

NOTICE  
OF  
MEETING



# COMMUNITIES OVERVIEW & SCRUTINY PANEL

will meet on

**MONDAY, 8TH MARCH, 2021**

**At 6.15 pm**

by

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

TO: MEMBERS OF THE COMMUNITIES OVERVIEW & SCRUTINY PANEL

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

SUBSTITUTE MEMBERS

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

Karen Shepherd – Head of Governance - Issued: 26<sup>th</sup> February 2021

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

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

## **AGENDA**

### **PART I**

<b><u>ITEM</u></b>	<b><u>SUBJECT</u></b>	<b><u>PAGE NO</u></b>
1.	<u>WELCOME FROM THE CHAIRMAN</u>	
2.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	
3.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
4.	<u>CITIZENS ADVICE BUREAU - UPDATE</u> To consider the report and update.	5 - 8
5.	<u>NORDEN FARM - UPDATE</u> To consider report and update.	9 - 10
6.	<u>THE OLD COURT PROGRESS REPORT</u> To consider report and progress report.	11 - 12
7.	<u>Q3 PERFORMANCE REPORT</u> To consider the report.	13 - 34
8.	<u>COVID UPDATE</u> To receive a verbal update from David Scott, Head of Communities.	Verbal Report
9.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal year. To include consideration of items scheduled on the <a href="#">Cabinet Forward Plan</a> .	35 - 36

## 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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Report Title:	<b>Citizens Advice - Update</b>
Contains Confidential or Exempt Information	No - Part I
Lead Member:	Councillor Carroll, Lead Member for Adult Social Care, Health, Mental Health and Children's Services
Meeting and Date:	Communities Overview and Scrutiny Panel – 8 March 2021
Responsible Officer(s):	Hilary Hall – Director Adults, Health and Commissioning
Wards affected:	All

## REPORT SUMMARY

*This report provides Members with an outline of a presentation that will be made by the interim CEO of Citizens Advice which will cover how the organisation has adapted during COVID, the merger with Citizens Advice Bracknell & District, how demand for services has changed both in nature and volume, and future plans.*

### 1. DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Communities Overview and Scrutiny Panel notes the report and asks questions thereon:

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

#### Options

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

Option	Comments
Note the presentation and comment thereon. <b>This is the recommended option</b>	None

2.1 This report recommends noting the content of the presentation and seeks members' views and questions arising from it. The presentation will also provide members with the opportunity to speak directly to the Citizens Advice Bureau about current service delivery and future plans.

2.2 The presentation will cover how the organisation has adapted during COVID, the merger with Citizens Advice Bracknell & District, how demand for services has changed both in nature and volume, and future plans.

#### **Citizens Advice**

2.3 Citizens Advice helps people resolve their legal, money and other problems by providing free, independent and confidential advice. It has been providing these

services in the borough since 1939 and is widely known and recognised as a trusted provider.

- 2.4 In a typical year, Citizens Advice will handle nearly 11,000 issues and see around 4,500 clients. They will support those clients either to gain income, enable debt to be written off or advocate for them at benefit tribunals. Pre Covid, advice was offered through a blend of face to face visits and telephone support; however, throughout the pandemic, the service has switched to remote working and using digital solutions. Not a day of service has been lost throughout the pandemic despite a general increase in demand for the service.
- 2.5 Examples of the issues Citizens Advice provide advice around include:
- Debt and financial issues.
  - Benefits applications and appeals.
  - Employment matters including being furloughed.
  - Housing and the risk of homelessness.
  - Practical help around relationship breakdown.
  - Challenging discrimination.
  - Consumer rights.
- 2.6 Last year, Citizens Advice Bracknell & District and Citizens Advice Maidenhead & Windsor agreed to merge and become Citizens Advice East Berkshire, effective from 1 April 2021. Both charities have a long and successful local history; with over 140 years' experience between them. Pooling resources and expertise will create a larger, more resilient organisation and clients will continue to be served by staff and volunteers directly in their local community.

### 3. KEY IMPLICATIONS

- 3.1 The key implications 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>
Increased understanding of the work of Citizens Advice Bureau	N/A	Presentation provided	N/A	N/A	8 March 2021

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications through this presentation of information.

### 5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications arising through this presentation of information.

## **6. RISK MANAGEMENT**

6.1 There are no risks associated with this presentation of information.

## **7. POTENTIAL IMPACTS**

7.1 Equalities. No impacts arising through the presentation of information.

7.2 Climate change/sustainability. No impacts arising through the presentation of information.

7.3 Data Protection/GDPR. No impacts arising through the presentation of information.

## **8. CONSULTATION**

8.1 Not applicable.

## **9. TIMETABLE FOR IMPLEMENTATION**

9.1 Not applicable.

## **10. APPENDICES**

10.1 None.

## **11. BACKGROUND DOCUMENTS**

11.1 None.

## **12. CONSULTATION (MANDATORY)**

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Date returned</b>
Cllr Carroll	Lead Member for Adult Social Care, Health, Mental Health and Children's Services	19/2/21	26/2/21
Duncan Sharkey	Managing Director	19/2/21	22/2/21
Adele Taylor	Director of Resources/S151 Officer	19/2/21	19/2/21
Andrew Durrant	Director of Place	-	-
Kevin McDaniel	Director of Children's Services	19/2/21	19/2/21
Elaine Browne	Head of Law	19/2/21	19/2/21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	19/2/21	19/2/21
Nikki Craig	Head of HR Corporate Projects and IT	19/2/21	19/2/21
Louisa Dean	Communications	19/2/21	
Karen Shepherd	Head of Governance	19/2/21	19/2/21

Bill Feeney	Interim CEO, Citizens Advice Maidenhead and Windsor	19/2/21	22/2/21
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## REPORT HISTORY

<b>Decision type:</b>	<b>Urgency item?</b>	<b>To follow item?</b>
For information	No	No

Report Author: Hilary Hall, Director of Adults, Health and Commissioning, 07812676630
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Report Title:	The Norden Farm Centre Trust Limited (NFCT)
Contains Confidential or Exempt Information	No - Part I
Lead Member:	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion
Meeting and Date:	Communities Overview & Scrutiny 8 March 2021
Responsible Officer(s):	Steph James, Maidenhead Town Manager
Wards affected:	All



## REPORT SUMMARY

Jane Corry, Chief Executive and Artistic Director has prepared a report on activities at NFCT in 2019-2020 and the centres response to the Covid-19 pandemic including the move to on-line and delivery of digital outreach projects when the centre was forced to close.

### SUMMARY

Jane Corry, Chief Executive and Artistic Director has prepared a report on activities at NFCT in 2019-2020 and the centres response to the Covid-19 pandemic including the move to on-line and delivery of digital outreach projects when the centre was forced to close.

## 1 BACKGROUND

- 1.1 Norden Farm Centre for the Arts Ltd have been running the arts provision in Maidenhead since 2000.
- 1.2 NFCT celebrated its 20<sup>th</sup> Birthday in 2020 and has continued to operate a varied programme despite Covid-19 and lockdowns which have forced the centre to close to the public.
- 1.3 The centre aims to... 'offer a wide range of high-quality artistic events and participatory and educational activities that are accessible to all.'

## 2 DETAILS

- 2.1 Norden Farm Centre for the Arts is a theatre venue in Maidenhead with live events, gallery and café bar.

- 2.2 NFCT creates a diverse programme for residents and visitors. NFCT has responded to the Covid-19 pandemic by delivering a comprehensive programme of events on-line whilst the centre has had to close.
- 2.3 NFCT continues to increase its outreach programme of educational activities and working with vulnerable community groups. Covid-19 did not stop this outreach programme which moved to a digital delivery model to continue to support the community.
- 2.4 This report updates on the activities of NFCT following the AGM held in December 2020.

### **3 RISKS**

- 3.1 NFCT is reliant on grant funding from the council. In the 2021/22 budget the council has had to make significant savings which include a reduction in the amount of funding available to the arts in the borough.
- 3.2 In 2021/22 NFCT will receive two quarters of SLA funding totalling £64k. In addition, a sum of £50k has been set aside for arts organisations to bid for in order to develop further funding streams.
- 3.3 COVID-19 impact on the centre's closure and operation

### **4 NEXT STEPS**

- 4.1 Recommend that NFCT present at the next Communities Overview & Scrutiny meeting on plans for 2021/22 now that the roadmap to re-opening has been announced by central Government.

Report Title:	The Old Court Update
Contains Confidential or Exempt Information	No - Part I
Lead Member:	Councillor Rayner, Deputy Leader of the Council, Resident and Leisure Services, HR, IT, Legal, Performance Management and Windsor; Armed Forces Champion
Meeting and Date:	Communities Overview & Scrutiny 8 March 2021
Responsible Officer(s):	Steph James, Maidenhead Town Manager
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

### SUMMARY

The Old Court is managed by Martin Denny, Managing Director, Martin Denny Management Ltd.

He has managed the Windsor Festival since 2002 and has run the art centre since 2017.

This report is an update on activity since the last report to Communities Overview & Scrutiny on the 3 November 2020.

## 1 BACKGROUND

- 1.1 The Old Court is Windsor's artspace for live music, cinema, creative events and community organisations.
- 1.2 The purpose of the Old Court is to execute activities which benefit the community and (without limitation) to:
  - Support local arts and theatre groups in their aims and activities
  - Manage TOC in Windsor and administer it as a venue at which both professional and amateur productions can be staged, and exhibitions displayed
  - To provide supporting facilities with the Old Court so as to properly and fully support those activities

## 2 DETAILS

- 2.1 Since the 15 December 2020 TOC has been closed following the borough's move into Tier 3 and the subsequent national lockdown that has been in place since the 4 January 2020.

2.2 In response to the lockdown TOC has been offering a 'Discover Live' programme online. The programme gives children the opportunity to discover and create through a virtual experience accessible to all online, through the support of the Arts Council of England and Cultural Recovery Fund.

2.3 TOC have been working on a business plan for 2021/22 based on the impact of Covid-19 and reduced grant income from RBWM.

### **3 RISKS**

3.1 The Old Court is reliant on grant funding from the council. In 2021/22 TOC will receive two quarters of SLA funding. In addition, a sum of £50k has been set aside for arts organisations to bid for in order to develop further funding streams.

3.2 Pandemic Covid-19 impact on the centre's closure and operation

### **4 NEXT STEPS**

4.1 Recommend that TOC give their annual report in May 2021.

Report Title:	2020/21 Q3 Performance Report
Contains Confidential or Exempt Information	No - Part I
Lead Member:	
Meeting and Date:	Communities Overview and Scrutiny Panel, 8 March 2021
Responsible Officer(s):	David Scott, Head of Communities Simon Dale, Interim Head of Highways Louise Freeth, Head of Revenue, Benefits, Library and Resident Services Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Wards affected:	All



## REPORT SUMMARY

- The Council Plan 2017-21 and associated strategic priorities remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic had significantly altered the context in which the council is currently operating.*
- The Interim Council Strategy clarifies the three revised priorities to which the council is responding. The Q3 Performance Report for Communities Overview and Scrutiny Panel provides insights into the Interim Council Strategy's delivery as fully as possible, see Appendix A. Performance of measures previously reported to the Panel under the Council Plan 2017-21 are included on the basis that these measures provide insights into current service delivery.*

## 1. DETAILS OF RECOMMENDATION(S)

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

- Notes the 2020/21 Communities Overview and Scrutiny Panel Q3 Performance Report in Appendix A.**
- Requests relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

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

### Options

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

Option	Comments
Accept the recommendations in this report. <b>This is the recommended option</b>	This will allow continuing insight into the delivery of the council's agreed priorities in order to aid decision-making and maintain

Option	Comments
	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 impedes the council's ability to make informed decisions and seek continuous improvement.

- 2.1 The Council Plan 2017-21 remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating. The Interim Council Strategy clarifies the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported.
- 2.2 Appendix A provides insights into the Interim Council Strategy's three priorities and how they are progressing. It details the council's ongoing response to the Covid-19 pandemic and also key updates in relation to major workstreams such as the Transformation Strategy, Environment and Climate Strategy, alongside key corporate developments relating to the People Plan and Medium Term Financial Strategy.
- 2.3 Appendix A also includes performance of measures previously reported to the Communities Overview and Scrutiny Panel under the Council Plan 2017-21 to maintain visibility of trends. These measures show that the impact of Covid continues to be felt in a number of areas. For example, visits to libraries and leisure centres remain low compared to previous years, whilst the redeployment of museum staff resources to the Local Contact Tracing service has impacted the planned volume of published content for residents to engage with. More positively, whilst disruption to household waste and recycling collections was a key issue across the borough in Q2 – and had a knock-on effect on the volume of calls to the customer contact centre and the online "report-it" function – the service continues to improve. Encouragingly, the indicative percentage of household waste sent for reuse and recycling has remained above target.
- 2.4 Table 2 summarises the position of all reported key performance indicators as at the close of Q3. Appendix A sets out performance trends and related commentary for each indicator. All indicators continue to be monitored and reported to relevant Overview and Scrutiny Panels on a quarterly basis as part of an ongoing performance dialogue.

**Table 2: Summary KPI Q3 position**

	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non- targeted performance for Q3</b>
Percentage of household waste sent for reuse, recycling	X			
Tivoli: Consolidated Performance Score		X		
No. fly-tipping instances across the borough		X		
No. individual engagements with published content (Museums)			X	
No. library issues			X	
No. visits (physical and virtual) to libraries			X	
No. attendances at leisure centres				X
<b>TOTAL (7)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>

### 3. KEY IMPLICATIONS

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

**Table 3: 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			31 December 2020

### 4. FINANCIAL DETAILS / VALUE FOR MONEY

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

### 5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

## 6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 4.

**Table 4: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of 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 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to Lead Members and Heads of Service as part of an ongoing performance dialogue.

## 9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in table 5.

**Table 5: Implementation timetable**

<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: Communities Overview and Scrutiny Panel Q3 Performance Report.



## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- 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
Hilary Hall	Director of Adults, Health and Commissioning	18.02.21	18.02.21
Adele Taylor	Director of Resources/S151 Officer	18.02.21	23.02.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	18.02.21	19.02.21
David Scott	Head of Communities	18.02.21	24.02.21
Simon Dale	Interim Head of Highways	18.02.21	18.02.21
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	18.02.21	24.02.21
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	18.02.21	24.02.21

## REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Non-key decision	No	No

Report Author: Report Author: Rachel Kinniburgh, Strategy and Performance Team Leader, 01628 796370
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## Communities Overview and Scrutiny Panel

### Q3 2020-21 Data and Performance Report

Date prepared: 17-Feb-2021

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## 1. Executive Summary

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

## 2. Interim Council Strategy: Delivery of priorities

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

PRIORITY:	COVID-19 OBJECTIVES
Item	Achievements and key milestones
<b>Response (immediate)</b>	<b>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 took any action that may be appropriate to ensure that these individuals' needs were met. This role is now delivered 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 <a href="#">public-facing online directory of Covid-19 Support Groups</a> to which residents may turn to for particular needs was quickly developed.
<b>Response (immediate)</b>	<b>Outbreak Control Plan and Local Outbreak Engagement Board:</b> The <a href="#">Outbreak Control Plan Summary</a> was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public's health. The first public meeting of the Local Outbreak Engagement Board, a time-limited subgroup of the Health and Wellbeing Board and established to provide public-facing engagement and communication for outbreak response, was held on 18 January 2021.
<b>Response (immediate)</b>	<b>Community champions:</b> In October 2020 a "community influencers" group was established. The aim of the group is to engage and communicate key Covid-19 messages to the wider community, whilst targeting messaging to different demographic groups based on analysis of key data-sets. To date, a network of 126 Community Information Champions has been established, each of whom receive regular information from the council which they can then forward on to their family, friends and other contacts. Community Information Champions can also feedback to the council any questions or points of clarity from the community in order to help the council refine its messages and also "myth-bust". Through securing funding, 36 community groups have also been supported in their ongoing projects of collecting prescriptions, befriending clients, running shopping services and winter support schemes. In addition, a series of radio interviews have been delivered.
<b>Recovery (long-term)</b>	The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.  <b>Recovery Strategy:</b> On 24 September 2020 Cabinet approved the <a href="#">RBWM Recovery Strategy</a> (targeted at borough-level) to move into delivery phase. The strategy sets out the council's approach to supporting

## Communities Overview and Scrutiny Panel: Q3 Data and Performance Report

	residents and businesses, empowering communities to thrive and building lasting partnerships with businesses.
<b>Recovery (long-term)</b>	<b>Supporting the Clinically Extremely Vulnerable:</b> A new database (Lyon 2.0) has been developed. It is a free online platform and app to manage interactions with the clinically extremely vulnerable and anyone seeking help and support. The system has been deployed for internal use and is being used operationally by Library and Residents' staff making calls. The system also enables registration of individuals who wish to volunteer their time to the community effort. The community-facing platform and app remains in soft-testing. The system enables the council to make data returns to central government and, overall, brings all related activities into one consolidated database.
<b>Recovery (long-term)</b>	<b>Local Contact Tracing Service:</b> The council has set up a local contact tracing service to complement the national NHS Test and Trace service. Operating 7 days a week, contact tracers contact residents who have tested positive for Covid-19 but who have not been successfully contacted by the national NHS Test and Trace system within 24hrs. The purpose of the service is to reduce the delay between a person testing positive for Covid-19 and a contact tracing call successfully taking place, therefore potentially reducing further transmission with the community.
<b>Recovery (long-term)</b>	<b>Lateral flow tests:</b> From 8 February 2021 rapid Covid-19 test centres opened in Braywick Leisure Centre and Windsor Leisure Centre. These centres offer 30-minute lateral flow tests for people who work in public-facing roles and who do not have Covid-19 symptoms. The purpose is to identify asymptomatic carriers of the virus. In the first week of operation 1,210 people were tested across both sites. Tests are available via the <a href="#">booking link</a> on the council's website.

<b>PRIORITY:</b>	<b>INTERIM FOCUS OBJECTIVES 2020-21</b>
<b>Item</b>	<b>Achievements and key milestones</b>
<b>Revised Service Operating Plans</b>	<p>As part of the organisational recovery strategy, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially distanced and safe way.</p> <p>One example has been our new alternative operation in the library service to be able to provide a COVID-safe environment for both our service-users and residents and our staff. We introduced a phased opening up of services focussing on a "click and collect" and "click and deliver" service initially alongside a resumption of home delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p> <p>A key concern across the borough has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online "report it" function. The council continues to work with its contractor to improve the service.</p>
<b>Transformation Strategy</b>	The <a href="#">Transformation Strategy 2020-2025</a> was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. Setting out a vision of "building a community-centric borough of opportunity and innovation", the Strategy aims to deliver radical changes

## Communities Overview and Scrutiny Panel: Q3 Data and Performance Report

	<p>to the way in which the council operates and identifies 6 key areas for transformation (finance, culture, environment, prevention, digital and process redesign).</p> <p>The strategy's development is the council's response to key challenges around its financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. Action plans by which to deliver the Strategy are presently being developed.</p> <p>Whilst Covid-19 has impacted progress, we have innovated and implemented a number of projects with a very quick turnaround, proving that designing and innovating can be done quickly and in an agile fashion. This ethos needs to be embraced as part of the strategic programme moving forward, allowing new ways of delivering to be tried without large bureaucracy and process to stifle and hold things back.</p> <p>Asset Based Community Development methods have been used to deliver the Embedding Community Response project in Clewer and Dedworth. This project has created a blueprint for the council to work with communities to co-produce and co-design ways of delivering community projects. As the year progresses this will be rolled out in all areas of the borough. The Transformation Team is also engaging with other strategies to inform and understand how the framework can help with delivery of corporate plans.</p>
<b>Environment and Climate Strategy</b>	<p>Following a public consultation, the updated Environment and Climate Strategy was approved by Cabinet on 17 December 2020. We are now working across different council services and with stakeholders to develop the actions set out within the strategy into a delivery plan for the next five years.</p>
<b>Governance</b>	<p>We have an agreed governance action plan arising from the Annual Governance Statement with updates coming forward to Corporate Overview and Scrutiny Panel throughout the year. In addition, the Council engaged CIPFA during 2019/20 to undertake a review of financial governance. An action plan addressing outstanding issues has been developed and was reported via the Corporate Overview and Scrutiny Panel on a quarterly basis from November with updates to future meetings.</p> <p>A new full-time Monitoring Officer has been appointed to bolster the governance capability of the Council. A Statutory Officers Group has been formed and meets on a regular basis to action issues of concern and promote a strong governance and decision-making culture at the authority. This Group reviews the effectiveness of current arrangements and champions best practice whilst feeding into the Annual Governance Statement.</p>
<b>People Plan</b>	<p>A key foundation of the council's future People Plan is the agreement of organisational values. Following extensive consultation with employees a suite of new organisational values was launched on 19 June 2020. Each value is underpinned by positive behaviours illustrative of each value. These values and associated behaviours are key in supporting the council to deliver well for residents and partners, and to achieve organisational objectives. The new values are:</p> <ul style="list-style-type: none"> <li>• Invest in strong foundations</li> <li>• Empowered to improve</li> </ul>

## Communities Overview and Scrutiny Panel: Q3 Data and Performance Report

	<ul style="list-style-type: none"> <li>• One team and vision</li> <li>• Respect and openness.</li> </ul> <p>An implementation plan to support embedding these values across the organisation is currently underway. This includes delivery of key training initiatives (e.g. how to challenge behaviours contrary to our values). A staff survey was also conducted in November 2020 and the results analysed to support the Plan's development.</p>
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<b>PRIORITY:</b>	<b>REVISED MEDIUM TERM FINANCIAL STRATEGY</b>
<b>Item</b>	<b>Achievements and key milestones</b>
<b>Revised Medium Term Financial Strategy</b>	<p>An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in assumptions around central government funding, inflation assumptions and other emerging issues. This formed the start of the budget-setting process for 2021/22 and the supporting Medium term financial plan.</p> <p>The draft budget for 2021/22 was discussed at Cabinet on 17 December 2020 and subsequently published on 22 December 2020 for consultation. This draft budget was also considered by all Overview and Scrutiny Panels in January 2021 and will be debated at Full Council on 23 February 2021 having been recommended by cabinet on 4 February 2021.</p>

### 3. Service Performance Summary Report (YTD)

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

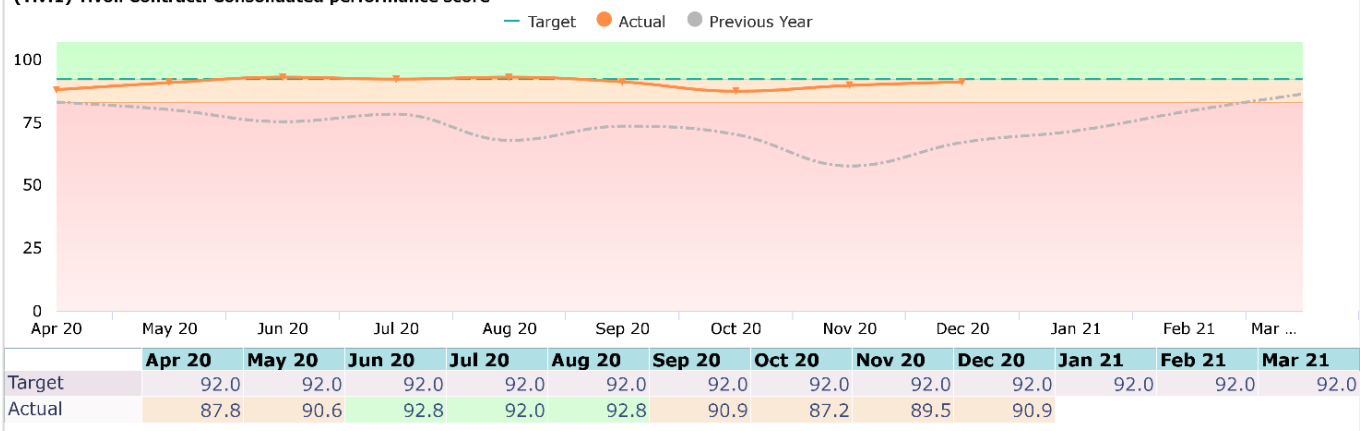
	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non-targeted performance for Q3</b>
Percentage of household waste sent for reuse, recycling	X			
Tivoli: Consolidated Performance Score		X		
No. fly-tipping instances across the borough		X		
No. individual engagements with published content (Museums)			X	
No. library issues			X	
No. visits (physical and virtual) to libraries			X	
No. attendances at leisure centres				X
<b>TOTAL (7)</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>1</b>



## 4. Commissioning – Infrastructure: Performance Trends

### 4.1. Parks and open spaces

(Tiv:1) Tivoli Contract: Consolidated performance score



### Q3 Commentary

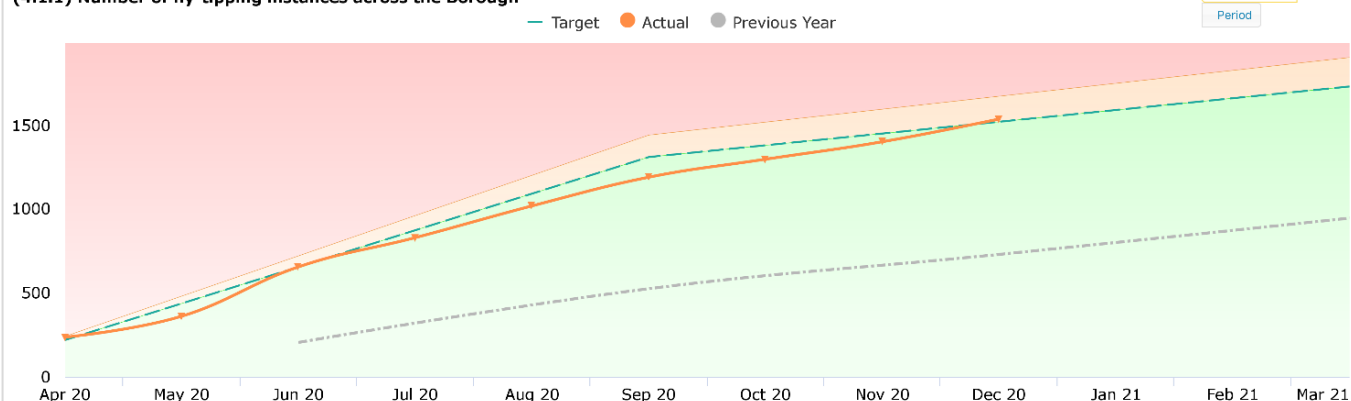
The target for this measure is 92 with red flag raised if performance is equal to/below 82.8 (10% tolerance). The target and tolerance thresholds are unchanged from 2019/20.

Please note: The Consolidated Performance Score reported here is created on the basis of a number of operational and resident-facing measures. The service has updated the Consolidated Performance Score for the months of May-September 2020 following identification of a calculation error. The score for Q1 has been updated from 80.1 (red) to 92.8 (green) and the score for Q2 has been updated from 78.8 (red) to 90.9 (amber). Whilst this brings the scores at or close to the target (92) for this measure for Q1 and Q2, the focus on improving service continues.

As at the close of Q3 the latest consolidated performance score is 90.9, short of target (92) by 1.1 and within tolerance for this measure. This score is a fair reflection of the current level of service delivery, with resources focused on catching up with the summer work schedule into the autumn after disruption due to the Covid-19 pandemic. Tivoli appointed a new contract manager at the start of Q3, introducing new processes to improve tracking and scheduling ahead of the new year's programmes.

## 4.2. Fly-tipping

(4.1.1) Number of fly-tipping instances across the Borough



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Period target	218	218	218	218	218	218	70	70	70	70	70	70
Period actual	235	125	294	174	189	171	107	104	135			
YTD target	218	436	654	872	1,090	1,308	1,378	1,448	1,518	1,588	1,658	1,728
YTD actual	235	360	654	828	1,017	1,188	1,295	1,399	1,534			

### Q3 Commentary

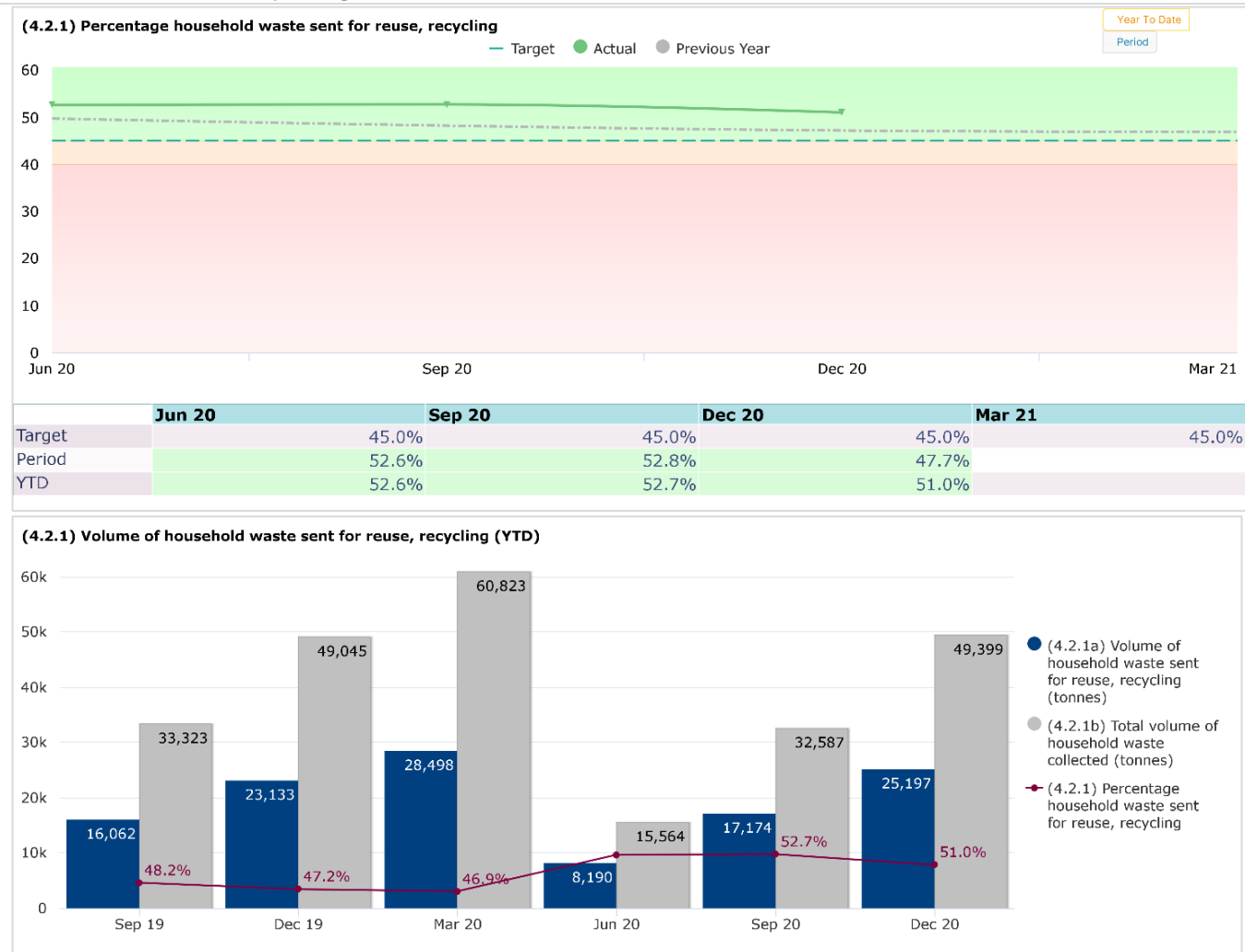
The year-end target for this measure is 1,728 and profiled monthly. A red flag is raised if YTD volumes are at/exceed 10% of the target.

The Covid-19 pandemic and associated lockdown restrictions has seen a reported increase in fly-tipping at a national level and, as noted in the Q1 Performance report, local targets have been adjusted in 2020/21 to account for this.

At the close of Q3 there have been a total of 1,534 fly-tipping instances across the borough, just short of target (1,518) by 16 but within tolerance for the measure. In Q3 (Oct-Dec) there were 346 fly-tips, 188 fewer than Q2 (Jul-Sep, 534). Enforcement action against offenders appears to be improving behaviour. The maintained opening of the bring site has had an impact, and weekly waste collections were re-introduced across the borough in August 2020 which may have eased the problem of fly-tipping slightly.

Throughout Q2 preparations were made for the engagement of an environmental enforcement regime. This resulted in District Enforcement being engaged on a one-year pilot to issue fines for littering, with part of the remit being to undertake investigations into fly-tips. Their involvement is continuing to have an impact on fly-tip reduction, most particularly in town centres where commercial waste has grown.

## 4.3. Waste and recycling



### Q3 Commentary

*The target for this measure is 45% with red flag raised if performance is equal to/below 40%.*

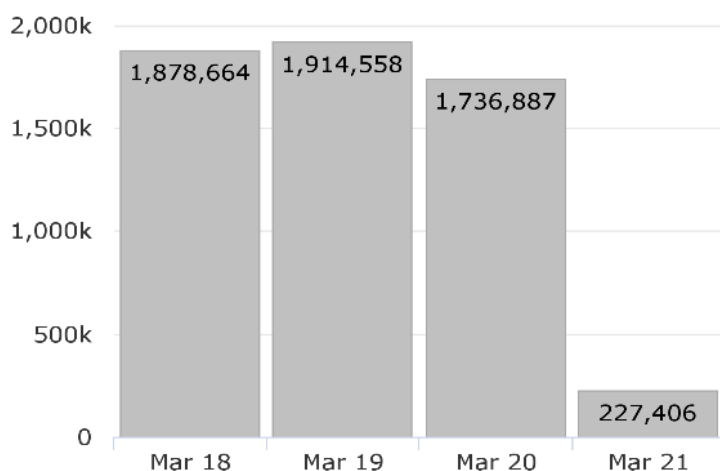
The indicative YTD percentage of household waste sent for reuse, recycling stands at 51.0%, above target by 6% and representative of 25,197 tonnes reused/recycled out of 49,399 tonnes collected.

From April to mid-August 2020, alternate weekly collections of waste and recycling were in place across the borough. This had the effect of encouraging residents to recycle more. At the same time there were behaviour changes due to lockdown restrictions which meant that additional volumes of some recyclable materials, such as cardboard packaging from online deliveries, were seen. In addition, the household waste and recycling centre was closed during the first lockdown, opening again in early May and access was restricted until early September. These changes have combined to increase recycling. It is anticipated that the recycling rate will drop slightly in Quarter 4 due to seasonal variations in the amount of garden waste collected.

## 5. Communities: Performance Trends

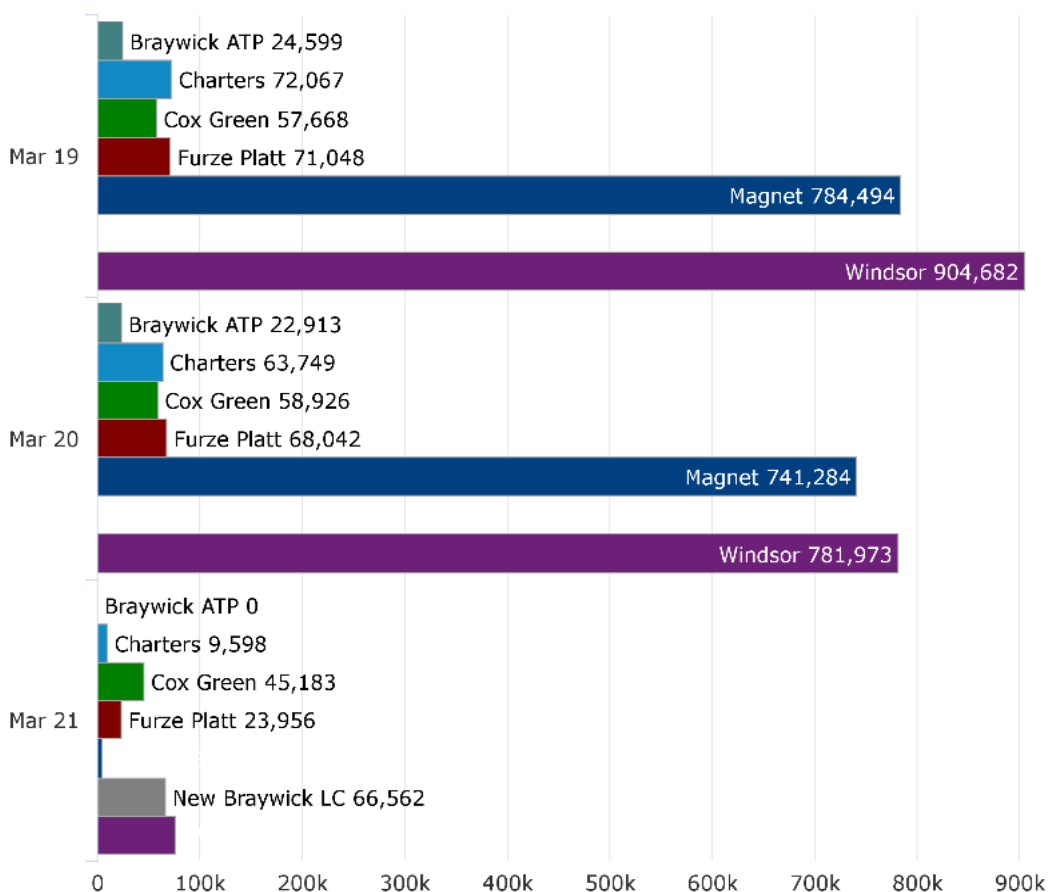
### 5.1. Leisure centre attendances

**(C:2) No. attendances at leisure centres (Annual: All centres)**

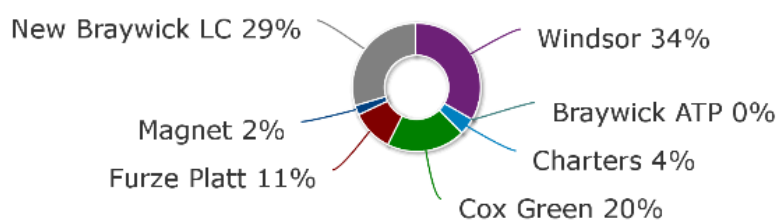


**(C:2) No. attendances at leisure centres (Annual Totals)**

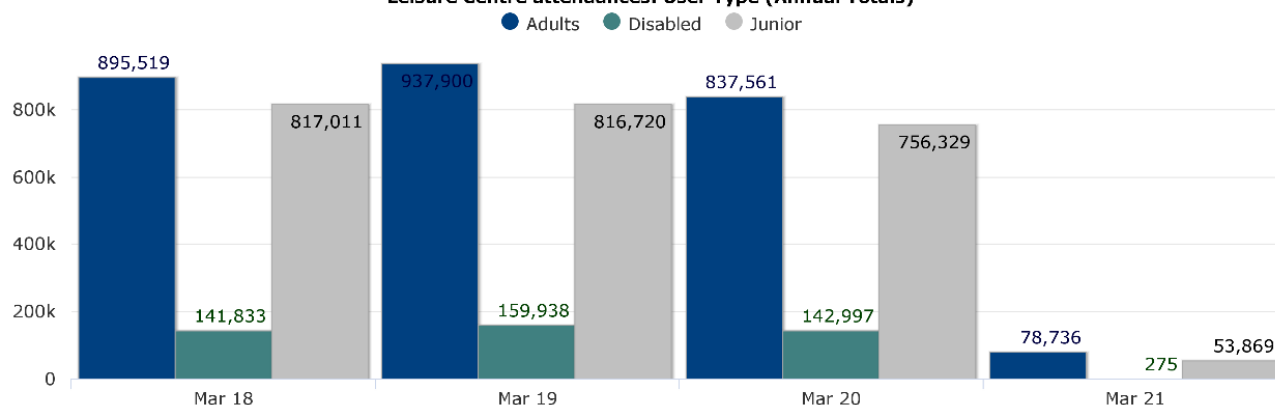
Note: As of 12 September Magnet was replaced with New Braywick LC.



## Percentage attendances by leisure centre This year to date



## Leisure Centre attendances: User Type (Annual Totals)



## Q3 Commentary

*Due to uncertainties regarding Covid-19 and the impact of the pandemic on the leisure industry as a whole, it has been agreed that attendance volumes will remain untargeted in 2020/21. Please note that July 2020 figures have been changed from 0 to 812 (updated data from Charters, Cox Green and Leisure Centre).*

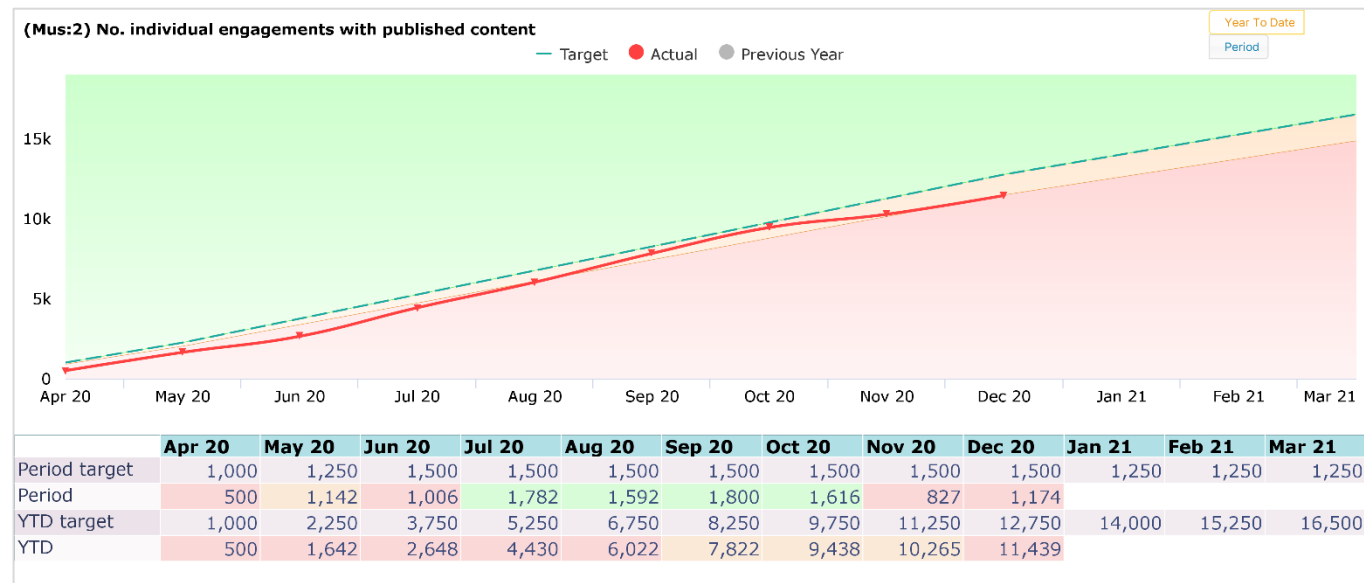
The new Braywick Leisure Centre (referenced in the above charts as “New Braywick LC”) opened on 12 September 2020 and replaces the Magnet Leisure Centre. The Braywick Leisure Centre now incorporates the former Braywick Artificial Turf Pitch (referenced in the above charts as “Braywick ATP”).

With the lockdown rules easing and opening of the new leisure centre there was an increase in attendance across all user-types, especially outdoor activities on all weather pitches. Usage overall had built up to 50% of previous year’s levels before a second lockdown from 5 November 2020 – 4 December 2020, which saw a dip in leisure centre attendances. Attendance volumes increased in December, however with the nation going into a third lockdown effective from 4 January 2021 leisure centres had to close again.

As acknowledged in the Q2 Performance Report, this has been a challenging time for the leisure industry. Covid-19 restrictions have changed customer behaviour with residents turning to online lessons/videos and fitness apps. However, once the lockdown restrictions ease the offer of enhanced facilities in the new Braywick Leisure Centre and the extensive use of social media by the new operating contractor, Leisure Focus Trust, to promote the leisure centre offer is expected to attract more users and members.

## 6. Infrastructure, Sustainability and Economic Growth: Performance Trends

### 6.1. Museum digital content engagement



#### Q3 Commentary

The year-end target for this measure is 16,500 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target.

Correction notice for Q2: Please note that the service has corrected its Q2 figures and targets since the last Performance Report. YTD performance for Q2 (Apr-Sep) was previously reported as 13,488 against a YTD target of 9,500 (green) and has been updated to 7,822 against a target of 8,250 (amber).

The museums service has maintained its online presence with the digitisation project, which has enabled continuous access to museum content for all those staying at home throughout the pandemic. This particular measure shows the volume of individual engagements with social media posts, podcasts, YouTube posts to provide some insight into the online engagement programme.

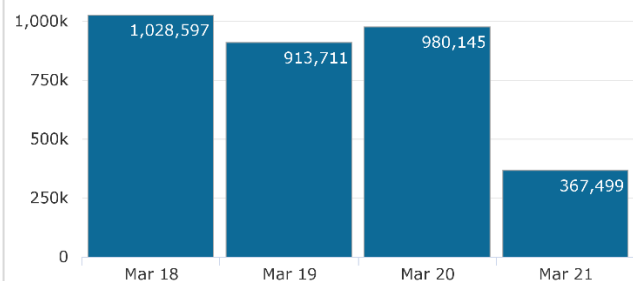
As at the close of Q3 YTD there has been 11,439 individual engagements with online content, below target (12,750) by 1,311. Engagement volumes saw an encouraging month on month increase across Q2 (Jul-Sep). In October, BBC Arts ran an online event to highlight heritage interests and "Museum Passion Day" is acknowledged to have had some effect in keeping engagement volumes high for that month. The fall in engagement in November (827) is attributed to staff changeovers and the redeployment of team resources to the Local Contact Tracing initiative, meaning that less content was published than originally planned for the period. The Team continues to have involvement in the Local Contact Tracing initiative into Q4 and it is anticipated that Q4 performance will be impacted as a result.

The service also monitors the volume of visits to its website ([www.windsormuseum.org.uk](http://www.windsormuseum.org.uk)) and acknowledges that the average number of visits per month for Apr-Dec 20 is 540, a 90.1% increase from 2019/20 for the same period (average of 284 visits per month).

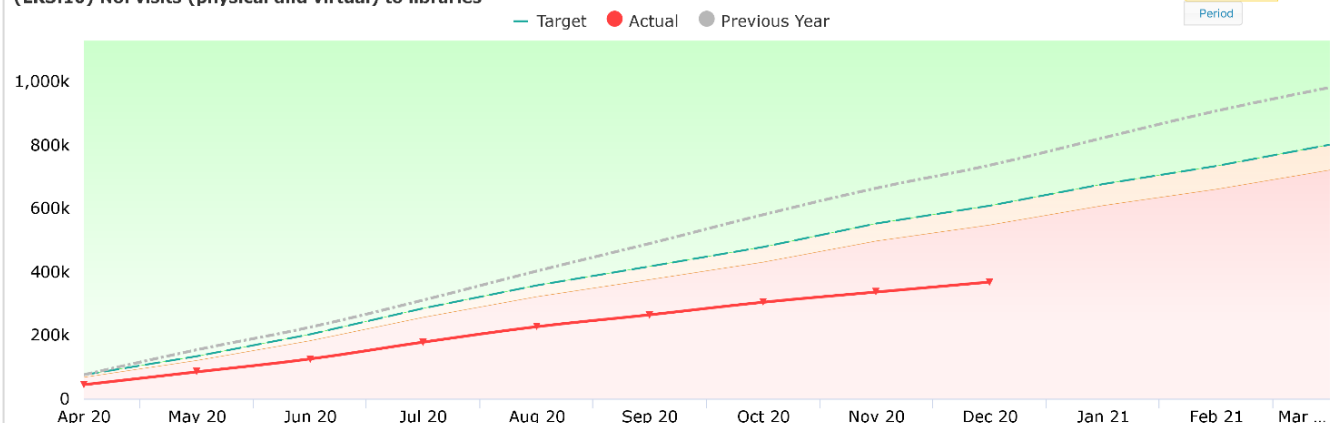
## 7. Revenue, Benefits, Library and Resident Services: Performance Trends

### 7.1. Library visits

(LRS:10) No. visits (physical and virtual) to libraries  
Annual totals

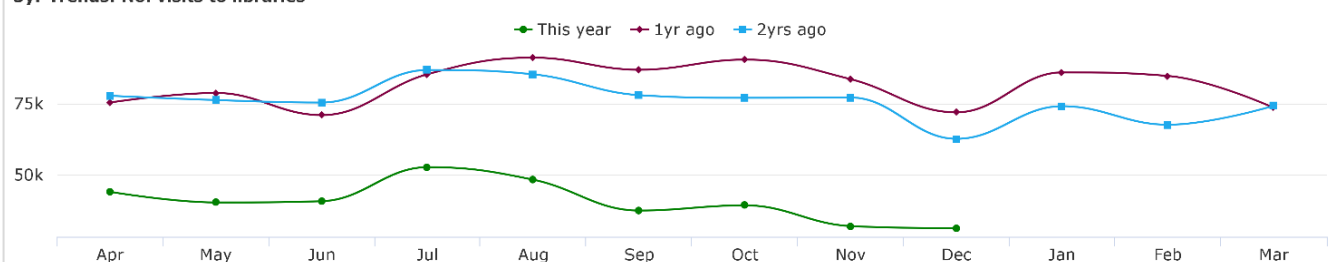


(LRS:10) No. visits (physical and virtual) to libraries



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Period Target	75,000	59,000	69,000	82,000	72,000	60,000	61,000	74,000	56,000	68,000	57,000	67,000
Period	44,183	40,470	40,906	52,830	48,436	37,632	39,453	32,172	31,417			
YTD Target	75,000	134,000	203,000	285,000	357,000	417,000	478,000	552,000	608,000	676,000	733,000	800,000
YTD	44,183	84,653	125,559	178,389	226,825	264,457	303,910	336,082	367,499			

3yr Trends: No. visits to libraries



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	44,183	40,470	40,906	52,830	48,436	37,632	39,453	32,172	31,417			
1yr ago	75,534	78,869	71,109	85,451	91,244	87,001	90,558	83,696	72,070	86,076	84,848	73,689
2yrs ago	77,880	76,371	75,510	86,913	85,406	78,106	77,164	77,267	62,777	74,228	67,739	74,350

### Q3 Commentary

The year-end target for this measure is 800,000 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The targets remain unchanged from 2019/20 and the service continues to innovate to achieve as close to target by March 2021 as possible.

## Communities Overview and Scrutiny Panel: Q3 Data and Performance Report

As at the close of Q3, the year-to-date performance is 367,499, below target (608,000) by 240,501. A comparison with same period last year (735,532 visits) shows a decrease by 50% (-368,033 visits).

Following a second national lockdown from 5 November 2020 – 2 December 2020, Maidenhead and Windsor libraries were open for “click and collect” service only. An additional “click and deliver” service was introduced in the summer. A range of online resources have been made available to learn and develop skills during lockdown, including: Niche Academy (online video tutorials), Access to Research (Academic journals and research papers), Future Learn (online courses from top universities), Learn My Way (free courses on basic IT such as internet browsing, setting up an email account), Encyclopaedia Britannica (for all ages and abilities) and a “How to” guide for claiming Universal Credit. Extensive digital video, music, newspaper and magazine collections have been very popular, and the E-book offer was increased. A variety of online activities were hosted on the library Facebook page during the Christmas period, including story time, rhyme time and craft activities.

The libraries were open for a short while for residents to visit until the Government declared a third lockdown effective from 4 January 2021. Whilst the digital offer will continue to grow, it is unlikely that the year-end targets could be achieved.

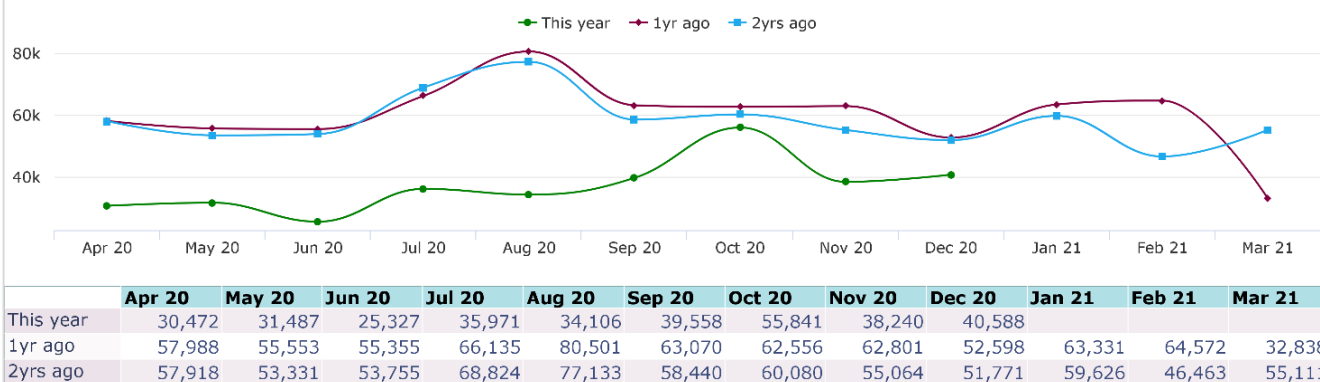
### 7.2. Library loans





## Communities Overview and Scrutiny Panel: Q3 Data and Performance Report

3yr Trends: No. library issues



### Q3 Commentary

*The year-end target for this measure is 625,000 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. Targets remain unchanged from 2019/20 as the service continues to respond to demand.*

At the close of Q3 the total number of library issues was 331,590 below target of 480,000 by 148,410. A comparison to the same period in the previous year (556,557 issues) shows a reduction of 40.4% (-224,967). Maidenhead and Windsor libraries were reopened on 30 September 2020 for browsing and public PC access in a Covid-safe way for a short period before a second national lockdown was declared from 5 November 2020 – 2 December 2020.

With the closure of libraries customers were able to collect their reservations from the Mobile Library stops or from any of 13 different pick-up locations across the borough. The home library service continued to operate. Customers could issue/renew ebooks and audio books on the Overdrive (Libby) app. It is worth noting that out of 367,499 visits to libraries, 90% have resulted in loans highlighting the digital offer and the promotion activities by the service.

The 3yr-trends graph illustrates the impact of seasonality on this measure, profiling the decline from October to December due to the festive period and with loan volumes picking up again in January. With the nation going on the third lockdown in January 2021 the volume of library loans in Q4 might not close the gap between actuals and targets, however the service's digital offer and the effect of its innovations could be seen in the next financial year.

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## WORK PROGRAMME- COMMUNITIES OVERVIEW AND SCRUTINY PANEL

<b>DIRECTORS</b>	Duncan Sharkey(Managing Director), Hilary Hall (Director of Adults, Health and Commissioning, Strategy and Commissioning)
<b>LINK OFFICERS &amp; HEADS OF SERVICES</b>	David Scott, Louise Freeth, Chris Joyce

**MEETING: 13 APRIL 2021**

ITEM	RESPONSIBLE OFFICER
Final Annual Scrutiny Report	<b>Panel</b>
Alexandra Gardens, Windsor (From Cabinet Forward Plan) TBC	<i>PLACE Executive Director</i> <b>Barbara Richardson,</b> <i>Managing Director, RBWM Property Company Ltd</i>
Maidenhead Golf Course Update	<b>Barbara Richardson,</b> <i>Managing Director, RBWM Property Company Ltd</i>
Maidenhead Heritage Centre – Annual Update	<b>Steph James,</b> <i>Maidenhead Town Centre Manager</i>
Update on Allotments	<b>David Scott,</b> <i>Head of Communities</i>
Covid Update – Verbal Update	<b>David Scott,</b> <i>Head of Communities</i>
<b>Library Transformation Strategy</b>	<b>Suggested by Angela Huisman</b>
Work Programme	Panel clerk
<b>TASK AND FINISH</b>	
TBC	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER

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