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NOTICE OF MEETING



COMMUNITIES OVERVIEW & SCRUTINY PANEL

will meet on

THURSDAY, 7TH OCTOBER, 2021

At 7.00 pm

by

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD, 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: 29 September 2021

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **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

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
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.	5 - 6
4.	<u>MINUTES OF THE LAST MEETING</u> To agree the minutes of the last meeting held on 15 June 2021.	7 - 14
5.	<u>ANNUAL PRESENTATION BY CHIEF CONSTABLE OF THAMES VALLEY POLICE</u> The meeting will commence with a presentation by the Chief Constable. Any questions by Panel Members that have been submitted in advance of the meeting will then be considered and answered.	15 - 18
6.	<u>Q1 PERFORMANCE MANAGEMENT REPORT</u> To consider the report.	19 - 42
7.	<u>COMPLIMENTS AND COMPLAINTS REPORT</u> To consider the report.	43 - 78
8.	<u>APPOINTMENT OF PARISH REPRESENTATIVES FOR NORTH & SOUTH PARISHES</u> Verbal Update from Clerk.	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 Cabinet Forward Plan .	79 - 90

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MEMBERS' GUIDE TO DECLARING INTERESTS IN MEETINGS

Disclosure at Meetings

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

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

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

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

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

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

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

Prejudicial Interests

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

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

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

Personal interests

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

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

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Agenda Item 4

COMMUNITIES OVERVIEW & SCRUTINY PANEL

TUESDAY, 15 JUNE 2021

PRESENT: Councillors John Bowden (Chairman), Greg Jones (Vice-Chairman), Gurpreet Bhangra, Helen Price and Del Campo

Also in attendance: Councillor Clive Baskerville, Councillor Jon Davey, Councillor Samantha Rayner, Councillor Donna Stimson, Councillor David Cannon, Councillor John Baldwin, Councillor Christine Bateson, Councillor Gurch Singh, Councillor Amy Tisi and Councillor Simon Werner

Officers: Shilpa Manek, David Scott, Andrew Durrant, Daniel Brookman, Simon Dale, Jesal Dhokia, Louise Freeth, Angela Huisman, Adele Taylor, Neil Walter and Lyn Hichinson

ELECTION OF THE CHAIRMAN & VICE CHAIRMAN

RESOLVED: that the Chairman for the 2021/2022 Municipal year be Councillor John Bowden.

RESOLVED: that the Vice Chairman for the 2021/2022 Municipal year be Councillor Greg Jones.

WELCOME FROM THE CHAIRMAN

The new Chairman welcomed all to the meeting and the virtual meeting notes were read out.

Councillor Price asked why the meeting was not being held face to face. The Clerk informed the Panel that the Overview and Scrutiny Panels were not decision making meetings. These Panels made recommendations to Cabinet.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Parish Councillor Margaret Lenton and Pat MacDonald.

DECLARATIONS OF INTEREST

Councillor Bhangra declared a personal interest in item 7. The Boyn Grove library was in his ward and he had actively campaigned to save the library. He was attending the meeting with an open mind.

Councillor Price declared a personal interest in item 7. The Dedworth library was in her ward and she had actively campaigned to save the library. Councillor Price was attending the meeting with an open mind.

MINUTES OF THE MEETING ON 13 APRIL 2021

Councillor Price highlighted that she would like it noted that both her and Councillor Del Campo did not agree with the Chairman's Introduction in the Annual Scrutiny Report that was being presented to Full Council.

Actions from the minutes:

Action 1: EQIA update from Councillor Bhangra – update received from Naomi Markham –
Action: forward to Panel

Action 2: Completed

Action 3: Add Maidenhead Heritage Centre to Work Programme - **ACTION**

Action 4: Strategic Priorities – In process

Action 5: Add Community Safety Partnership and Waste Management Strategy to Work Programme – **ACTION**

Action 6: Find additional meeting date in May 2021 – This was not possible

The Panel were happy with the outcomes of the Actions.

RESOLVED UNANIMOUSLY: That the minutes of the meeting on 13 April 2021 were a true and accurate record.

EMBEDDING COMMUNITY RESPONSE REPORT

Jesal Dhokia, Transformation Project Manager, gave a presentation to the Panel, and showed them the Community Engagement website.

Councillor G Jones commented that it was a great presentation. Councillor Jones asked if work could include the Older People's Community Forum and asked what else could be done to involve other people. Jesal Dhokia advised the Panel that she was already working closely with them.

Councillor Del Campo asked for more information on the independent Chairman's and how they were elected. Jesal Dhokia informed the Panel that the independent Chair's had been approached, they were from the steering group and were on a rotation basis.

Councillor Stimson commented that the older people would be able to pass on more sustainable skills to the younger generation. It was a great process that surprise commented that not enough people knew of this project.

Councillor Price commented that not enough people knew of the project, especially those not on social media. More communications were needed to be done. Councillor Price suggested that libraries could also be used to advertise the project. Jesal Dhokia commented that she was working closely with the Comms. team and messages were now being sent out weekly. A poster had also been sent out now.

Councillor Price commented that many of the project meetings had been held in the daytime, working people could not attend these meetings. There were many barriers, big lessons have been learnt from Clewer and Dedworth project.

Counsellor Davey commented that there was no ongoing communication about the projects. Jesal Dhokia commented that the Clewer and Dedworth Project was continuing and the Maidenhead project was being brought up to a similar level. Both projects were still running.

Mr Hill, public speaker, addressed the Panel and commented that it was a fascinating presentation, and an excellent project. The formality of the project was great. Mr Hill felt that the focus could be moving to a bigger Maidenhead-wide project and promoting more on the RBWM calendar. It was an idea to look for investment from external sources and have on the website in plain English. Jesal Dhokia commented that all wards had been considered but

Clewer and Dedworth ward had a higher need during COVI. Abri were working closely with us and supporting us in this area.

It was suggested that it would be great to work with Maidenhead Town Forum to get ideas.

Councillor Bhangra commented that this was a great project.

LIBRARY TRANSFORMATION STRATEGY

Louise Freeth, Head of Revenues, Benefits, Library and Resident Services, informed the Panel that the original proposals had been revised and that all four libraries that were due to close would now remain open, some with reduced hours. The mobile library would be retired as it was no longer fit for purpose. There were plenty of volunteers and the team continued to work with partners and stakeholders.

Mr Hill, public speaker, commented that it was great news that Boyn Hill library was not closing and he thanked Councillors Bhangra and Carroll for all of the campaigning. Mr Hill asked the following questions:

- If groups were to hire out Boyn Hill library hall, would the money go to the library to keep open for longer hours.
- Was Boyn Hill ranked to the bottom for deprivation?
- Why had there been any reference to CIL AND S106 monies?
- Would Boyn Hill library be prioritised for monies?
- If volunteers came forward, could the library remain open more than 13 hours?

Louise Freeth informed the Panel that a one off, adhoc hire was not sustainable. A regular income would be considered, this needed to be regular and sustainable with a steady income stream. Other libraries had benefitted from their Parish Council or from trusts not Boyn Hill library.

Adele Taylor, Director of Resources, informed the Panel that the CIL AND S106 monies were linked and funded to particular areas. This had been explored and investigated, revenue had been supported instead of capital.

ACTION: Adele Taylor to investigate and explore further.

Angela Huisman informed the Panel that volunteers were there in a supporting role, assistant officers. The opening hours could not be extended with just having volunteers.

Councillor Rayner commented that Dedworth library had income that came in and was a minimal cost to the council, whereas Boyn Hill did not have much income coming in. this could be reviewed again in the future years and she was hopeful that this was what would happen.

Councillor Del Campo commented that it was an excellent report that had been backed up by an excellent consultation. Councillor Del Campo thanked the library team for all their hard work. Councillor Del Campo commented that Councillors Tisi, Price and Davey had dedicated themselves to solving the problems and developing Dedworth Library into a real community hub and had delivered around 300 leaflets in West Windsor. Councillor Del Campo was very pleased that the proposals to close the libraries had been changed.

Councillor Del Campo asked whether there would be any more closures expected in the next round of budget cuts? Councillor Rayner thanked Councillor Del Campo for the kind words about the library team. Everyone was delighted that no libraries were closing. The team had managed to produce a model of a library that was sustainable, and the team would continue to do the good work.

Councillor Del Campo asked who would be able to access the pop up libraries and the select and deliver service and how would these services work? Angela Huisman responded that the

select and deliver service was going to be available for housebound people as a start. This service would be available in areas that were away from libraries, where residents could not walk to a library. There were fifty volunteers and two full time staff managing the coordination, training and running that the program so that it would be professionally run. The right books would get to the right people at the right time. The books would be delivered by the volunteers. Councillor Del Campo felt that the Communications was very important to reassure people that the services were still available even though the mobile library had been lost. Councillor Del Campo was happy to help.

Councillor Del Campo commented that she had received very good feedback from a resident with disabilities as they had felt included in the consultation. Councillor Del Campo felt that people providing essential services should be paid for the work they do, otherwise there was a danger was that the work would be taken off people that needed an income.

Councillor Rayner thanked Councillor Del Campo for her kind comments about the consultation. The volunteers had replaced the mobile library, not any paid staff. Angela Huisman added that to deliver professional statutory library services, well trained staff were needed but they would be supported by volunteers. The savings in staff were from the reduction of opening hours across the service and the extra income that was coming from the parish councils and from some trusts that were helping with staffing. Also some efficiencies had come from having more digital services.

Councillor Davey thanked the library team. Councillor Davey was concerned that the pressure was now on Parish Councils as they would have to increase their pre-sets to fund the libraries. Councillor Davey felt that this was very wrong. Councillor Davey commented that it would be good to see the statistics of who participated in the consultation as they had worked a lot with residents to keep them informed.

Councillor Bhangra thanked Louise Freeth for the extensive report and the team for all their hard work. Councillor Bhangra was pleased that Boyn Grove library had been saved with reduced hours but it was important to increase the hours. How could this be done?

Councillor Price commented that the professionalism of the consultation would be used as an exemplar for other consultations and also commented that the library staff had been very helpful. Councillor Price commented that Dedworth area had no parish council so there was no preset to fall back on. The only money that could be used was CIL monies. Councillor Price was please that this was going to be looked into.

Councillor Price went through what Dedworth library had done and suggested that all libraries looked at their catchment area and their needs depending on what their profile was and then to come up with a sustainable plan for the future.

Councillor Price questioned the process that had taken place. The Communities O & S panel had made recommendations to Cabinet which had not been considered. The consultation took place and after a full circle, Cabinet agreed what the Panel had already suggested. Was their something incorrect that the Panel had done to get their recommendations considered by Cabinet?

Councillor Singh asked about security and volunteers having access to disabled and elderly residents and asked what checks were completed. Angela Huisman commented that all volunteers were safeguarding trained every year and all DBS checked to enhanced level and were all managed.

UPDATE ON DISTRICT ENFORCEMENT PILOT

Simon Dale gave a presentation to the Panel.

Simon Dale informed the panel that he had tried to explain in the covering report that this was an opportunity to utilise the work of Communities Overview and Scrutiny Panel in informing the future going forward. The focus of the presentation was to update on the statistics as far as the pilot contract was concerned but equally focus on the future of the arrangements of the DE as this had been of particular interest to Members and residents. Simon Dale commented that the scrutiny of the Panel would assist in a strategy plan emerging which was to people's satisfaction. The presentation gave an overview of what the pilot was set up to achieve when the pilot was launched and there had been a relatively low activity compared to other councils in terms of environmental crime enforcement, which the borough wanted to increase activity in. The whole point of the pilot was to change people's behaviour and stop them from dropping litter and fly-tipping. The presentation showed the types of offences and what percentages they were. There was a split across the wards slide. The presentation also showed the time patrolled in each ward. There was also a slide showing gender and age of those that had been issued fixed penalty notices.

Simon Dale informed the Panel that the pilot would be coming to an end at the beginning of October 2021 and they wanted to bring it in line with enforcing activities that expired. The NSL contract for parking enforcement expired in November 2022. So far, 14 months between the end of October 2021 and November 2022, another 14 months, between the end of October 2021 and November 2022, taking into consideration member suggestions, it was proposed that to put out a specification that asked three companies under procurement rules to give prices for delivering the service for a 14 month interim period that would take the council to December 2022 when a full specification with member input, in areas of operation. The full specification would include parking enforcement, environmental crime enforcement, and aspects of highway enforcement in one contract. This would amalgamate three separate contracts with a lower price to provide additional revenue to the Council on top of what was already collected through parking enforcement. The presentation considered nine options and gave comments by each of them.

Mr. Webb thanked Simon Dale for the presentation, and asked what safeguards would be in place to ensure that private contractors used by RBWM for enforcement would enforce as per their priorities defined by residents, rather than the priorities with a profit nature and how would RBWM establish the priorities of residents for enforcement? Simon Dale responded to Mr. Webb's question that the borough were embarking on a process that included the members and resident priorities. The borough would take all considerations and with respect to the profit element, this would feature with a private operator but shouldn't be the major issue if a good service was offered. The journey would end with a fit for purpose service that balanced the residents needs with that of the overall council's position.

Cllr G Jones asked if complaints and appeals were the same thing? Simon Dale confirmed they were the same. Cllr Jones commented that it was a low rate of complaints with so many tickets being issued. Cllr Jones asked the difference between parking enforcement and highway enforcement. Simon Dale explained that parking enforcement fell under the Traffic Management Act and highways enforcement fell under the Highways Act. Cllr Jones added one final point that it would be good that whoever was awarded the contract had the ability to operate covert cameras in the lanes that were repeatedly targeted by fly tippers.

Cllr Price asked if any other local authorities had gone down the route of combining and if so, could any lessons be learnt? Also, it was said that the new contract should

provide additional revenue, should that read 'must' provide additional revenue for the council would like to see evidence where this has been done. Simon Dale agreed with the change of word from should to must. With respect to the combination of services that the council recognised, there were many local authorities that had combined environmental crime and parking but Simon Dale could not think of any that had combined all three. This would be researched.

Councillor Bhangra asked Simon Dale who was it that decided where the DE Officers were placed, as in his ward, the FPN were very low. Neil Walter responded that the enforcement officers were all over the borough. The main FPN's were given in the town centres. Neil Walter commented that ward councillors had been asked for problem areas in their ward's, but none had been sent. Neil Walter commented that he would like to do targeted enforcement so that the problem areas were covered.

Councillor Davey commented that Simon Dale and Neil Walter had done an excellent job. They were always at hand to provide information. The project had been going for nine months and residents had commented, and officers had listened and come up with logical solutions.

Councillor Baldwin asked a couple of questions and commented on option 1 of the supplement document which read insufficient time in considering this option. It had been twelve months so how could it be insufficient? And Councillor Baldwin commented that no substantial piece of work had been done. What had happened to the discussions that had taken place twelve months ago. Councillor Baldwin commented that this had been a concessionary contract that had been awarded through the non-tender permissions and no discussions had taken place. Councillor Baldwin asked if the Panel could see all the contributions, advice and wisdom that had been received from elected members. Simon Dale responded that it had been insufficient time to have anything in place for 5 October 2021 was because the council had taken the time to learn from the pilot, there was no experience of running the service in the council and the cost of establishing that was unknown at this stage and there was only 3-4 months to do that. Staff would have to be employed and systems would have to be in place. The priority was to have an interim in place that had transparency. The elected member comments would all be on You Tube if Councillor Baldwin wanted to hear them. Officers had listened to everyone that had something to say.

Councillor Price asked that with the highways, one of the largest problems was people parking on the pavements and them not being able to be used by people walking. Was this a police matter? Was this to change? Simon Dale commented that some legislation was in place at present to make it an offence, nationally in parking on the footway. The council had responded to the consultation and both MPs were in favour of some sort of blanket ban on footpath parking.

Councillor Singh commented that St Marys wad was the most targeted area. Councillor Singh could not see any measures of any improvement in terms of littering around the borough in the report. Residents had been concerned about the reputation and customer confidence with the contract. Councillor Singh wanted to part of any consultation that took place. Simon Dale commented that councils used to measure how clean their wards were but this was not done anymore. External groups could be invited to do this. There had been very few repeat offenders, so it was a detriment.

Councillor Davey commented that the legal point was how were the borough improving littering. Neil Walter said that it could not be physically measured but the

contractors were collecting high amounts of litter. This was adding cost to the borough. Campaigns could be done and community groups could assist in monitoring.

Q4/END OF YEAR PERFORMANCE REPORT

David Scott presented the report. David Scott reminded the Panel that the introduction of the council's interim strategy in July 2020 meant that the performance reports for the last year were refocused to respond to the revised strategy as fully as possible and Appendix A showed the three revised priorities that the interim strategy set out. At a headline figure, the summary at the end of Q4 of last year with respect to the seven performance indicators were that one measure was meeting exceeding targets, one was short of the target but within the expected tolerances, four were off target and one was agreed to be a non-targeted indicator by virtue of the impact of covid.

Councillor Del Campo asked about the environment and climate strategy and the £1.2 million pounds of grants had been received and that this was excellent news. What tangible results had been received from this money?

Councillor Stimson gave a breakdown of the monies, some had been spent on heat mapping, LED lights in school and feasibility studies on carbon footprints and for residential energy efficiency.

Councillor Price asked about fly-tipping and what residents should do when they witness, could this be highlighted to residents.

ACTION: Add what to do if fly-tipping is witnessed by residents in Residents Newsletter.

WORK PROGRAMME

The Clerk informed the Panel that more needed to be done in the work programme agenda item. The Clerk suggested that the Panel look at the cabinet Forward Plan on a regular basis and bring thought and suggestions to meeting. The Clerk had added Community Safety Partnership, Waste Management Strategy and Maidenhead Heritage Centre to the work programme.

Councillor Bowden suggested added the Tivoli Contract to the work programme and the Panel, all agreed that this was an excellent idea.

Councillor Price suggested putting SERCO on work programme but in the to be programmed table as the date for returning to fortnightly collection had not be announced yet. Simon Dale suggested a briefing note on this to begin. The Panel agreed.

ACTION: Briefing Note to be produced for Panel

Councillor Price suggested added Climate strategy to work programme.

ACTION: Briefing Note to be produced for Panel

ACTION: Add feature in members update on a regular basis.

Councillor Price suggested discussing the actions from the Annual Scrutiny Report. The Clerk suggested discussing at a pre meeting and bring to Panel, twice a year.

ACTON: Place on work programme, twice a year

Councillor Price asked for more detail on items on Cabinet Forward Plan

ACTION: Clerk to discuss with Head of Democratic Services

David Scott suggested that since the Chief Constable was at the meeting in October, the community safety partnership item could be presented at a meeting after that.

Panel Members suggested an additional meeting in September.

ACTION: Clerk to find date in diaries.

The meeting, which began at 6.15 pm, finished at 9.35 pm

CHAIRMAN.....

DATE.....

Questions for Chief Constable from Panel Members of the Communities Overview & Scrutiny Panel – 7 October 2021

1. With the lockdown, drug dealers have devised more sophisticated routes to market. Residents are concerned that drug dealing is taking place openly in residential areas which previously was not. What can be done to come down hard and fast on drug dealing in a way that residents can see action?
2. Due to staffing shortages the police have to prioritise which crimes they enforce/investigate. Doesn't that make the law enforcers the law makers?
3. Acknowledging that public finances are tight, RBWM has cut back significantly on its Community Wardens and thus residents are turning to the police as the first port of call. But we're told you're still short staffed. Residents pay a precept as well as national taxes, but the service level is not what the public expect in terms of response times and willingness to tackle law breakers speedily. When will the service match residents' expectations?
4. One of the impacts of the pandemic is that some people are choosing to retire earlier than they originally planned. Do you anticipate that there will be an exodus of experienced staff over the next five years, so that new recruits will only keep police numbers static, not increase them?
5. Given the reduction in community wardens what reassurance can you give to residents of outlying villages that they will see more than just reactive policing.
6. Have you got a robust, quick and effective plan to deal with any protestors who may attempt to block roads or cause other disturbances in the Borough?
7. We have seen recent increase in car theft and attempted thefts around the Royal Borough notably in my ward of Boyn Hill. What are Thames Valley Police doing to combat this especially reference to the rise in keyless car thefts.
8. Anti-Social Behaviour - i.e Motorbike and Car racing late night into the early hours is an issue. What are Thames Valley Police able to plan to deal with this regular occurrence in West Maidenhead.
9. Given the major reduction in PCSOs and now the reduction in Community Wardens, what plans have you to cover the large gap in policing our Neighbourhoods?
10. There have been a number high-profile murders of women by strangers recently. Sarah Everard was murdered by someone whose job it was to protect her; PCSO Julia James was murdered in broad daylight whilst walking her dog; and sisters Bibaa Henry and Nicole Smallman, murdered while celebrating Ms Henry's birthday. Another case in the news recently is still being investigated.

Yet, we know that women are most likely to be murdered by somebody known to them, and the toll of 'domestic' murders grows unabated. Too many women feel unsafe on the streets and in their homes. My questions are:

- What do you plan to do to help women reclaim the streets and parks, and feel safe in their homes?
- Will you be implementing the recommendation of the Zoe Billingham report for the Home Office that violence against women be given a priority akin to counter-terrorism and county lines?
- And why do you think murders of white women often seem to receive much more coverage than those of women of colour?

11. Anecdotally, I am hearing that TVP is losing officers to the Met as they pay more. Is this true and if so, what are you doing to retain officers, including PCSOs?

12. Finally, we are receiving more and more casework around antisocial behaviour and speeding, and this seems to be a particular issue in our more rural wards, where there doesn't seem to be a very visible police presence. At the same time, the number of community wardens in the borough has been reduced by two thirds, and the remaining six are stretched much more thinly. What is your message to residents in the borough who have had enough of antisocial behaviour?

13. Community concern about the use and disposal of Nos Cannisters in both rural and urban communities is on the rise, especially with nightly discovery of large quantities of used canisters scattered around, especially in car parks and similar at the weekend. Whilst we are aware that this is a policing priority and that police have very limited powers around this subject, RBWM are considering a Public Spaces Protection Order to make possession of these items (without a legitimate reason) an offence, giving the council and police the powers to take action against people found in possession of them on the street or in vehicles and the associated ASB. Whilst not creating an expectation that police would mount operations against this issue, it would give them an additional tool in their tool box, when they come across such issues. This has already been implemented in Spelthorne (in Surrey) and there is a perception of displacement of this problem, due to the publicity, into the bordering TVP/RBWM Wards. The public message given by police support for us taking this action, would assist in addressing community concerns.

Would TVP be in support of this proposal?

14. As a community at the extremity of both the Borough and the Force area, Datchet, Wraysbury and Horton Villages are often sighted on Surrey Police's Social media. Whilst this is an excellent tool to engage with their community, it does raise a concern in our area when the Police Force bordering TVP/RBWM, is publicly promoting their activity against their own community's concerns of Nos cannister usage, E scooters, parking enforcement and obstruction/pavement parking. All these issues are of great concern to the

community at the edge of RBWM but these examples of Surrey Police, just across the border, proactively addressing these issues, that all appear to be too low a priority with TVP to justify action, is causing dissent. This in turn further reinforces the perception in the villages, on the borders, that they are not sufficiently policed or that police resources are focused elsewhere, to their detriment.

Can TVP reassure residents where Community concerns fit in local policing priorities and can the use of TVP Social media be increased, to highlight locally the good work being done in these rural communities.

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Report Title:	2021/22 Q1 Data & Performance Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Communities Overview and Scrutiny Panel, 7 October 21
Responsible Officer(s):	Andrew Durrant, Executive Director of Place, David Scott, Head of Communities, Alysse Strachan, Head of Neighbourhoods, 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 is currently working to an Interim Strategy, adopted by Cabinet on 30 July 2020 in recognition of the significantly changed operating context brought about by the COVID-19 pandemic.

A new Corporate Plan to succeed the Interim Strategy is presently being developed. It has been agreed that performance reports continue to provide insight into the Interim Strategy's delivery (Appendix A) until such time as the new Corporate Plan and associated performance management framework is in place. Performance of measures previously reported to the Panel under the Council Plan 2017-2021 are included on the basis that these measures provide insights into current service delivery.

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2021/22 Communities Overview and Scrutiny Panel Q1 Data & Performance Report in Appendix A.**
- ii) **Requests relevant Cabinet Members, Directors and Heads of Service to maintain focus on improving performance.**

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

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report.	This will allow continuing insight into the delivery of the council's agreed priorities in

Option	Comments
This is the recommended option	order to aid decision-making and maintain focus on continuous improvement.
Not accept 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 in recognition of the significantly changed operating context brought about by the COVID-19 pandemic. The Interim Strategy sets out the 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 council is currently developing a new Corporate Plan and related performance management framework to succeed the Interim Strategy. It has been agreed that performance reporting against the Interim Strategy continues until such time as the new Corporate Plan and related performance management framework is approved.
- 2.2 Appendix A provides insights into the Interim Council Strategy's 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 corporate developments relating to the People Plan and Medium-Term Financial Strategy.
- 2.3 The impact of COVID-19 continues to be felt in some of areas of the council's operations, and this has been reflected in the council's performance indicators. For example, visits to libraries and leisure centres remain low compared to previous years albeit on a gradual rise. More positively, the volume of fly-tipping instances has reduced compared to same period last year and there has been an increase in the tonnage of waste sent for reuse, recycling in comparison to Q1 last year. The volume of library issues and engagement with published content by the museums team have also been on the rise throughout Q1 and above target.
- 2.4 Table 2 summarises the position of all reported key performance indicators as at the close of Q1. 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 Q1 21-22

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
No. individual engagements with published content (Museums)	X		
No. fly-tipping instances across the borough	X		
No. attendances at leisure centres		X	
Parks and open spaces: Consolidated Performance Score		X	
Percentage of household waste sent for reuse, recycling		X	
No. visits (physical and virtual) to libraries	X		
No. library issues	X		
TOTAL (7)	4	3	0

3. KEY IMPLICATIONS

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

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	< 100% priorities on target	100% priorities on target			30 June 2021

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

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

7. POTENTIAL IMPACTS

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 Cabinet Members, Directors and Heads of Service as part of an ongoing performance dialogue.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 5: Implementation timetable

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

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Communities Overview and Scrutiny Panel Q1 Data & 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

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	07.09.21	17.09.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	07.09.21	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Andrew Durrant	Executive Director of Place	07.09.21	17.09.21
<i>Heads of Service (where relevant)</i>			
David Scott	Head of Communities	07.09.21	20.09.21
Alysse Strachan	Head of Neighbourhoods	07.09.21	
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	07.09.21	10.09.21
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	07.09.21	
<i>External (where relevant)</i>			
N/A			

REPORT HISTORY

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

Report Author: Radhika Thirunarayana Govindarajan, Lead Performance Analyst

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Communities Overview and Scrutiny Panel

2021-22 Quarter 1 Data & Performance Report

April 2021– June 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 The Interim Council Strategy clarifies the 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 priorities 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 This report is structured to provide insight into the delivery of the Interim Strategy's priorities (section 2). Performance of measures previously reported to the Communities Overview and Scrutiny Panel are also included on the basis that these measures provide some insights into service delivery. These measures are grouped in this report by the lead service.
- 1.4 The council is currently developing a new Corporate Plan and related performance management framework to succeed the Interim Strategy. It has been agreed that performance reporting against the Interim Strategy continues in this format until such time as the new Corporate Plan and related performance management framework is adopted.

2. Interim Council Strategy: Delivery of priorities

2.1 This section provides a brief overview of key activities and milestones achieved by the council to date in 2021/22.

PRIORITY:	COVID-19 OBJECTIVES
Item	Achievements and key milestones
<p>Response (immediate)</p>	<p>Community response and Clinically Extremely Vulnerable (CEV) Residents: Official shielding was lifted for more than 8,000 residents – some 6% of the population – in April 2021. This brought to an end an innovative community partnership protecting our CEV residents from Covid-19. From the outset of the first lockdown in March 2020 a coordinated team of staff, drawn from all services in the council, maintained regular contact with residents who were shielding and took any appropriate action to ensure that these individuals’ needs were met.</p> <p>The public-facing online directory of Covid-19 Support Groups developed to direct residents to community-based support options for particular needs, continues to be developed and is a key tool for residents and services going forward. The database (Lyon), which again was developed during the pandemic, continues to be developed to manage interactions with anyone seeking help and support in the community. Lyon also enables registration of individuals wishing to volunteer their time to the community effort, and with the development of an app will support appropriate “matching” of volunteers with those needing help and support.</p> <p>With the easing of restrictions from 19 July 2021, CEV residents still need to be extremely cautious and are being encouraged to adhere to the Government guidance. The council, through the network of community groups, will continue to provide appropriate help and support.</p>
<p>Response (immediate)</p>	<p>Outbreak Control Plan and Local Outbreak Engagement Board: The Outbreak Control Plan Summary was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public’s health. The Outbreak Engagement Board is a subgroup of the Health and Wellbeing Board, established to provide public-facing engagement and communication in relation to Covid-19. The Board meets every fortnight (every other meeting is in public). The Local Outbreak Control Plan continues to be updated to reflect changes in national guidance.</p>
<p>Response (immediate)</p>	<p>Community Influencers and Community Information Champions: In October 2020 a new “community influencers” group was established with representatives from across various RBWM departments, including Achieving for Children, Libraries and Environmental Health. The group’s aim is to communicate key Covid-19 messages to the wider community, whilst targeting messaging to specific demographic groups based on analysis of key datasets. The group launched its “Community Information Champion” scheme in November 2020, through which members of the community can volunteer themselves to receive regular information from the council regarding Covid-19 and then share this information with their family, friends, and other contacts. This approach ensures greater</p>

	<p>transmission of key Covid-19 messages across the community where other council communication methods may not have reached. Champions can also feedback to the council any questions or requests for clarity from the community. This two-way relationship helps the council to refine its Covid-19 messages and to also dispel any myths that may be circulating regarding the virus. To date, a network of 150 Champions has been established.</p> <p>A new Covid Engagement Officer was recruited, jointly funded by Public Health and the council to support a wide range of COVID related engagement activities. There has also been the opportunity to vaccinate residents within their localities with vaccinations being offered on the mobile testing unit.</p> <p>Engagement with communities to mitigate the rise in infections and cases remains a key priority for the council and its partners.</p>
<p>Recovery (long-term)</p>	<p>The RBWM Recovery Strategy sets out the council's approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses.</p> <p>During Q1 2021-22 activity was focussed on supporting businesses and residents through the government roadmap to reopening. A Royal Borough re-opening and recovery strategy was developed to support the safe reopening of the high street and recovery of the high street economy in the Royal Borough of Windsor and Maidenhead as restrictions start to lift. The aim was to provide clear, consistent messages that considered the needs of the destination, its local communities, its businesses and its visitors to stimulate the local economy and a return to days out and staycations in a safe and measured way. Innovative "Tech For Good" tools were used in the form of "Hello Lamp Post", which lets people talk to street objects and share their thoughts on the high streets and what they want to see on their town centres. All of these comments are then considered as part of the local recovery plan. This initiative has been rolled out in Windsor with over 3,000 responses to date and there are plans to introduce it across the borough. The campaign "Don't Let Your Guard Down" was launched to provide reassurance to visitors returning to visit our local towns.</p> <p>A recovery dashboard has been developed which will be used to steer future workstreams from the recovery and renewal strategy adopted in 2020. Q2 activity will focus on business engagement and support following stage 4 of the roadmap to reopening and developing jobs and skills support for our residents.</p>
<p>Recovery (long-term)</p>	<p>Local Contact Tracing Service: The council set up a local contact tracing service which started operating in November 2020 to complement the national NHS Test and Trace service. Operating 7 days a week, the service reaches out to residents who have tested positive for Covid-19 but who have not been successfully contacted by the national NHS Test and Trace system. The service introduced a text messaging service on 9 June 2021. Over 3,000 messages were sent, consisting of:</p> <p>Week 1: Acknowledging the use of Lateral Flow Device (LFD) Test Community Collect service and reminding users to log their result at https://www.test-for-coronavirus.service.gov.uk/report-result within 24</p>

	<p>hours if they had tested positive. Suggesting that LFD Home Tests can sometimes be false positives: make sure to also take a Confirmatory PCR Test within 48 hours to reconfirm that you indeed need to isolate and to get access to the Isolation Support Fund if relevant.</p> <p>Week 2: Communicating that it may still be possible for people that have received vaccinations to contract COVID-19, although a full course will reduce the chances of becoming seriously ill. Cautioning the residents that cases are rising within RBWM and reiterating the public health message to continue to follow the national guidelines of social distancing, wearing a face mask and washing your hands frequently.</p> <p>Week 3: Communicating the provision to self-book a vaccination if you are 18 years or over via the following link www.nhs.uk/conditions/coronavirus-covid-19/coronavirus-vaccination/book-coronavirus-vaccination and acknowledging the walk-in centres' availability in Maidenhead and Windsor.</p> <p>RBWM switched to "Local 0" on 28 June 2021. The "Local 0" will result in RBWM residents that have tested and recorded positive being contacted by a local tracer rather than a tracer working nationally. The purpose of this shift is to:</p> <ul style="list-style-type: none"> • reduce the time before the resident is contacted, and hence further potential cases identified. • allow for a better understanding of types of cases in the borough. • provide a more efficient and proactive approach to identifying trends and taking appropriate action <p>The opening hours have been extended from 10am – 4pm to 9am – 5pm, 7 days a week. This reflects the national ambition to have more calls 'handled' locally to increase the overall effectiveness of contact tracing locally. This change was expected to dramatically increase the number of cases RBWM handled and a recruitment drive has been put in place in order to support the service and increased level of capacity necessary. At the close of Q1 2021/22, there were 134 cases and 243 calls made. (Full impact of the switch to 'Local 0' will be reported in Q2).</p>
<p>Recovery (long-term)</p>	<p>Lateral Flow Device Tests: From 8 February 2021 rapid Covid-19 test centres opened in Braywick Leisure Centre and Windsor Leisure Centre, offering 30-minute Lateral Flow Device Tests (LFDTs) initially to people working in public-facing roles who do not have Covid-19 symptoms. The purpose of the tests was to identify asymptomatic carriers of the virus. Following an announcement by the Prime Minister in April 2021, anyone was able access the LFDT at the centres, or to pick up a home-testing kit or get a rapid Covid-19 test at Braywick or Windsor Leisure Centre as lockdown restrictions were eased. In addition to the leisure centre test sites, a mobile testing offer was started at Ascot Racecourse.</p> <p>After a review of the demand the operating hours were adjusted slightly at both leisure centres to reflect ongoing demand. This saw the Lateral Flow Test (LFT) sites reduced to 2 booths at each site and moved to revised delivery areas to allow the leisure centres to reuse the original spaces for leisure income generating activities. The revised operation,</p>

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	<p>implemented on 17 May 2021, was still able to deliver the service to meet the ongoing demands.</p> <p>The mobile testing operation unit moved from Ascot racecourse to Horton (Champney Hall) on Mondays and Wraybury (Car Park, The Green) on Wednesdays with effect from Monday 21 June operating from 9am – 1pm. The mobile unit now offers assisted testing as well as distributing Community Collect kits. The mobile unit is now being used to support pop up vaccination offer at locations being agreed with the NHS.</p> <p>Collection of Community Collect kits is now also available from each of the reception areas of all 5 leisure centres and Windsor Information Centre. This allows greater access and availability to the kits for residents. During Q1 6,329 LFTs were completed and 5,823 Community Collect kits have been distributed.</p>
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PRIORITY:	INTERIM FOCUS OBJECTIVES 2020-21
Item	Achievements and key milestones
<p>Revised Service Operating Plans</p>	<p>As part of the organisational recovery strategy, services have made changes to existing operating models where necessary to continue to deliver services with customers being at the centre of it. One example has been the Library Transformation Strategy. This strategy is the outcome of the public library consultation and focuses on facilitating and coordinating, via community groups and other partners, a range of services for everyday life to meet community needs. One such example is the select and deliver service supported by volunteers to ensure all residents are able to access library services regardless of mobility, disability or distance from a static library or any other barrier.</p>
<p>Transformation Strategy</p>	<p>The Transformation Strategy 2020-2025 was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. The strategy's development responds to key challenges surrounding the council's financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. The Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (culture, environment, prevention, digital, process redesign and finance).</p> <p>Action plans by which to deliver the Strategy are at sign-off stage with quarterly Cabinet Transformation Sub-Committee meetings being added to the corporate diary. Whilst Covid-19 has impacted progress, a number of projects have been implemented, proving that design and innovation can be done quickly and in an agile fashion. 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.</p> <p>In April 2021, the next phase of 'Embedding Community Response, was launched in Maidenhead, with the creation of five subgroups working directly with communities and partners.</p>

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	<p>The RBWM Together Engagement site has launched and this will be used as an integrated tool for community engagement and empowerment.</p> <p>A successful bid to the NHS Charities fund has given us the opportunity to innovate a joined-up health, social care, and community initiative. The programme refers individuals in need, for wrap-around support led by the community (Maidenhead Magpies) but backed up by the council and NHS in a unified approach. Whilst needs differ across the individuals, the support being offered is similar. Supporting the vision of enabling people to remain independent for longer, this project will also test some of the technology enabled care systems available on the market to embed digital solutions as part of the personalised care.</p>
<p>Environment and Climate Strategy</p>	<p>The Council has strengthened its Sustainability and Climate Change Team, recruiting two new Sustainability Officers and moving the Countryside Manager and Landscape Officer into the team to provide additional resource.</p> <p>The Council has made good progress against the action plan. Key achievements have included securing external funding in excess of £1 million to deliver energy projects within the Borough, drafting a Biodiversity Action Plan and helping facilitate the launch of a Repair Café in Maidenhead.</p> <p>Officers have met regularly with the cross-party steering group as well as working closely with the community to deliver specific actions. Work is underway to look at future governance arrangements that will support delivery of the strategy moving forward.</p>
<p>Governance</p>	<p>A new full-time Monitoring Officer and Deputy Director of Law and Strategy joined the Council in February 2021 to lead a new Governance, Law and Strategy Directorate and to bolster the council's governance capability. The focus of the Directorate since February 2021 has been to develop robust processes and systems to enhance decision-making and performance and to develop a culture to support this.</p> <p>Key areas of focus in Q1 have been as follows:</p> <p>Identifying and responding to key governance issues: The Statutory Officers Group consisting of the Head of Paid Service, S151 Officer, Monitoring Officer and deputies oversee the governance framework and meet regularly to discuss issues of concern and monitor the progress and actions contained in the Annual Governance Action Plan.</p> <p>In Q1 the Council's governance environment has been tested against the Centre for Governance and Scrutiny's new Risk and Resilience Framework, which builds on the CIPFA's "Delivering Good Governance". Key areas of work have been identified and incorporated into the plan for the current year Annual Governance Statement (AGS).</p> <p>The AGS itself has been revised to reflect best practice.</p> <p>Member Code of Conduct: A new Code of Conduct has been adopted and Members trained. Training has also been provided to Parish Councils. Members have also been given training on social media usage.</p> <p>Corporate Plan: The Corporate Plan is a key document in terms of delivering outcomes for our residents and communities and measuring</p>

	<p>performance. The development of the plan is following an evidence-based approach and is currently at the consultation draft stage.</p> <p>Communications and engagement: Consultation best practice guidance has been developed and circulated and builds on a more rigorous process that has been introduced on Equality Impact Assessments (EQIAs). A new Communication Protocol and Engagement Strategy is in the process of being developed. An e-newsletter is being produced for Parishes to foster closer working and better outcomes for residents.</p> <p>Constitution: The Constitution has been reviewed and updated during the year. There is a greater focus on using the rules of debate to support effective decision making.</p> <p>Following the CIPFA financial governance reviews, detailed action plans were developed in relation to finance and pension fund governance and these have continued to be monitored and reviewed throughout the year. All actions for the finance governance review have been started and almost all actions completed in year. For the pensions action plan, these are reported to the Pensions Fund Committee and over half have already been completed and the rest are expected to be completed to the timelines agreed.</p>
<p>People Plan</p>	<p>The council's appraisal process was relaunched in June 2021. Now called Connect, forms have been updated that support the scoring of objectives as well as the review of how work is undertaken in line with our values of:</p> <ul style="list-style-type: none"> • Invest in strong foundations • Empowered to improve • One team and vision • Respect and openness. <p>The new format has been used by the chief executive and directors in their recent end of year reviews and across all levels in the organisation. The next stage will be to move the process online and into the HR Information System "iTrent".</p> <p>The updated People Strategy and People Activity Plan have been shared with Corporate Leadership Team, Ambassador group and Equality, Diversity and Inclusion network. It is currently being finalised and will be shared with all employees.</p>

PRIORITY:	REVISED MEDIUM TERM FINANCIAL STRATEGY
Item	Achievements and key milestones
<p>Revised Medium Term Financial Strategy</p>	<p>The Medium-Term financial strategy was refreshed and approved during 2020/21 and was approved at Full Council on 23 February 2021 as part of setting the budget for 2021/22.</p> <p>At Cabinet in July, an update on the medium-term financial plan was considered that set the financial criteria necessary to commence the development of the 2022/23 budget, according to the agreed strategy.</p> <p>Any revisions to the strategy will be considered throughout the budget setting process for 2022/23.</p>

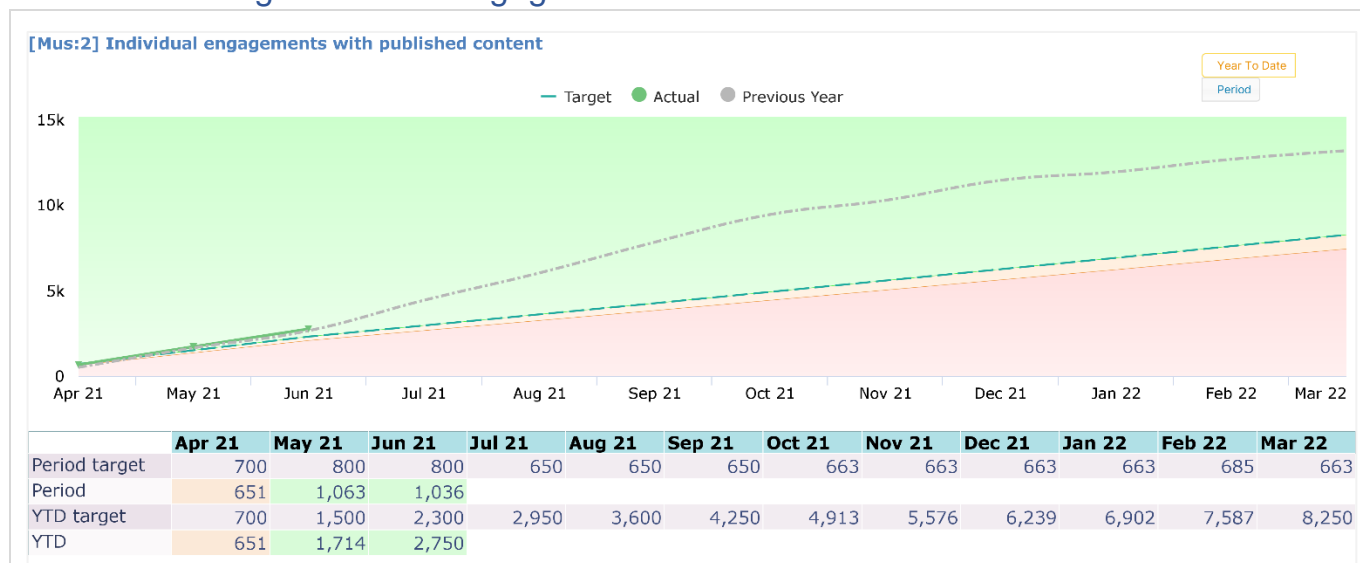
3. Service Performance Summary Report (YTD)

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).

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
No. individual engagements with published content (Museums)	X		
No. fly-tipping instances across the borough	X		
No. attendances at leisure centres		X	
Parks and open spaces: Consolidated Performance Score		X	
Percentage of household waste sent for reuse, recycling		X	
No. visits (physical and virtual) to libraries	X		
No. library issues	X		
TOTAL (7)	4	3	0

4. Infrastructure, Sustainability and Economic Growth: Performance Trends

4.1. Museum digital content engagement



Q1 Commentary

The year-end target has been set to 8,250 (50% of the 20/21 outturn, 16,650) and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target.

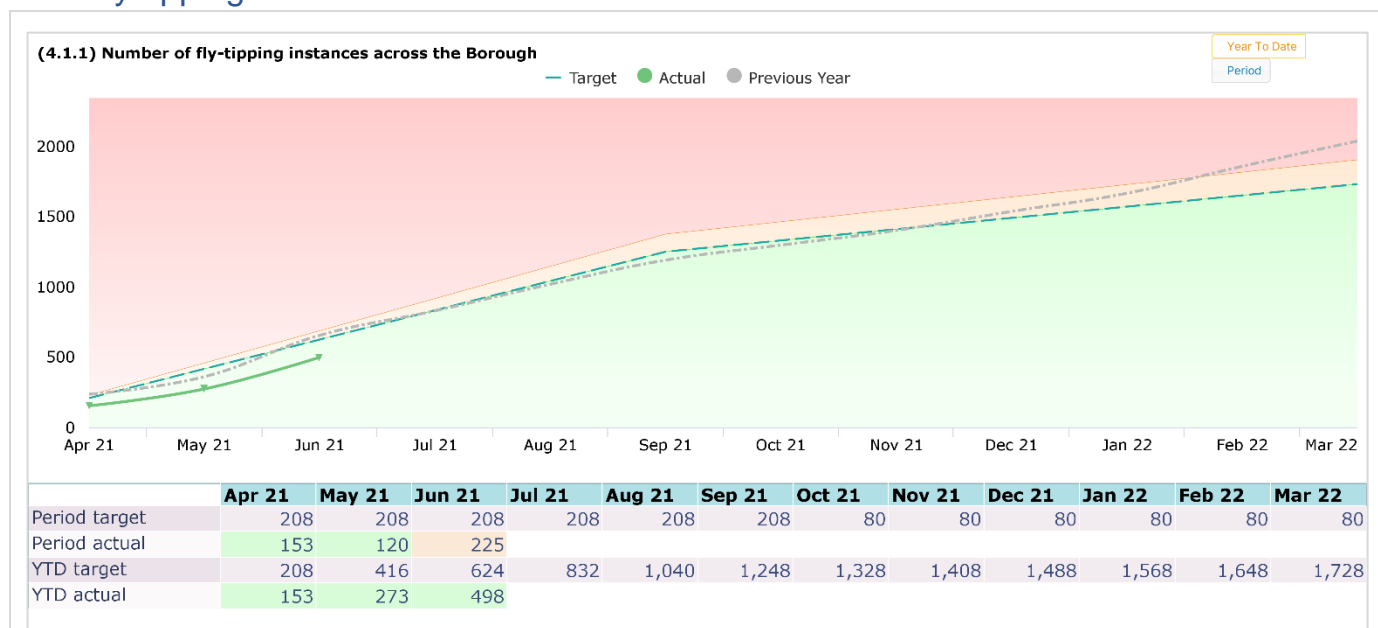
This measure shows the volume of individual engagements with social media posts, podcasts, YouTube posts to provide some insight into the online engagement programme. At the end of Q1 there have been 2,750 engagements with published content, which is above the target of 2,300 by 450.

The team has been reduced from 7 to 4 part-time members of staff which has reduced the capacity for keeping up the same level of public engagement online. The museum is launching face-to-face talks and tours of Windsor Guildhall in Q2 which will also result in less new social media content being produced over the summer months. As acknowledged in the Q4 data and performance report, the team is working to move the Tourist Information Centre into the museum space in the Guildhall, during which time the museum will remain closed. This project is taking up a lot of management time to implement. The targets have been set taking the above reasons into consideration and is agreed to be a reasonable expectation against which to track progress. The targets will be reviewed again after Q2.

The service also monitors the volume of visits to its website (www.windsormuseum.org.uk) and acknowledges that the total number of visits in Q1 is 1,963, a 46% increase from 2020/21 for the same period (1,340 visits). This is largely attributed to the variety of new content including online tours in foreign languages, podcasts, family activities and quizzes.

5. Neighbourhood Services: Performance Trends

5.1. Fly-tipping



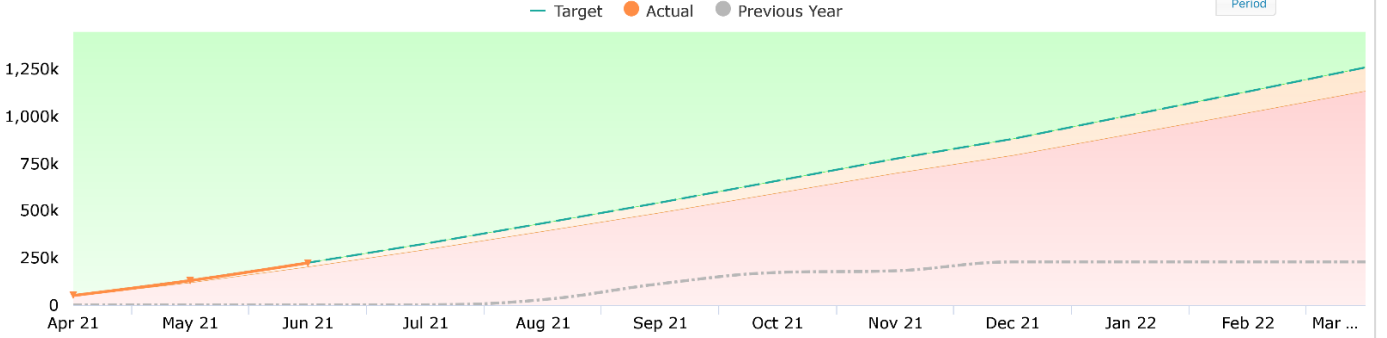
Q1 Commentary

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.

At the close of Q1 there have been a total of 498 instances of fly-tipping across the borough, meeting the target to have fewer than 624 (-126). A comparison with Q1 volumes in 2020/21 (654) shows a reduction of 156 instances. This reduction is attributed to an enforcement contract issuing fixed penalty notices for fly tipping. Fly-tipping during Covid restrictions has, however, been higher than we would like to see, and this is an area that is being worked on with a new enforcement contract being agreed to help tackle this behaviour.

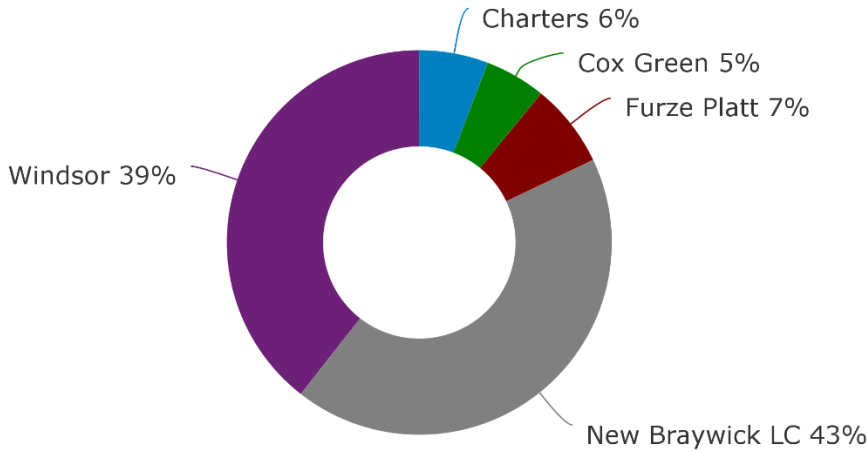
5.2. Leisure centre attendances

(C:2) No. leisure centre attendances

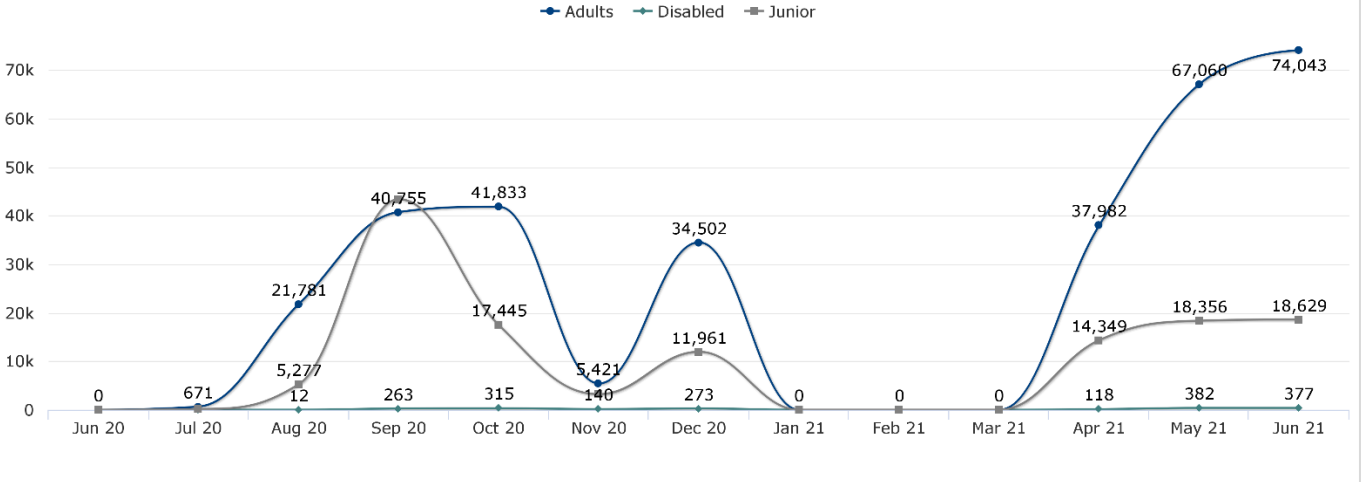


	Apr 21	May 21	Jun 21	Jul 21	Aug 21	Sep 21	Oct 21	Nov 21	Dec 21	Jan 22	Feb 22	Mar 22
Period Target	50,295	80,375	92,500	101,142	107,785	109,761	115,553	115,844	105,275	125,178	124,847	127,691
Period	49,721	79,320	93,451									
YTD Target	50,295	130,670	223,170	324,312	432,097	541,858	657,411	773,255	878,530	1,003,708	1,128,555	1,256,246
YTD	49,721	129,041	222,492									

Percentage attendances by leisure centre
This year to date



Leisure Centre attendances: User Type



Q1 Commentary

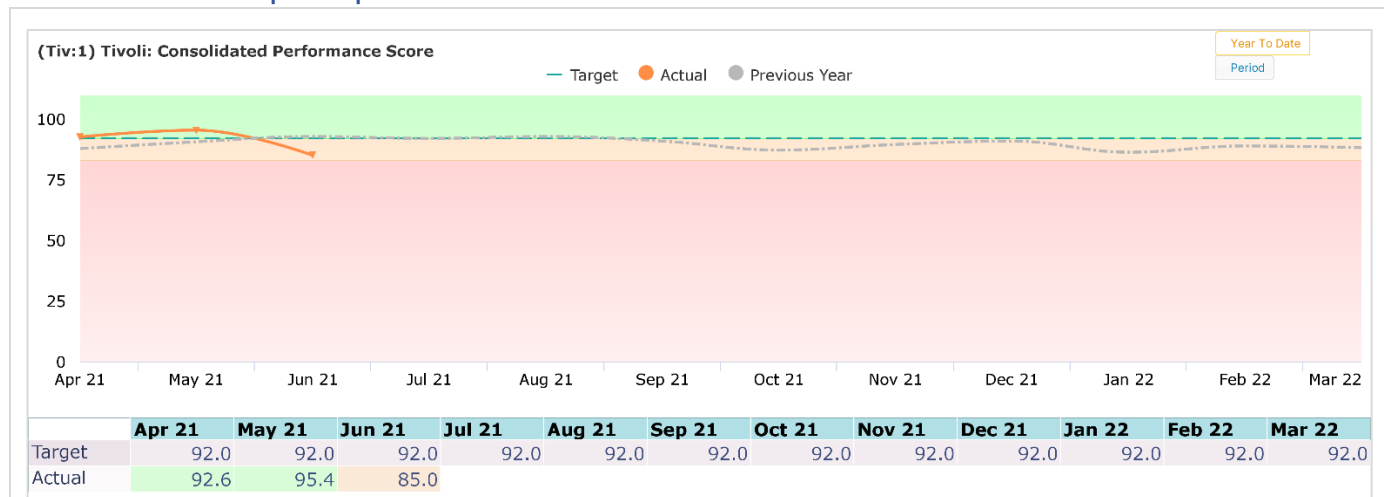
The new Braywick Leisure Centre (referenced in the above charts as “New Braywick LC”) opened on 12 September 2020 and replaces the Magnet Leisure Centre. The Braywick Leisure Centre incorporates the former Braywick Artificial Turf Pitch.

Lockdown restrictions associated with national management of the Covid-19 pandemic throughout last year resulted at various periods in the closure of leisure centres, which heavily impacted the leisure industry. In the period from March 20 to April 21 the leisure centres were closed by the government restrictions for a total of 142 days. With no significant attendances in 2020/21 no targets were set in relation to attendances.

The year-end target is set to 1,256,246 attendances with a red flag being raised with figures at or below 10% of the target. It is acknowledged that throughout the pandemic customers have turned to online lessons/fitness apps and videos and perceptions in relation to closed spaces have changed. The target set for 2021/22 is therefore acknowledged as conservative, and more of a reasonable expectation to achieve and not a definitive statement of success or failure whilst we seek to understand customer behaviours.

Under central government’s roadmap out of lockdown, leisure centres were able to reopen from 12 April 2021 resulting in a restarting of the leisure centre attendances across all user types (adults, disabled and junior). At the end of Q1 2021/22 across all 5 leisure centres there have been 222,492 attendances to leisure centres and the measure is short of target (223,170) by only 678 (-1%) therefore within the tolerance thresholds. The offer of enhanced facilities in the new Braywick Leisure Centre, combined with the extensive use of social media by the Leisure Focus Trust to promote the local leisure centre offer in its entirety, has resulted in highest percentage of users and members using the new Braywick Leisure Centre (43%). Braywick Leisure Centre has continued to work with former swimming section of SportsAble to provide a revised weekly swimming session for users and the centre continued to look at further opportunities for additional sports sessions for disabled participants. With the lifting of remaining restrictions from 19 July 2021 coupled with summer months, attendance volumes are expected to increase in Q2.

5.3. Parks and open spaces

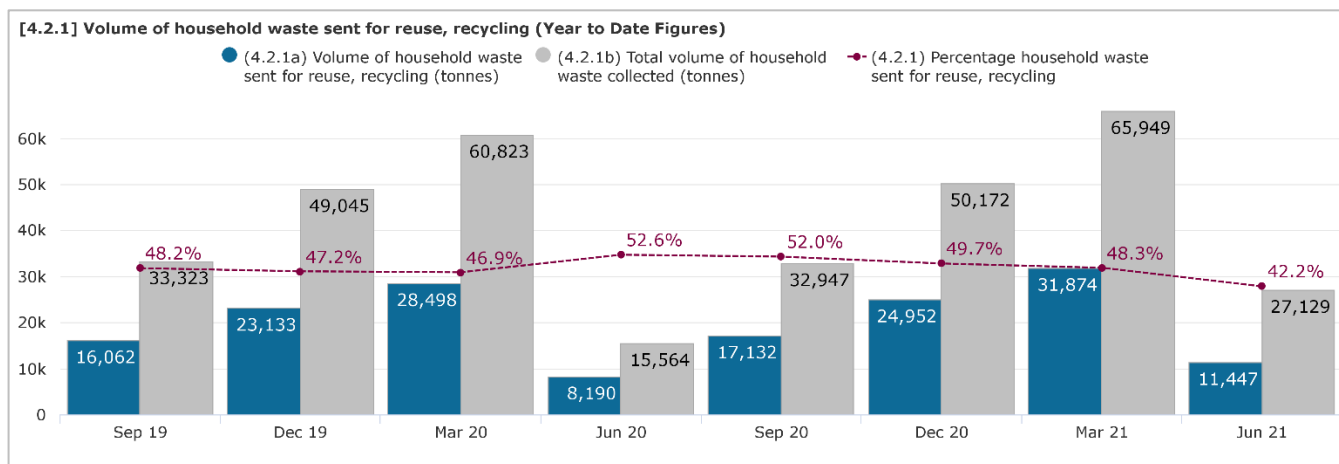
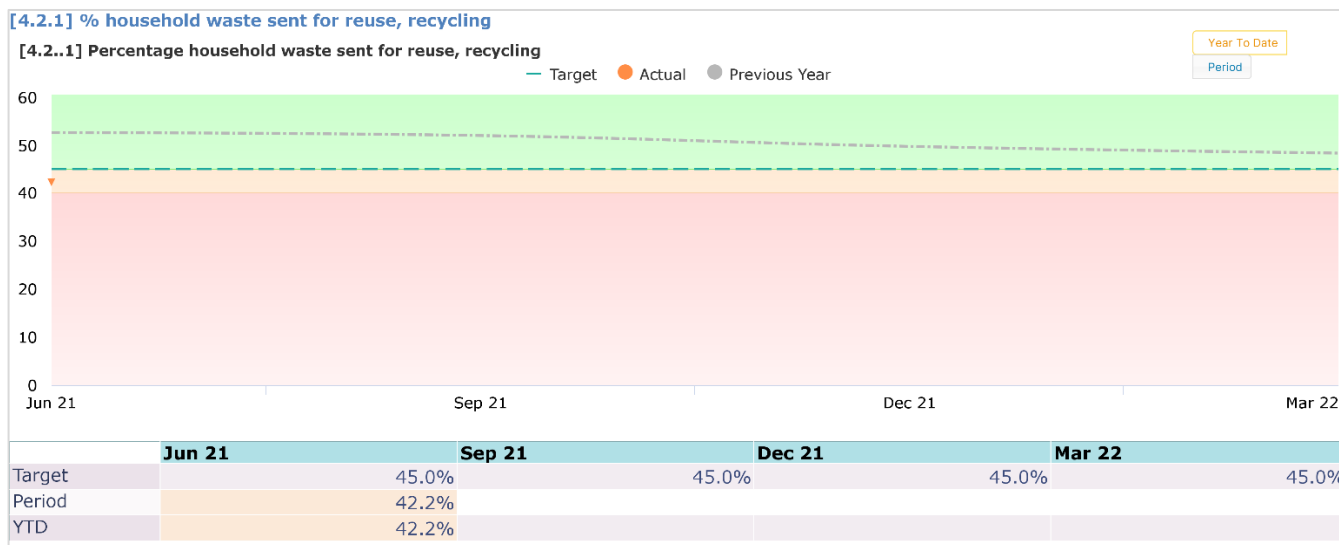


Q1 Commentary

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 2020/21. The Consolidated Performance Score reported here is created on the basis of a number of operational and resident-facing measures.

As at the end of Q1 2020/21 the latest consolidated performance score is 85, below the target (92) by 7 though within the tolerance thresholds. This score is a fair reflection of the current level of service delivery. Resources were focused on seasonal work including the commencement of spring seasonal activities such as grass cutting and sports pitch preparation. However, after a dry and cold spring the grass growth has been rapid resulting in issues with verge cutting. Work is ongoing to resolve issues with the Tivoli contract through discussions with Tivoli management.

5.4. Waste and recycling



Q1 Commentary

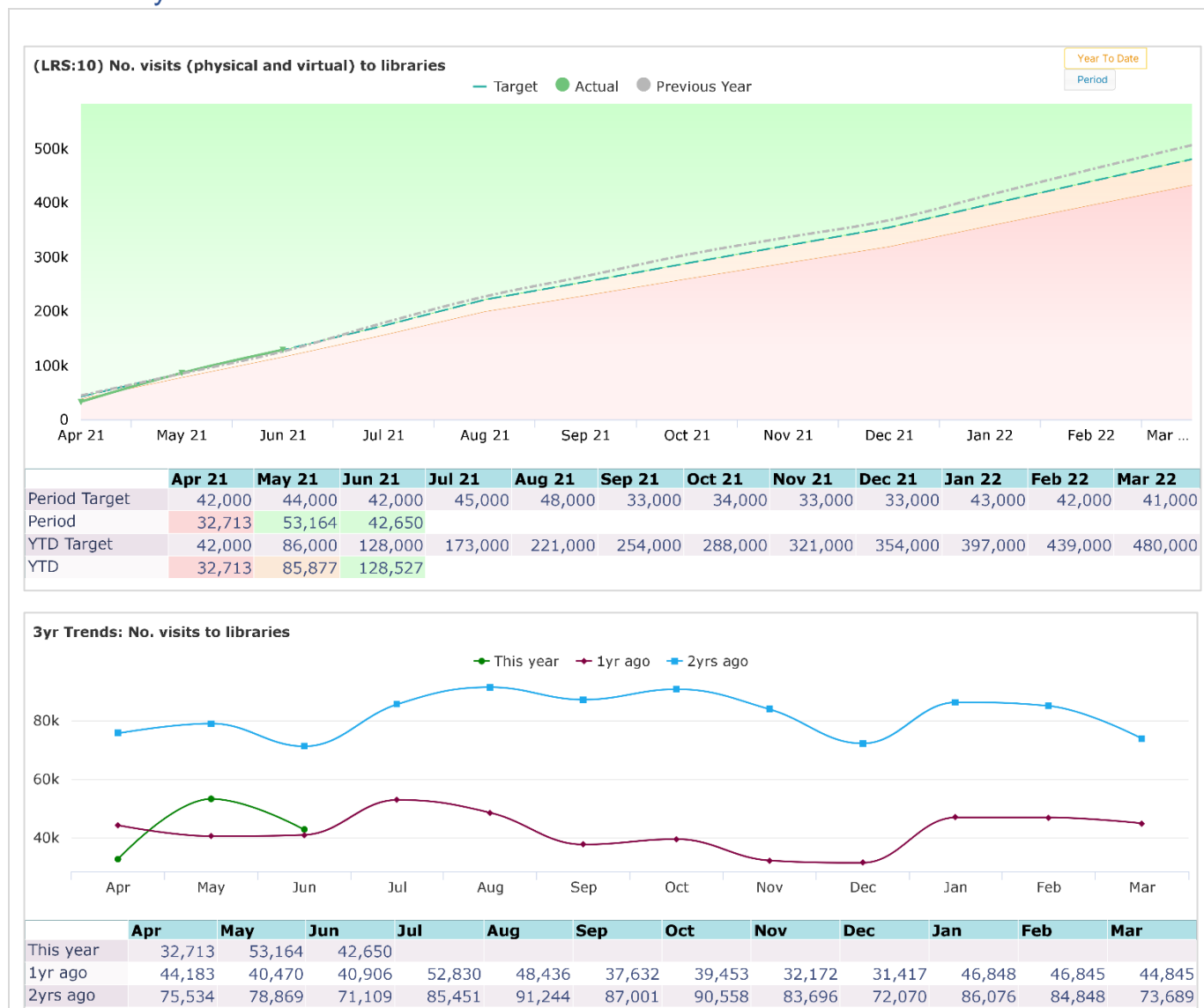
The target for this measure is 45% with red flag raised if performance is equal to/below 40% Please Note: Q4 20-21 figures have been updated based on figures from Waste Data Flow from 45% to 43.9% bringing the year end performance from 50% to 48.3% (both exceeding targets). Figures reported previously were indicative based on internal calculations.

The indicative Q1 2021/22 percentage of household waste sent for reuse, recycling stands at 42.2%, just short of target (45%) by 2.8 but within tolerance thresholds and representative of 11,447 tonnes reused/recycled out of 27,129 tonnes collected.

The tonnage of waste sent for reuse, recycling in Q1 (11,447) is a 39.7% increase on Q1 last year (8,190). Whilst encouraging, it is acknowledged that during Q1 of 2020/21 the household waste and recycling centre (HWRC) was closed due to Covid restrictions and the borough was operating alternate weekly collections of waste and recycling. This had an impact on the amount of waste and recycling recorded last year, particularly with the closure of the HWRC.

6. Revenue, Benefits, Library and Resident Services: Performance Trends

6.1. Library visits



Q1 Commentary

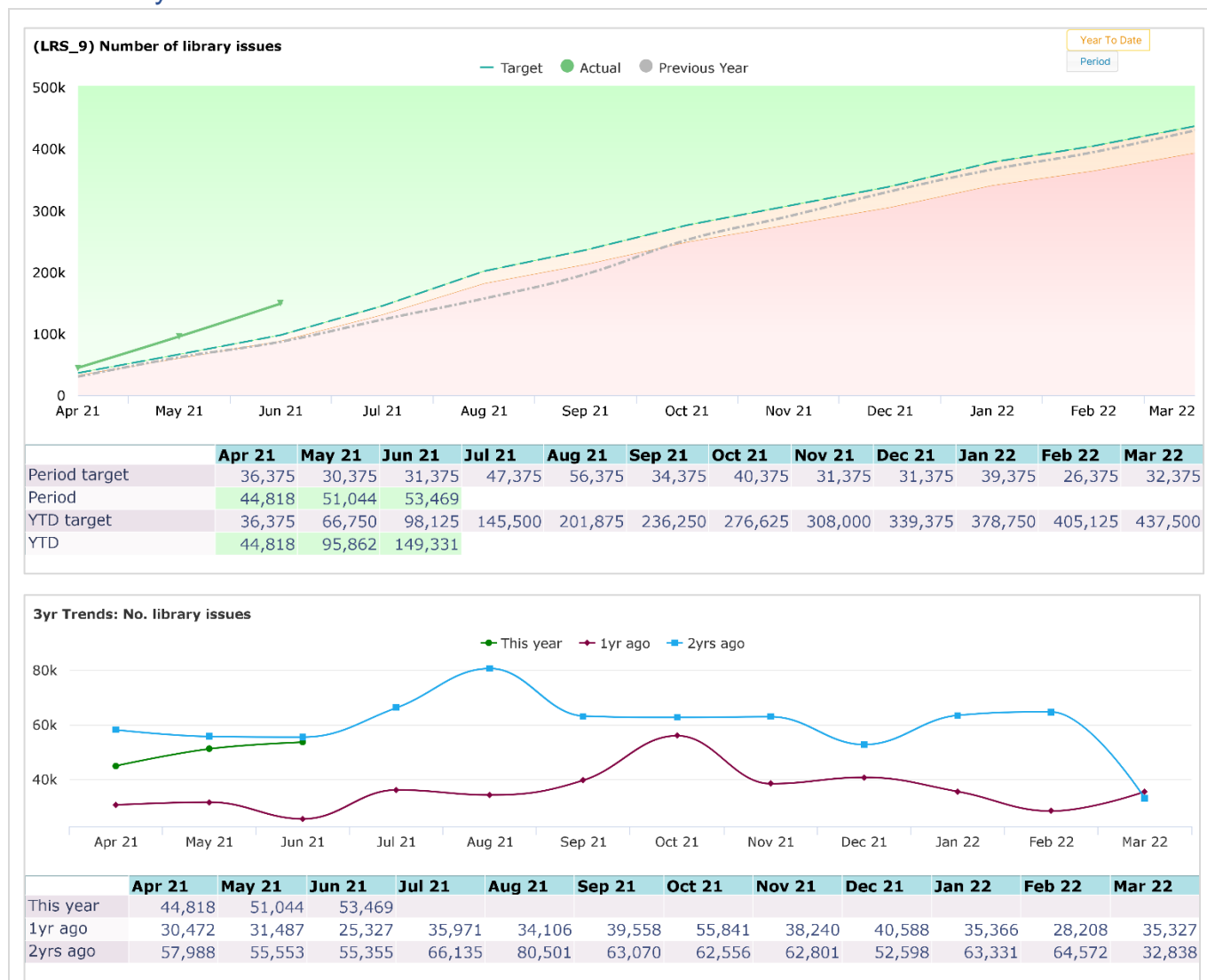
The year-end target for this measure is 480,000 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The target is a 40% reduction on the 2020/21 target (800,000). Customer behaviours have changed during lockdown with many resorting to other forms of entertainment like online gaming or increased levels of watching TV and other online video services. Hence it is acknowledged that these targets will help understand customer behaviours post Covid and are a reasonable expectation to achieve as opposed to being definitive statement of success/failure.

At the close of Q1, the number of visits to libraries is 128,527, above target (128,000) by 527. The libraries re-opened during April 21 followed by the opening of the container libraries in May 21 in accordance with the national roadmap out of lockdown. The service is offering browsing, bookable computer access for one session per day and bookable study space in Windsor and Maidenhead libraries. Throughout the pandemic there has been particular focus on the growth of the service's digital offer to support home-based leisure and learning and to mitigate the risk of a widening digital divide which the service is continuing to deliver. Apart from the variety of digital offers like video-streaming service (Kanopy), online video tutorials (Niche Academy),

Communities Overview & Scrutiny Panel: 2021/22 Q1 Data & Performance Report

academic journals and research papers (Access to Research), online university courses (Future Learn), free courses on basis IT skills (Learn my Way), and Encyclopaedia Britannica the service has introduced a free online resource; Complete Business Reference Advisor (COBRA) for business start-ups and small firms providing a number of practical guides on how to get started in any industry sector. The Summer Reading challenge and a variety of activities rolled out for all age groups during summer is expected to see an increase in the visits in Q2.

6.2. Library loans



Q1 Commentary

The year-end target for this measure is 437,500 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The target is a 30% reduction on the 2020/21 target (625,000) acknowledging that these targets will help understand customer behaviours post Covid and are a reasonable expectation to achieve as opposed to being definitive statement of success/failure.

At the close of Q1 the number of library issues is 149,331, above target (98,125) by 51,206. The number of library issues has been steadily increasing since April with the figures in June 21 (53,469) coming very close to the volume of loans issued two years ago (55,355 -pre-Covid). This increase evidences the service's continual improvement and innovation in adapting its service-delivery model to ensure the continuing availability of its resources to the public whilst staff were also involved in reopening the libraries in a Covid-safe environment from April 21.

As detailed at 6.1 of this report, the service has considerably grown its digital offer. The e-book offer has been grown and eMagazine and eComic collections are also now made available on the Overdrive and Overdrive app (Libby). Customers are able to access more content - ebooks, audiobook, eMagazine and eComic collections all in one place.

Report Title:	Annual Complaints and Compliments report 2020/21
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor
Meeting and Date:	Communities Overview and Scrutiny Panel – 7 October 2021
Responsible Officer(s):	Adele Taylor, Executive Director of Resources and S151 and Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	None

REPORT SUMMARY

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 not required to produce an annual report on complaints relating to corporate activities, they are only required to report complaints submitted on adults and children's services.

The complaints and compliments 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 6 of the annual report (Appendix 1) with other information about children's complaints.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Communities 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 RECOMMENDATIONS) 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. This is the recommended option	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 2020 – March 2021 will be published in October 2021 (appendix 1). 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, ensures transparency and provides an opportunity to ensure we maximise the learning opportunities from any outcomes from the complaints.
- 2.2 The report contains details of:
- 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 There are a number of complaints processes and which one is invoked will depend on the service and the reason for a complaint to be made. See appendix B of appendix 1.
- 2.4 Table 2 compares the number of complaints received across the council for 2020/21 with the figures for 2019/20.

Table 2: All complaints received

	2020/21	2019/20
Adult complaints	11	27
Children's complaints	50	54
Complaints about other services	354	317
Total complaints	415	398

Top 5 service areas for non adults and children's complaints

- 2.5 Table 3 shows the top 5 service areas for customer complaints in 2020/21:

Table 3: Top 5 service area complaints

Waste Management	34%	120/353
Highways	9%	33/353
Planning Services	9%	31/353
Revenue and Benefits	9%	31/353
Housing Services	8%	29/353

2.6 The number of complaints received for services across the council is 354, of which 58% were upheld or partially upheld at stage 1, compared to 2019/20 when 63% were upheld or partially upheld.

Themes of complaints

2.7 Across the council, the reason for the highest number of Formal Corporate complaints received in both 2019/20 and 2020/21 was ‘lack of action’. More detailed information is included in the annual report. See Appendix 1, 7.7, figure 20.

Timeliness of complaint responses

2.8 Across the council, timeliness of Formal Corporate complaint responses being provided at Stage 1 has improved from 60% in 2019/20 to 62% in 2020/21. The percentage of complaints responded to within timescales at Stage 2 is 88%, less than 2019/20 at 94%. The council has now ensured that customer service centre teams were giving additional training to handle calls related to waste correctly in the first instance, which will have an impact on timeliness. More detailed information is included in the annual report. See Appendix 1, 7.9, figure 22.

Outcomes of complaints

2.9 Across the council, the number of Formal Corporate complaints fully or partially upheld at Stage 2 has fallen from 50% in 2019/20 to 44% in 2020/21. More detailed information is included in the annual report. See Appendix 1, 7.14, figure 23. In relation to Waste Management, the introduction of further collection day changes was implemented.

Complaints to services considered by Communities Overview and Scrutiny Panel

2.10 From the Service areas in table 3, Waste Management is covered by the Communities Overview and Scrutiny Panel, which is within the top 5 service area complaints, the learnings are detailed in appendix 1, 7.19, 7.20 and 7.21.

Complaints made to and decisions made by the LGSCO

2.11 Table 4 compares the number of complaints made to the LGSCO in 2020/21 against those made in 2019/20. See Appendix 1, 2.10.

Table 4: Complaints to LGSCO

Year	Adult Care Services	Benefits & Tax	Corporate & Other Services	Education & Children’s Services	Environmental Services & Public Protection & Regulation	Highways & Transport	Housing	Null	Planning & Development
2020/21	2	3	1	5	8	4	3	0	5
2019/20	5	2	2	10	8	7	2	1	9

2.12 Table 5 compares the number of complaints decided by the LGSCO in 2020/21 against those decided in 2019/209. See Appendix 1, 2.12.

Table 5: Decisions by outcome

Year	Advice Given	Closed after initial enquiries	Incomplete/ Invalid	Referred back for local resolution	Detailed Investigation		Percentage Upheld
					Upheld	Not Upheld	
2020/21	1	7	1	11	9	4	69%
2019/20	0	16	4	14	7	8	47%

2.13 The Ombudsman made 33 decisions in 2020/21 compared to 49 in 2019/20. This includes 10 enquires submitted to the LGSCO prior to 2020/21 and 23 enquiries submitted in 2020/21. Enquiries that were made to the LGSCO in 2020/21, but no decision made within that year will be included in the decisions reported in subsequent years.

2.14 In relation to Waste Management, following the Ombudsman decision one of the measures the council has agreed to put in place is review its missed bin collections policy to ensure effective monitoring of recurrent issues becomes standard practice, sharing the decision with relevant team members.

Overview of all compliments to the council

2.15 Table 6 compares the number of compliments received across the council for 2020/21 with the figures for 2019/20, this was an 84% increase on 2019/20 See Appendix 1, 2.22, figure 1.

Table 6: Compliments

	2020/21	2019/20
Adult compliments	16	21
Children compliments	28	63
Compliments about other services	766	356
Total compliments	810	440

3. KEY IMPLICATIONS

3.1 There are a number of indicators of success across the council. For last year to March 2021, given the impact of the pandemic only 1 was met and 2 were not. For the current financial year, improvements in all of these could indicate progress in delivery of solutions:

Table 7: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Reduced percentage of upheld complaints	60 - 100%	59%	50-58%	<50%	31 March 2022
Increased percentage of complaints completed within timescales	0-60%	61%	62-75%	>75%	31 March 2022

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Reduced percentage of complaints to the LGSCO are upheld	70 - 100%	69%	50-68%	<50%	31 March 2022

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 There are no data protections/GDPR implications arising from this report as no personal data has been processed.

8. CONSULTATION

- 8.1 Consultation has happened with CLT in July and August 2021 and will happen with Overview and Scrutiny panels in September and October 2021.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 N/A. The annual report will be published on the Council website in October 2021.

10. APPENDICES

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

11. BACKGROUND DOCUMENTS

11.1 This report is supported by LGSCO Annual Letter (see Appendix A of Appendix 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 31 March 2021. The annual letters and corresponding data tables were published on LGSCO website on 31 July 2021.

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	06.09.21	13.09.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	06.09.21	09.09.21
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	06.09.21	09.09.21
Elaine Browne	Head of Law (Deputy Monitoring Officer)	06.09.21	09.09.21
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	06.09.21	09.09.21
<i>Directors</i>			
Duncan Sharkey	Chief Executive	06.09.21	09.09.21
Andrew Durrant	Executive Director of Place	06.09.21	09.09.21
Kevin McDaniel	Executive Director of Children's Services	06.09.21	09.09.21
Hilary Hall	Executive Director of Adults, Health and Housing	06.09.21	08.09.21
<i>Heads of Service</i>			
Nikki Craig	Head of HR, Corporate Projects and IT	06.09.21	08.09.21
Louise Freeth	Head of Revenues, Benefits, Library and Residents Services	06.09.21	09.09.21

Confirmation relevant Cabinet Member(s) consulted	Cllr Rayner, Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	No

Report Author: Vanessa Faulkner, Service Lead – HR People Services, 01628685622

Royal Borough of Windsor and Maidenhead

Annual Complaints and Compliments Report 2020-21

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Appendix 1 - B: Council’s complaints process and procedures	
Appendix 1 - C: National and legislative context – March 2021	

1. Introduction

- 1.1. The annual report covers the period 1 April 2020 to 31 March 2021, and details all compliments and complaints made by or on behalf of customers that are investigated under the:
 - Adults Statutory Complaints process
 - Children's Statutory Complaints process
 - Children's Corporate Complaints process
 - RBWM's Formal Corporate Complaints Policy
- 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 compliments and complaints team produces an annual report detailing the volumes of all complaints and compliments, including insights into response rates and the reasons for complaints. This allows the council to assess how residents experience the council in its entirety and can inform service-improvement.

2. Summary of Activity

- 2.1. In 2020/21 the council received 2,268 contacts from customers that were initially logged as complaints. This is a 7.7% increase in contacts to the compliments and complaints team from 2019/20 (2,106 contacts). 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.
- 2.2. The total volume of complaints progressed through Stage 1 of the specific complaints process that they followed was 415 in 2020/21, an increase on 2019/20 (398). Stage 2 and 3 complaints are escalations of Stage 1 complaints and so are not counted as new complaints.
- 2.3. Table 1 summarises the total volumes of complaints at Stage 1 and breakdown by outcome in 2020/21 in comparison to 2019/20 for each process (Adults, Children's Statutory, Children's Corporate and RBWM Formal Corporate). A green arrow indicates a positive outcome, and a red arrow indicates a less favourable outcome when compared to last year.
- 2.4. From Table 1 it can be seen that the percentage of complaints upheld or partially upheld in 2020/21 has been less for all processes namely, Adults Statutory (45% in 2020/21, 52% in 2019/20), Children's Statutory (71% in 2020/21, 84% in 2019/20), RBWM Formal Corporate (58% in 2020/21, 63% in 2019/20) except Children's Corporate (68% in 2020/21, 57% in 2019/20). Overall, the percentage of complaints upheld or partially upheld in 2020/21 was 59% and less than 2019/20 (63%).
- 2.5. The timeliness to respond within timescales has also improved across all processes namely, Adults Statutory (64% in 2020/21, 56% in 2019/20), Children's Statutory (50% in 2020/21, 37% in 2019/20), RBWM Formal Corporate (62% in 2020/21, 60% in 2019/20) except Children's Corporate (49% in 2020/21, 66% in 2019/20) making the

overall percentage of complaints responded to within timescales higher in 2020/21 (61%) when compared to 2019/20 (59%). (Table 1)

Table 1: 2020/21 Summary of Complaints at Stage 1 by each process

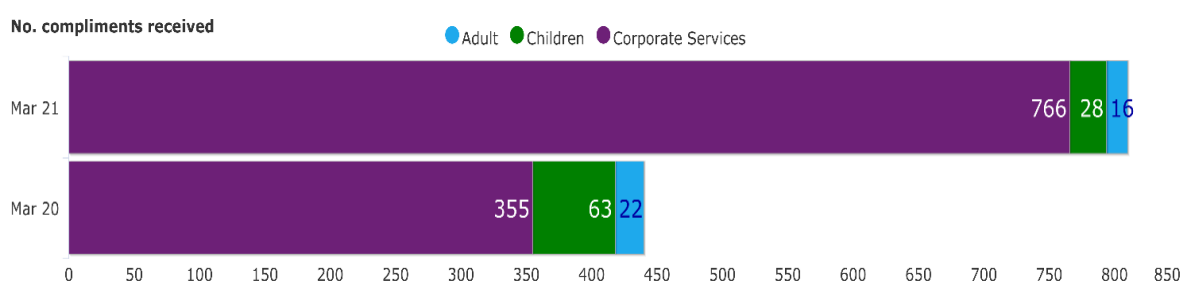
Process	No. of complaints	Upheld	Partially Upheld	Not Upheld	No Finding	In Progress at the time of reporting	Outcome not recorded* (No. of complaints)	Upheld or Partially Upheld	Responded to within timescales
Adults Statutory	11 ↓ 2019/20 (27)	18% ↓ 2019/20 (22%)	27% ↓ 2019/20 (30%)	36% ↓ 2019/20 (48%)		18%		45% ↓ 2019/20 (52%)	64% ↓ 2019/20 (56%)
Children's Statutory	14 ↓ 2019/20 (19)	0% ↓ 2019/20 (16%)	71% ↑ 2019/20 (68%)	21% ↑ 2019/20 (16%)	7%	None		71% ↓ 2019/20 (84%)	50% ↑ 2019/20 (37%)
Children's Corporate	36 ↑ 2019/20 (35)	11% ↓ 2019/20 (20%)	57% ↑ 2019/20 (37%)	23% ↓ 2019/20 (40%)	0% 2019/20 (3%)	9%	1	68% ↑ 2019/20 (57%)	49% ↓ 2019/20 (66%)
RBWM Formal Corporate	354 ↑ 2019/20 (317)	41% ↑ 2019/20 (39%)	17% ↓ 2019/20 (24%)	33% ↓ 2019/20 (37%)	1%	8%	1	58% ↓ 2019/20 (63%)	62% ↑ 2019/20 (60%)
Overall	415 ↑ 2019/20 (398)	36% ↑ 2019/20 (35%)	23% ↓ 2019/20 (28%)	32% ↓ 2019/20 (37%)	1% 2019/20 (0.3%)	8%	2	59% ↓ 2019/20 (63%)	61% ↑ 2019/20 (59%)

2.6. There were 2 complaints where the outcome could not be extracted because of the transition from previous to current recording systems. These are excluded from the percentage breakdown by outcome and response within timescales in the table above and are not further referenced in the report.

Compliments

2.7. Compliments 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 teams. In 2020/21 a total of 810 compliments were received, 84% increase on 2019/20 (440). Figure 1 shows the breakdown of compliments by major category (Adults, Children, 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 1: Compliments received: Breakdown by major category



Local Government Social Care Ombudsman (LGSCO)

2.8. The Local Government Social Care Ombudsman (LGSCO) received 31 complaints and enquiries about the council in 2020/21, a reduction on 2019/20 (46).

2.9. Table 2 sets out complaints and enquiries received by LGSCO by different categories in comparison to last year.

2.10. Following the Covid pandemic, on 18 March 2020 the LGSCO temporarily suspended their central telephone line and complaint submissions via their website for all first-time complainants, this has since been reinstated.

2.11. It can be seen from the table below that complaints and enquiries received by LGSCO in 2020/21 have decreased or remained the same in all categories except in Housing when compared to 2019/20.

Table 2: 2020/21 Complaints and enquiries received by LGSCO: Comparison with 2019/20 (data received from LGSCO in July 2021. Covering letter in Appendix A).

Year	Adult Care Services	Benefits & Tax	Corporate & Other Services	Education & Children's Services	Environmental Services & Public Protection & Regulation	Highways & Transport	Housing	Null	Planning & Development
2020/21	2	3	1	5	8	4	3	0	5
2019/20	5	2	2	10	8	7	2	1	9

2.12. The Ombudsman made 33 decisions in 2020/21 in comparison to 49 decisions in 2019/20. This includes 10 enquires submitted to the LGSCO prior to 2020/21 and 23 enquiries submitted in 2020/21. Enquiries that were made to the LGSCO in 2020/21, but no decision made within that year will be included in the decisions reported in subsequent years.

2.13. Table 3 breaks down the decisions made by outcome. After detailed investigations, 69% (9/13) of decisions were upheld an increase from 2019/20 (47% upheld). The 9 complaints that were investigated and upheld were in relation to:

- Adult Social Care (3)
- Benefits and Tax (1)
- Education and Children Services (2)
- Highways (1)
- Housing (1)
- Environmental Services & Public Protection & Regulation (1)

Table 3: 2020/21 Decisions made by outcome: Comparison with 2019/20

Year	Advice Given	Closed after initial enquiries	Incomplete/ Invalid	Referred back for local resolution	Detailed investigation Upheld	Detailed investigation Not Upheld	Percentage Upheld
2020/21	1	7	1	11	9	4	69%
2019/20	0	16	4	14	7	8	47%

LGSCO Reports

2.14. One public interest report relating to adult social care was published in 2020/21. The requirements for publication and consideration by the relevant Overview and Scrutiny

Panel and Cabinet were met and in November, the Ombudsman agreed that the council had taken the matter seriously, had delivered all the actions required and closed the case.

Improvements in working with LGSCO and other parties

2.15. The compliments and complaints team attended a webinar on complaints handling in 2020/21. They are members of SRCMG (South Region Complaints Manager Group) which meets quarterly and is used to raise concerns or queries and support each other on a need basis.

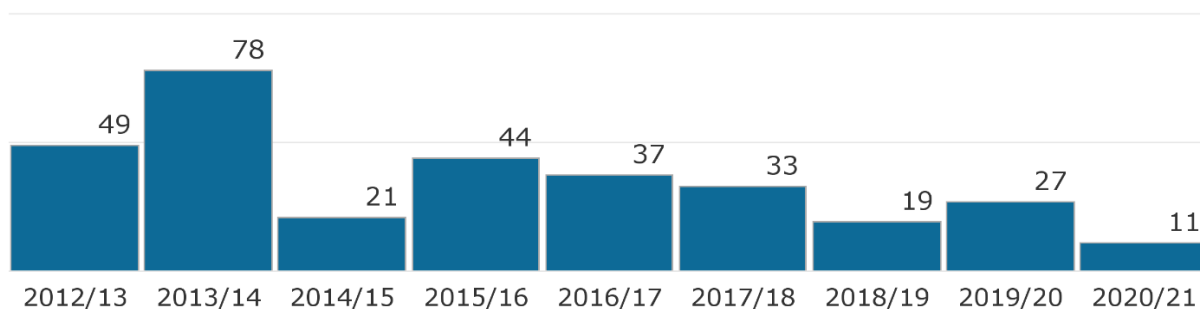
3. Statutory Adults Complaints Process

Complaints received

3.1. Figure 2 shows the volumes of adults' complaints in the last 9 years. With the exception of 2019/20 there has been a sustained decrease in the number of complaints received since 2015/16. Only 11 complaints were received in 2020/21, a 59% reduction on 2019/20. This has also been the lowest volume of complaints received in the last 9 years.

3.2. Following the Ombudsman's public interest report received in 2020, the approach to managing complaints within the service was radically overhauled. Emphasis has been placed on proactive management of issues before they escalate into formal complaints which is reflected in the numbers below. Where formal complaints are received, the Director of Statutory Services within Optalis is personally responsible for liaising with the complainants throughout the process to ensure that the process is transparent, and the outcome of the complaint is understood and accepted.

Figure 2: Adults' complaints volumes: Annual trends



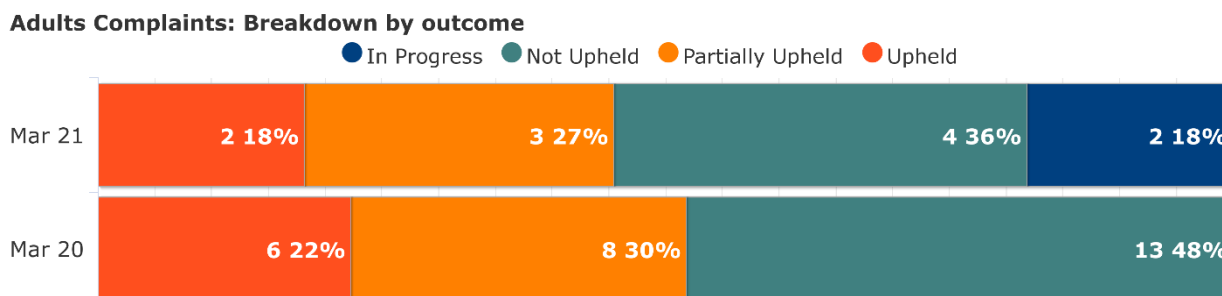
3.3.

3.4.

3.5.

3.6. **Figure 3** shows the breakdown of adults' complaints by outcome in 2020/21 compared to 2019/20. In 2020/21 both the percentage of complaints upheld (18%) and partially upheld (27%) are less than 2019/20 (upheld 22% and partially upheld 30%).

Figure 3: Adults complaints by outcome

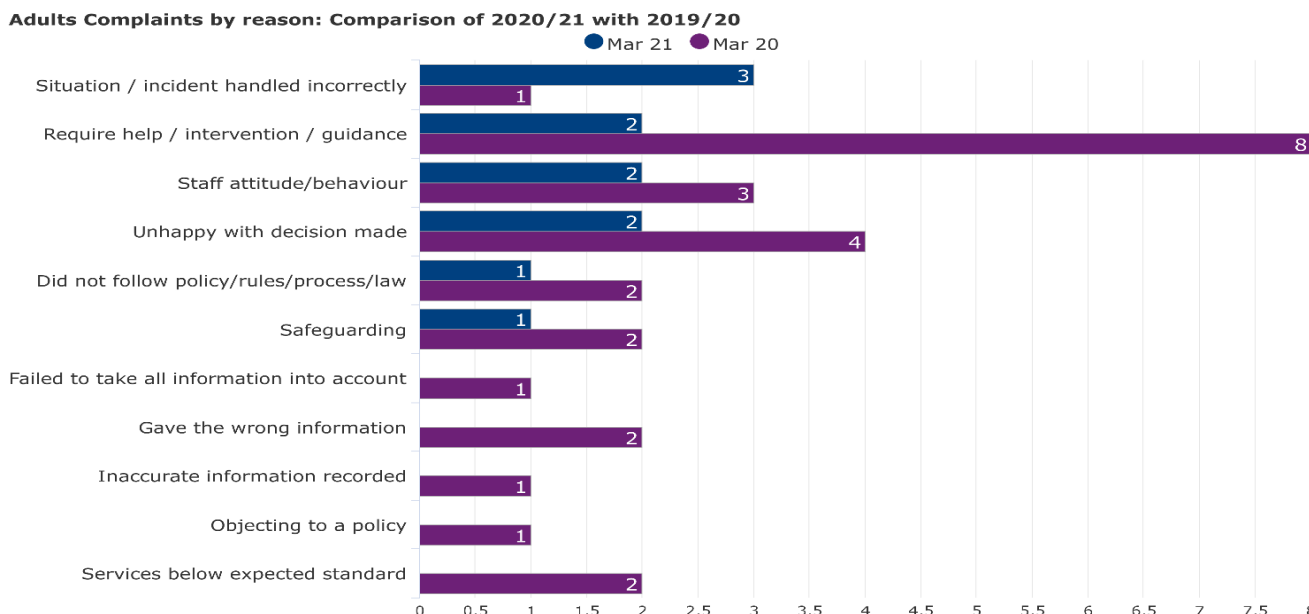


Reasons and outcomes

3.7. When logging their complaint via the council website, complainants self-select the reason for their complaint and the compliments and complaints team does not change this categorisation. When a complaint is logged by a member of the team or the Customer Contact Centre on behalf of a complainant, the staff member will select the reason they believe is most appropriate. Only one reason can be selected for each complaint.

3.8. Figure 4 sets out the volume of adult’s complaints made by reason in 2020/21 compared to 2019/20. It is encouraging to note that in 2020/21 complaints have been recorded by fewer reasons (6) in comparison to 2019/20 (11). Additionally, in 5/6 reasons, the number of complaints made in 2020/21 is less than 2019/20.

Figure 4 Adults complaints by reason



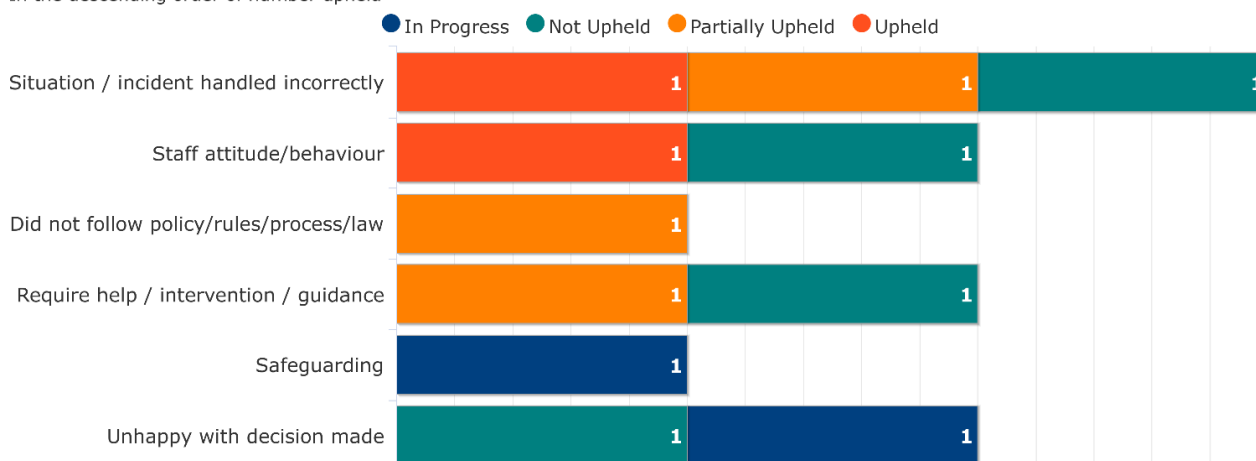
3.9. At the time of data extraction for preparation of this report out of 11 complaints, 9 complaints had an outcome recorded and 2 were in progress and an outcome had not yet been reached. Figure 5 shows the outcome of adult’s complaints by reason. It can be seen that 67% (2/3) of the complaints against the ‘Situation/incident handled

incorrectly' (top reason) were upheld/partially upheld. It may be helpful to clarify what led to the two complaints that were upheld/partially upheld. In one case there was confusion over whether the person was asking the Council to arrange their care which triggers a fee or was setting up and funding his own care. The complaint was that Optalis requested the arrangement fee inappropriately. This was then corrected, and managers have been reminded that this needs checking. The other case was about a need to improve practice when working with people who lack capacity. This led to practice improvement measures for the overall service and also the worker.

Figure 5: Adults complaints outcome by reason

Adults Complaints: Outcome by reason

In the descending order of number upheld

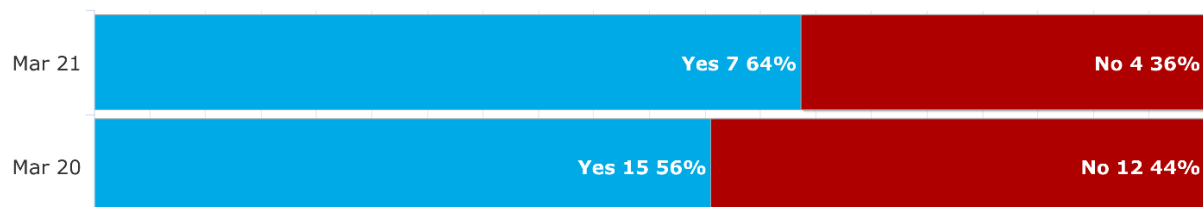


Timeliness

3.10. Although there is no specified time limit for statutory complaints about adult social care, the council's target for responding to adult services complaints is 10 working days which can be extended to 20 working days. If a response is not provided within 20 working days, the complaint will be informed and provided with a response timeline. Figure 6 shows that in 2020/21 the percentage of complaints responded to within timescale is 64% (7/11), an improvement on 2019/20 (56% 15/27). This improvement reflects the changes made to the way in which Optalis manages complaints.

Figure 6: Percentage of adults' complaints responded within timescales

Adults Complaints within timescales: Number and Percentage



Compliments

3.11. In 2020/21 adults' services received 16 compliments, 6 less than 2019/20 (22). Staff sometimes fail to record the compliments they receive; however they do receive them and are regularly encouraged to log them. It is encouraging however that overall there have been more compliments (16) than complaints (11) in adults services in 2020/21. Due to the pandemic there had been limited contact between staff and customers, which we think has reduced the number interactions which generate compliments.

Learnings from complaints

3.12. Adult Services are constantly learning from their complaints and striving to improve the quality of services provided. Below are some of the key learnings from the complaints made.

3.13. The Adult Services complaints upheld in 20/21 comprised a mixture of one case of confusion in care arrangements which led to an arrangement fee being levied incorrectly, as a result financial awareness training is being planned for all social care staff who undertake assessments. The second was concerning staff attitude which led to formal action. In another case there was some confusion how a couple who lacked capacity were supported, this resulted in increased support to a member of staff and a revised practice guidance note. Another was a limited error of communication where one family was feedback to, but not the other. One complaint was regarding services provided by a domiciliary care company as a result of the complaint staff training took place regarding communication between staff and families.

4. Children's Complaints Processes Summary (Statutory and Corporate)

Summary

4.1. 2020/21 saw a total of 50 children's complaints. Table 4 summarises the volume of children's complaints (both statutory and corporate) received and the Stage 1 outcome in comparison to 2019/20. 2020/21 saw 69% of complaints upheld or partially upheld marginally higher than 2019/20 (67%) and 49% of complaints responded to within timescales (56% 2019/20) (Table 4). Details on Children's Statutory and Children's Corporate complaints can be found in sections 5 and 6.

Table 4: Children's Complaints (Statutory and Corporate): Summary of Complaints at Stage 1

No. of complaints	Upheld	Partially Upheld	Not Upheld	No Finding	In Progress at the time of reporting	Upheld or Partially Upheld	Responded to within timescales
50 ↓ 2019/20 (54)	8% ↓ 2019/20 (19%)	61% ↑ 2019/20 (48%)	22% ↓ 2019/20 (31%)	2% 2019/20 (2%)	6%	69% ↓ 2019/20 (67%)	49% ↓ 2019/20 (56%)

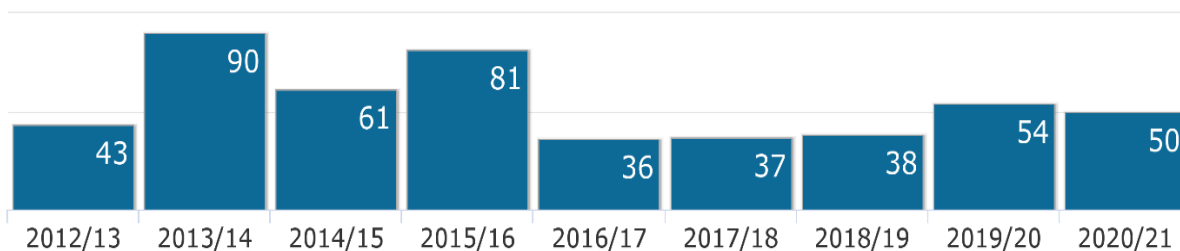
Complaints received

4.2. Figure 7 shows the total volume of children's complaints in the last 9 years. There has been some fluctuation in volumes since the peak in 2015/16 (81) and in 2020/21 50 complaints were received, a 7% reduction on 2019/20 volumes (54).

4.3. Of the 50 complaints, 28% (14/50) were statutory and 72% (36/50) were corporate.

Figure 7: Children's Complaints Volumes: Trends over the years

Total volume of complaints (Children's Corporate and Statutory)



Compliments

- 4.4. In 2020/21 the children's services received 28 compliments 35 less than 2019/20 (63). 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. Without a doubt, the pandemic has had an impact on this. This includes schools not being open for all of the time, staff sickness and self-isolating, as well as people not being focused on this aspect of work, as they have been firefighting.

Learnings from complaints

- 4.5. Listed in 4.6 are some of the learnings from the children's complaints which be embedded to constantly improve on the service delivered.
- 4.6. The processes which involve Customer Service colleagues are reviewed on an annual basis or when a gap is identified. A number of Customer Service colleagues have been established as 'Super users' and have received additional training with teams such as school admissions and school transport to enhance their knowledge and improved their ability to offer support to residents. The Call Back system is being successfully used by both school admissions and school transport. This system avoids parents having to repeatedly contact the Customer Service centre and avoids multiple communications to teams regarding the same issue.

Social Care and early help:

- Have revised the process for managing Stage 1's, in order to be more streamlined, and anticipate seeing an improvement in timeliness as a result.
- Have introduced a new process for quality assuring assessments, based on feedback about factual inaccuracies.
- Parents/carers are now required to sign assessments to say they are factually accurate.

SEND Team:

- The SEND team have updated their processes to improve communication about cases which have to be paused in the complaint process if taken to Tribunal for resolution.
- Long-running concerns are now put into the complaints processes earlier to help drive increased clarity for residents.

5. Statutory Children’s Complaints

5.1 Most complaints about children’s social care must follow a series of steps set out in law, known as the children’s statutory complaints procedure. The statutory guidance, ‘Getting the best from complaints’ sets out which of a council’s children’s social care functions can be considered under the procedure. Generally, assessments and services in the following areas should be considered under the statutory procedure:

- Children in need
- Looked after children
- Special Guardianship support
- Post-adoption support

5.2 In 2020/21 there were 14 statutory complaints which is 26% less than 2019/20 (19).

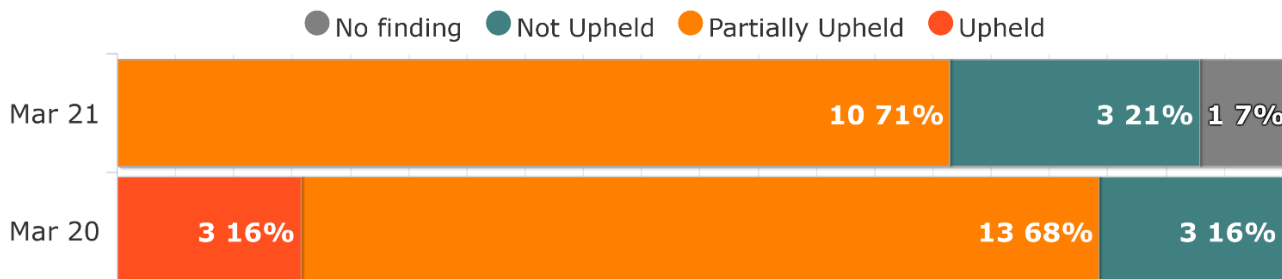
Stage 1 Outcome

5.1. At the time of data extraction for preparation of this report all 14 children’s statutory complaints had an outcome recorded. Further breakdown of children’s statutory complaints shows that none were upheld, 71% (10/14) partially upheld, 21% (3/14) not upheld and 7% (1/14) with no finding (Figure 8).

5.2. From Figure 8 it can be seen that 71% of the complaints were upheld/partially upheld in 2020/21 which is less than 2019/20 by 13 (84% complaints upheld/partially upheld).

Figure 8: Children’s Statutory Complaints by Stage 1 outcome

Children’s Statutory Complaints where Stage 1 Outcome has been recorded

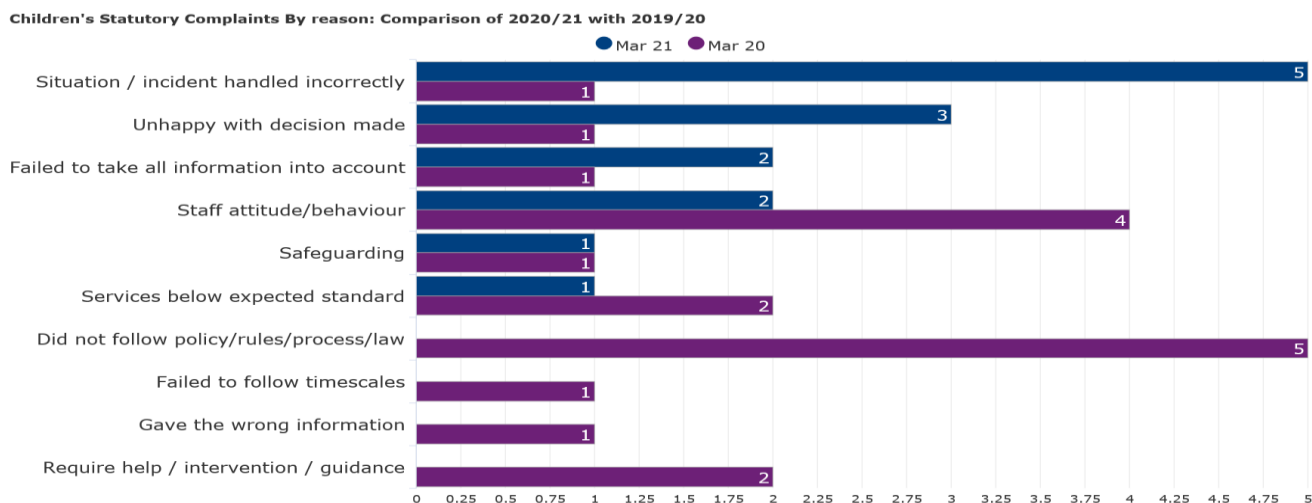


Reasons and outcome

5.3.

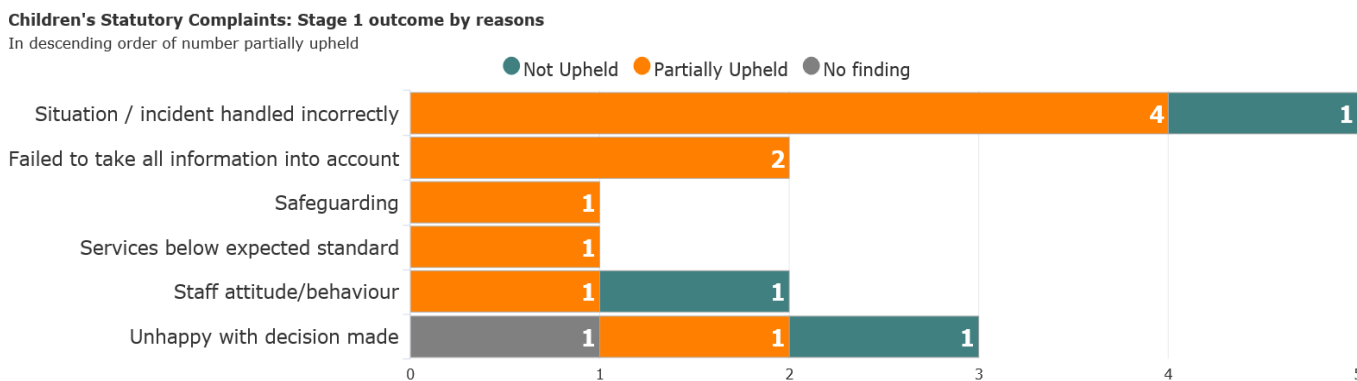
5.4. Figure 9 shows the breakdown of children’s statutory complaints by reasons. 2020/21 saw statutory children’s complaints being recorded by fewer reasons (6) when compared to 2019/20 (10) and with only 5 or less complaints recorded by each of the reasons. The reason with most complaints was “Situation/incident handled incorrectly” (36% 5/14).

Figure 9: Children’s Statutory complaints: Breakdown by reason



5.5. Figure 10 breaks down Stage 1 outcome by reasons for children’s statutory complaints. It is noteworthy that none of the complaints were upheld. Out of the 10 partially upheld complaints, “Failed to take all information into account”, “Safeguarding” and “Services below standards” are the three reasons where 100% of complaints made were partially upheld. However, it should also be noted that very few complaints (1 or 2) were made against these reasons.

Figure 10: Children’s Stage 1 Statutory Complaints outcome by reason



Stage 1 Timeliness

5.6. The timescale for dealing with children’s statutory 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. The timeliness of response for statutory complaints in 2020/21 was 50% (7/14) an increase from 2019/20 by 13 (37% 7/19) (Figure 11).

Figure 11: Percentage of Children's Statutory Complaints responded with timescales

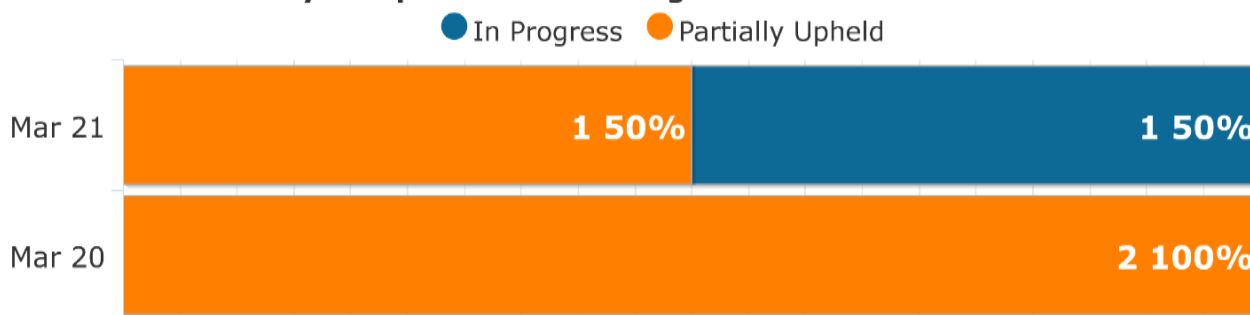


Stage 2 Outcome

- 5.7. At Stage 2, the complaints are investigated by an independent investigating officer (IO) who will work with an independent person (IP).
- 5.8. In 2020/21 only 2 complaints (14% 2/14) had progressed to Stage 2 which is the same number as in 2019/20 (11% 2/19).
- 5.9. Out of 2 complaints that had progressed to Stage 2, 1 had been partially upheld and 1 in progress at the time of data extract for preparation of this report. (Figure 12).

Figure 12: Children’s Stage 2 Statutory Complaints by outcome

Children's Statutory Complaints where Stage 2 Outcome has been recorded



Stage 2 Timeliness

- 5.10. The timescale for dealing with children’s statutory Stage 2 complaints is 25 to 65 working days. At the time of data extraction for preparation of this report, 1 complaint had been responded to within timescale and 1 was in progress making timeliness to respond 50% in 2020/21 when compared to 100% in 2019/20 (2/2). N.B. these are very low numbers, which clearly skew the percentages.

Stage 3

- 5.11. At Stage 3, complaints are reviewed to ensure the processes were followed at each stage by a panel comprising of three people, one of which will be appointed as the chair who is independent of the service that the complaint is about. The Panel produces a written report of what was discussed and provides recommendations for the resolution of the issues. One complaint progressed to Stage 3. This was a Stage 1 complaint made in July 2019 and the Stage 3 Panel review meeting took place in July 2020.

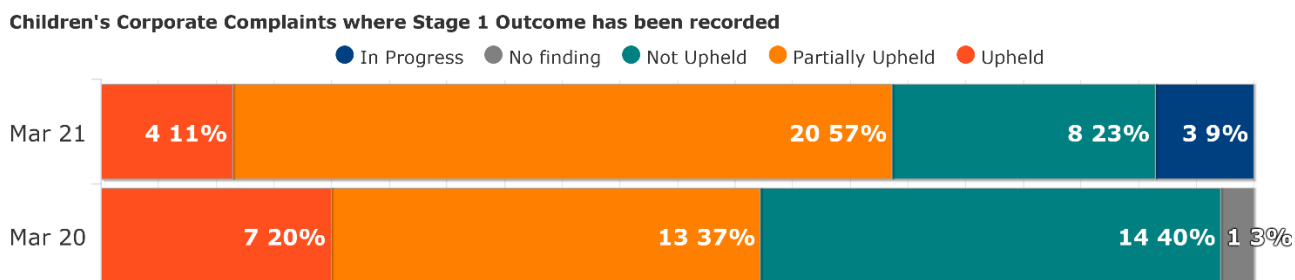
6. Children’s Corporate Complaints

- 6.1. Children’s complaints that are not taken through the statutory process will follow the corporate complaint route. In 2020/21 there were 36 corporate complaints 1 more than 2019/20 (35).

Stage 1 Outcome

- 6.2. At the time of data extraction for preparation of this report, 32 complaints had a Stage 1 outcome recorded and 3 were in progress.
- 6.3. Further breakdown of children’s corporate complaints shows 11% (4/35) were upheld, 57% (20/35) partially upheld, 23% (8/35) not upheld, 9% (3/35) in progress.
- 6.4. Figure 13 shows breakdown of complaints at Stage 1 by outcome. There has been lesser proportion of children’s corporate complaints upheld (11%) when compared to 2019/20 (20%), however a higher proportion of complaints partially upheld 57% (2019/20 37%).

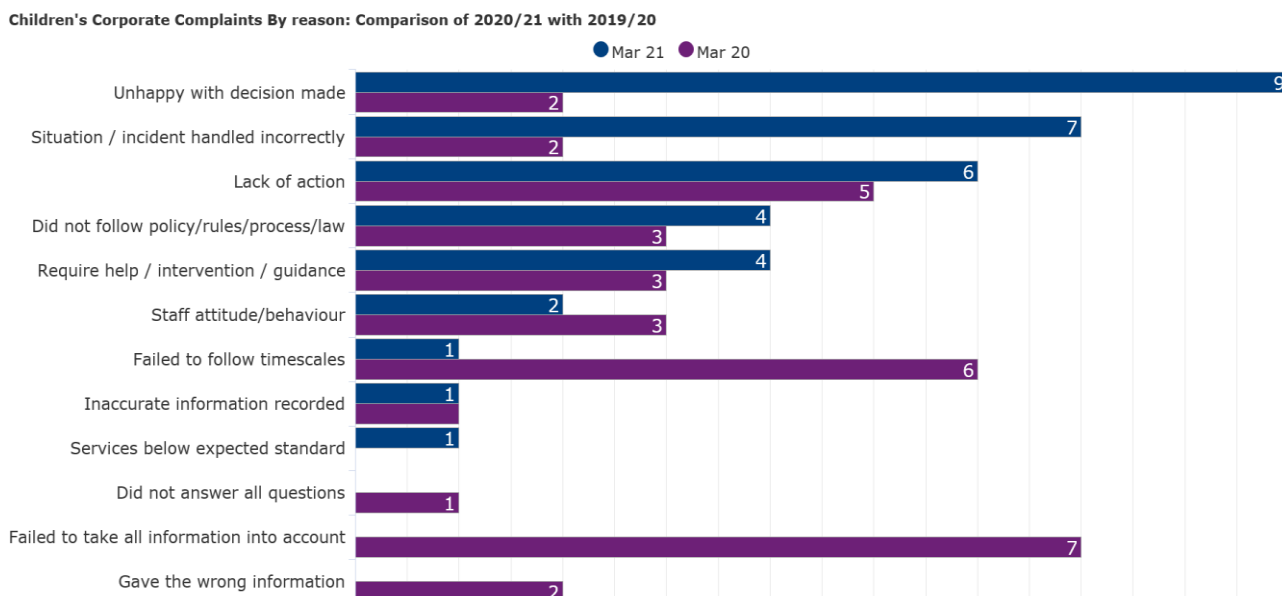
Figure 13 Children’s Corporate Complaints by Stage 1 Outcome



Reasons and Outcome

- 6.5. Figure 14 shows the breakdown of children’s corporate complaints made by reasons. 2020/21 saw children’s corporate complaints being recorded by fewer reasons (9) when compared to 2019/20 (11). The top 3 reasons in 2020/21 were “Unhappy with decision made” (26% 9/35), “Situation/incident handled incorrectly” (20%, 7/35) and “Lack of Action” (17% 6/35).

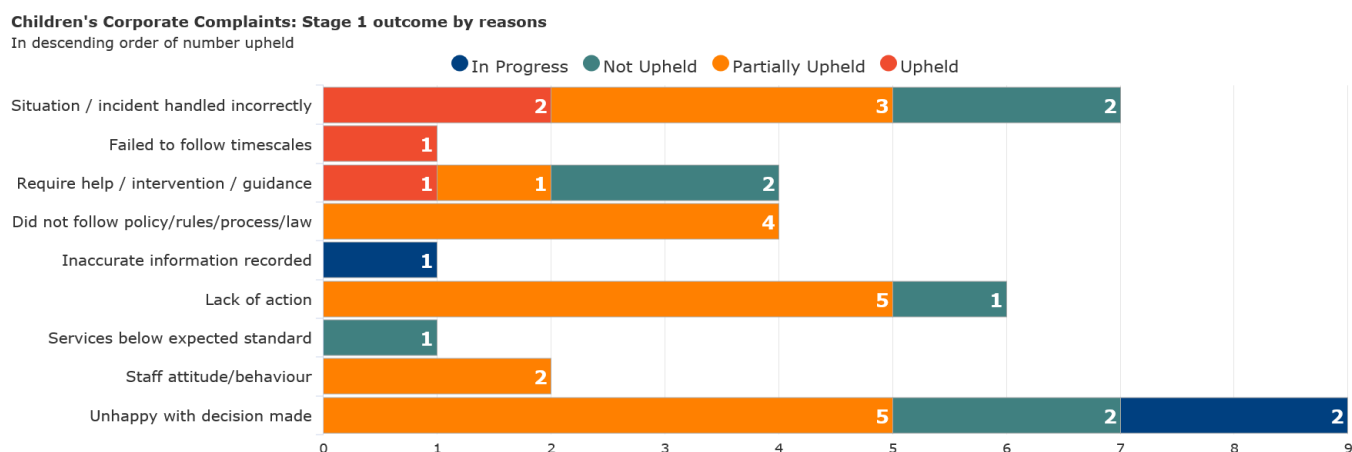
Figure 14: Children’s Corporate complaints: Breakdown by reason



- 6.6.
- 6.7.
- 6.8.

6.9. **Figure 15** shows the breakdown of outcome at Stage 1 by various reasons. Looking at the number of complaints upheld/partially upheld for the top 3 reasons, 56% (5/9) were partially upheld against “Unhappy with decision made”, 71% (5/7) were upheld/partially upheld against “Situation/incident handled incorrectly” and 83% (5/6) were partially upheld against “Lack of Action”.

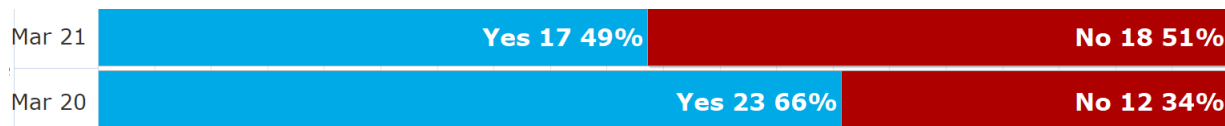
Figure 15: Children’s Stage 1 Corporate Complaints outcome by reason



Stage 1 Timeliness

- 6.6 The timescale for dealing with 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. There has been a decrease in timeliness of response for Corporate complaints in 2020/21 (49% 17/35) in comparison to 2019/20 (66% 23/35). This decrease was an impact of the pandemic with staff self-isolating, being off sick etc, for example not being able to speak to particular individuals to process the complaint. Also there were issues with the process, which have resulted in the development of a revised process for dealing with Stage 1 complaints.
- 6.7 The decrease in timeliness in 2020/21 was because a significant number of the complaints were those where the resident was not happy with the decision made so efforts were made to find alternative solutions, particularly with SEND related complaints. The deadlines were not extended to ensure there was the shortest possible delay for these families.

Figure 16: Percentage of Children's Corporate Complaints responded to within timescales



Stage 2 Outcome

6.8 Out of the 35 children’s corporate complaints 11 (31%) had progressed to Stage 2 which is 6 more than 2019/20 (14% 5/35).

6.9

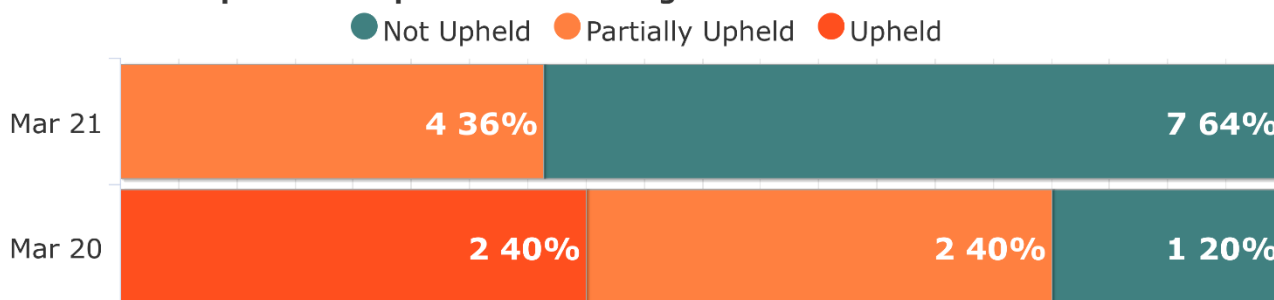
6.10

6.11

6.12 **Figure 17** breaks down the Stage 2 children’s corporate complaints by outcome showing that none were upheld, 36% (4/11) partially upheld and 64% (7/11) not upheld. This is very positive outcome when compared to 2019/20 where 80% of Stage 2 complaints were upheld/partially upheld.

Figure 17: Children’s Stage 2 Corporate Complaints by outcome

Children’s Corporate Complaints where Stage 2 Outcome has been recorded



Stage 2 Timeliness

6.13 The timescale for dealing with children’s corporate Stage 2 complaints is 20 working days. The percentage of Stage 2 children’s corporate complaints responded to within timescale was 91% (10/11) a considerable increase from 2019/20 (80% 4/5). This increase in timeliness to respond at Stage 2 when compared to Stage 1 could be attributed to lesser number of complaints progressing to Stage 2 and an increase in the timescale at Stage 2.

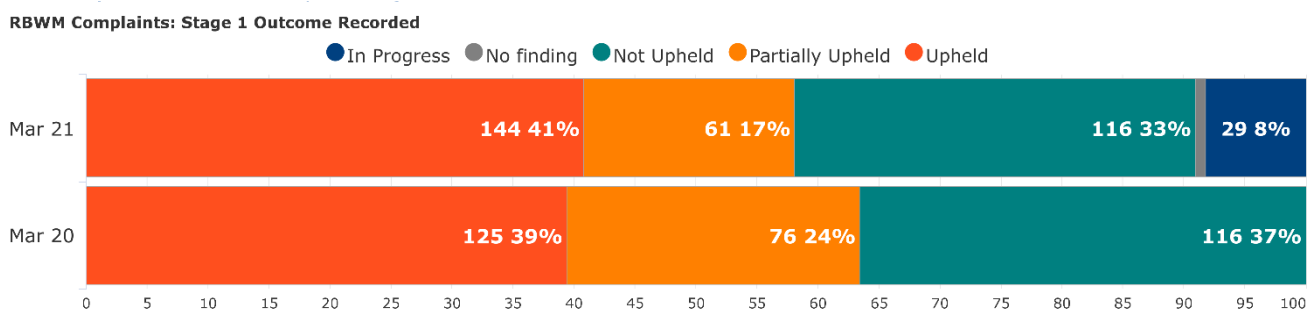
7. RBWM Formal Corporate Complaints Process

7.1. In 2020/21 85% (354/415) of all complaints were progressed as complaints under the formal corporate complaints process. This is an increase on 2019/20 (80%, 317/398).

Stage 1 Outcome

- 7.2. At the time of data extraction for preparation of this report, 324 complaints had a Stage 1 outcome recorded, 29 were in progress and an outcome had not yet been reached.
- 7.3. Figure 18 shows the breakdown of Stage 1 complaints by outcome recorded. 41% (144/353) complaints were upheld (39% in 2019/20), 17% (61/353) partially upheld (24% in 2019/20), 33% (116/353) not upheld (37% in 2019/20), 1% (3/353) where there was no finding; insufficient evidence to make a decision and 8% (29/353) in progress.
- 7.4. 2020/21 saw less proportion of complaints upheld/partially upheld (57%) when compared to 2019/20 (63% upheld/partially upheld).

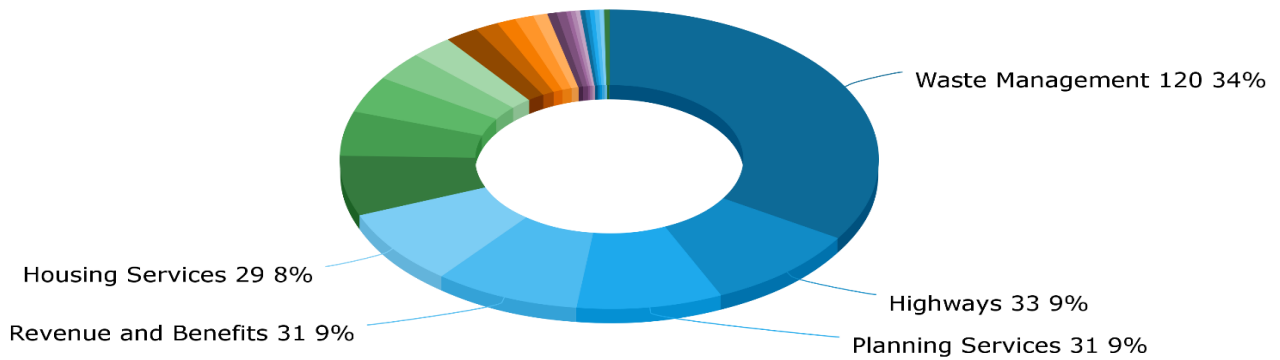
Figure 18: RBWM Formal Corporate Stage 1 complaints by outcome recorded



Top 5 service areas for complaints

- 7.5. Figure 19 shows the top 5 service areas for customer complaints in 2020/21 of which Waste Management is the highest (34%, 120/353) followed by Highways (9%, 33/353), Planning Services (9%, 31/353), Revenue and Benefits (9%, 31/353) and Housing Services (8%, 29/353).
- 7.6. The impact of Covid on the community and the economy has been felt in a number of areas of the council’s operations. Waste and recycling collections moved to alternate weekly collections from 6th April 2020 during the COVID-19 outbreak as there were reductions in staff availability due to ill health or needing to self-isolate. Weekly household waste and recycling collections resumed from 17 August 2020 with a review in collection routes to make them more efficient and environmentally friendly. However, this had significant and enduring problems causing disruption in waste collection mainly in the month of September 2020 leading to increase in the number of complaints. This also had a knock-on effect on the volume of calls to the Customer Contact Centre (18,671 in September) and total digital form submissions (16,649 in September).

Figure 19: Top 5 service areas for RBWM Formal Corporate Complaints received

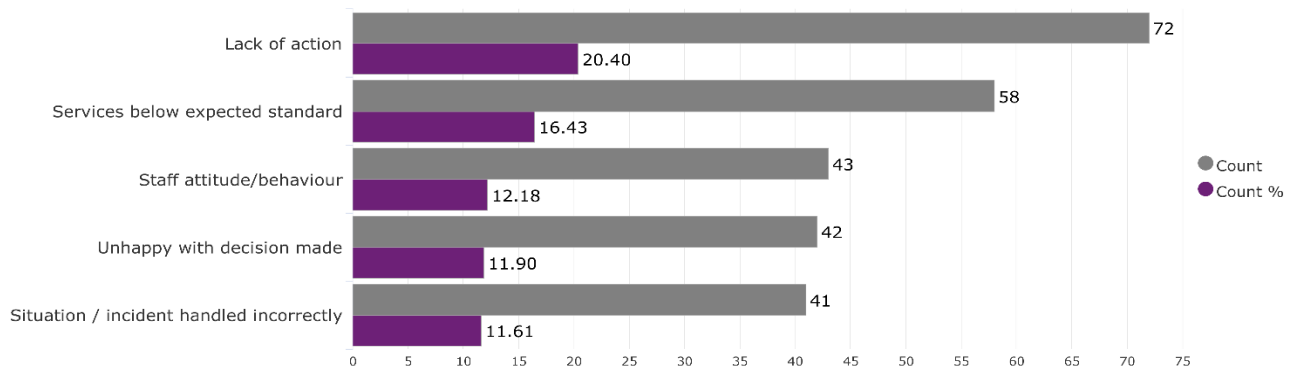


Reasons and outcomes

7.7. Figure 20 highlights the top 5 reasons for customer complaints in 2020/21 with one-fifth of the complaints being recorded against “Lack of Action” (20% 72/353).

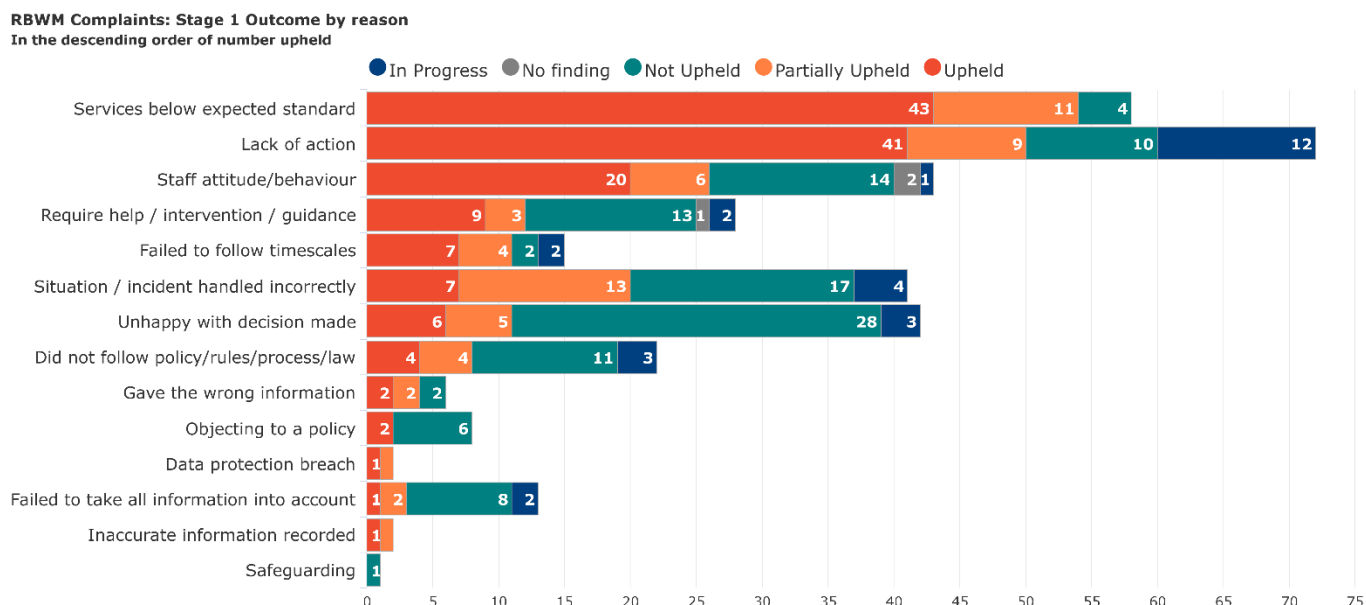
Figure 20: 2020/21 Top 5 reasons for RBWM Formal Corporate Complaints

2020/21 RBWM Formal Corporate Complaints: Top 5 reasons: Number and Percentage



7.8. Figure 21 shows the breakdown of Stage 1 complaints outcome by the reason for the complaint. The Top 3 reasons where the most complaints were upheld/partially upheld are “Services below expected standard” (54), “Lack of action” (50) and “Staff attitude/behaviour (26).

Figure 21: RBWM Formal Corporate Complaints Stage 1 outcome by reason

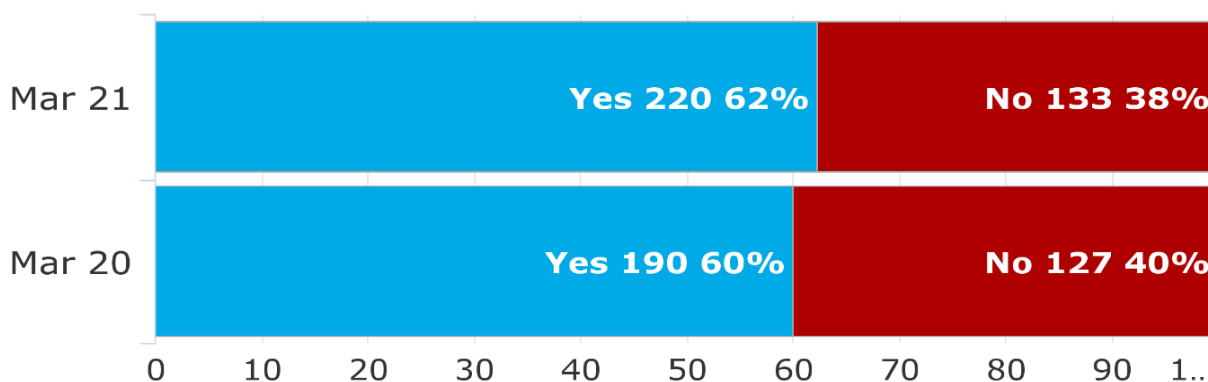


Timeliness at Stage 1

7.9. The timescale for responding to a Stage 1 RBWM formal corporate complaint is 10 working days. Figure 22 shows an increase in the percentage of complaints responded to within timescale (62% 220/353 in 2020/21) in comparison to 2019/20 (60% 190/317).

Figure 22: Percentage of RBWM Formal Corporate Stage 1 Complaints responded to within timescale

RBWM Stage 1 complaints responded to within timescale
Number and Percentage



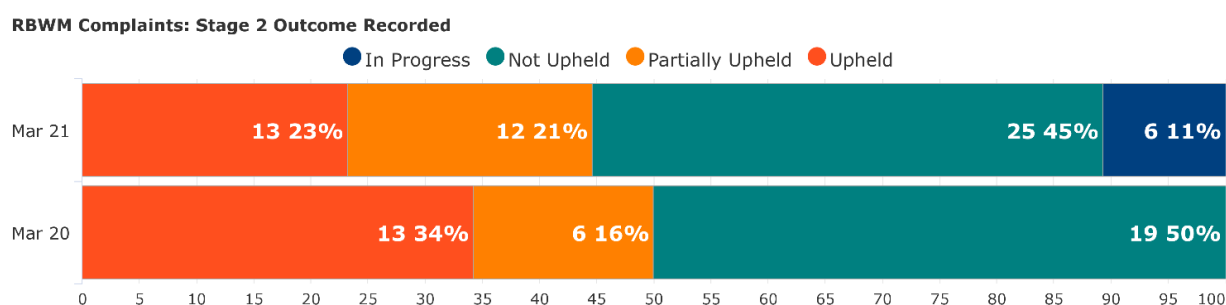
7.10. The previous complaints reporting system (JADU) would automatically send reminders to relevant teams or services with regard to any outstanding complaints or complaints due to expire soon. Since September 2020 a new complaint reporting system has been introduced and this facility is currently unavailable, however the compliments and complaints team continue to send a weekly report to relevant teams or services to ensure timescales are not missed.

7.11. A review of the timescales associated with Stage 1 of the RBWM formal corporate complaints process was undertaken in 2020/21 and from 2021/22 the timescales will be increased from 10 working days to 20 working days, with the ability to extend this by a further 20 working days if required. This change will allow officers more time to fully and robustly investigate complaints that are raised.

Stage 2 RBWM Formal Corporate Complaints

- 7.12. If a complainant feels certain areas have not been addressed after receiving a response at Stage 1 of the corporate complaints process, they may request a review by the director of the service. In 2020/21 16% (56/353) of Stage 1 complaints progressed to Stage 2, an increase from 2019/20 (12%, 38/317).
- 7.13. Breaking down the 56 Stage 2 complaints, 13 (23%) were upheld, 12 (21%) were partially upheld, 25 (45%) were not upheld and 6 (11%) were “In Progress” (Figure 23).
- 7.14. Even though 2020/21 saw an increase in the volumes of complaints progressing to Stage 2, only 44% of them were upheld/partially upheld when compared to 2019/20 (50%).

Figure 23: RBWM Formal Corporate Stage 2 complaints by outcome recorded



Timeliness at Stage 2

- 7.15. The percentage of complaints responded to within timescales at Stage 2 is 88% (49/56) 7 less than 2019/20 (94% 36/38). Timeliness of response at Stage 2 is better than at Stage 1 and this could be because there are fewer complaints progressing to Stage 2. Additionally, the timescale for response at Stage 2 is 20 working days whereas at Stage 1 is 10 working days.

Key learning from RBWM Formal Corporate Complaints

- 7.16. An important part of the complaints process is capturing the learning and embedding good practice across the council. Following are the learning that have been identified by various services areas.

Planning

- 7.17. A number of planning complaints tend to relate to customers who are dissatisfied with the decision for one reason or another, however the general theme emerging from complaints during this period is considered to be related to a lack of communication. This primarily appears to relate to lower staffing levels and more limited communications options during the period of remote working.
- 7.18. The service is seeking to address this emerging theme through a focus on recruitment. We are also reinforcing customer service expectations to existing staff, so that they communicate even if only to let customers know that more time is needed.

Waste

- 7.19. This was a challenging year for waste and recycling services, with two major service changes. In April 2020 the service moved to alternate weekly collections as a result of staff shortages due to Covid 19, with some disruption to the service as a result. In August 2020, the weekly waste and recycling collections were reinstated, and a new collection model was put in place. This new model was not effective and resulted in high numbers of missed collections. In October further collection day changes were made and a collection service over 6 days, including scheduled Saturday collections, was implemented.
- 7.20. Staff have worked very hard with Serco staff and customer services to put in place systems to identify issues and provide feedback quickly, using a shared daily issues sheet which is updated by council staff and Serco daily to update on outstanding collections and resolutions. A new contract manager and operations manager at Serco have been put in place and have made changes to improve the number of missed collections, which has helped to reduce complaints caused by problems with the service. The collections are now running within the expected KPIs and complaints are at a lower level.
- 7.21. Customer service centre staff were giving additional training to handle calls related to waste correctly in the first instance. Calls to customer service centre were temporarily transferred from 1 October 2020 to 15 January 2021 to resolve waste collection complaints straightway and to ease pressure on them.

Housing

- 7.22. Housing have recognised the challenges of the current telephony system and are working with the transformation team to ensure a streamlined process is made available to enable all calls to be captured and responded to in a timely manner.
- 7.23. The housing service also recognises the need for ongoing training, which is now factored into the working week and takes place every Wednesday afternoon, conducted by internal and external providers.

Revenues, Benefits, Libraries and Resident Services

- 7.24. During 2020/21, as a result of the pandemic, a number of complaints were received in connection with the Registration Service's inability to conduct certain ceremonies such as weddings. This was not a service area which previously routinely received complaints, but couples were understandably frustrated at the restrictions imposed, either not being able to have any ceremony at all, or as a result of the limited numbers able to attend. RBWM chose to adapt policies covering this situation to be more flexible with regard to re-booking but did not offer refunds. The majority of complaints, associated with the Registration Service, were in connection with this.
- 7.25. Other areas within the Revenues, Benefits, Libraries and Resident Services area, such as Council Tax and Business Rates, had to adapt to the changing support announced by Central Government but the criteria for such support did not always meet the expectations of our residents.

Highways

7.26. Highway Services deliver a number of resident facing services which impact upon every resident, household, business and visitor to the Royal Borough. 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.

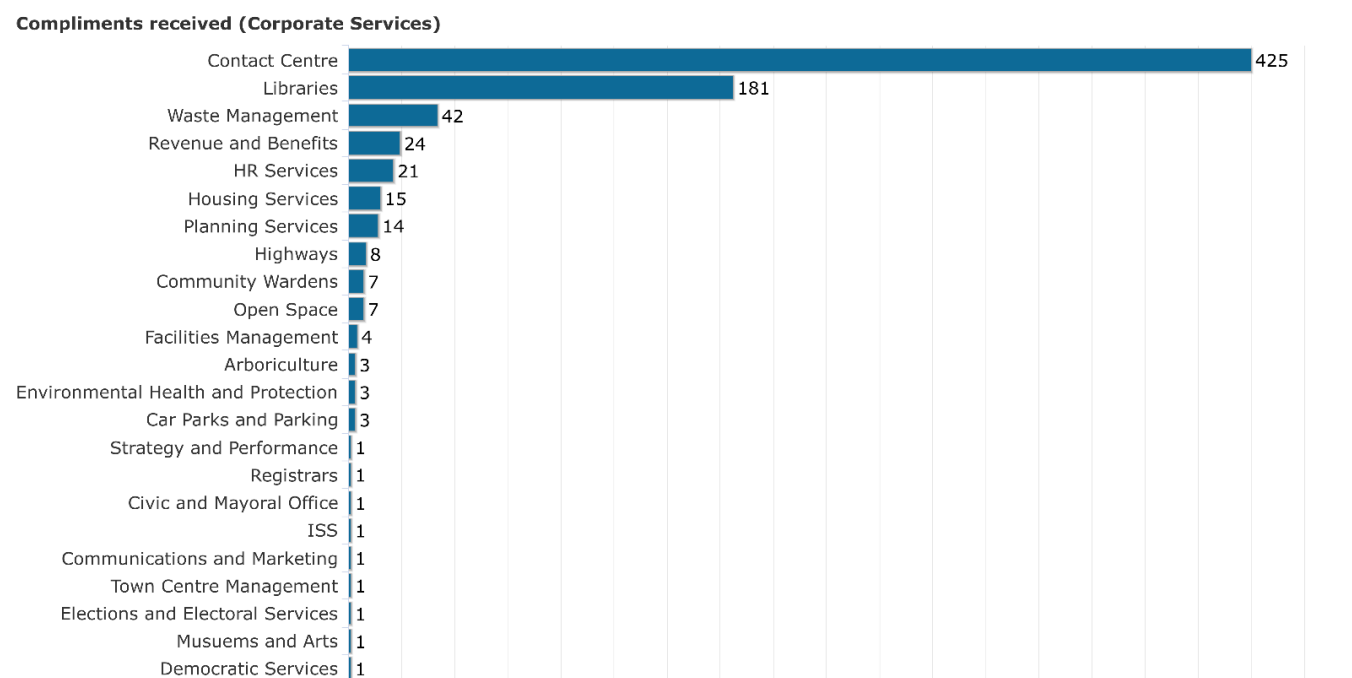
7.27. As a result, the number of complaints received by this service area would be expected to be high when compared to other service areas. In order to manage this, the Highways service area has worked closely with the Complaints team to streamline the allocation of complaints, regularly monitor progress and reduce the number of complaints not responded to within set timescales.

8. Compliments received

8.1. In 2020/21 RBWM Corporate services received 766 compliments which is a 116% increase compared to 2019/20 (355).

8.2. Figure 24 sets out the volume of compliments received by teams. The team in receipt of the most compliments was the Customer Contact Centre (56%, 425/766), followed by Libraries (24%, 181/766) and Waste Management (6%, 42/766).

Figure 24: Compliments received by teams



8.3. From the outset of the pandemic, call centre staff were engaged in setting up and training council staff in the use of new technologies to support engagement with local community groups and also local residents who may be shielded as a result of particular vulnerabilities to the virus. More than half of the compliments to Customer Contact Centre (56% 425/766) evidences a positive community engagement which was a key focus during the pandemic.

8.4. Libraries had a particular focus on the growth of the service's digital offer to support home-based leisure and learning and to mitigate the risk of a widening digital divide. The

introduction of “click and collect” and “click and deliver” services has maintained a physical link between the service and communities throughout the year. Libraries received nearly a quarter of the compliments (24% 181/766).

- 8.5. Waste management being in the top 3 teams receiving compliments (42) shows that despite disruption in waste collection for a short period of time the service was quick to recover to meet customer expectations.
- 8.6. The variety of compliments across different teams show the breadth of work carried out by the council and the positive difference it makes to the residents.
- 8.7. In general the overall response to the council's management of the borough's COVID response was outstanding. RBWM's COVID-19 community response focused on supporting a network of dozens of local voluntary efforts, maximising the local help available to vulnerable and shielding residents. Our centralised call centre acted as a conduit for support, using both Amazon Connect and our Lyon 2.0 system to connect those looking for help to those readily delivering it in the community.
- 8.8. With a greater than 90% success rate of contacting residents in need of help, we received dozens of written and verbal compliments from residents on the helpfulness of staff and our ability to work closely with the community. Indeed many staff went above and beyond, personally helping residents well outside of working hours, which didn't go unnoticed.
- 8.9. Such was the success of our facilitatory approach, partners at MHCLG asked us for written case-studies and interviews on how we'd worked successfully alongside our communities. There were articles in the Maidenhead Advertiser, the video sponsored by Amazon AWS on our approach, an invitation to submit written evidence to the Kruger Commission, an invite to speak at a national community learning event and even a phone-call with one of the MHCLG advisers in Downing Street who'd become aware of our work in RBWM. This feedback has since reminded us of the power of working in tandem with our local communities - not trying to enforce 'command and control', 'top down', bureaucratic interventions on communities, but instead working with local people, developing on local strengths, and instead taking a facilitatory role.

9. Appendices

Appendix A: LGSCO Annual Review letter 2021



21 July 2021

By email

Mr Sharkey
Managing Director
Royal Borough of Windsor and Maidenhead Council

Dear Mr Sharkey

Annual Review letter 2021

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 2021. At the end of a challenging year, we maintain that good public administration is more important than ever and I hope this feedback provides you with both the opportunity to reflect on your Council's performance and plan for the future.

You will be aware that, at the end of March 2020 we took the unprecedented step of temporarily stopping our casework, in the wider public interest, to allow authorities to concentrate efforts on vital frontline services during the first wave of the Covid-19 outbreak. We restarted casework in late June 2020, after a three month pause.

We listened to your feedback and decided it was unnecessary to pause our casework again during further waves of the pandemic. Instead, we have encouraged authorities to talk to us on an individual basis about difficulties responding to any stage of an investigation, including implementing our recommendations. We continue this approach and urge you to maintain clear communication with us.

Complaint statistics

This year, we continue to 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 focused statistics on 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.

Compliance with recommendations - We recommend ways for authorities to put things right when faults have caused injustice and monitor their compliance with our recommendations. Failure to comply is rare and a compliance rate below 100% is a cause for concern.

Satisfactory remedy provided by the authority - In these cases, the authority upheld the complaint and we agreed with how it offered to put things right. We encourage the early resolution of complaints and credit authorities that accept fault and find appropriate ways 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.

Your annual data will be uploaded to our interactive map, [Your council's performance](#), along with a copy of this letter on 28 July 2021. This useful tool places all our data and information about councils in one place. You can find the decisions we have made about your Council, 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 resource 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.

As you would expect, data has been impacted by the pause to casework in the first quarter of the year. This should be considered when making comparisons with previous year's data.

This year, we issued a public report about your Council after we found it did not do enough to consider a couple's circumstances who required social care support. Our investigation found the Council did not properly consider whether the couple could continue to live at home with live-in care workers after the woman had a stay in hospital. The woman was moved to a care home; a decision that was made permanent without any formal best interest decision and little regard to the couple's dignity or basic human rights. The man, left at home without visits to his wife, quickly deteriorated. The Council did not assess his needs properly and the care he received at home, from two care providers, was not adequate. He died before the Council belatedly responded to family concerns.

It was disappointing the Council initially failed to respond properly to our enquiries in this case, but I am pleased to note it accepted fault on receipt of our draft report and agreed to all our recommendations. The Council's response to the public report was excellent. As we recommended, it gave a fulsome and proper apology to the family and paid them £2,000 in recognition of the distress it caused and the time and trouble in bringing the complaint. It also provided evidence it had implemented the recommended service improvements. These included reviewing other cases where couples had been separated by their care needs, making sure assessment practice is consistent and Care Act compliant, reviewing commissioning practice, and following up to ensure care providers sustain improvements following complaints of poor practice.

I am pleased to note the Council gave clear public recognition that what had happened was unacceptable and welcome the Council's willingness to learn lessons from this case and complete the actions we agreed.

Supporting complaint and service improvement

I am increasingly concerned about the evidence I see of the erosion of effective complaint functions in local authorities. While no doubt the result of considerable and prolonged budget

and demand pressures, the Covid-19 pandemic appears to have amplified the problems and my concerns. With much greater frequency, we find poor local complaint handling practices when investigating substantive service issues and see evidence of reductions in the overall capacity, status and visibility of local redress systems.

With this context in mind, we are developing a new programme of work that will utilise complaints to drive improvements in both local complaint systems and services. We want to use the rich evidence of our casework to better identify authorities that need support to improve their complaint handling and target specific support to them. We are at the start of this ambitious work and there will be opportunities for local authorities to shape it over the coming months and years.

An already established tool we have for supporting improvements in local complaint handling is our successful training programme. During the year, we successfully adapted our face-to-face courses for online delivery. We provided 79 online workshops during the year, reaching more than 1,100 people. To find out more visit www.lgo.org.uk/training.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'M King', with a horizontal line underneath.

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

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 – March 2021

Initially once received via online form, email, telephone call or face to face contact all complaints are logged on the complaints database (Drupal) 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

Internal process

	Adult services complaints	Children's services complaints	Corporate complaints	Not within the formal complaints process
Stage 1	Statutory No specific timescale but aim to respond within 10 working days. Response from Service Manager or higher.	Statutory 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	Statutory 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	Statutory 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
Alternative appeal process	N/A	N/A	N/A	Customer given timescales for response

External process

LGSCO - Can complain to the Local Government and Social Care Ombudsman

Appendix C: National and legislative context – March 2021

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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WORK PROGRAMME - COMMUNITIES OVERVIEW AND SCRUTINY PANEL

EXECUTIVE DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey – Chief Executive • Andrew Durrant – Executive Director of Place • Hilary Hall – Executive Director of Adults, Health and Housing
LINK OFFICERS & HEADS OF SERVICE	<ul style="list-style-type: none"> • David Scott – Head of Communities • Louise Freeth – Head of Revenues, Benefits, Library and Resident Services • Chris Joyce – Head of Infrastructure, Sustainability and Economic Growth • Alysse Strachen – Head of Neighbourhoods

MEETING: 26th OCTOBER 2021/1 NOVEMBER 2021

ITEM	RESPONSIBLE OFFICER
Tivoli Contract – General Update - Scoping Document – To Follow	Alysse Strachen , <i>Head of Neighbourhoods</i>

MEETING: 9th NOVEMBER 2021

ITEM	RESPONSIBLE OFFICER
Resident Scrutiny Topic – Parking on Footpath/verges.	Alysse Strachen , <i>Head of Neighbourhoods</i>
Maidenhead Heritage Centre – re-invite to present annual report	Chris Joyce , <i>Head of Infrastructure, Sustainability and Economic Growth</i>
Community Safety Partnership	David Scott , <i>Head of Communities</i>

MEETING: 6th DECEMBER 2021

ITEM	RESPONSIBLE OFFICER
Maidenhead Golf Course Update	Andrew Durrant , <i>Executive Director of Place</i>

MEETING: 17th JANUARY 2022

ITEM	RESPONSIBLE OFFICER
Budget	Adele Taylor , <i>Executive Director of Resources</i>
Q2 Performance Report	David Scott , <i>Head of Communities</i>
Work Programme	Panel clerk
TASK AND FINISH	
TBC	

MEETING: 12th APRIL 2022

ITEM	RESPONSIBLE OFFICER
Q3 Performance Report	David Scott , <i>Head of Communities</i>

Work Programme	Panel clerk
TASK AND FINISH	
TBC	

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Alexandra Coach & Car Park Update	Andrew Durrant, Executive Director of Place TAKE OFF
Waste Management Strategy	Alyse Strachen, Head of Neighbourhoods

BRIEFING NOTES SUGGESTED FOR ITEMS

ITEM	RESPONSIBLE OFFICER
SERCO Update – To Follow	Alyse Strachen, Head of Neighbourhoods
Climate Strategy – Update - Attached	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Boulton Lock, Maidenhead – To Follow	Andrew Durrant – Executive Director of Place
Norden Farm Update - Attached	Steph James, Service Lead for Economic Growth
The Old Court Update - Attached	Steph James, Service Lead for Economic Growth
Recovery Strategy for Jobs and Employment - Attached	Steph James, Service Lead for Economic Growth
Leisure Focus Update – To Follow	David Scott, Head of Communities
Sports Strategy – To Follow	Andrew Durrant – Executive Director of Place

Subject:	Climate Strategy – Update
Reason for briefing note:	Communities Overview and Scrutiny Panel
Responsible officer(s):	James Thorpe, Sustainability and Climate Change Lead
Senior leader sponsor:	Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth
Date:	16 th September 2021

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SUMMARY

The Council adopted its Environment and Climate strategy in December 2021. The strategy set out how the borough will achieve net zero carbon emissions by 2050 at the latest. It included an action plan for the next 5 years detailing the work that will be undertaken to ensure we make immediate progress towards the 2050 target.

Since adoption, the Council has strengthened its Sustainability and Climate Change Team, recruiting two new Sustainability Officers and moving the Countryside Manager and Landscape Officer into the team to provide additional resource.

The Council has made good progress against the action plan. Key achievements have included securing external funding in excess of £1 million to deliver energy projects within the Borough, drafting a Biodiversity Action Plan and helping facilitate the launch of a Repair Café in Maidenhead.

Officers have met regularly with members as well as working closely with community to deliver specific actions. The Council has proposed a new Borough-wide Climate Partnership, involving public and private sector organisations, community groups and residents.

1 BACKGROUND

- 1.1 The Council declared a climate emergency in June 2019 and committed to developing a strategy to achieve a target of net zero carbon emissions in the borough by 2050, in line with the Government policy.
- 1.2 A cross-party steering group was set up to oversee development of the strategy.
- 1.3 Numerous workshops and meetings were held with the community to ensure they were involved through the development and a draft of the strategy was put out to public consultation.
- 1.4 The strategy has 4 main themes: Energy, Circular Economy, Natural Environment and Transport. Under each theme, there is a detailed action plan covering the period 2020-25.
- 1.5 The draft strategy for public consultation was unanimously approved by Council in June 2020 and at Cabinet in December 2020, the Environment and Climate Strategy was approved.

2 STAFFING CHANGES

- 2.1 Following adoption of the strategy in December 2020, there have been significant changes to the resourcing of the Sustainability and Climate Change Team. A new Sustainability and Climate Change Lead has been appointed with two new roles created within the team to support project delivery and engagement.
- 2.2 In addition, the Council's Countryside Manager and Landscape Officer have been moved into the Sustainability and Climate Change Team to provide additional resource to deliver the natural environment theme of the strategy.
- 2.3 The team is responsible for a variety of things in addition to the Environment and Climate strategy including utilities management, nature reserves and responding to planning applications from a landscape and climate perspective.

3 ACHIEVEMENTS TO DATE

- 3.1 The Environment and Climate Strategy includes an action plan, split across the four themes, that details the key actions the Council will undertake between 2020-25. Linked to each of these are a combination of action-based targets and outcome-based targets.
- 3.2 There are dates against some of the actions in the strategy and the Council has prioritised work on those with a target date of 2021. For actions without a specific date, an internal delivery plan covering the period up until 2025 has been developed to ensure we best manage resources.
- 3.3 Detailed below are some of the achievements to date under each of the themes included in the strategy.
- 3.4 Circular Economy
 - 3.4.1. The Council has agreed and implemented changes to its kerbside waste collection regime which is expected to drive up recycling rates. During 2020/21, the Council hit its 50% target for household waste recycling although there was also a big increase in overall household waste due to the pandemic.
 - 3.4.2. A methodology has been agreed with community partners to measure progress on waste reduction and recycling.
 - 3.4.3. A Repair Café has been launched in Maidenhead by the community with support of the Council. This will help residents repair things that they may otherwise have disposed of. We are now looking at supporting further Repair Cafés in other parts of the Borough.
 - 3.4.4. The Single Use Plastics Strategy has been approved by the Council and a delivery plan has been developed in partnership with Plastic Free groups.
- 3.5 Energy
 - 3.5.1. New planning guidance has been adopted by the Council to drive sustainability in new builds
 - 3.5.2. £857,000 has been secured to deliver air source heat pump installations and insulation in low income, energy inefficient homes in the Borough.
 - 3.5.3. £205,000 has been secured to upgrade lighting to LED in 14 buildings including 12 schools. Work has now been completed in 13 of the 14 buildings with the remaining school to be completed during October half term.

- 3.5.4. £65,000 has been secured to undertake a heat mapping analysis exercise in the Borough to identify opportunities for low carbon heat and heat networks. Procurement of this study is now underway.
- 3.5.5. Discussions with neighbouring authorities are underway to launch a collective solar scheme within the next 6 months to help facilitate the installation of solar photovoltaic panels onto resident's homes
- 3.5.6. £165,000 of funding has recently been secured to undertake heat decarbonisation plans across 19 schools, 10 libraries the Guildhall and the Town Hall.

3.6 Natural Environment

- 3.6.1. The Council has worked closely with Wild community groups in the Borough to produce a draft Biodiversity Action Plan which is currently being consulted on.
- 3.6.2. A new nature trail through Ockwells has been built including new signage which has improved access to the site but also protected the wildflowers growing there.
- 3.6.3. A pilot scheme for the community to adopt planters in their local area has been launched in Eton Wick and West Windsor.
- 3.6.4. Funding has been secured to extend the Braywick Nature Vision series of education films and virtual school trips
- 3.6.5. 5400 new trees have been planted during the 2020/21 planting season mainly at the Ockwells site.
- 3.6.6. To celebrate the Queen's Canopy initiative, all state schools in the Borough have been offered trees and all wards in the Borough will have a tree planted to mark the occasion.
- 3.6.7. Education sessions have restarted (post-COVID) at the Braywick Nature Centre with hundreds of children from local schools benefitting from hands on biodiversity training during the summer term.

3.7 Transport

- 3.7.1. A new Local Cycling and Walking Infrastructure Plan is being developed and member engagement sessions have been held to input.
- 3.7.2. A new Bus Strategy is being developed with Cabinet approving an enhanced partnerships approach.
- 3.7.3. An Electric Vehicle Charging Strategy is being developed with a specialist consultant procured to undertake the next stage of the plan.
- 3.7.4. Volkors have begun trials on embedding sustainability into their maintenance of the highways
- 3.7.5. The Thames Valley Berkshire LEP Smart City project which the Council participated in has been awarded the ADEPT President Award.
- 3.7.6. A Berkshire wide digital infrastructure strategy is under development in collaboration with the other Berkshire councils and the LEP.

4 NEXT STEPS

- 4.1 The Council has developed a proposal for a Borough wide Climate Partnership recognising that to succeed, we require the active support and input from a cross-section of external partners. Further development and launch of this will be completed by the end of March 2021.

- 4.2 An internal delivery plan has been developed to allocate work to specific officers and set a timeline for delivery of all actions listed by the strategy by 2025.
- 4.3 Work will continue to deliver the strategy with important projects planned over the next 6 months on residential energy efficiency, collective solar purchasing and the biodiversity action plan.

Subject:	Support to Norden Farm Centre for the Arts & Old Court
Reason for briefing note:	To update members on the current situation
Responsible officer(s):	Steph James, Service Lead for Economic Growth
Senior leader sponsor:	Chris Joyce, Head of Infrastructure, Sustainability & Economic Growth
Date:	28/09/21

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SUMMARY

- 1.1 RBWM has supported both Norden Farm and Old Court with annual grants however due to budgetary constraints it was agreed that in 2021/22 both arts centres would receive reduced grants and in 2022/23 grant funding would cease.
- 1.2 An additional pot of £50k was set aside to assist both the arts centres in Maidenhead and Windsor to seek additional funds or appoint consultants to advice on raising additional income. Discussions are on-going with both arts centres.

2 BACKGROUND

- 2.1 Both arts centres provide valuable arts, cultural and community benefits to residents and visitors to the borough. Both arts centres have received funding through the Arts Council Cultural Recovery Fund and are both now reopen following the lifting of restrictions.

3 KEY IMPLICATIONS

- 3.1 RBWM officers have been holding meetings with Norden Farm and Old Court to discuss their business plan and future operating model since it was confirmed that funding would be reduced and then cut in 2022/23.
- 3.2 Meetings and discussions are currently on-going.

4 DETAILS

- 4.1 The council will continue to work with both art centres to explore options to secure their future viability.

5 RISKS

- 5.1 Without securing additional funding there is a risk that both arts centres could close and there will be no arts provision in the borough for residents.
- 5.2 Within RBWM the arts, entertainment and recreation sector have 4,516 employees (117% above the national average) and the hospitality and tourism sector have 9,437 employees

(35% above the national average). Both sectors have been amongst the most impacted by Covid-19

- 5.3 Both arts centres also deliver services to borough residents supporting disadvantaged groups in the local community.

6 NEXT STEPS

- 6.1 Members to receive further update once further discussions have taken place.

Subject:	Recovery strategy for jobs and employment
Reason for briefing note:	To provide update to members
Responsible officer(s):	Steph James, Service Lead for Economic Growth
Senior leader sponsor:	Chris Joyce, Head of Infrastructure, Sustainability & Economic Growth
Date:	28/09/21

SUMMARY

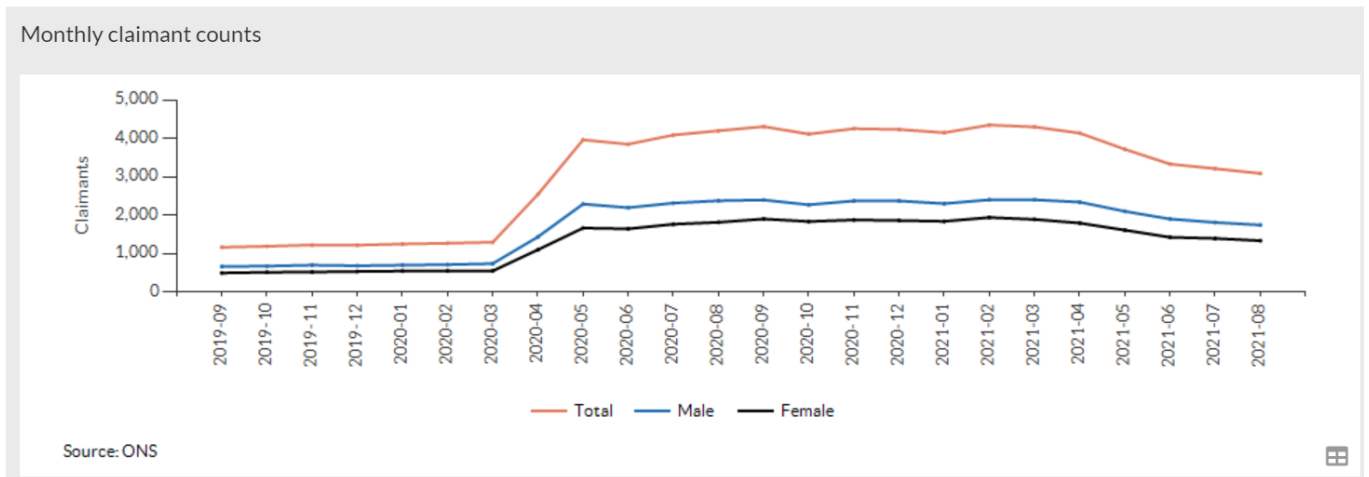
- 1.1 The RBWM Support and Recovery Strategy was adopted by Cabinet in September 2020.
- 1.2 The strategy sets out our approach to recovery at a Borough level to support our residents and businesses to empower communities to thrive, create great places and build lasting partnerships with our businesses.
- 1.3 The strategy has a theme of 'empowering our communities to thrive' which includes a strand of work around developing a skills and education offer for people to grow.

2 BACKGROUND

- 2.1 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.



- 2.1 Employment, skills and training has been identified as a key area of focus in order to ensure local residents have access to opportunities and that businesses have their needs met in terms of have access to pool of employees with the right skills.
- 2.2 The Covid-19 pandemic has impacted local employment and as a result the number of claimants in RBWM rose to a peak in February 2021 with 4350 claimants. The current number of claimants is 3090 (August 2021), this is a reduction of 29%. The current claimant count represents 3.3% which although lower than the national average is still a 142% increase on pre-pandemic levels. The table below shows the monthly claimant counts.



- 2.3 5200 jobs in RBWM (8%) were furloughed according to June 2021 data. This is lower than national average due to the large number of jobs in the borough that could be carried out from home. The furlough scheme will come to an end in September and may result in increased unemployment.
- 2.3 Recruitment into certain sectors has been challenging since the economy reopened with the hospitality sector currently finding recruitment very difficult with high numbers of vacancies.

3 KEY IMPLICATIONS

- 3.1 The team is working with partners such as DWP, Fedcap, housing providers, businesses, education providers and other agencies to coordinate the employment, skills and training offer in the borough to provide residents who need help with clear information and signposting

4 DETAILS

- 4.1 The RBWM Economic Growth Team was formed during lock down and consists of the borough's town management, visitor management team, museum team and a newly appointed economic development officer whose remit includes the coordination of the jobs skills and training offer in the borough.

5 RISKS

- 5.1 Without a coordinated effort across the council and working with partner agencies residents looking for employment and or training may find it hard to navigate the various help available and miss out on opportunities.

6 NEXT STEPS

- 6.1 Members to receive further update once a work programme has been developed.

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