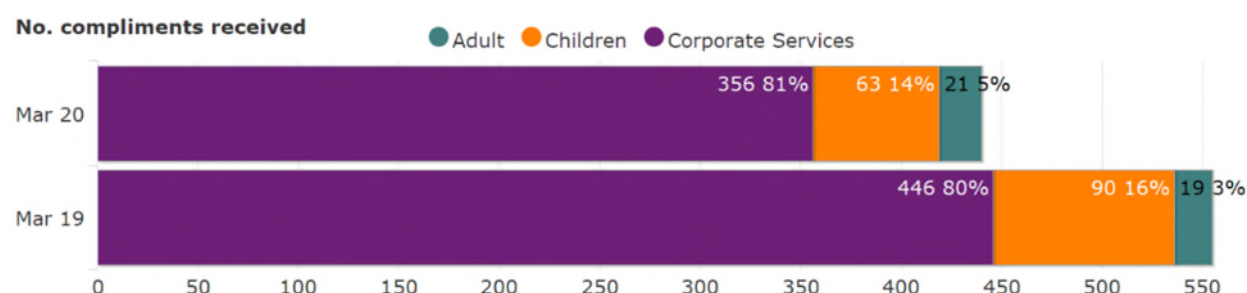
### Learning and improvements from complaints

- 2.20 Understanding why complaints are made, establishing root causes, changing processes and delivering training as a result is essential to help drive improvements across the council. Listening to customers and reflecting on examples of where we did not get it right can highlight opportunities for improvement and increase satisfaction, fulfilling our strategic priority to provide an excellent customer experience.
- 2.21 Learning from complaints for specific services can be found in sections 3.42. 4.17 and 5.31.

### Compliments

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

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



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



### 3. FORMAL CORPORATE COMPLAINTS

#### Overall corporate complaints summary

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

#### Internal process

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

#### External process

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

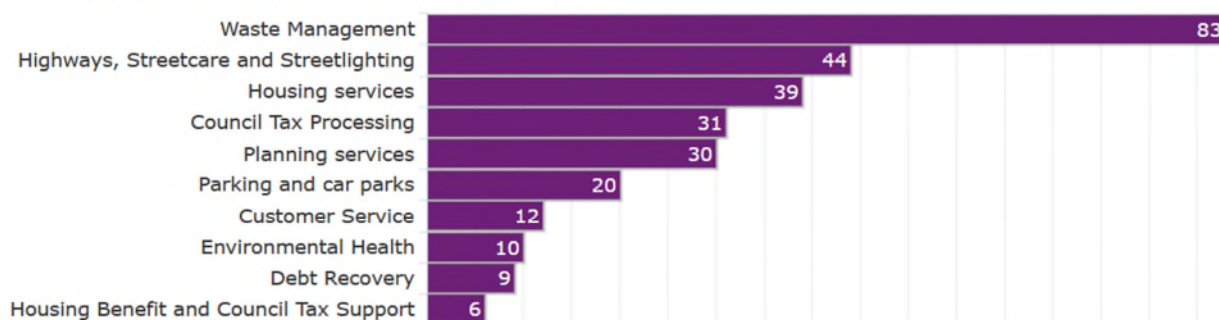
*NB: Internal figures as waiting for LGSCO letter.*

#### Complaints received

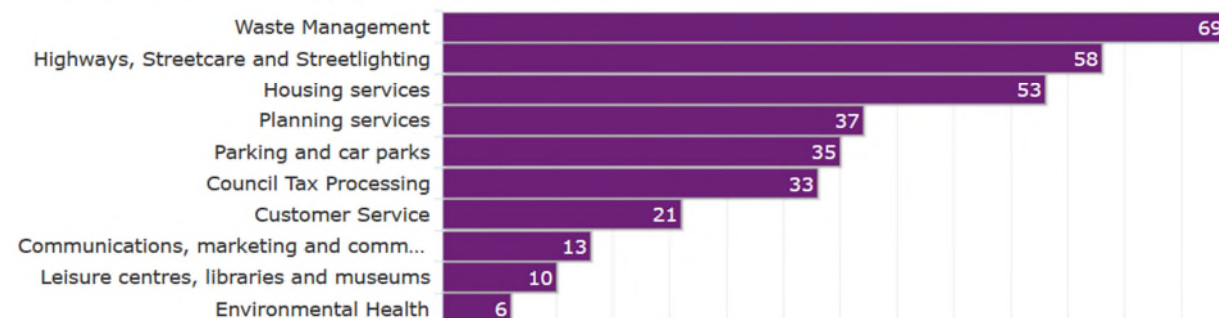
- 3.2 From 1 October 2019 the council's organisation structure changed, meaning that a full comparison of complaints by service across the last two years is not possible. To enable some comparison between 2018/19 and 2019/20 complaints have been broadly grouped by the area to which they relate and the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

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

**2019/20: Top 10 Formal Corporate complaints by area**



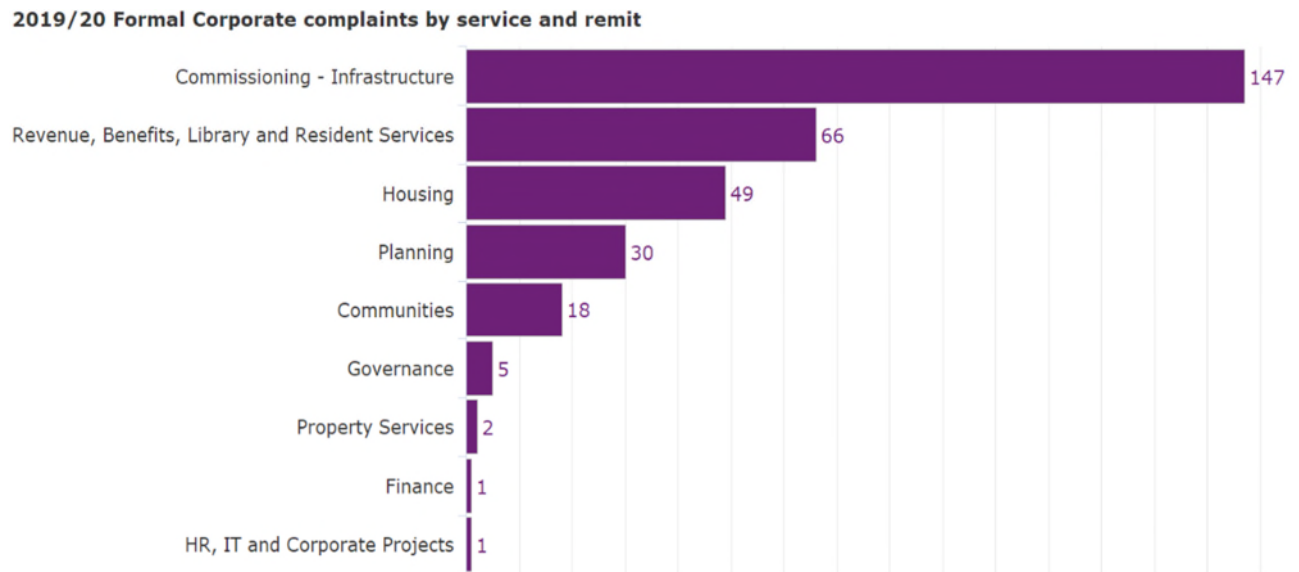
**2018/19: Top 10 Formal Corporate complaints by area**



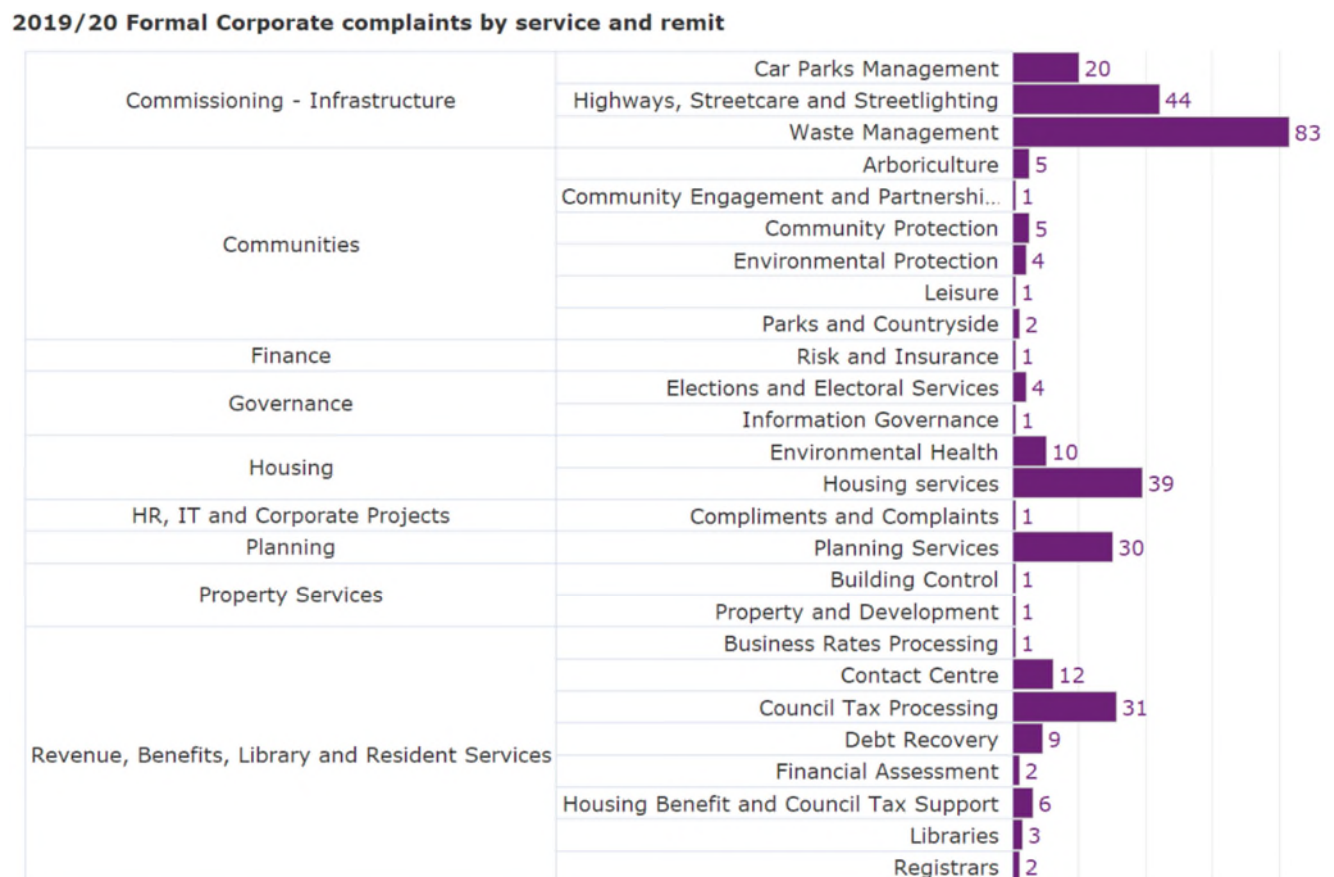


- 3.3 Figures 8 and 9 sets out the complaints received in 2019/20 by service and remit based on the organisation structure at the end the year.

**Figure 8: 2019/20 Formal Corporate complaints by service**



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



### Commissioning Infrastructure

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

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

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

#### **Revenues and Benefits**

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

#### **Library and Resident Services**

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

#### **Housing Services**

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

#### **Planning**

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

## Communities

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

## Property Services

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

## Finance

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

## Communications and Marketing

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

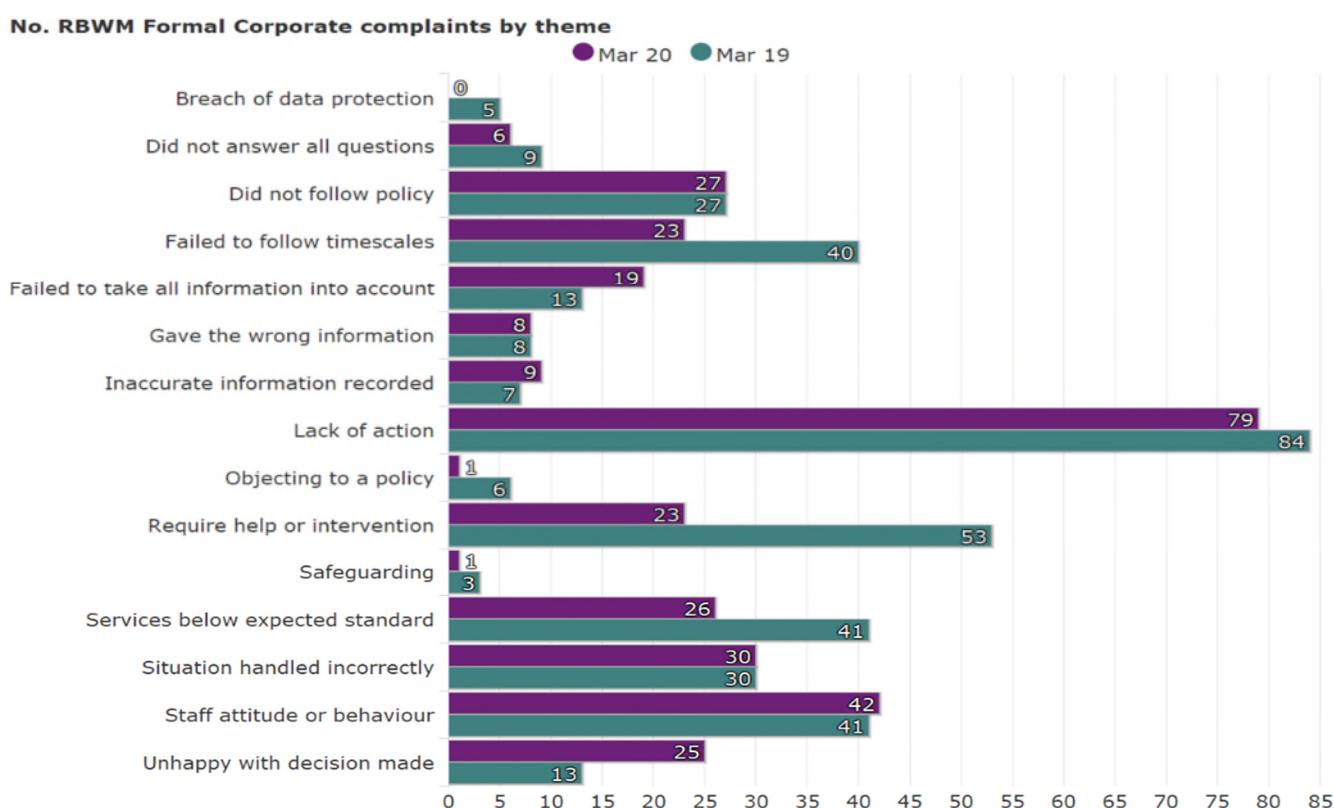
## HR, Corporate Projects and IT

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

## Themes

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

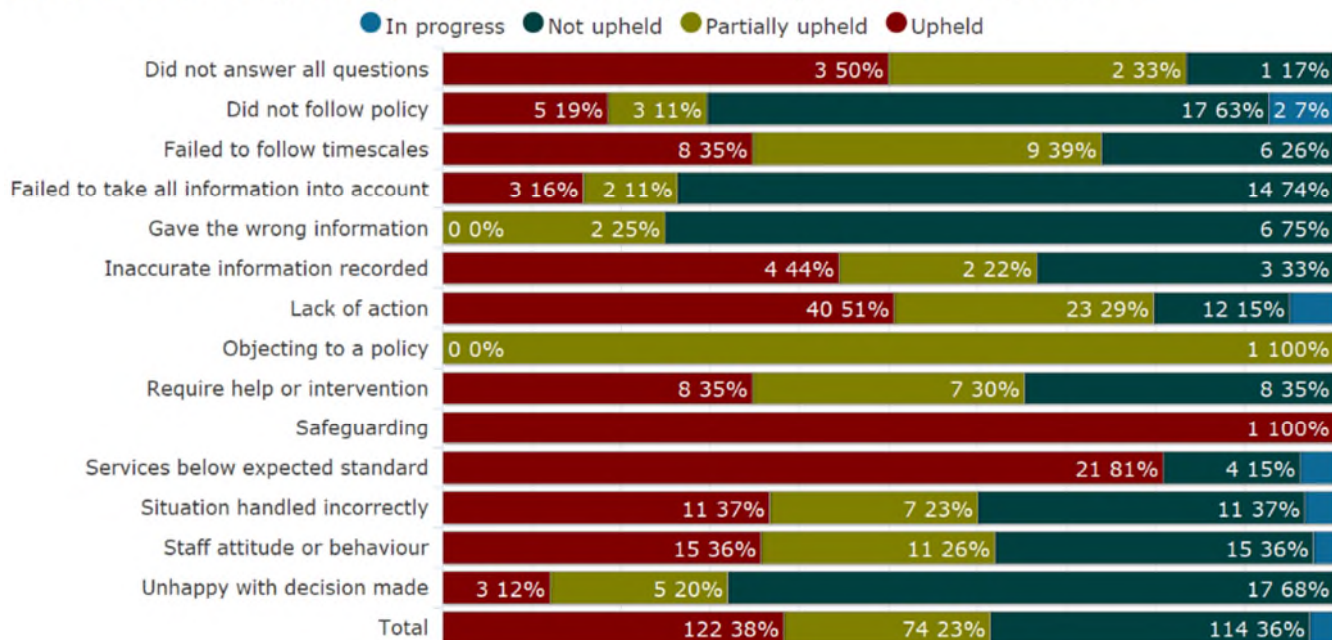
**Figure 10: No. complaints received by theme (Formal Corporate)**



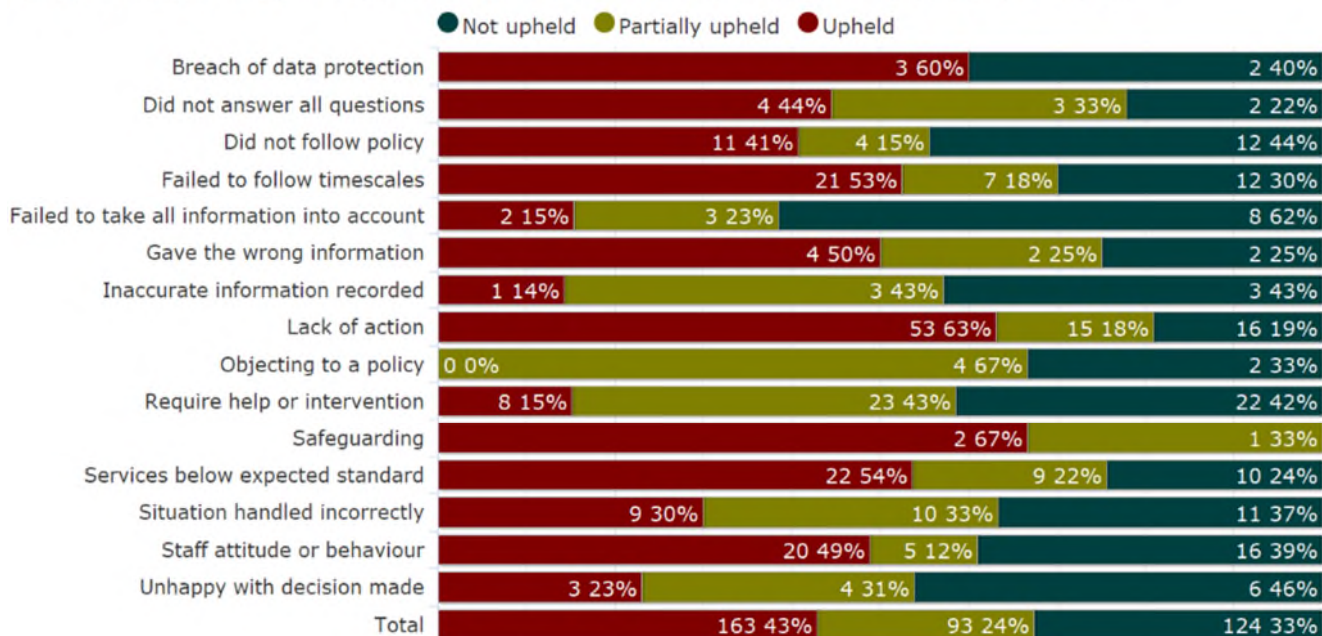
- 3.18 Figure 11 shows a breakdown of Formal Corporate complaints by theme and outcome. Note that in 2019/20 there were 9 complaints where a decision had not been reached at the time of data extraction for the preparation of this report.

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

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



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



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

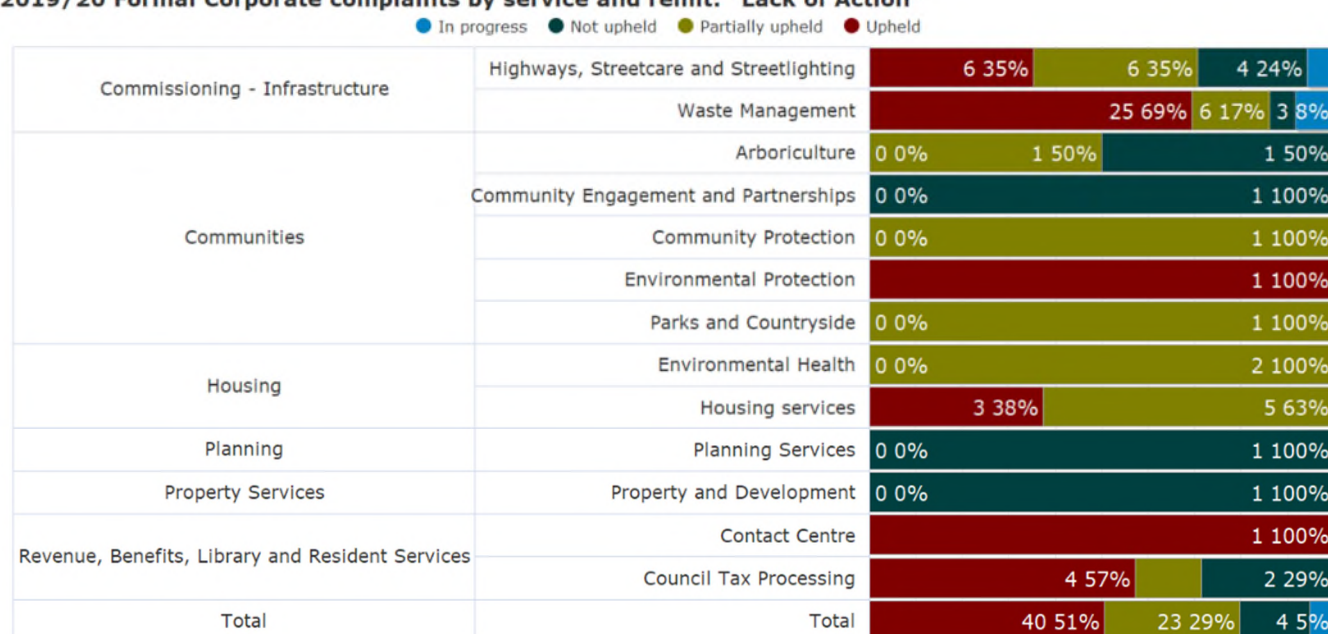


percentage of complaints taken under this theme that were upheld has reduced from 63% in 2018/19 to 51% in 2019/20. See figure 12, 3.22 for further information.

- 3.20 Complaints with a theme of ‘services below expected standard’ that were upheld have risen from 54% in 2018/29 to 81% in 2019/20. The majority of the 2019/20 complaints (72%) were in the Commissioning Infrastructure services. This compares to 47% in 2018/19.
- 3.21 Figure 12 shows the volume and percentage of Formal Corporate complaints relating to “lack of action” across Services. This information will be included in the complaints quarterly updates to Heads of Service.

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

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



- 3.22 Commissioning Infrastructure service area received the highest number of complaints logged against this theme (53). Within this, the majority (36) were logged against Waste Management. Of these, 25 were upheld, six were partially upheld and two were not upheld. Three had not yet had a response and outcome when the report was run. None of these complaints were escalated to stage 2.
- 3.23 This level of complaints to this service area is likely to be due to the frequency, volume and immediate nature of the service and also reflects the number of complaints that relate to operational requests. Once the operational matters such as missed bins have been resolved complaints are not escalated further as reflected in the fact that none of the 36 were taken to Stage 2.

### Timescales

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

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

Total Formal Corporate Stage 1 complaints responded to within timescale



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

2019/20 Formal Corporate Stage 1 complaints within timescale

● No ● Yes

Commissioning - Infrastructure	Car Parks Management	19	95%
	Highways, Streetcare and Streetlighting	20	45%
	Waste Management	51	61%
Communities	Arboriculture	1	20%
	Community Engagement and Partnerships	1	100%
	Community Protection	5	100%
	Environmental Protection	3	75%
	Leisure	1	100%
	Parks and Countryside	1	50%
Finance	Risk and Insurance	1	100%
Governance	Elections and Electoral Services	4	100%
	Information Governance	0	0%
Housing	Environmental Health	7	70%
	Housing services	6	15%
HR, IT and Corporate Projects	Compliments and Complaints	1	100%
Planning	Planning Services	11	37%
	Building Control	0	0%
	Property and Development	0	0%
Property Services	Business Rates Processing	1	100%
	Contact Centre	11	92%
	Council Tax Processing	26	84%
	Debt Recovery	8	89%
	Financial Assessment	2	100%
	Housing Benefit and Council Tax Support	5	83%
	Libraries	3	100%
	Registrars	2	100%
Total	Total	190	60%

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

### Revenues and Benefits

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

### Library and Resident Services

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

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

### **Communities**

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

### **Commissioning Infrastructure**

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

### **Housing Services**

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

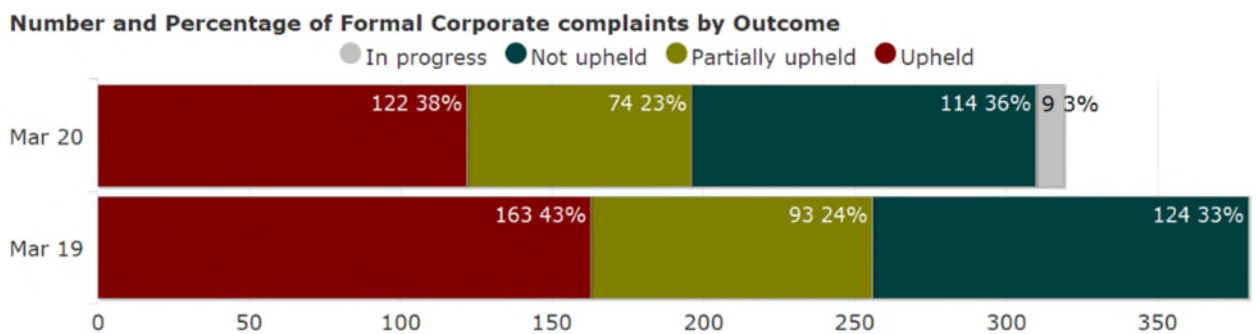
### **Planning**

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

### **Outcomes**

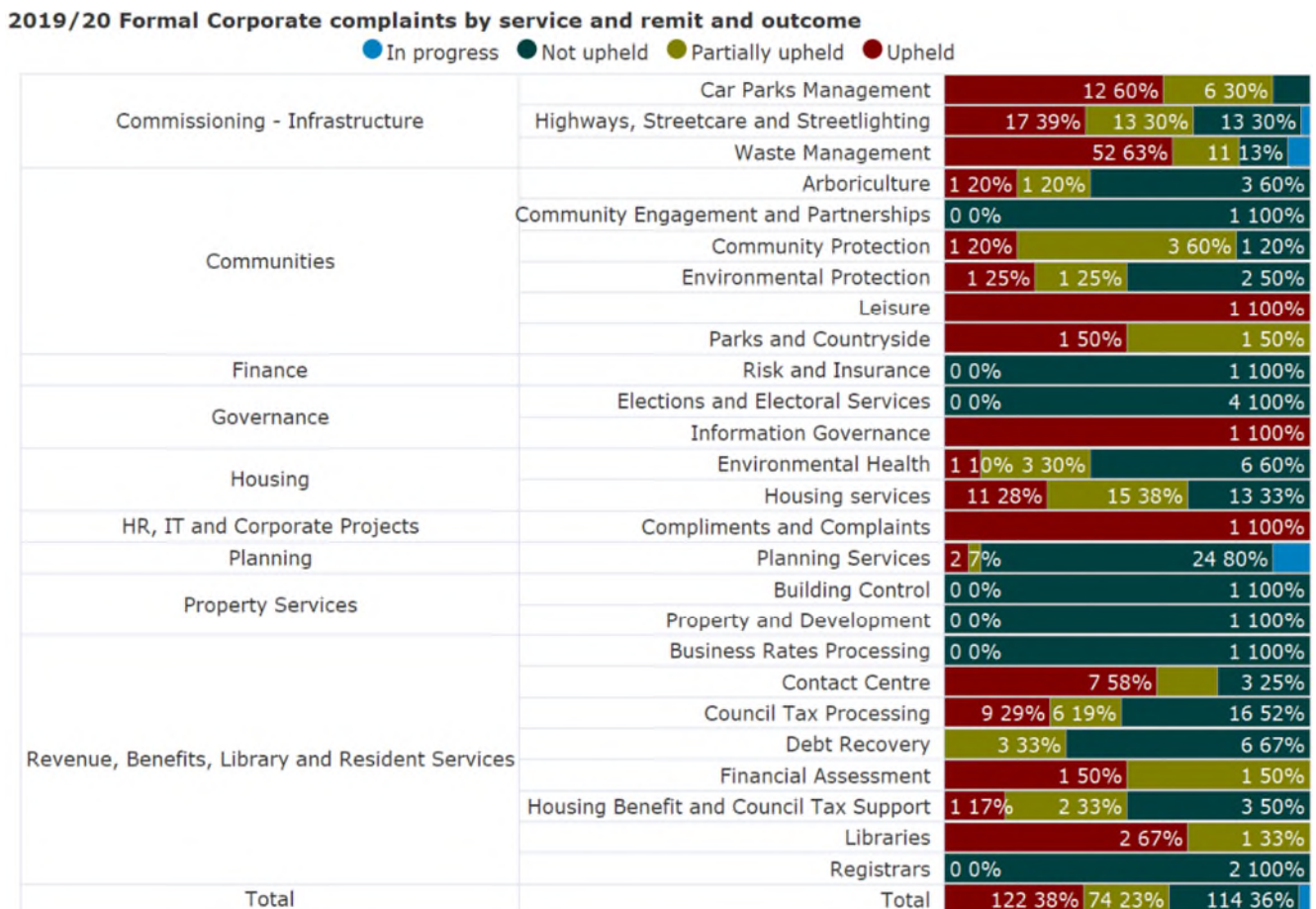
- 3.34 Figure 15 sets out the overall outcomes reached for all Formal Corporate complaints. Note that 2.8% (9/319) Formal Corporate complaints had not reached a decision at the time of data extraction for the preparation of this report.

**Figure 15: Overall outcomes for Formal Corporate complaints**



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

**Figure 16: Outcomes: breakdown by service area**



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

### Stage 2 complaints

3.37 If a complainant remains dissatisfied after receiving a response at stage 1 of the corporate



complaints process they may request a review by the service director.

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

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

**2019/20 Stage 2 Formal Corporate complaints by service and remit**

● Not upheld ● Partially upheld ● Upheld

Commissioning - Infrastructure	Car Parks Management	0 0%	2 100%
	Highways, Streetcare and Streetlighting	7 70%	2 20%
	Waste Management	3 100%	
Communities	Community Protection	0 0%	1 100%
	Environmental Protection	0 0%	1 100%
Housing	Environmental Health	0 0%	1 50%
	Housing services	2 40%	2 40%
Planning	Planning Services	0 0%	5 100%
Property Services	Building Control	0 0%	1 100%
Revenue, Benefits, Library and Resident Services	Council Tax Processing	0 0%	4 100%
	Debt Recovery	0 0%	1 50%
	Housing Benefit and Council Tax Support	1 100%	
Total	Total	13 35%	5 14%

### Complaints to the LGSCO

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

### Learning from complaints

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

#### Environmental Health

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

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

### **Housing**

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

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

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

### **Waste**

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

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

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

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

### **Planning**

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

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

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

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

**Table 3: Learning from corporate complaints**

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

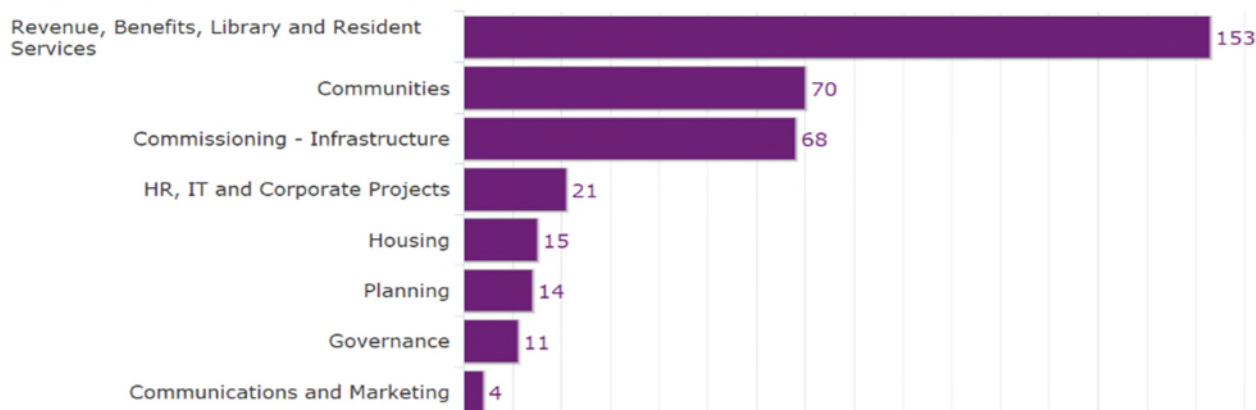
Complaint area	Actions and learning
Highways	<b>Bus timetables</b> <ul style="list-style-type: none"> <li>Monitoring of the council's reporting system to ensure that all reports are received and dealt with promptly.</li> </ul>
Environmental Health	<b>Skin piercing licenses</b> <ul style="list-style-type: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

## Compliments

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

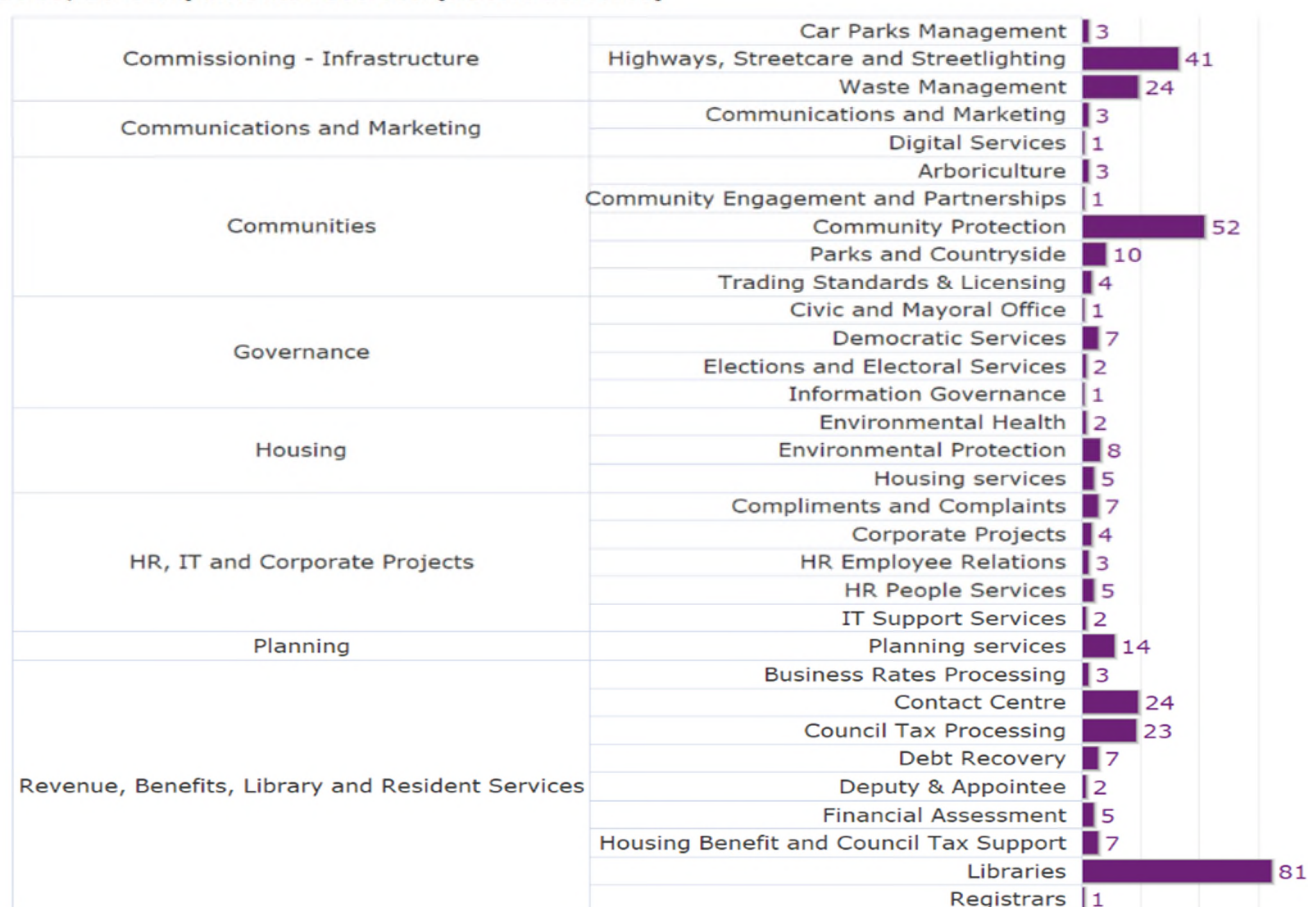
### Figure 18: Compliments by service

2019/20 Compliments received (RBWM services)



**Figure 19: Compliments by service and remit**

**2019/20 Compliments received (RBWM services)**



**Revenue, Benefits, Library and Resident Services**

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

**Communities**

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

**Commissioning Infrastructure**

- 3.47 The Commissioning Infrastructure service received 19.1% (68/356) of all compliments for corporate services in 2019/20. Highways, streetcare and streetlighting particularly stands out with 60.3% (41/68) of all compliments to Commissioning-Infrastructure. These compliments reflect the helpful approach officers demonstrate with residents, and the support of service-providers to resolve enquiries.
- 3.48 Table 4 outlines some examples of compliments received across service areas. Front-facing services that interact regularly with customers received the highest number of compliments in the same way as they also receive the highest volumes of complaints.

**Table 4: Examples of compliments received**

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

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

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

## 4. ADULT SERVICES

### Overall adult complaints summary

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

#### Internal process

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

#### External process

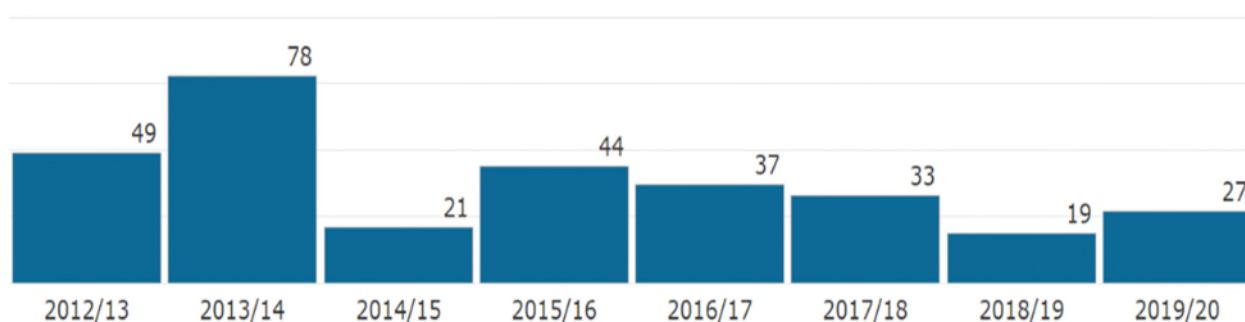
- Six complaints or enquiries were decided by the LGSCO
  - Four were fully investigated.
  - Four were upheld.
  - Zero were not upheld.

### Complaints received

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

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

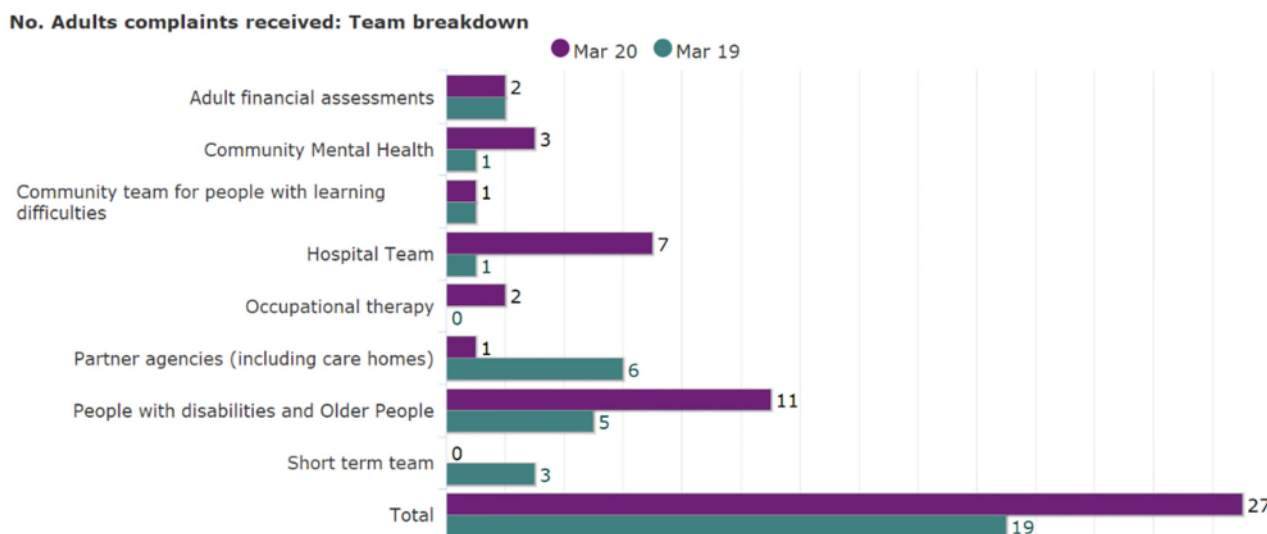
Total volume of complaints (Adults)





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

**Figure 21: Volume of Adult complaints received by team**



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

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

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

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

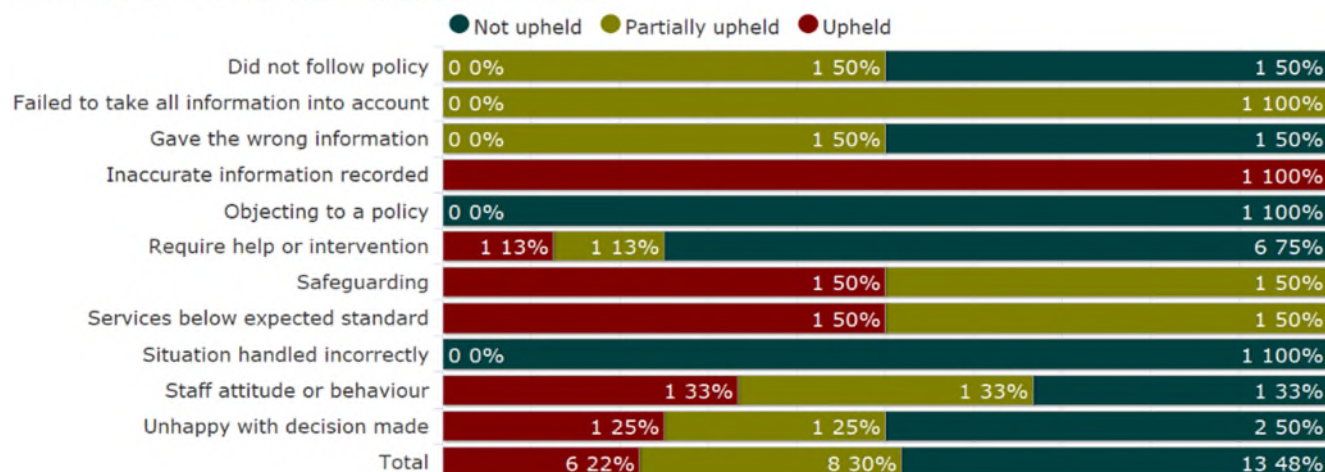
4.8 All complaints received relating to these external providers are managed through the contract monitoring process. Over the last year, the council and Optalis have worked in close and regular collaboration with the main providers, looking at their care practice and working with them to facilitate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

## Themes and outcomes

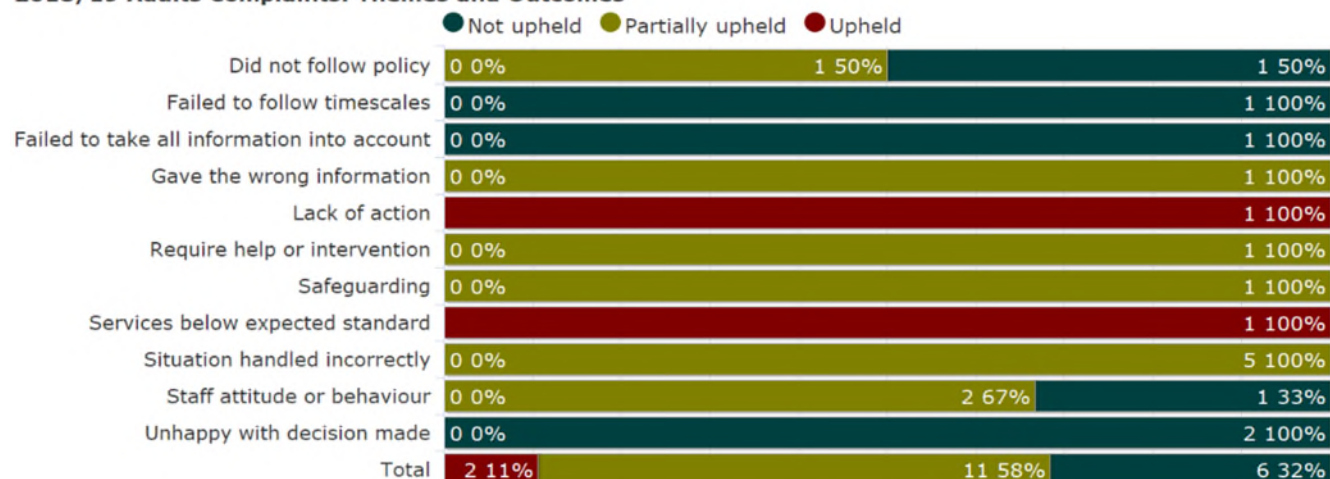
- 4.9 Figure 22 details the volume and percentage of complaints received to the Adults complaints process with a breakdown of both theme and outcome for both 2018/19 and 2019/20.

**Figure 22: Breakdown of Adults complaints by theme and outcome**

### 2019/20 Adults Complaints: Themes and Outcomes



### 2018/19 Adults Complaints: Themes and Outcomes

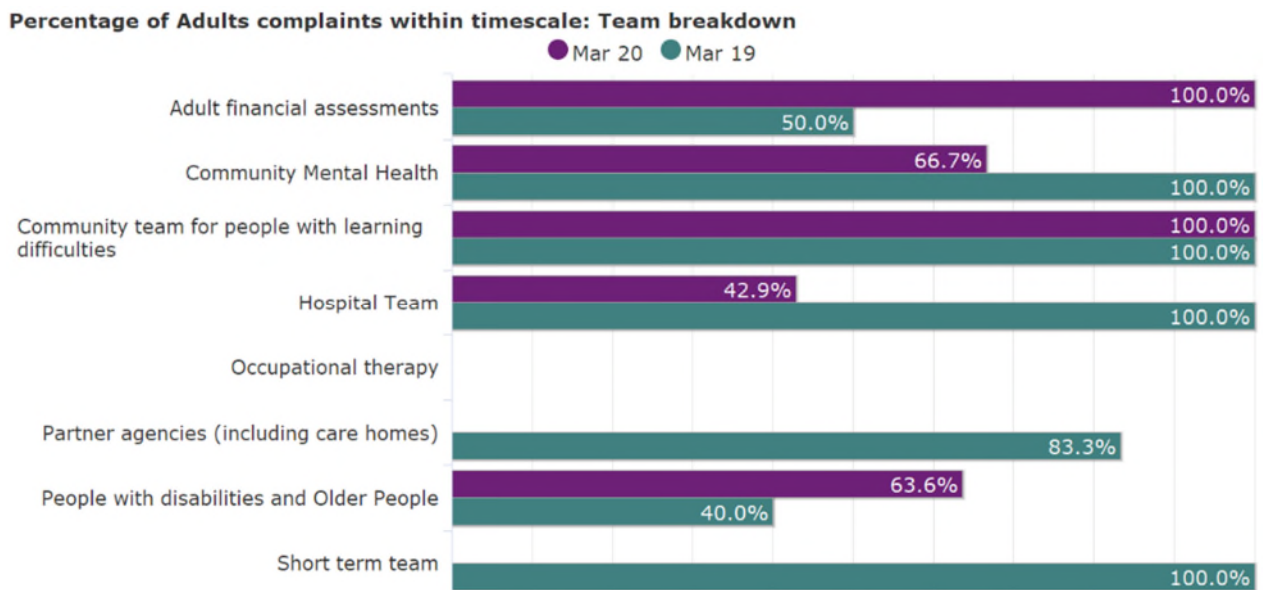


- 4.10 The highest number of complaints received were recorded under the theme of 'require help or intervention'. This is double the next highest theme. Most of the complaints in this category did not actively request a complaint; many were requesting an explanation of some issue that was not understood,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

## Timescales

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

**Figure 23: Percentage of complaints dealt with within timescale**

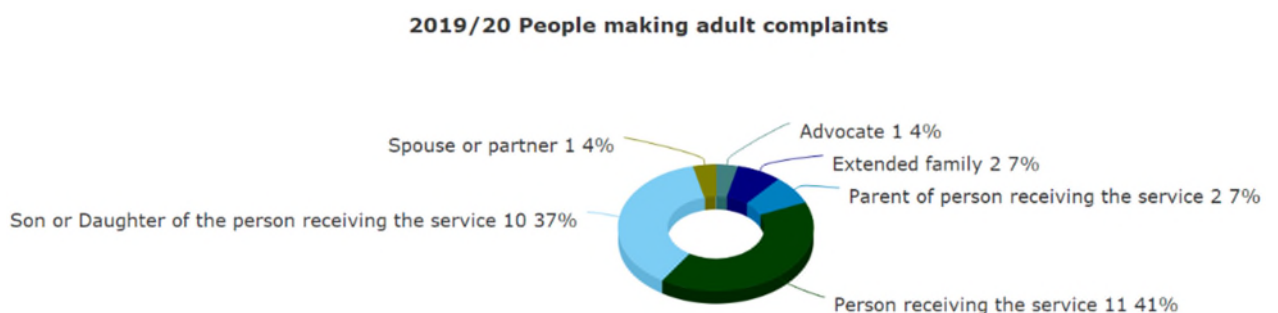


- 4.12 The response times in 2019/20 were longer due to staffing capacity pressures and the complexity of some of the complaints. Complaints in the hospital team primarily involved charging and finance matters which were complex to resolve. The service will review the process for managing these complaints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

### Complainants

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

**Figure 24: People making adult complaints**



### Complaints and enquiries to the LGSCO

- 4.14 The LGSCO made decisions about nine complaints and enquiries for adult services that were referred to them following complaints that were made about services provided by or on behalf of adult social care. Four were decided following detailed enquiries and of these, four were upheld. The remaining five were closed without a full investigation. See appendix 1 for details on decisions.
- 4.15 This is half the number of decisions about adult service that were decided by the LGSCO in 2018/19.

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

### **Learning from complaints**

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

#### **Day centre:**

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

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

#### **Domiciliary care:**

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

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

#### **People with Disabilities and Older People's Team and General training:**

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

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

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

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

**Table 5: Learning from adult complaints during 2019-20**

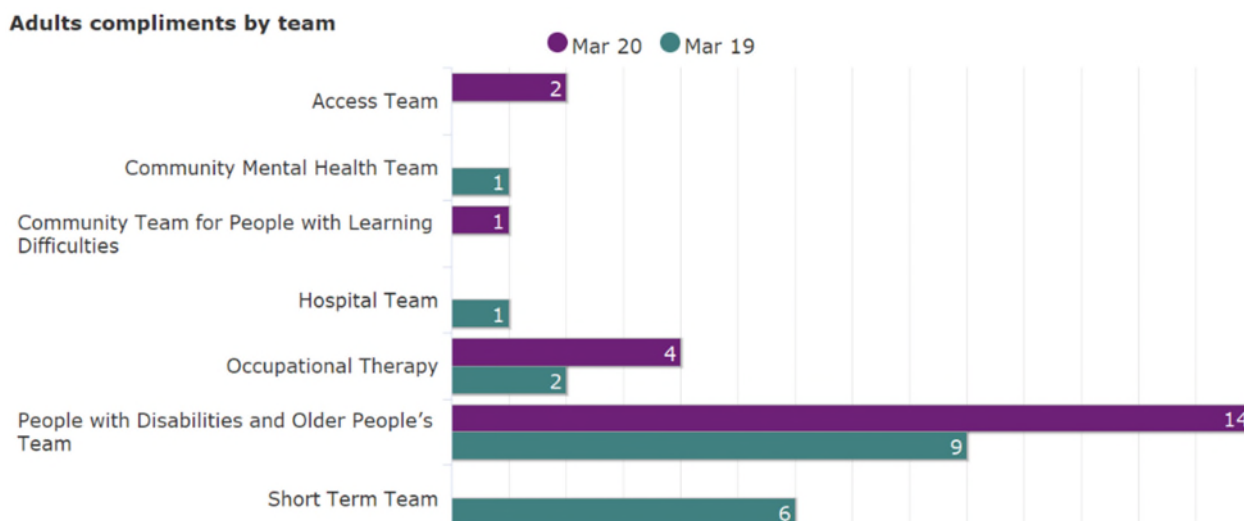
<b>Complaint area</b>	<b>Actions and learning</b>
Day centre	<ul style="list-style-type: none"><li>• The service has implemented a simple check list, which includes 'can the service be safely manned</li></ul>

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

### Compliments

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

**Figure 25: Compliments by service**



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

**Table 6: Examples of compliments received**

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

## 5. CHILDREN'S SERVICES

### Overall children's complaints summary

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

#### Internal process

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

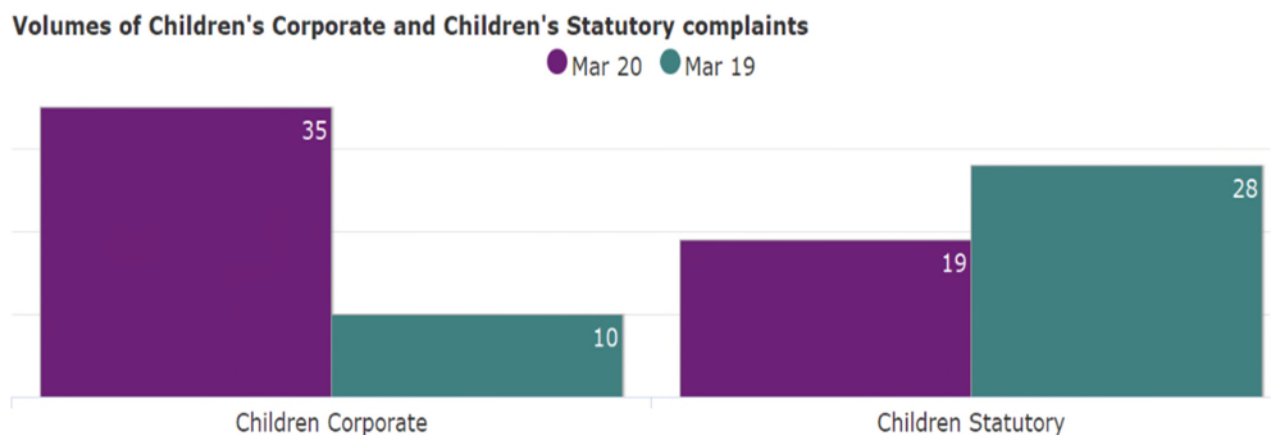
#### External process

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

### Complaints received

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

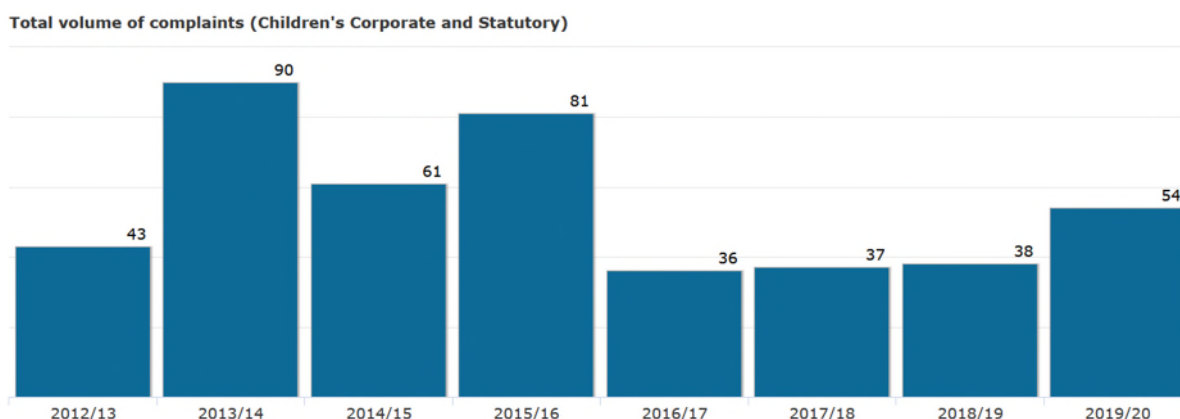
**Figure 26: Children Services overview**



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



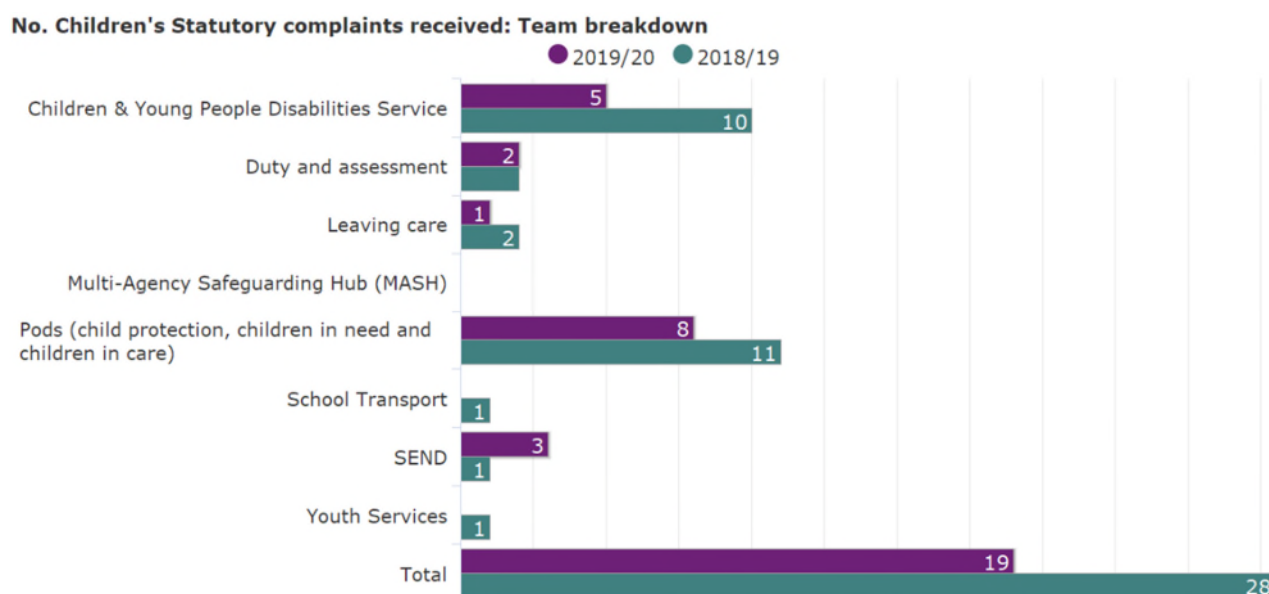
**Figure 27: Complaints received comparison 2012/13-2019/20**



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

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

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

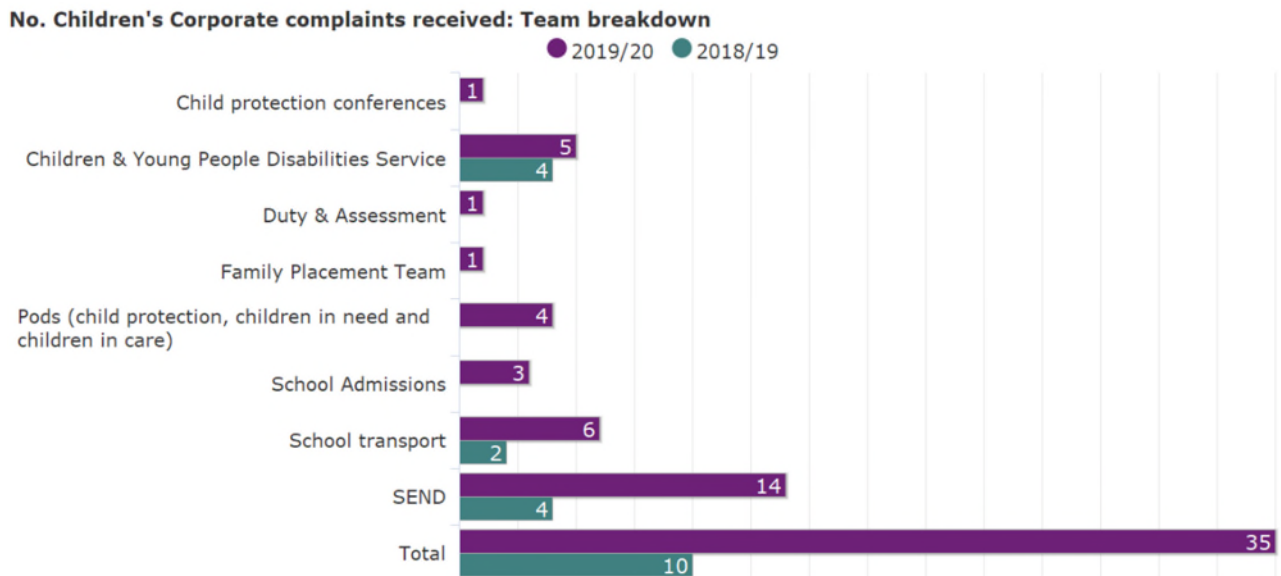


5.6 Statutory complaints are taken where a complaint is made by or on behalf of a child or young person who is receiving a statutory service from children's social care. In 2019/20, the majority of statutory complaints received related to Pods, with slightly fewer in CYPDS. These teams carry the majority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

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

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

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



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

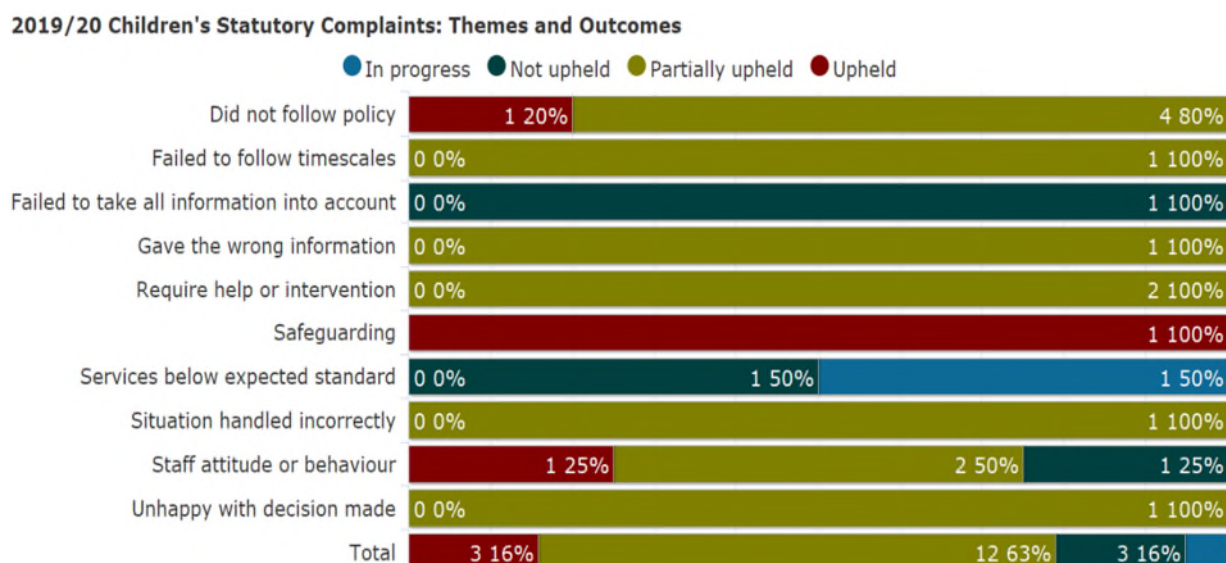
5.10 There are approximately 1000 children with EHCPs and there has been a significant national growth in the demand for these from schools and parents. The SEN Code of Practice states that we have to take into account the efficient use of public resources when identifying school placements, which can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

### Themes and outcomes

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

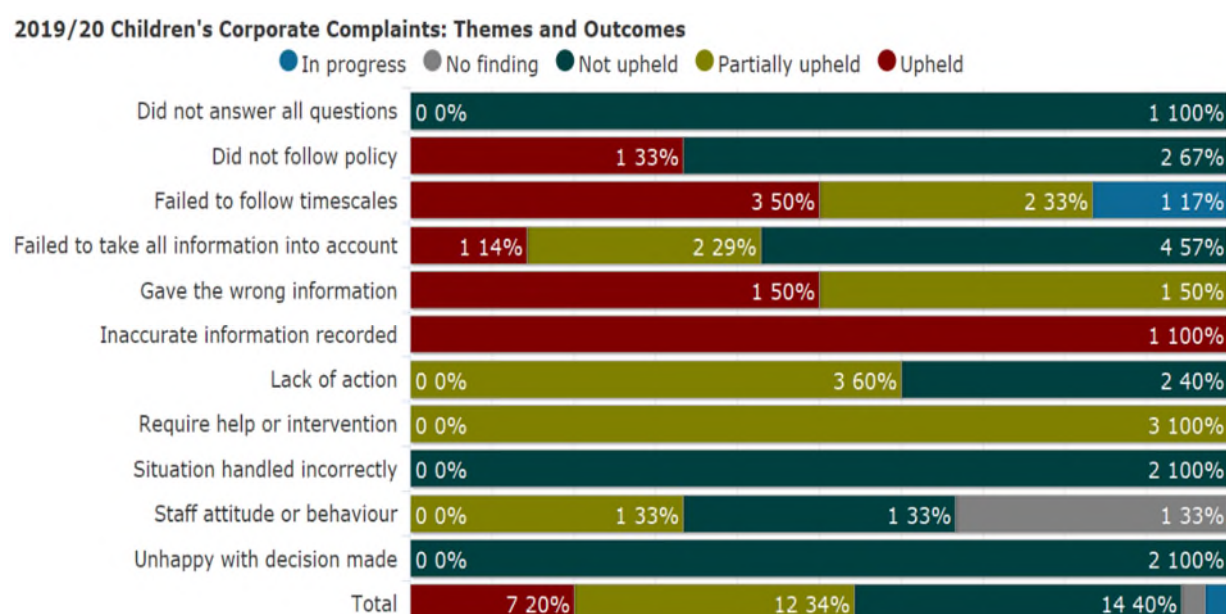
outcome listed.

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



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

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



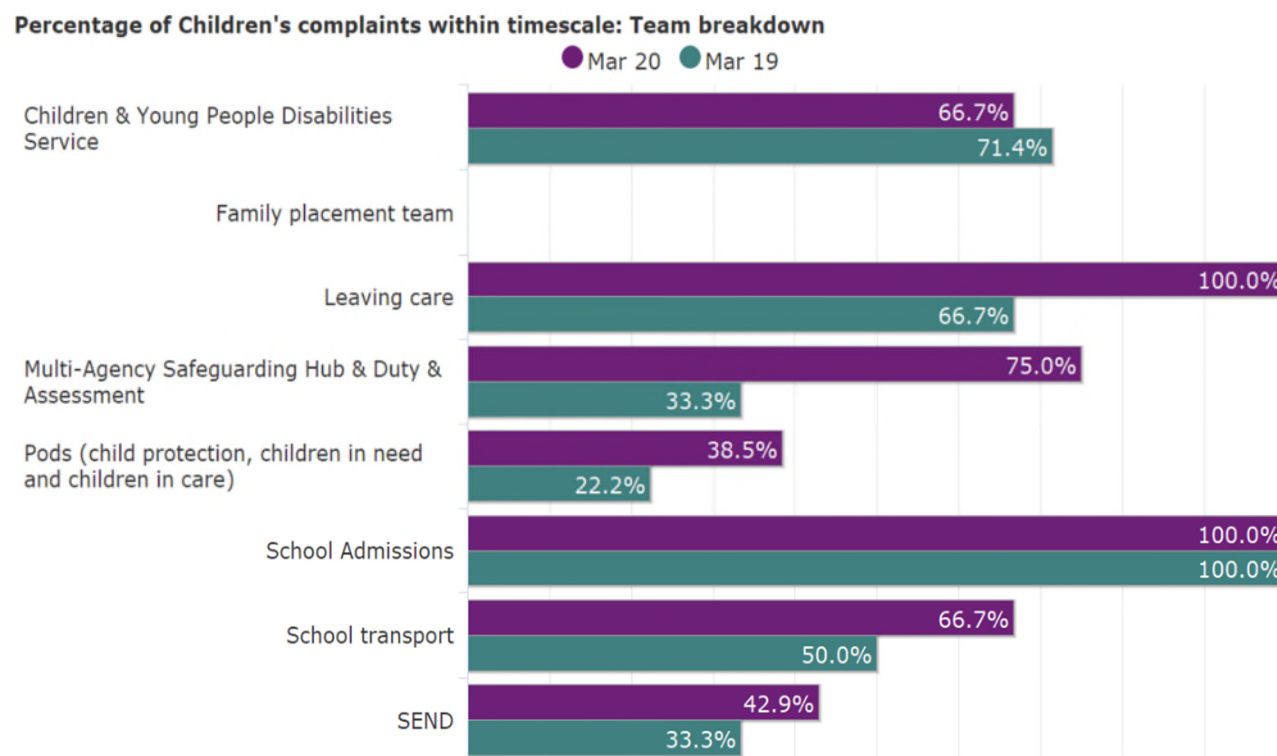
- 5.13 For children's corporate complaints, the highest volume of complaints received related to the theme "failed to take all information into account" (7), followed by "failed to follow timescales" (6) and "lack of action" (5). When a parental school preference is not agreed the complaint is often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

decision.

### Timescales

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

**Figure 32: Response timescales**



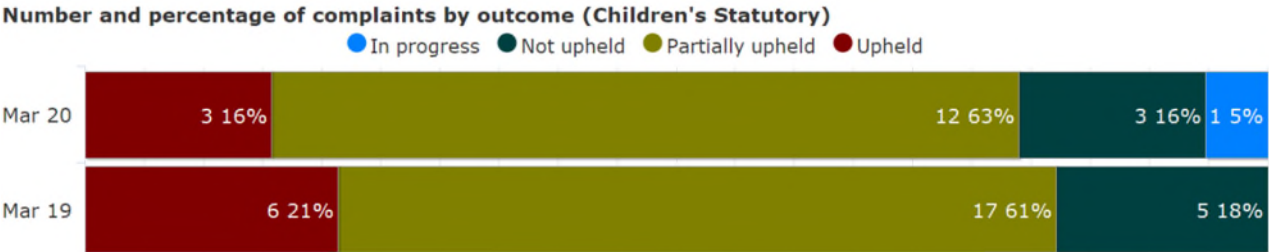
- 5.16 Of the 54 complaints that were received during 2019/20, 56% were responded to within timescales, which is an improvement from 2018/19 when 47% were responded to within timescales
- 5.17 Those responding to complaints are advised to give sufficient time to respond to the complaint and to ensure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

### Outcomes

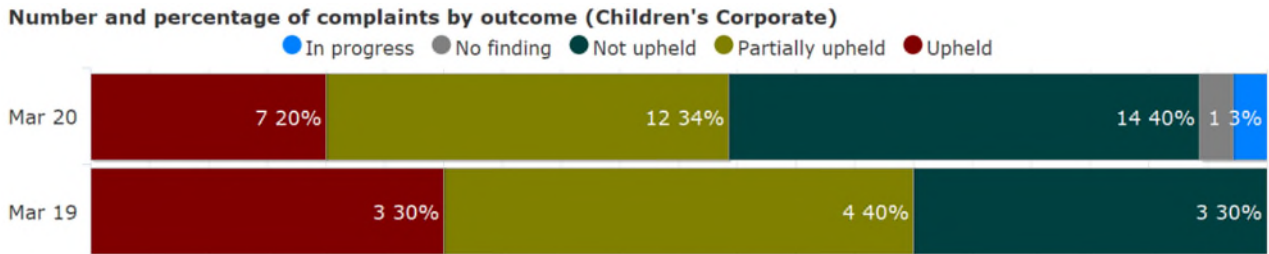
- 5.19 See Figure 33 for the breakdown of children's statutory complaints by outcome and Figure 34 for the breakdown of children's corporate complaints by outcome. It should

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

**Figure 33: Outcome of children's statutory complaints**



**Figure 34: Outcome of children's corporate complaints**

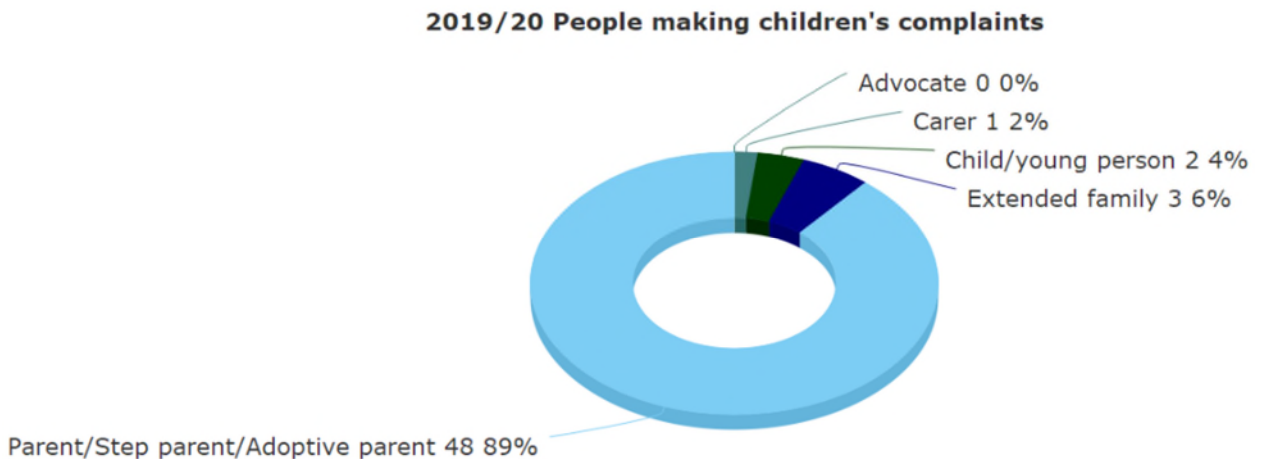


5.20 Achieving for Children as a learning organisation take complaints that have an element of wider learning which are used as examples to improve practice

**Complainants**

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

**Figure 35: People making children's complaints**



**Stage 2 complaints**

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



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

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

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

### **Complaints and enquiries to the LGSCO**

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

### **Representations**

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

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

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

### **Case concerns**

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

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

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

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

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

### **Learning from complaints**

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

implementation is:

### **Children and young people disability service**

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

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

### **Leaving Care team**

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

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

### **Pods**

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

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

### **General**

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

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

## **5.33 Table 8 sets out learning from children's complaints**

**Table 8: Learning from children's complaints**

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

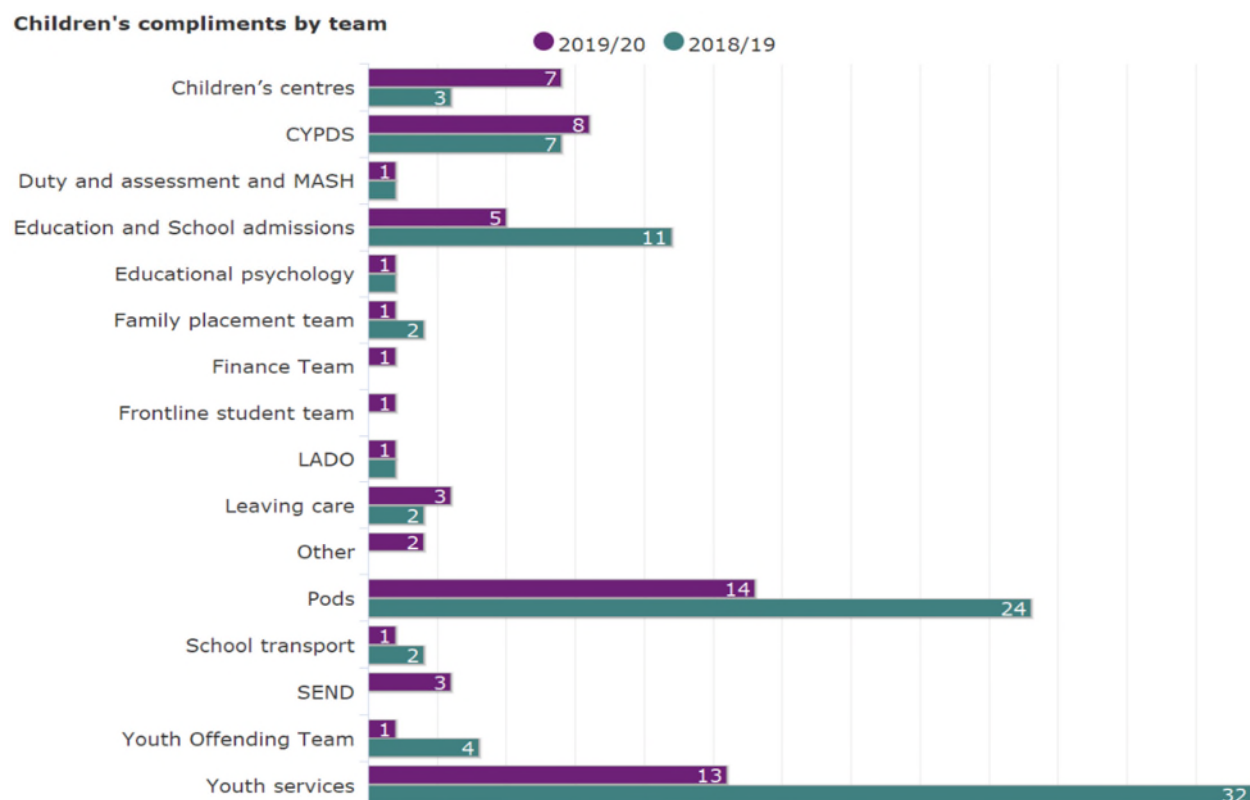


Complaint area	Actions and learning
	<p>placements at the same time rather than on an individual basis to minimise the time taken.</p> <p>Keep parents better informed about the placement search process and the likelihood of schools being able to offer a place so that parents do not spend time visiting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

### Compliments

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

**Figure 36: Number of compliments by children's services teams**



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

**Table 9: Examples of compliments received**

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

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

## Appendices

### Appendix A: LGSCO Annual Letter 2019-20

# Local Government & Social Care OMBUDSMAN

22 July 2020

*By email*

Mr Sharkey  
Managing Director  
Royal Borough of Windsor and Maidenhead Council

Dear Mr Sharkey

#### **Annual Review letter 2020**

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

#### **Complaint statistics**

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

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

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

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

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

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

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

### **Resources to help you get it right**

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

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

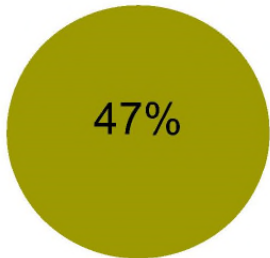
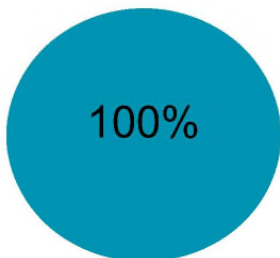
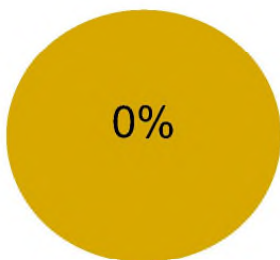
Earlier this year, we held our link officer seminars in London, Bristol, Leeds and Birmingham. Attended by 178 delegates from 143 local authorities, we focused on maximising the impact of complaints, making sure the right person is involved with complaints at the right time, and how to overcome common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

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

Yours sincerely,



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

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

## **Appendix B: COUNCIL'S COMPLAINTS PROCESS AND PROCEDURES**

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

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

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

The formal corporate complaints process contains two stages.

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

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

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

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

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

### **Quality assurance**

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

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

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



## Complaints processes

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

## **Appendix C: NATIONAL AND LEGISLATIVE CONTEXT**

### **Formal corporate complaints**

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

### **Adult services**

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

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

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

### **Children's services**

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

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

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

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

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Report Title:	<b>RBWM Recovery Strategy</b>
Contains Confidential or Exempt Information?	No - Part I
Lead Member:	Councillor Johnson, Leader of the Council and Lead Member for Business, Economic Development and Property
Meeting and Date:	Cabinet, 24 <sup>th</sup> September 2020
Responsible Officer(s):	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. The covid-19 pandemic has had wide ranging impacts on communities, the economy and society. We are now moving into a stabilisation phase and recovery.
2. We have worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire are being developed to enable sharing of best practice and co-ordination of activity where it is most appropriately undertaken at a county level.
3. This strategy sets out our approach to recovery at a Borough level to support our residents and businesses to empower communities to thrive, create great places and build lasting partnerships with our businesses.

## 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Cabinet notes the report and:

- i) ***Approves the Royal Borough Support and Recovery Strategy to move into delivery phase.***

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

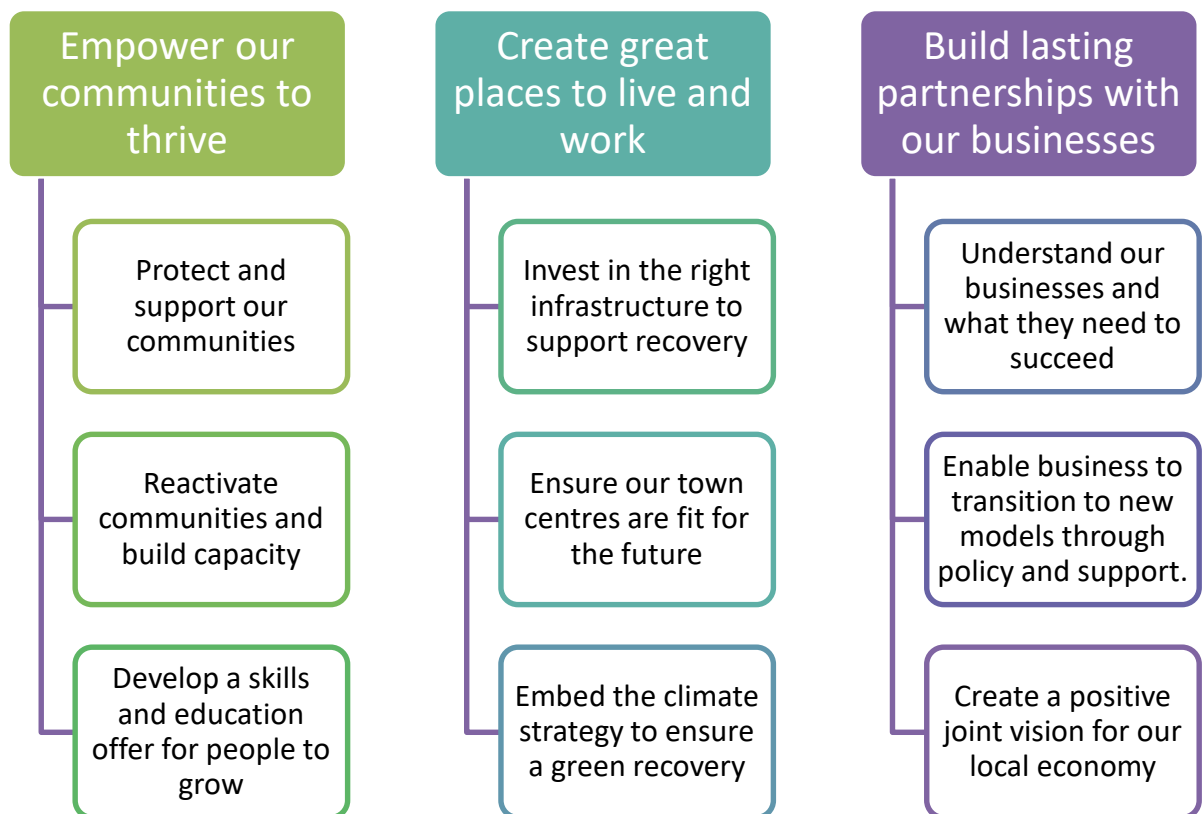
### Options

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

Option	Comments
Approve the strategy and move to the delivery phase. <b>This is the recommended option</b>	This will allow us to move to delivery phase and support businesses and community through recovery.
Delay approval and adoption of the strategy until we understand more about the recovery phase. This is not recommended	This would delay taking action on key issues and likely result in worse outcomes for the community and businesses.
Rely on the Thames Valley Recovery Strategy and do not adopt a local strategy This is not recommended	This would remove the local elements of the strategy, which would provide more tailored support for needs in the borough.

- 2.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 2.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 2.3 Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government as well as the emerging local evidence and data.
- 2.4 A regional recovery strategy has been developed at the Thames Valley, working with partners across Berkshire, Buckinghamshire, Oxfordshire and Milton Keynes. This provides a framework for the development of local recovery strategies that are to be implemented at a county and local level, with four priorities:
- **Health and wellbeing:** support for those who have had the virus and are recovering, support for people and families who have lost someone to the virus and support for those affected by the wider impacts of the pandemic.
  - **Direct hardship:** assistance for those that have lost their livelihoods and homes, support for learners and recent leavers who need educational and career support and memorials and other marks of respect.
  - **Structural economic impacts:** support for businesses to re-establish economic activity, assessment of the impacts across sectors and places, retraining and assistance for restructuring, business advice and counselling.
  - **Building resilience and seizing the positives:** future resilience to pandemics, return of services and new operating models, support for behaviour change to seize the positives and transformation.
- 2.5 A strategy and set of actions are being developed at a county level in partnership with the Local Enterprise Partnership and other local authorities. This is focussed on sharing of best practice across the area and identifying activities that are better delivered at scale through partnership working.
- 2.6 We have developed a common approach to our local strategies, based on three phases: Response, Recovery and Renewal. Recovery is focussed on short-term and more tactical actions to address the immediate impacts. The renewal phase is focussed on more strategic and transformational change.

- 2.7 The borough strategy is based on creating the right environment for communities and businesses to recover. This means providing a strategic framework to support people, places and partnerships that will bring lasting success.



- 2.8 Each of the strategic themes has been converted into a workstream of initial actions. The strategy highlights actions that have been taken or will be taken across each of the phases: response, recovery and renewal. These are not intended to be an exhaustive set of actions and the programme will evolve over time as we learn more.
- 2.9 The success of the strategy will be monitored through a series of measures, based around the four priorities at Thames Valley level. One of the first key actions of the strategy will be to collate a recovery data hub and dashboard to enable data-led decision making.

### 3. KEY IMPLICATIONS

- 3.1 The pandemic has resulted in a significant downturn in economic activity and likely to lead to high levels of unemployment as the government reduces its support. The long term impacts on society in terms of education, economy, health and wellbeing will not be understood for some time. This means the strategy needs to be in place to guide decision making and help prioritise and manage activity in a co-ordinated way.
- 3.2 The strategy will need to be delivered across the organisation to ensure it is effective. It may also guide future decisions on prioritisation of revenue and capital budgets in the future.

#### **4. FINANCIAL DETAILS / VALUE FOR MONEY**

- 4.1 The strategy will be managed through existing resource and budgets, supported by bids for external funding including any available government grants. We will also look to work with partner organisations to maximise the value gained from available resources for the benefit of our residents and businesses.
- 4.2 Delivery of the strategy will be through a reshaped economic development function, working in partnership with other services across the council. As acknowledged in the council's interim strategy, recovery from covid-19 is an interim focus for the organisation but any longer term resource implications will need to be considered as part of our Medium Term Financial Planning.

#### **5. LEGAL IMPLICATIONS**

- 5.1 No significant legal implications have been identified but this will be kept under review as the strategy evolves and appropriate advice will be sought on individual projects as required.

#### **6. RISK MANAGEMENT**

- 6.1 The broad nature of the strategy means that there are multiple risks and issues associated with the subject matter. Individual projects will be managed to understand the risks and mitigations at project level. The biggest risk relates to inaction and failing to put in place an appropriate strategy for recovery and renewal. The strategy itself is seeking to minimise and mitigate significant risks to our residents, communities and businesses.

#### **7. POTENTIAL IMPACTS**

- 7.1 **Equalities.** the strategy is seeking to reduce inequalities and prevent further impacts that worsen existing inequalities within society. A screening assessment has been undertaken that has not identified the need for a full assessment is required at this stage. However, equalities impact screening will need to be undertaken for individual projects and initiatives as required.
- 7.2 **Climate change/sustainability.** The strategy seeks to embed the climate strategy into our recovery strategy, as part of our placemaking work. This is to ensure that future strategies are consistent with our climate objectives and we are able to deliver a 'green recovery'.
- 7.3 **Data Protection/GDPR.** The strategy in itself does not have any significant data protection or GDPR implications. However, individual projects will be reviewed to ensure that any implications are managed in line with the council's policies and procedures.

#### **8. CONSULTATION**

- 8.1 The strategy will be taken to Infrastructure Overview and Scrutiny Panel on 22<sup>nd</sup> September 2020 for review and comment. It has also been discussed



with the Recovery Member Reference Group in an advisory capacity, the details of which are included in the strategy document.

## 9. TIMETABLE FOR IMPLEMENTATION

- 9.1 The strategy will be implemented as soon as it is adopted. A process for prioritising the actions within the strategy is being developed alongside more detailed delivery planning. The nature of the emergency has meant that some projects within the response and recovery phase have been delivered or are in delivery phase already.

## 10. APPENDICES

- 10.1 The strategy document is attached as an Appendix.

## 11. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr Johnson	Leader of the Council and Lead Member for Business, Economic Development and Property	04/09/20	
Duncan Sharkey	Managing Director	04/09/20	07/09/20
Russell O'Keefe	Director of Place	04/09/20	08/09/20
Adele Taylor	Director of Resources/S151 Officer	04/09/20	04/09/20
Kevin McDaniel	Director of Children's Services	04/09/20	
Hilary Hall	Director Adults, Commissioning and Health	04/09/20	
Andrew Vallance	Head of Finance	04/09/20	
Elaine Browne	Head of Law	04/09/20	
Mary Severin	Monitoring Officer	04/09/20	07/09/20
Nikki Craig	Head of HR, Corporate Projects and IT	04/09/20	
Louisa Dean	Communications	04/09/20	
Karen Shepherd	Head of Governance	04/09/20	

# **Royal Borough Windsor & Maidenhead**

## **Support and Recovery Strategy**

**September 2020**

## **CONTENTS**

- 1 Introduction
- 2 Impacts of Covid-19
- 3 Strategic Context
- 4 Local Strategic Framework
- 5 Implementation
- Appendices

## 1 INTRODUCTION

- 1.1 The Covid-19 pandemic has had wide-ranging impacts on the UK and the Royal Borough. It has changed the way we live and view the world. The response effort has been genuinely innovative and collaborative across the community with people coming together to tackle the health, economic and societal impacts of the crisis, with unprecedented action from central Government.
- 1.2 The council is moving out of crisis response into a stabilisation phase and then recovery. We are still having to manage the pandemic with responsibilities for shielding and management of local outbreaks of the virus. Now that local outbreak plans are in place, the command and control structures are being stepped down and management of the recovery efforts will need to be through new business as usual structures.
- 1.3 We enter the stabilisation and recovery phase with significant uncertainty. Whilst some of immediate effects of the crisis are becoming clear, the longer-term effects will only be known over time. Therefore, a flexible and agile approach to dealing with recovery will be needed. This will need to react to the changing priorities and direction from central Government and the emerging local evidence and data that will inform us of the impacts of the crisis on the economy and society.
- 1.4 The services that the council offer have had to adapt during the response phase and will be changing as we move into recovery. A separate organisational recovery strategy has been prepared. The first phase of this is service level step-up plans and changes to existing operating models to allow services to continue in a socially distanced and safe way. We are reviewing policies and putting in place the right support for our colleagues and managers for working in these different circumstances.
- 1.5 Whilst the recovery phase will require the support of many partners, organisations and communities, there is a key role for the council to provide leadership. This document sets out the strategic approach to managing the 'place' recovery within the Royal Borough of Windsor and Maidenhead. It will provide a flexible framework to guide decision making and prioritisation of activity. The remainder of this report is structured as follows:

<b>Section 2 – Impacts of Covid-19</b>	This section sets out the known and potential impacts of Covid-19 on the UK and the borough. Where possible these are quantified through data and evidence.
<b>Section 3 – Strategic context</b>	This section explains the activity at national and regional level, which sets the context for our own local strategy.
<b>Section 4 – Local recovery strategy</b>	This section provides the outline of our recovery strategy including the workstream structures and overall approach.
<b>Section 5 – Implementation</b>	This section sets out how the strategy will be managed and delivered.

## **2 Impacts of Covid-19**

- 2.1 We are still learning about the impacts of the pandemic. Many of the longer-term health, societal and economic impacts of the crisis will not be known for many years to come. Therefore, our strategy will need to be informed by the emerging data and will need to be flexible to ensure that our actions can change as we learn more about the impact of the pandemic on society.
- 2.2 Whilst we do not have all the data required at this stage to assess the long-term implications, there are some emerging themes and issues that need addressing.

### **Health and wellbeing**

- 2.3 There have been some clear and immediate impacts on the health and wellbeing of our community. So far, there have been 406 recorded cases in the Royal Borough of Windsor and Maidenhead and 129 Corona virus related deaths. We also do not fully understand the longer-term effects on those who are recovering from the disease.
- 2.4 These direct impacts will have affected many families and communities across the Royal Borough, who will need support as we move on from the immediate emergency response. Key workers across the NHS, wider health and social care sector have had to work for prolonged periods in difficult circumstances. This is likely to have longer-term effects and we will need to support those who have been affected by working through these unprecedented.
- 2.5 In addition to this, there have been a series of knock-on impacts on health. The NHS has had to pause non-emergency procedures. The government guidance to stay at home has also resulted in some people choosing not to access care and a delay to some non-emergency treatment.
- 2.6 The direct impact of the pandemic, the lockdown and other wider economic impacts that result will also impact mental wellbeing. This will require close examination to ensure that these longer-term effects are monitored, and appropriate actions taken to support our communities. The impact of the closure of schools on the education and development of young people is of particular concern to ensure their long-term economic and social potential is not unduly impacted.
- 2.7 The immediate response from the local authority was to establish a Community Hub to support residents and recruit volunteers. During the lockdown there were over 2,700 shielded individuals with over 800 community requests. In the local area we recruited over 750 volunteers with almost 400 of those matched where help was needed. The Community Hub also signposted to other agencies where residents could access help.
- 2.8 As we move into recovery, the Royal Borough is establishing the management of shielding, other vulnerable residents and volunteers as business as usual, including the development of a bespoke case management/allocation system.

## **Direct hardship**

- 2.9 Traditionally, unemployment in Berkshire and the Royal Borough has been low. In 2019, the Royal Borough had an unemployment rate of 2.4%, below the average in the South-East of England of 3.0% and 3.9% in the whole of Great Britain.
- 2.10 The crisis is expected to have a significant impact on unemployment and numbers of benefit claimants. Across Berkshire there was a 50% increase in claimants between April 2020 and May 2020. In the Royal Borough the number of claimants rose to 4,010, with the proportion of those aged 16 to 64 claiming rising from 2.8% in April 2020 to 4.3% in May 2020. This is up from 1,100 people in April 2019, which represented only 1.2% of those aged 16 to 64. Government support measures, in particular the furlough scheme, may be artificially suppressing unemployment impacts. Government data suggests that there were around 17,500 employees in the Royal Borough within the scheme.
- 2.11 We are also expecting to see a substantial rise in vacancies in both retail units and office space. Some businesses will fail or cease trading and there will be some consolidation and rationalisation of office space and stores by larger companies. We have already seen a number of national retailers announce they will not be reopening their stores in our larger town centres of Windsor and Maidenhead.

## **Structural economic**

- 2.12 Prior to Covid-19, Berkshire had one of the strongest performing regional economies in the UK. The GVA figures per job and per hour worked were comparable with London and much higher than the UK average. The number of businesses were growing by around 3.5% a year and RBWM had the largest number of registered businesses of all of the Berkshire Authorities with over 9,500 in 2019.
- 2.13 There are a number of high-risk sectors, which are being more heavily impacted by the pandemic. The economy in our area is more reliant on the hospitality and tourism than the UK as whole. This sector is responsible for around 8,000 jobs (8.6%) and 1.5 times more important than the national average. We are also reliant on arts, entertainment and recreation which employs 4,800 people (5.8%) which is 2.3 times the national average.
- 2.14 We have seen an acceleration of retail trends that will further impact the high street. Online sales have been increasing and footfall has been impacted by the lockdown and closure of businesses (either short term or long term). To date footfall in Windsor town centre is down 49.1% year to date and Maidenhead is down 41.3%. In the South East footfall is down 43.9% and the UK is down 45.9%.
- 2.15 This could have significant knock-on impacts on the property sector, land uses in town centres. Therefore, having plans for the short-term impact on vacancy rates and a longer-term renewal strategy to ensure the ongoing vitality and viability will be important.
- 2.16 The government advice to work from home has also impacted many organisations, in particular those with larger numbers of office workers. It has helped to test and prove video-conferencing technology on a greater scale and demonstrated the ability for many to work productively away from the office.

2.17 Many organisations, including the council, are considering their flexible working policies and actively reviewing office space requirements for the future. This could have wide ranging impacts on the future office market, land-use and transport planning.



### 3 Strategic context

- 3.1 Our recovery strategy is being developed in the context of activity at a national and regional level. The local strategy has been developed to support the overall approach and ensure that activity is taking place at the appropriate level.

#### Government recovery strategy

- 3.2 In May 2020, the UK government released its recovery strategy 'Our Plan to Rebuild' which was updated in July. This set out a phased approach to reopening the economy and society. It includes a series of measures for smarter controls for managing the pandemic, which is known as Phase 2. These controls will need to be in place until we reach Phase 3, where reliable treatment is in place to tackle Covid-19.
- 3.3 There have also been a series of actions by Government to support the economy through the crisis. This has included business support grants and loans, sector specific funding packages and the furlough scheme. Funding packages for local transport have been made available to support train operating companies, local bus operators and to invest in walking and cycling measures that support social distancing.
- 3.4 The government is also looking at the longer-term strategy for the economy, to bring together the economic recovery from covid-19 alongside changes resulting from Brexit and our commitment to net zero carbon emissions by 2050. A series of business round tables and working groups have been established to consider the longer-term strategic issues for economic recovery including:
- **Green Recovery** – how to capture economic growth from the shift to net zero carbon.
  - **Increasing opportunity** – how to level up economic performance across the country, including through skills and apprenticeships.
  - **Backing new business** – to make the UK the best place to start and scale a business.
  - **The future of industry** – how to accelerate business innovation and leverage private sector investment in research and development.
- 3.5 Government has also asked Local Enterprise Partnerships to review and update the existing Local Industrial Strategies. These will form new Local Industrial and Recovery Strategies to guide economic growth in the recovery phase. The Royal Borough is one of the six local authorities in Berkshire, working in partnership with the Thames Valley Berkshire LEP to develop this.
- 3.6 In July 2020, the Government released its 'Plan for Jobs'. This set out a series of measures to support the economy and jobs as we transition out of the current furlough scheme. Measures include: a job retention bonus, to encourage employers to retain furloughed workers; supporting jobs through a new kickstart programme, protecting jobs through support for affected industries such as hospitality and tourism through reduced VAT; and creating jobs through stimulus investment in infrastructure, green homes grants and a temporary cut to stamp duty.

#### Regional strategy

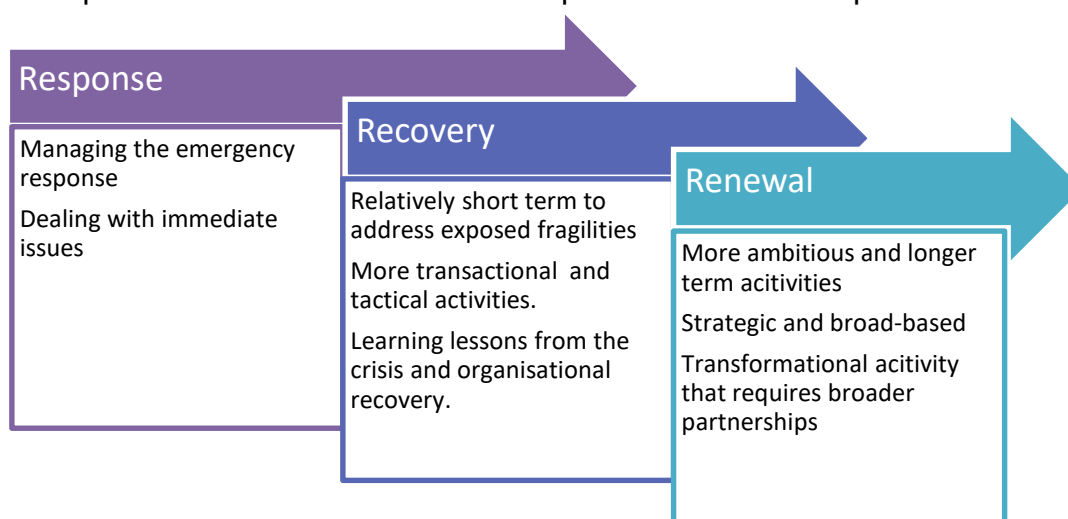
- 3.7 The crisis has been managed through the Local Resilience Forum and emergency planning structures. Berkshire sits within the Thames Valley Local Resilience Forum, along with Buckinghamshire, Oxfordshire and Milton Keynes. A strategic recovery

group has put in place an overarching recovery framework to guide development of local recovery plans. This is based on four key areas of focus:



### ***Berkshire Recovery Strategy***

- 3.8 Tactical recovery planning has been delegated to county level, with four groups in the Thames Valley Area. The Berkshire Recovery Co-ordinating Group is made up of the six unitary authorities and the Local Enterprise Partnership.
- 3.9 There is an emerging strategy for Berkshire seeking to identify joint priorities, share best practice and identify issues that are best dealt with at a Berkshire level, with the benefits of delivering at scale. A common language of the phases of recovery has been developed for the Berkshire. With three phases which are expected to overlap:



## 4 Local Place Recovery Strategy

4.1 Our approach to recovery has been guided by four key principles which were built into the recovery cell of the emergency response:

- Co-ordinate the recovery for businesses and communities in the borough.
- Minimise the impacts on the economy, population health and quality of life;
- Maximise opportunities for ongoing transformation of service delivery.
- Embed changes to business as usual that deliver benefit the council, businesses and communities

### Recovery phase

- 4.2 The Community Hub has brought together nearly 50 community groups across the borough and recruited well over 700 volunteers providing invaluable assistance to **shielded and vulnerable residents** in the borough. As part of our organisational recovery we are embedding this into our service provision and will continue to support those people as part of our business as usual.
- 4.3 The initial phases of our recovery have been about **building trust and confidence** in the easing of the lockdown. We have worked hard with businesses and other partners to enable the **safe reopening** of our main town centres. This has involved creating guidance for businesses, helping to build reassurance with increased and visible cleaning regimes and providing signage to support social distancing. We have also been successful in securing funding from DfT to provide improved walking and cycling facilities to **support social distancing**.
- 4.4 We continue to promote our businesses and have launched specific campaigns to **support local** and promote our **independent businesses**. We are now moving onto promoting the Royal Borough as a destination. This will start as a local campaign to **Rediscover Your Local Borough**. This campaign will focus on encouraging local residents to reconnect with local places to visit and take the opportunity to enjoy some of the local attractions they haven't visited for a long time or have never visited. This will then transition into a **domestic visitor campaign** to seek to capture the day visitor and staycation market.
- 4.5 To support our town centres, we are reviewing opportunities for businesses to **make better use of street space** and **expand their capacity**. We are also building up a register of landlords so that we can work in partnership with them to create **meanwhile uses** and **pop-up space**. We are also curating a **programme of events** to support reactivation and engagement with our communities and support the vitality and vibrancy of our town centres.
- 4.6 Infrastructure will play a key role in the **green recovery**. We will seek to maximise opportunities to invest in walking and cycling measures through the Government **active travel fund**. We will promote the **green homes grant** to help our residents to improve energy efficiency and support our journey to net zero carbon.
- 4.7 The pandemic will have a significant impact on jobs and unemployment. We will continue to work with the Local Enterprise Partnership to promote **Berkshire Opportunities**, a local redeployment scheme with the National Careers Service. We will **promote the central Government support schemes**, set out in a 'plan for jobs'. Working with our business community we will explore opportunities to set up **mentoring**

**programmes for young people** to ensure they are supported through these difficult times.

- 4.8 The crisis has highlighted the need to have more robust mechanisms in place to engage with our business community. As part of the recovery strategy we will be building stronger partnerships with businesses. We will create new **business engagement channels** as well as offering dedicated support to support them to **re-imagine their business model** for the new environment.

### Renewal phase

- 4.9 The renewal strategy is based around creating the right environment for communities and businesses to recover. This means supporting **people, places and partnerships** that will bring lasting success.



4.10 To deliver the objectives set out at a Thames Valley level, each of the themes has been developed into a workstream. The entire programme will be supported through a communication and marketing workstream. A programme of activity to promote the reopening of the economy and a place marketing campaign to encourage local, domestic and finally international re-engagement with the Royal Borough.

	<b>Empower our communities to thrive</b>	<b>Create great places to live and work</b>	<b>Build lasting partnerships with our businesses</b>
Health and wellbeing			
Direct Hardship			
Structural Economic			
Building resilience			

4.11 The strategy will be converted into a series of projects, actions and activities. A summary of the current activities that have been identified across the response, recovery and renewal phases is set out below. These will be reviewed and updated as we learn more, this is not intended to be an exhaustive list of activities but provides the basis for planning our initial priorities.

<b>Empower our communities to thrive</b>	<b>RESPONSE</b>	<b>RECOVERY</b>	<b>RENEWAL</b>
	<p>Volunteering programme</p> <p>Support for shielding individuals.</p> <p>PPE and logistics support.</p> <p>Support for key worker children to remain in education</p> <p>Signposting to on-line learning resources.</p> <p>Working with schools on phased reopening plans.</p> <p>Sharing government messaging of ‘Stay home, save lives, protect the NHS’</p> <p>RBWM together campaign</p>	<p>Transition of shielding support service measures into BAU</p> <p>Working with businesses to help vulnerable residents to access reopened economy</p> <p>Embedding community response including potential for hubs.</p> <p>Mental health support programmes and promotion of physical wellbeing</p> <p>Curation of a borough-wide event programme</p> <p>Investigate options for recognition and memorials to recognise the impacts on communities.</p> <p>Engagement with higher and further education providers in the borough to understand their needs</p> <p>Promotion and signposting of LEP redeployment scheme and Government support programmes.</p> <p>Develop pathways for those affected by unemployment and mentoring opportunities and education support for young people impacted.</p>	<p>Develop a “place” strategy for physical and mental health and wellbeing that promotes a new relationship between organisations and communities focused on self-care, prevention and maintaining independence</p> <p>Community capacity building</p> <p>Skills gap analysis through engagement with businesses – through new local industrial strategy.</p> <p>Regional education and skills programme to support retraining.</p> <p>Support for development of start-up and grass roots business</p>

<b>Create great places to live and work</b>	<b>RESPONSE</b>	<b>RECOVERY</b>	<b>RENEWAL</b>
	<p>Changes to local bus services</p> <p>Free resident parking in key car parks.</p> <p>Temporary highways measures to support social distancing.</p> <p>Town centre safe reopening plans.</p>	<p>Enable acceleration of walking and cycling measures through bids for investment.</p> <p>Encourage and attract investment to support transition to net zero.</p> <p>Engagement with digital infrastructure providers to understand how they can support a low carbon recovery and embed behaviour change.</p> <p>Work with landlords on meanwhile uses and popups to support town centre vitality</p> <p>Develop stronger relationships with local transport providers to understand how their services are responding to Covid.</p> <p>‘Discover Your Royal Borough’ local borough campaign’</p> <p>‘Rediscover the Royal Borough domestic tourism campaign</p>	<p>New Local Transport Plan to support new patterns of travel.</p> <p>New Digital infrastructure strategy and support for acceleration.</p> <p>Embed the Climate Strategy into the council and across the borough.</p> <p>Place marketing strategy for the Royal Borough tailored for our various audiences.</p> <p>Future of town centres vision for all areas of the Borough</p> <p>Ensuring regeneration programme is supporting our wider recovery strategy.</p>



<b>Building lasting partnerships with our business</b>	<b>RESPONSE</b>	<b>RECOVERY</b>	<b>RENEWAL</b>
	<p>Promotion of open businesses.</p> <p>Business engagement meetings by sector.</p> <p>Business grants, advice and guidance on safe reopening</p>	<p>Development of comprehensive database of borough businesses by sector.</p> <p>New business engagement channels</p> <p>Reassurance messages through phased reopening</p> <p>Shop local / stay local campaign.</p> <p>Independents campaign</p> <p>Work with partners to set up the recovery data hub</p> <p>1-1 business support offer and networking opportunities to build stronger support within the business community.</p> <p>Signposting of support for redesign and reimagining business for the new environment.</p> <p>Place-based task force with local business to identify medium term actions.</p>	<p>Policy review to support businesses to change their business model, including potential for local development orders.</p> <p>Engagement with high growth sectors to support wider economy and community.</p> <p>Proactive inward investment strategy to identify the types of businesses we want in the borough</p> <p>Co-ordinate activity into a new Economic Development Strategy in partnership with business.</p>

## Monitoring

- 4.12 As time passes, we will learn more about the direct and indirect impacts of the crisis on both the economy and society. Therefore, our decisions will need to be led by the emerging evidence and data. Therefore, we are setting up a series of indicators to track as we move through the phases of our strategy, which will be developed through the recovery data hub:

## **5 Implementation**

- 5.1 Delivery of the strategy will require a flexible approach. As we learn more about the immediate and long-term effects of the virus on health, society and the economy we will need to adapt our approach to tackle emerging issues.
- 5.2 We are stepping down our emergency planning structures and therefore the delivery will need to be through business as usual structures and working through existing partnerships. The weekly recovery cell meeting will continue as a forum to co-ordinate day-to-day activity. This has representatives from different teams across the council and other organisations as required.
- 5.3 Individual project delivery groups will be set up to support delivery. A good example of this is the town centre reopening group that includes officers from across the council and other organisations which supported delivery of the safe reopening of Maidenhead and Windsor town centres for non-essential retail and then for the reopening of pubs and restaurants.
- 5.4 A director-level recovery steering group has been set up on a monthly basis as the decision-making forum for the recovery strategy. This will provide direction for the development of the recovery strategy. A member reference group has also been set up to advise on the recovery strategy. The terms of reference are included at Appendix A.

## Appendix A

### RBWM Recovery Member Reference Group

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#### Terms of Reference

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##### Context

- RBWM has established a Recovery Cell to support recovery from the impact and consequences of Covid-19 and provide visible and strong leadership during the recovery phase.
- The Recovery Cell has set strategic priorities which remain under review.
- Unlike other events, the scale of Covid-19 means that RBWM will likely be operating an on-going response (led by the Recovery Cell)
- It is likely that the Recovery Cell will have a role to play for some months if not years to come.
- The Recovery Cell is intended to complement recovery plans and activity that must be maintained at service area level and other agency recovery plans.
- Substantial elements of recovery are likely to have commonality across service areas and local agencies.
- The Recovery Cell will support alignment with any national, Berkshire and Thames Valley Recovery Plans and provide useful operating principles and joint work to inform delivery of local recovery plans and activity by agencies so they can deliver on their interests and statutory duties.

##### Purpose

The reference group is formed to act in an advisory capacity to:

- Review the strategy, priorities and activities of the RBWM Recovery Cell.
- Offer insight on where any improvements may be considered so that recovery is managed.
- Support the connection between national, Berkshire and Thames Valley Recovery Plans and local agency Recovery Plans.
- Promote understanding of purpose and strategy within political groups.
- Ensure political support for recovery plans and communications.
- Engage with the community as appropriate and identify emerging issues, reporting them into the RBWM Recovery Cell

##### Membership

- 6 Members
- Chairman – Leader of the Council

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<b>Subject:</b>	Digital Infrastructure – Task and finish group
<b>Reason for briefing note:</b>	To set out the potential scope for a task and finish group on digital infrastructure
<b>Responsible officer(s):</b>	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
<b>Date:</b>	17 <sup>th</sup> September 2020

www.rbwm.gov.uk



## SUMMARY

On the 20<sup>th</sup> July 2020, the Infrastructure Overview and Scrutiny Panel discussed the potential work programme. A number of items were identified as needing further work to develop the detail of the item and return to the panel for approval. This paper sets out the potential scope for a task and finish group on digital infrastructure.

The panel could either decide to establish a task and finish group or identify future items for the work plan to support the development of a digital infrastructure strategy.

## 1 BACKGROUND

- 1.1 On the 20<sup>th</sup> July 2020, the Infrastructure Overview and Scrutiny Panel discussed future items for its work programme. A number of items were identified as needing further work to develop the detail and return to the panel for approval. This paper sets out the potential scope for a task and finish group on digital infrastructure as well as alternative options for the panel to inform and scrutinise the development of our strategy.
- 1.2 Digital infrastructure is increasingly important for our communities and businesses to function. Ensuring we understand our priorities, requirements and options for delivery is important. The need for a digital infrastructure strategy has been highlighted in our Borough Recovery Strategy as well as being an important part of our draft Environment and Climate Strategy which is currently out for public consultation.
- 1.3 The strategy would seek to identify the future requirements for digital infrastructure across the borough in terms of technology, capacity and physical infrastructure provision. We also need to identify the right delivery model and partners to enable this. The timetable for development of the strategy is being developed as part of the development of more detailed delivery plans for both the climate strategy and recovery strategy.

## 2 KEY IMPLICATIONS

- 2.1 The key implication will be the requirements for resourcing the task and finish group from panel members. The nature of the topic means that it will require input from officers across the council. Further detail on the scope for the task and finish group work is set out in section three of the report.
- 2.2 If the panel choose not to progress with a task and finish group, there will still be the opportunity to inform and scrutinise the strategy. The alternative option would be to include future items in the work plan, for example:
  - **Reviewing the current situation** to understand the current strengths, weaknesses, opportunities and threats. This could include a review of best practice in other local authorities and other organisations.

- **Defining strategic objectives**, to provide an outline of what we are trying to achieve through a digital infrastructure strategy. This would enable the priorities to be identified and the outcomes we are seeking to deliver.
- **Determining requirements**: investigating the requirements of the strategy in terms of system capacity, technology specifications and programme.
- **Reviewing delivery models**: defining the role of the council, recommended changes to structures, policies and procedures.
- **Scrutinising the draft strategy** – once the timelines are understood, the draft strategy could be presented to the panel for review.

### 3 DETAILS

- 3.1 If the panel decides to progress with a task and finish group, four stages of work have been identified. The task and finish group could identify the key issues in each area to help inform the more detailed scope of work for development of the strategy:

<b>Stage 1: Baseline analysis and review</b> Review existing policies, actions and activities Assess resource and capabilities Bring together wider policy context Identify key stakeholders and contributors Explore and gather best practice
<b>Stage 2 – Identify strategic options</b> Define strategic outcomes and benefits Requirements for capacity, technology specification and physical infrastructure Assess opportunities and options Identify desired outcomes and measures of success Evaluate and prioritise
<b>Stage 3 – Delivery models</b> Agree appetite for involvement and risk Review and evaluate potential delivery models Identify barriers in current policy and procedures for delivery.
<b>Stage 4 – Recommendations</b> Reporting on stages 1-3 above. Agreeing recommendations to guide policy development

- 3.2 The detail of the programme of meetings, the scope of work and key stakeholders will be developed if the panel chooses to take forward the task and finish group.

### 4 NEXT STEPS

- 4.1 The panel should agree whether to establish a task and finish group or add specific focussed topics to the future workplan so that officers can develop the appropriate plan for delivering this.

## WORK PROGRAMME - INFRASTRUCTURE OVERVIEW AND SCRUTINY PANEL

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

<b>DIRECTORS</b>	<ul style="list-style-type: none"> <li>• Duncan Sharkey (Managing Director)</li> <li>• Russell O’Keefe (Director of Place)</li> </ul>
<b>LINK OFFICERS &amp; HEADS OF SERVICES</b>	<ul style="list-style-type: none"> <li>• Tracy Hendren (Head of Housing and Environmental Health Service)</li> <li>• Chris Joyce (Head of Infrastructure, Sustainability &amp; Economic Growth)</li> <li>• Ben Smith (Head of Commissioning - Infrastructure)</li> <li>• Adrien Waite (Head of Planning)</li> </ul>

### MEETING: NOVEMBER 2020

ITEM	RESPONSIBLE OFFICER
Volker and Project Centre Annual Review	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Highways Investment Report	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Draft Parking Permit Scheme Policy	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i> <b>Louise Freeth,</b> <i>Head of Revenues, Benefits, Library and Residents Services</i>
Capital Programme Update	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i> <b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
River Thames Scheme Partnership Funding	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Safety of Highway Trees	<b>Ben Smith,</b> <i>Head of Commissioning – Infrastructure</i> <b>David Scott,</b> <i>Head of Communities</i>
Modern Road Infrastructure	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>
Social Housing	<b>Tracy Hendren,</b>



	<i>Head of Housing and Environmental Health Service</i>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

#### MEETING: 19<sup>TH</sup> JANUARY 2021

ITEM	RESPONSIBLE OFFICER
Budget 2021/22 Report	<b>Lead Officers &amp; Finance</b>
Q2 Performance Report	<b>Rachel Kinniburgh,</b> <i>Strategy and Performance Manager</i>
Annual Monitoring Report	<b>Adrien Waite,</b> <i>Head of Planning</i>
Social Infrastructure Review	<b>Chris Joyce,</b> <i>Head of Infrastructure,</i> <i>Sustainability &amp; Economic Growth</i>
Annual Scrutiny Report - Draft	<b>Chairman &amp; Lead Officers</b>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

#### MEETING: 6<sup>TH</sup> APRIL 2021

ITEM	RESPONSIBLE OFFICER
Q3 Performance Update Report	<b>Rachel Kinniburgh,</b> <i>Strategy and Performance Manager</i>
Lead Local Flood Authority	<b>Chris Joyce,</b> <i>Head of Infrastructure,</i> <i>Sustainability &amp; Economic Growth</i> <b>Ben Smith,</b> <i>Head of Commissioning -</i> <i>Infrastructure</i>
CCTV System Review	<b>David Scott,</b> <i>Head of Communities</i>
Annual Scrutiny Report (Final version for approval and submission to Full Council)	<b>Chairman &amp; Lead Officers</b>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

#### ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Homelessness Strategy and Homelessness Forum Update	<b>Tracy Hendren,</b> <i>Head of Housing and Environmental Health Service</i>

Street Lighting Review	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Bus Routes	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Junction Improvements	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i>
Maidenhead Town Centre CIL	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>
New Schools Infrastructure Plans	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i> <b>Kevin McDaniel,</b> <i>Director of Children's Services</i> <b>Ben Wright,</b>
Ascot Redevelopment	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>
Public Transport Requirements	<b>Ben Smith,</b> <i>Head of Commissioning - Infrastructure</i> <b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>
Carbon-free Power Infrastructure	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>

<b>TASK AND FINISH GROUP SUGGESTIONS</b>	<b>RESPONSIBLE OFFICER</b>
CIL	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>
Homelessness and housing solutions	<b>Tracy Hendren,</b> <i>Head of Housing and Environmental Health Service</i>
5G, AI, ML, IoT and Big Data	<b>Chris Joyce,</b> <i>Head of Infrastructure, Sustainability &amp; Economic Growth</i>

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