

NOTICE
OF
MEETING

**CORPORATE OVERVIEW & SCRUTINY
PANEL**

will meet on

WEDNESDAY, 23RD JUNE, 2021

At 6.15 pm

by

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

TO: MEMBERS OF THE CORPORATE OVERVIEW & SCRUTINY PANEL

COUNCILLORS CHRIS TARGOWSKI, PHIL HASELER, JULIAN SHARPE,
LYNNE JONES AND SIMON WERNER

SUBSTITUTE MEMBERS

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

Karen Shepherd – Head of Governance - Issued: 15th June 2021

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Mark Beeley** 01628 796345 / mark.beeley@rbwm.gov.uk

Recording of Meetings – In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>ELECTION OF CHAIRMAN AND VICE CHAIRMAN</u> To elect a Chairman and Vice Chairman for the new municipal year.	-
2.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
3.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	3 - 4
4.	<u>MINUTES</u> To consider the minutes of the meeting held on 19 th April 2021.	5 - 12
5.	<u>Q4 PERFORMANCE REPORT</u> To consider the report.	13 - 36
6.	<u>WORKFORCE PROFILE REPORT</u> To consider the report.	37 - 60
7.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the Municipal year. To include consideration of items scheduled on the Cabinet Forward Plan .	61 - 62

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

CORPORATE OVERVIEW & SCRUTINY PANEL

MONDAY, 19 APRIL 2021

PRESENT: Councillors Chris Targowski (Chairman), Phil Haseler (Vice-Chairman), Julian Sharpe, Lynne Jones and Simon Werner

Also in attendance: Councillors David Hilton, John Baldwin, Clive Baskerville, Gurpreet Bhangra, Donna Stimson, Samantha Rayner, David Cannon and Gurch Singh

Officers: Mark Beeley, David Cook, Emma Duncan, Adele Taylor, Andrew Vallance and Nikki Craig

APOLOGIES FOR ABSENCE

There were no apologies for absence received.

DECLARATIONS OF INTEREST

No declarations of interest were received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes from the meeting held on 26th January 2021 were approved as a true and accurate record.

Q3 PERFORMANCE REPORT

Adele Taylor, Director of Resources, introduced the report. She explained that the interim council strategy was in place until the summer, with the quarterly performance reports focussing on this strategy. Of the nine performance indicators:

- Three were green and exceeding expectations.
- Five were amber and were meeting expectations.
- One was red and was not meeting expectations.

There had been challenges for the council to get back to its normal performance levels but there had been evidence of month on month improvement on things like calls answered within 60 seconds, which was now amber and meeting expectations. The number of calls abandoned after 5 seconds was green, while revenue and benefits targets continued to improve. The performance indicator which was red was for the volume of visitors to libraries, which reflected the fact that libraries had not been open due to lockdown. The library team had worked hard to adapt services, for example click and collect, which meant that this target had improved.

The Chairman thanked officers for the report and also for the report being circulated to the Panel early. The Panel had requested that performance reports were circulated once they were ready so that Members could review them closer to the time period in which they reflected. The Chairman asked if the challenges facing the revenues and benefits team had been similar to earlier in the year.

Adele Taylor said that it was difficult to answer at this stage but the pandemic had caused a number of issues at the beginning of the year.

The Chairman believed that the Crucial Conversations programme, which had been rolled out across the council for all staff, was an excellent idea but noticed that 73% of the workforce had attended a session. The Chairman queried why this figure was not higher, given that the sessions were compulsory for staff.

Nikki Craig, Head of HR, Corporate Projects and IT, said that they would expect the figure to be higher but for a number of reasons, including leavers and employees on maternity, some staff had not yet attended a session. Karl Joseph in Human Resources had trained a number of staff to run the sessions across the organisation, it was hoped that the programme would continue over the coming months and on an ongoing basis to allow more staff to attend a session.

Councillor Cannon joined the meeting.

Councillor Sharpe said that the libraries were an issue and wondered how usage of them could be driven upwards over the coming months. There would be a big need for library's going forward.

Adele Taylor said that for the first quarter of the year, the libraries were physically closed due to the lockdown. The library team had been working hard and libraries were now starting to reopen. Some online events had also been organised, with a recent event with an author attending a session with over 300 people. The library team would look to continue to offer more of these events going forward.

Councillor L Jones commented that the interim council strategy was for 2021 and asked if officers were looking to do a three year or five year strategy. Linking the performance with the environment and climate strategy, Councillor L Jones asked who was involved with that. There was also concern about positions that were covered by agency staff which was consistently high and also the number of voluntary leavers across the council. Councillor L Jones had noted that the summary for each section was not in the same order across the report and asked if this could be changed for the next report so that there was consistency, which would make it easier to read.

Adele Taylor said that she would pass the comment on the report summary on to the team that produced the report. For the question on voluntary leavers, Adele Taylor said that she would provide a written response to the Panel after the meeting. Plans were in place to bring forward the Corporate Strategy which would be completed early in the next municipal year.

ACTION – Adele Taylor to provide written response to the Panel after the meeting.

Councillor Haseler gave his thanks to officers who achieved the good results in the performance report. He asked if there was a breakdown on individual service areas for contacts made by digital forms.

Adele Taylor confirmed that there was more detailed operational information but this would be a significant amount of data to share with the Panel.

Councillor Rayner, Lead Member for Resident & Leisure Services, HR, IT, Legal, Performance Management and Windsor, explained that the libraries had reopened last week. The team had been working hard to get the footfall back and there was a feeling that residents were happy to be back in the libraries. Councillor Rayner thanked Adele Taylor and her team for the report which showed that the council was in a strong position.

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

- i) **Noted the 2020/21 Corporate Overview and Scrutiny Panel Q3 Performance Report in Appendix A.**
- ii) **Requested relevant Lead Members, Directors and Heads of Service to maintain focus on improving performance.**

ANNUAL GOVERNANCE STATEMENT PROGRESS REPORT - VALUES AND BEHAVIOURS

Nikki Craig provided the Panel with an update on the Annual Governance Statement, specifically on values and behaviours. She explained that there had been a refresh of the appraisal system and there had been a focus on raising the profile of the whistleblowing process. Over 400 staff from across RBWM had been through the Crucial Conversations programme and training was starting to be rolled out to line managers on the new appraisal system. The whistleblowing policy was available on the staff SharePoint and internal intranet, while it was also advertised regularly in the 'Borough Bulletin' email sent to all staff to raise awareness.

The Chairman asked how Members could improve their ability to show the RBWM values and if there was any training available.

Nikki Craig said that the question on Members received the biggest response of 'neither agree nor disagree' in the survey. In terms of training, the Crucial Conversations programme was being provided to staff and Nikki Craig was happy to take this offline and look to see if something could be provided for Members too.

The Chairman believed that if elected Members were to be judged by staff then they should at least be provided with an opportunity to fix and improve the score from the survey.

Councillor L Jones pointed out that it was not clear how much interaction staff had with Members and that this question should have been included in the survey so that the context was clear.

Nikki Craig agreed that the wording could be reviewed for the future, for example a two-step question could be used which asked staff if they interacted with Members, with the second part asking about the interaction.

Councillor Werner warned officers to be careful of changing the wording of questions like this as it risked disguising the problem. Officers were often residents and would see things like how Members behaved in public council meetings and posts on social media. Members needed to accept there was a problem before any training would be beneficial.

The Chairman said that social media was a separate issue, but it was important for all Members to understand what the RBWM values were. Training could be focussed around these values and how to abide by them.

Adele Taylor explained that for some staff it was through personal interaction while for others it was through council meetings or other indirect methods. More information was needed but things were moving in the right direction. Officers were looking at the results of the staff survey and were seeing if there was more that could be done.

Councillor Werner believed that it was an urgent requirement that Members needed to get to grips with.

Councillor Haseler asked if several questions about Members were included on the survey or if it was just the single question. He asked if the survey could be broken down into more detail.

Nikki Craig said that she was happy to send round a copy of the survey questions and answers to the Panel.

ACTION – Nikki Craig to circulate survey questions and results to the Panel.

Councillor Haseler asked if there were any plans to create a survey for Members on their interactions with officers and contractors across the council.

Nikki Craig said that she would put the suggestion forward to see if its something the council should look to do. The largest response from the staff survey on the Members interaction question was 'neither agree nor disagree' which showed that most staff had very little interaction with Members.

Councillor Sharpe said that this was a good piece of work and showed a promising direction of travel, particularly as it was being carried out in a difficult time. He had concerns over the response for interaction with Members but the general direction was good. Councillor Sharpe asked what other councils did with staff surveys and if their results were similar.

Nikki Craig said that she had regular catch ups with the other Berkshire Heads of Human Resources. Lots of organisations had done regular surveys on things like staff wellbeing and happiness. The RBWM results were not too dissimilar to other local authorities and the engagement level had been good.

Councillor Werner asked how other local authorities compared on the issue of interaction with Members.

Nikki Craig said that she was happy to ask and report back to the Panel. Each local authority did not necessarily ask the same questions, with a significant number of the questions in the RBWM survey based around the new values.

ACTION – Nikki Craig to ask other Berkshire local authorities for their survey results on interactions with elected Members and report back to the Panel.

Councillor Rayner passed on her thanks to Nikki Craig and her team for the report. She believed that this showed that RBWM took its staff seriously and listened to their views. The increase in response rate showed that staff thought the survey was worthwhile. It was important to note that during the pandemic, Members would have had less direct interaction with staff.

Councillor Hilton, Lead Member for Finance and Ascot, noted that interactions between staff had not improved despite the majority of staff taking part in the Crucial Conversations programme. It was important to understand the context when considering the survey results.

Nikki Craig explained that the new values were being launched in 2020 when staff were working in different ways due to the pandemic. There was a small downward response to internal staff interactions but officers wanted to improve the overall figure.

Councillor Baldwin said that he was not surprised about the Member behaviour being reflected in the survey staff. However, elected Members were temporary, depending on elections, but the leadership at the top of the council was more permanent. Councillor Baldwin therefore believed it was important to focus on the question in the survey around staff confidence in the Corporate Leadership Team at the council rather than the interactions staff had with Members.

Councillor Werner believed that this needed urgent action and asked if it was possible for Cabinet to investigate.

Adele Taylor said that the Annual Governance Statement would be going to the Audit and Governance Committee, so a recommendation could be made to them.

The Chairman agreed that this would be appropriate.

Councillor Rayner suggested that the Panel could ask for a breakdown of the Members showing the values question which would give further clarity to the situation and ask for it to be considered by the Audit and Governance Committee.

Councillor Sharpe was not sure what action the Panel wanted to take. He suggested that asking for further information would be a better approach.

Councillor L Jones disagreed with Councillor Sharpe and explained that the Panel did not need further information, the action would be for officers to go away and investigate the issues around Member interactions before reporting back to the Panel, if required. The Panel believed that there was an issue and they would like this to be addressed by officers in the upcoming Annual Governance Statement.

Emma Duncan, Deputy Director of Law & Strategy and Monitoring Officer, said that officers were aware that this was an issue. The Centre for Governance and Public Scrutiny had recently published a piece of work on governance failure and risk with one of the key focusses being around officer and Member relationships. There would be some self-assessment work done by officers and Members as part of the actions coming out of the Annual Governance Statement. This would generate some understanding of the key issues and allow officers to investigate them. There could be an opportunity for the Corporate Overview and Scrutiny Panel to engage in some work around this.

The Chairman asked for confirmation on where the Annual Governance Statement would be considered and that work on this issue would continue in the background alongside the Action Plan.

Emma Duncan explained that the Annual Governance Statement was produced by officers on behalf of the Leader of the Council and the Managing Director. Within the statement there would be an action plan, with some of the actions being referred to the Panel. A change of culture was only possible by listening and making changes in several different places.

Councillor Stimson, Lead Member for Climate Change, Sustainability, Parks and Countryside, said that she had studied cultural behaviour and that the council needed to be careful when finding out what people had said. The most important thing was that staff were responding to the survey and making their views known.

Nikki Craig confirmed that the survey was anonymous and was only broken down at a service level.

Emma Duncan clarified for the Panel that they could agree to note the report and recommend to the Audit and Governance Committee that issues around behaviours were picked up through the action plan, with the Panel being updated on the progress at future meetings.

The recommendation was proposed by the Chairman, seconded by Councillor Sharpe and:

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel noted the report and recommended to the Audit and Governance Committee that issues around behaviours were picked up through the Annual Governance Statement Action Plan. The Panel would then be updated on any future progress.

CIPFA REVIEW OF GOVERNANCE ACTION PLAN - QUARTERLY PROGRESS UPDATE

Andrew Vallance, Head of Finance, explained that the CIPFA action plan had been approved by Cabinet and this report was the second update that the Panel had received on the action plan. The Medium Term Financial Plan and Budget were now complete and approved, while the Transformation Strategy was also approved in September 2020 and the accompanying

action plan would be considered by the Cabinet Transformation Sub Committee soon. In terms of financial management improvements, there were still a few items outstanding due to staff being required to focus on tasks related to the pandemic. Most partnership arrangements had now been completed. The final item on the action plan was the governance arrangements of the property company, with consultants being appointed. Internal audit had also now commenced.

Councillor Singh joined the meeting.

Councillor L Jones said that there had been an improvement of reporting around capital programme management. She asked if officers believed that the Capital Programme Board had ensured that there was good decision making and monitoring. Councillor L Jones also asked if there was an ongoing review of partnership arrangements and if there was the budget available to support further training if it was required.

Andrew Vallance said that he was the Chairman of the Capital Programme Board so he hoped that it had ensured good decision making, while the information going to Cabinet had been improved. Partnership arrangements would be monitored by the Adults, Children and Health Overview and Scrutiny Panel.

Adele Taylor said that the review was a reassurance at that point in time and partnership arrangements would be part of contract management and reviewed on an ongoing basis using several factors. Member training would be a blended approach while there was also a need for Members on Committees to receive relevant training.

Councillor Hilton said that the document was now around six months old and what was important to see was the direction of travel. There were a few milestones in the report, with one of which being the Pension Panel and the work that had been done to improve governance. As part of this work, a new Pension Manager had been appointed. Councillor Hilton explained that he was on the Achieving for Children Board and that he had learnt a lot, with the quality of information and financial strategy showing where they were.

Councillor Werner raised concern that the meeting was an Overview and Scrutiny Panel and therefore Cabinet Members were there to answer questions that the Panel might have. Councillor Werner therefore believed that there was no need for what he felt were speeches from Cabinet Members unless they had been asked a question. Councillor Werner asked for the Monitoring Officers view.

Emma Duncan replied by explaining that the purpose of scrutiny was to gather as much information and evidence as possible. It was important for scrutiny members to ask the right questions to scrutinise decisions effectively.

Councillor L Jones agreed with Councillor Werner's comments and believed that it extended the length of the meeting for no reason. She said that statements had been made that were not related to questions that the Panel had asked.

Councillor Rayner commented that training was very important through a variety of methods.

The Chairman asked when the Panel would see the next version of the CIPFA Action Plan.

Andrew Vallance said it would probably be in three to four months' time as this was reported on a quarterly basis, depending on the date of meetings.

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

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

ANNUAL SCRUTINY REPORT

The Chairman explained that he had worked with Councillor L Jones to produce the report and asked the Panel if they had any further comments that they wanted to add.

Councillor L Jones said the most important thing to ask was did scrutiny add value to the council's work. The Panel should be challenging the council to see if it could do things in a different way. Things like 'scrutiny days' could be utilised to allow the Panel to focus in depth on a specific topic area. Councillor L Jones said that she did not feel like she was adding enough value to the council through scrutiny.

Councillor Werner supported the comments made by Councillor L Jones. He said that scrutiny was not challenging enough.

The Chairman agreed that the report would be recirculated to include the suggestions from the Panel before it was submitted to Full Council in June 2021.

WORK PROGRAMME

Councillor L Jones said that some reports on the Work Programme could be circulated via email rather than coming to a meeting of the Panel.

The Chairman said that the only issue with doing this was that it could affect the transparency of scrutiny and the access residents had to the process. He suggested that even if items were circulated outside of meetings it might be worth keeping them on the Work Programme.

Councillor Werner said that the Panel could decide outside of the meeting what needed to be considered.

Emma Duncan said that this was where the Panel could make a difference. The Panel could add value and it was suggested to focus on key areas. Ineffective scrutiny came from having too many items on the agenda.

The Chairman said that himself and the Panel would go away and reflect on what they would like to see on the Work Programme.

The meeting, which began at 6.15 pm, finished at 8.00 pm

CHAIRMAN.....

DATE.....

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Report Title:	2020/21 End of Year Data & Performance Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 23 June 2021
Responsible Officer(s):	Adele Taylor, Executive Director of Resources/S151 Officer
Wards affected:	All

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REPORT SUMMARY

1. *The Council Plan 2017-21 and associated strategic priorities remained current up to 30 July 2020 when Cabinet approved an Interim Council Strategy 2020/21 for immediate adoption on the basis that the Covid-19 pandemic had significantly altered the context in which the council is currently operating.*
2. *The Interim Council Strategy clarifies the three revised priorities to which the council is responding. The End of Year Data & Performance Report for Corporate Overview and Scrutiny Panel provides insights into the Interim Council Strategy's delivery as fully as possible, see Appendix A. Performance of measures previously reported to the Panel under the Council Plan 2017-2021 are included on the basis that these measures provide insights into current service delivery.*

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2020/21 Corporate Overview and Scrutiny Panel End of Year 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 is the recommended option	This will allow continuing insight into the delivery of the council's agreed priorities in order to aid decision-making and maintain focus on continuous improvement.

Option	Comments
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 on the basis that the Covid-19 pandemic has significantly altered the context in which the council is currently operating. The Interim Council Strategy clarifies the three revised priorities to which the council is responding, acknowledging that any instances where previous objectives can still be delivered without affecting delivery of interim objectives is a good thing and will be supported.
- 2.2 Appendix A provides insights into the Interim Council Strategy's three priorities and how they are progressing. It details the council's ongoing response to the Covid-19 pandemic and also key updates in relation to major workstreams such as the Transformation Strategy, Environment and Climate Strategy, alongside corporate developments relating to the People Plan and Medium-Term Financial Strategy.
- 2.3 The global pandemic was a situation that no one envisaged and would ever have wished for. It did, however, galvanise the community into action to work together to support those that were clinically extremely vulnerable and others who needed support. Within weeks of the outbreak, RBWM was home to some 76 community-based initiatives, with localised community hubs comprised of public sector partners (e.g. Local authority, GPs, Social Prescribers), faith groups, charities, businesses, Elected Members and local neighbours, all working in unison to support local need. Supported by a new centralised call-centre, set up within just 10 days, over 20,000 calls were made to vulnerable residents and the council facilitated – both practically and financially – the running of localised hubs with the power for decision-making largely decentralised amongst these groups.
- 2.4 This “grass roots” model of localised support has not only allowed the needs of the vulnerable to be adequately supported during the pandemic but has stimulated an increase in local resilience and connectivity in a way that traditional “command and control” responses are unable to. In total, the support for residents covered 374 days and was delivered by more than 150 council staff, backed up by more than 1,000 volunteers, 150 community information champions and 70 community groups.
- 2.5 The impact of Covid-19 on the community and the economy has been felt in a number of areas of the council's operations, and this has been reflected in the council's key performance indicators throughout the year. For example, visits to libraries remain low compared to previous years and changes in people's personal circumstances has led to increased claims for benefit. Encouragingly, there has been a sustained improvement in the average number of days to process new housing benefit claims and changes in circumstances. Whilst

disruption to household waste and recycling collections was a key issue across the borough in Q2 – and had a knock-on effect on the volume of calls to the customer contact centre and the online “report-it” function – the service continues to improve and there has been a corresponding fall in the volume of calls to the contact centre and an improvement in the percentage of calls answered within 60 seconds and abandoned within 5 seconds.

- 2.6 Table 2 summarises the position of all reported key performance indicators as at the close of Q4 and, despite the challenges presented by the pandemic, it is encouraging to note that the majority of indicators are on or near target. 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 Q4 position

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
Percentage of Council Tax collected		X	
Percentage of non-domestic rates (Business Rates) collected			X
Percentage of calls answered within 60 secs		X	
Percentage of calls abandoned after 5 secs	X		
No. visits (physical and virtual) to libraries			X
Average days to process new claims (Housing Benefits)	X		
Average days to process changes in circumstances (Housing Benefits)	X		
No. digital forms completed (customer/residents)		X	
Percentage voluntary turnover (YTD)	X		
TOTAL (9)	4	3	2

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	< 100% priorities on target	100% priorities on target			31 March 2021

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
to deliver its strategic priorities					

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

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

8. CONSULTATION

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to 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: Corporate Overview and Scrutiny Panel End of Year Data & Performance Report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Interim Council Strategy 2020/21

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Duncan Sharkey	Chief Executive	17.05.21	17.05.21
Adele Taylor	Executive Director of Resources/S151 Officer	17.05.21	24.05.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	17.05.21	
Hilary Hall	Executive Director of Adults, Health and Housing	17.05.21	21.05.21
Nikki Craig	Head of HR, Corporate Projects and IT	17.05.21	24.05.21
Daniel Brookman	Head of Transformation	17.05.21	
Louisa Dean	Communications	17.05.21	
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	17.05.21	21.05.21

REPORT HISTORY

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

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Corporate Overview and Scrutiny Panel

2020-21 End of Year Data and Performance Report

April 2020 – March 2021

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1. Executive Summary

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

2. Interim Council Strategy: Delivery of priorities

2.1 This section provides a brief overview of key activities and milestones achieved by the council in 2020/21.

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>A public-facing online directory of Covid-19 Support Groups was quickly developed to direct residents to community-based support options for particular needs, and a series of financial grants were provided to community groups for their ongoing projects of collecting prescriptions, running shopping services and befriending schemes. A new, flexible digital telephony solution was set up from April 2020 to support redeployed staff’s long-term contact with CEV residents and over 20,000 calls were made. A new database (Lyon) was developed to manage interactions with CEV residents and anyone seeking help and support in the community. Lyon also enabled registration of individuals wishing to volunteer their time to the community effort and enabled the council to make required data returns to central government.</p> <p>Local community hubs of public sector partners (including GPs and social prescribers), faith groups, charities, businesses, Elected Members, and local neighbours were established and worked in unison to support local need. We gave these local hubs practical and financial help to get up and running, and the power to make decisions themselves as they were better suited to know exactly what their communities needed. In total, the support covered 374 days and was delivered by more than 150 council staff, backed up by more than 1,000 volunteers, 150 community information champions and 70 community groups.</p> <p>The Winter Support scheme provided £45,000 to seven local groups to support vulnerable families and individuals through the worst of the cold weather. A further £230,000 was distributed through food vouchers to families registered for free school meals to cover Christmas, winter half-term and Easter holiday times. These vouchers supported 2,037 unique children in the borough.</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 first public meeting of the Local Outbreak Engagement Board was held on 18 January 2021. The</p>

	Engagement Board convenes monthly and is a subgroup of the Health and Wellbeing Board, established to provide public-facing engagement and communication for outbreak response.
Response (immediate)	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 data-sets. 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 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.
Recovery (long-term)	<p>The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.</p> <p>RBWM Recovery Strategy: On 24 September 2020 Cabinet approved the RBWM Recovery Strategy (targeted at borough-level) to move into delivery phase. The strategy sets out the council’s approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses</p>
Recovery (long-term)	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 purpose of LCT is to ensure they get in touch with as many positive cases as possible, to aid them in their isolation and in order to obtain details of their contacts and specific high-risk locations that they visited, therefore potentially reducing further transmission within the community and the spread of covid-19. As of the end of March 2021 there were 847 cases in total which had been contacted by the LCT team, which amounted to 1,290 calls.
Recovery (long-term)	Lateral flow tests: From 8 February 2021 rapid Covid-19 test centres opened in Braywick Leisure Centre and Windsor Leisure Centre, offering 30-minute lateral flow tests (LFDTs) initially to people working in public-facing roles who do not have Covid-19 symptoms. The purpose of the tests is to identify asymptomatic carriers of the virus. In the first week of operation 1,210 people were tested across both sites.

	<p>Following an announcement by the Prime Minister in April 2021, anyone is now 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 are eased. A mobile unit now provides for the public to collect home-testing kits is also operating from the Ascot Racecourse carpark on Mondays and Wednesdays, 8-12pm. The arrangements for the LFDT centres at Braywick and Windsor Leisure Centres is provisionally set until 30th June , however this is kept under review as progress along the government Roadmap is tracked and restrictions are eased. It is expected that home testing kits will continue to be available after this date, but the details of the arrangements for the various strands of community-based testing are continuing to evolve.</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, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially-distanced and safe way. One example has been our new alternative operation in the library service to be able to provide a Covid-safe environment. We introduced a phased opening up of services, focussing on a “click and collect” and “click and deliver” service initially alongside a resumption of home-delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p> <p>A key concern of the last 12 months has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online “report it” function. The council continues to work with its contractor to improve the service and bring in strategies to help with climate change.</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 presently being developed. 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. As the year progresses this will be rolled out in all areas of the borough. The Transformation Team is also engaging</p>

	with other strategies to inform and understand how the framework can help with delivery of corporate plans.
Environment and Climate Strategy	Following a public consultation, the updated Environment and Climate Strategy was approved by Cabinet on 17 December 2020. We are now working across different council services and with stakeholders to deliver the actions set out within the strategy’s 5-year delivery plan. We have already been successful in securing over £1.2m in grants to support delivery of the strategy.
Governance	<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 Directorate is currently leading the development of the council’s new Corporate Plan. A Statutory Officers Group has been formed and meets on a regular basis to action issues of concern and promote a strong governance and decision-making culture at the authority. This Group reviews the effectiveness of current arrangements and champions best practice whilst feeding into the Annual Governance Statement.</p> <p>Following the CIPFA financial governance reviews and detailed action plans that were developed during the year in relation to finance and pension fund governance, detailed action plans have been developed, 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>
People Plan	<p>A key foundation of the council’s future People Strategy is the agreement of organisational values to govern how we work and behave everyday. Following extensive staff consultation, a suite of new values was launched on 19 June 2020, each underpinned by illustrative positive behaviours. The new values are:</p> <ul style="list-style-type: none"> • Invest in strong foundations • Empowered to improve • One team and vision • Respect and openness. <p>An activity plan will incorporate all of the initiatives that are developed to deliver against our People Strategy. This will be a dynamic tracker and will include the outcomes and/or outputs of initiatives such as those to implement the values. For example, “Crucial Conversations” training on how to challenge behaviours contrary to our values was rolled out for all staff between November 2020 and January 2021.</p> <p>The staff survey was conducted in November 2020, and the results analysed. A further staff survey was launched by the staff-led Equality, Diversity and Inclusion Network in March 21 to gain specific insights into perceptions of equality, diversity and inclusion in the council. The results are presently being analysed. Both sets of results will feed into the activity plan underpinning the People Strategy as appropriate.</p>

PRIORITY:	REVISED MEDIUM TERM FINANCIAL STRATEGY
Item	Achievements and key milestones
Revised Medium Term Financial Strategy	An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in assumptions around central government funding, inflation assumptions and other emerging issues. This formed the start of the budget-setting process for 2021/22 and the supporting Medium term financial plan. The draft budget for 2021/22 was discussed at Cabinet on 17 December 2020 and subsequently published on 22 December 2020 for consultation. This draft budget was also considered by all Overview and Scrutiny Panels in January 2021 and approved at Full Council on 23 February 2021.

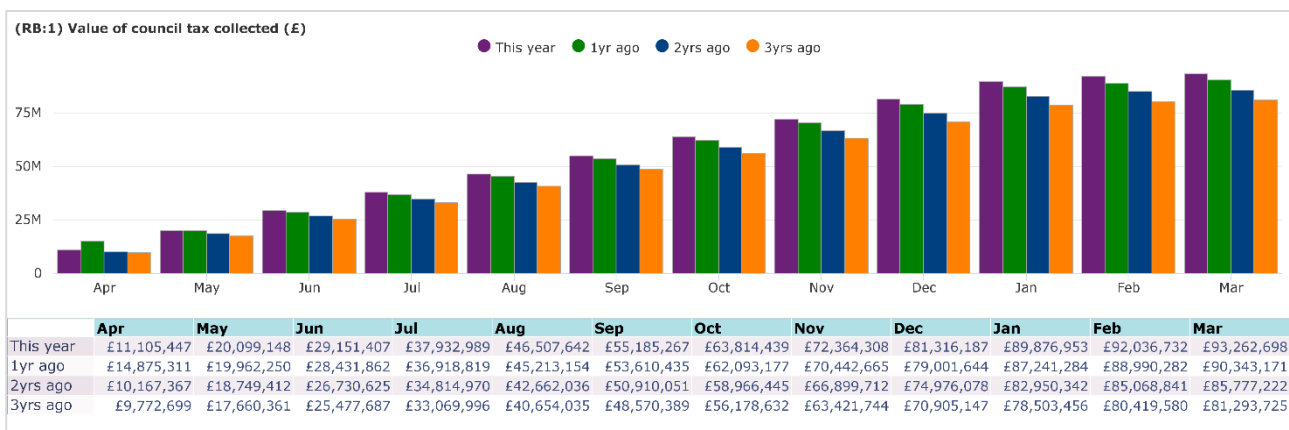
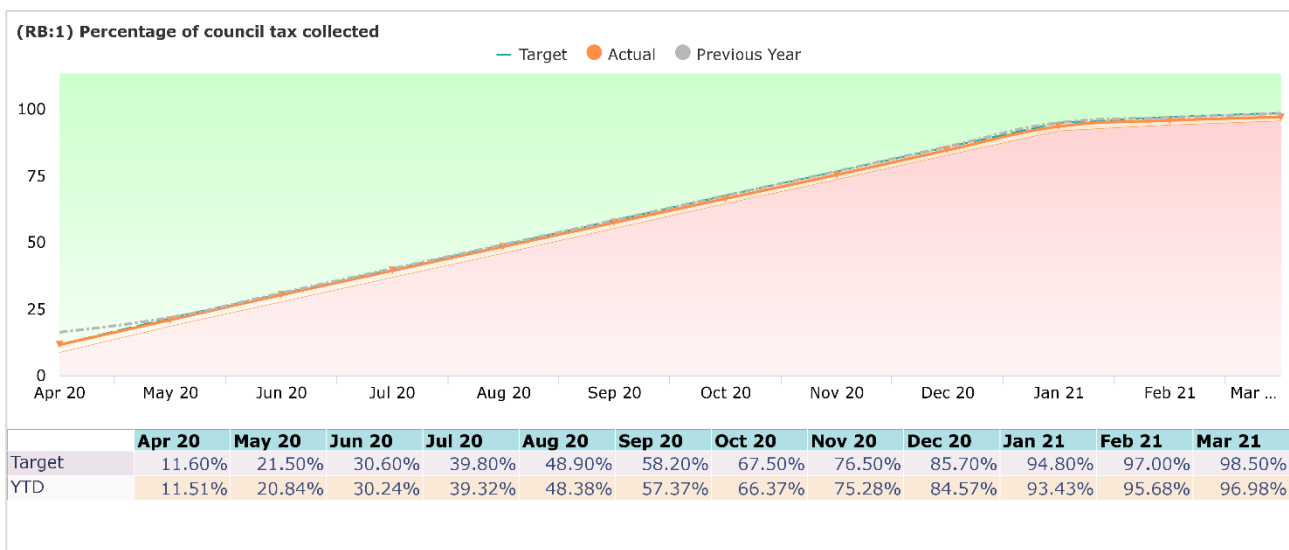
3. Service Performance Summary Report (YTD)

3.1 Performance of measures previously reported to the Corporate Overview and Scrutiny Panel are set out here on the basis that these measures provide some insights into service delivery (priority 2).

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
Percentage of Council Tax collected		X	
Percentage of non-domestic rates (Business Rates) collected			X
Percentage of calls answered within 60 secs		X	
Percentage of calls abandoned after 5 secs	X		
No. visits (physical and virtual) to libraries			X
Average days to process new claims (Housing Benefits)	X		
Average days to process changes in circumstances (Housing Benefits)	X		
No. digital forms completed (customer/residents)		X	
Percentage voluntary turnover (YTD)	X		
TOTAL (9)	4	3	2

4. Revenue, Benefits, Library and Resident Services

5.1 Council Tax



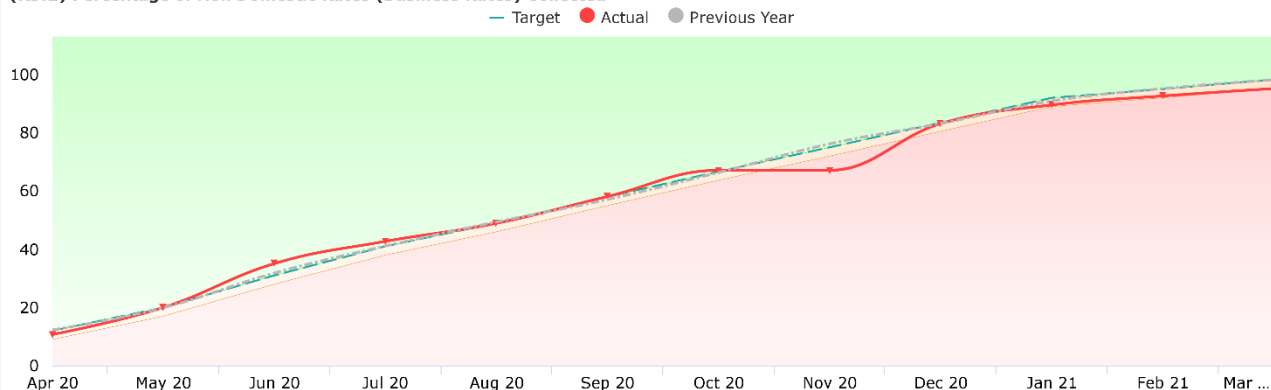
Q4 Commentary

The year-end target for this measure is 98.50% profiled monthly. A red flag is raised if the year-end value is at/falls below 95.50%.

As at the close of Q4 performance of this measure stands at 96.98%, below target (98.50%) by 1.52% though within tolerance for the measure. Whilst the collection rate as at the end of March 2021 is lower than that in March 2020 (98.29%), the value of council tax collected by the close of March 2021 (£93,262,698) is the highest collection value in the last 3 years, in cash terms, at £2.9m more than 2019/20, despite the detrimental effects of the pandemic.

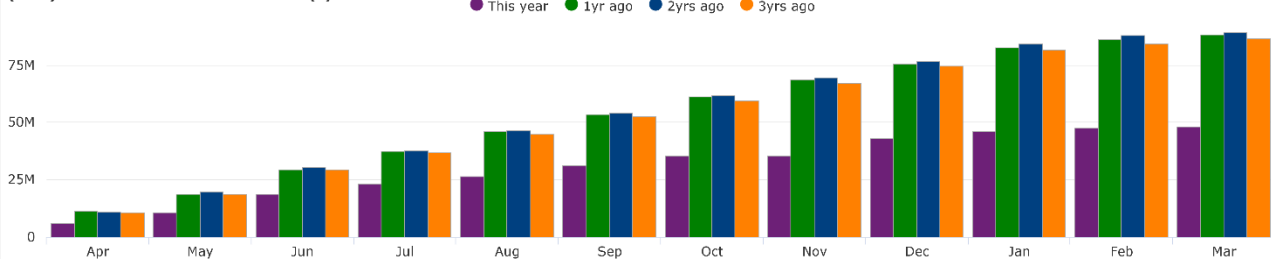
5.2 Business Rates

(RB:2) Percentage of Non Domestic Rates (Business Rates) Collected



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	12.00%	20.00%	31.00%	41.00%	49.00%	58.00%	66.70%	75.00%	83.50%	92.00%	95.00%	98.30%
YTD	10.70%	19.98%	35.08%	42.70%	48.92%	58.11%	67.10%	67.10%	83.15%	89.55%	92.65%	95.19%

(RB:2) Value of Business Rates collected (£)



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	£5,960,082	£10,831,149	£18,849,149	£22,994,146	£26,473,401	£31,139,042	£35,426,867	£35,426,867	£43,073,275	£46,027,620	£47,389,920	£47,988,775
1yr ago	£11,452,289	£18,555,526	£29,437,980	£37,492,968	£46,040,499	£53,432,610	£61,058,715	£68,381,347	£75,517,684	£82,587,499	£86,266,864	£88,061,488
2yrs ago	£11,146,018	£19,619,759	£30,343,993	£37,836,796	£46,310,680	£54,234,610	£61,716,466	£69,424,592	£76,564,581	£84,154,700	£87,802,121	£89,108,793
3yrs ago	£10,653,395	£18,843,339	£29,352,763	£36,793,897	£44,879,528	£52,436,633	£59,574,956	£67,013,530	£74,378,644	£81,433,589	£84,295,236	£86,554,000

Q4 Commentary

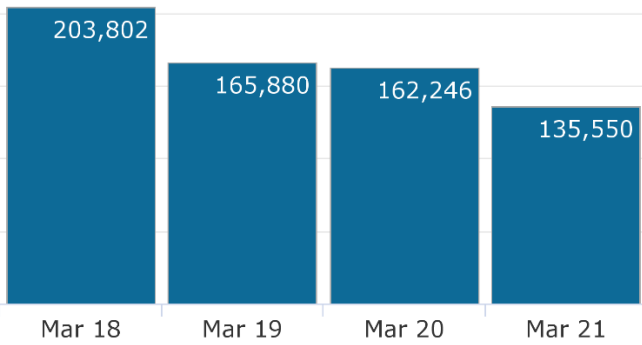
The year-end target for this measure is 98.30% profiled monthly. A red flag is raised if the year-end value is at/falls below 95.30%.

At the close of Q4 performance for this measure stands at 95.19% below the target (98.30%) by 3.11% outside the tolerance and less when compared to same period last year (98.23%). However, central government announced that, with effect from 1 April 2020, two new forms of Business Rates Relief would apply to qualifying Businesses i.e. Nursery Relief and Expanded Retail Relief. As a result, the net collectible debit has reduced significantly from £89.6m in 2019/20 to £50.4m in 2020/21. The collection rate reflects sums collected by businesses not entitled to these new forms of relief but nevertheless affected by the impact of the pandemic.

In addition, a variety of Grant schemes have been announced to cover both the initial lockdown and those announced since as well as the Tiered restrictions. Collection rates have been above target for the Q1 and Q2 period. However, with a second lockdown from 5-November-2020 to 2-December-2020 and a third lockdown from 8-January-2021, a number of businesses had to close which has affected collection rates significantly in the Q3 and Q4 period. As acknowledged in the Q3 performance report, the service has not been able to meet the targets due to the current challenges.

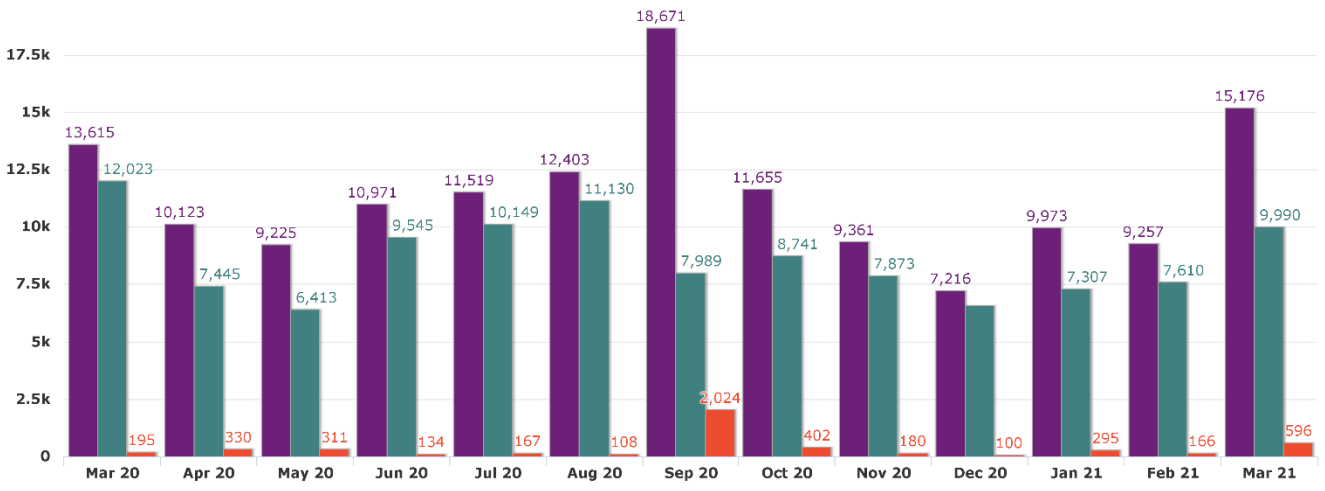
5.3 Customer contact centre calls

No. calls received: Annual Trends
(exc Optalis / exc calls abandoned in 0-5s)



Call Volumes: Monthly Trends (exc Optalis)

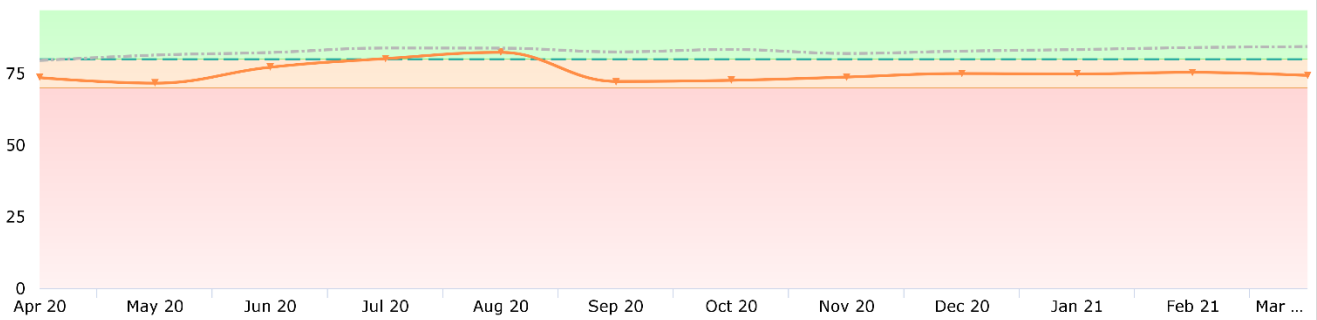
● (LRS:1c) No. calls received (exc calls abandoned in 0-5s) ● (LRS:1a) No. calls answered within 60secs ● (LRS:2a) No. calls abandoned (exc 0-5secs)



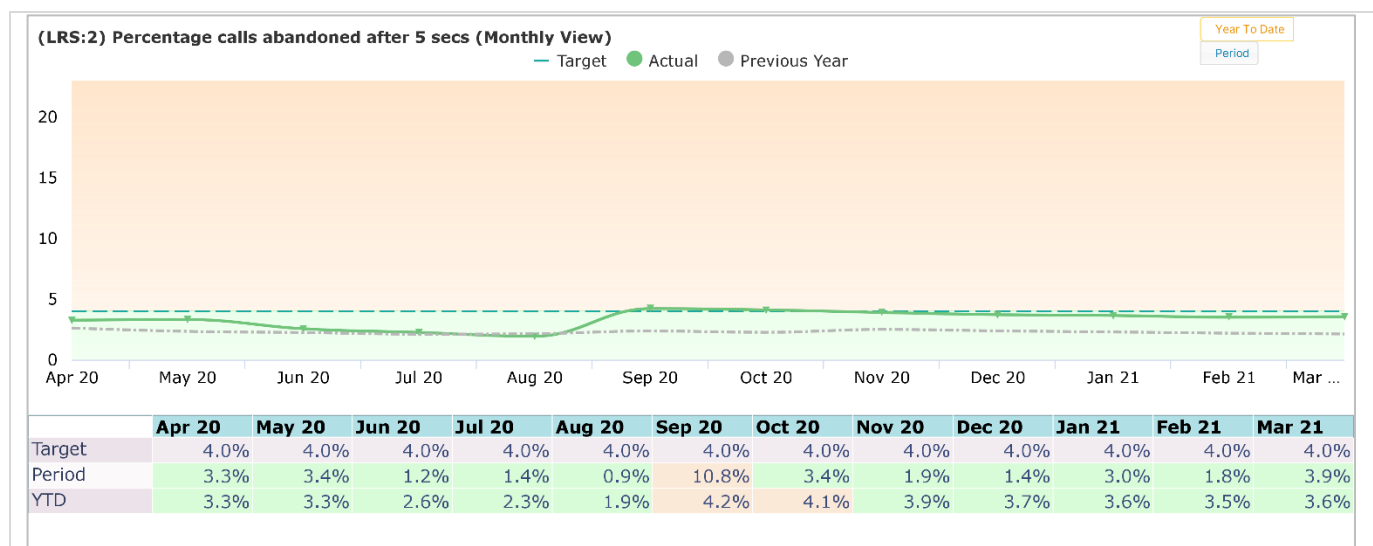
(LRS:1) Percentage calls answered within 60 secs (Monthly View)

— Target ● Actual ● Previous Year

Year To Date
Period



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%	80.0%
Period	73.5%	69.5%	87.0%	88.1%	89.7%	42.8%	75.0%	84.1%	91.0%	73.3%	82.2%	65.8%
YTD	73.5%	71.6%	77.2%	80.2%	82.4%	72.2%	72.6%	73.8%	75.0%	74.8%	75.4%	74.3%



Q4 Commentary

The monthly and year-end target for percentage calls answered within 60 seconds is 80%. A red flag is raised if percentage is at/falls below 70%. The monthly and year-end target for percentage calls abandoned (excluding calls abandoned within 0-5 seconds) is 4% and red flag is raised if percentage is at/exceeds 20%.

At the close of 2020/21 the total volume of calls to the contact centre was 135,550, a reduction of 16.5% from 2019/20 call volumes. This reduction is largely attributed to the availability of online services and information via the council’s website and also overall reductions in avoidable contact by addressing customers’ enquiries “right first time”. The service has answered 74.3% (100,759/135,550) calls within 60 seconds, just short of the 80% target though within tolerance for the measure. The service has met its target to have fewer than 4% of calls abandoned after 5 seconds, achieving 3.6% (4,813/135,550).

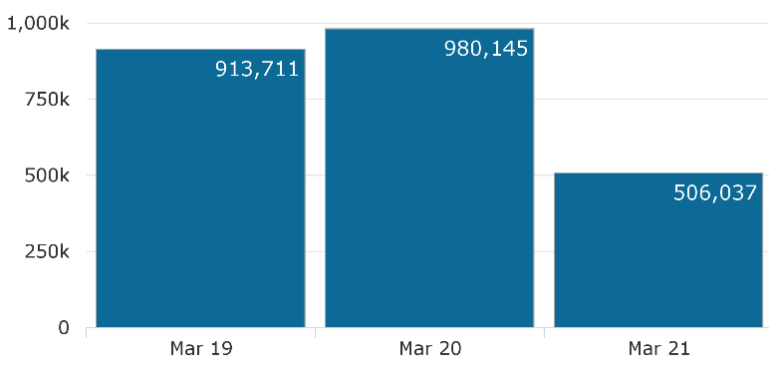
The service has faced a particularly challenging year. From the outset of the pandemic, call centre staff were engaged in setting up and training council staff in the use of new technologies to support engagement with local community groups and also local residents who may be shielded as a result of particular vulnerabilities to the virus. These efforts consequently impacted call centre performance in Q1, and May 2020 particularly. The service recovered and performed above target across June – August, however issues relating to the return to weekly waste collection in September prompted high volumes of incoming calls for that month (18,671) and call performance was consequently impacted with the percentage of calls answered within 60 seconds reaching a low of 42.8% and the percentage of calls abandoned after 5 seconds reaching a high of 10.8%. Call volumes peaked again in March 2021 (15,176) with an increased number of calls regarding council tax and benefits due to annual billing letters being sent out to residents, elections and school admissions with a corresponding impact on performance for that month for both metrics.

Throughout the year Contact Centre staff have continued to work from Covid-secure office-premises, and in March 2021 the service migrated to a new telephony system to enable staff to work from home. Whilst every effort has been made to recover performance for the year, the circumstances have been exceptional and this is reflected in the final annual outturn for both measures. Since its introduction the new telephony system is embedding well and allows full integration of different contact methods – including webchat, email and social media – therefore streamlining the Call Centre and ensuring customers are dealt with in a uniform way regardless of whichever contact option they choose.

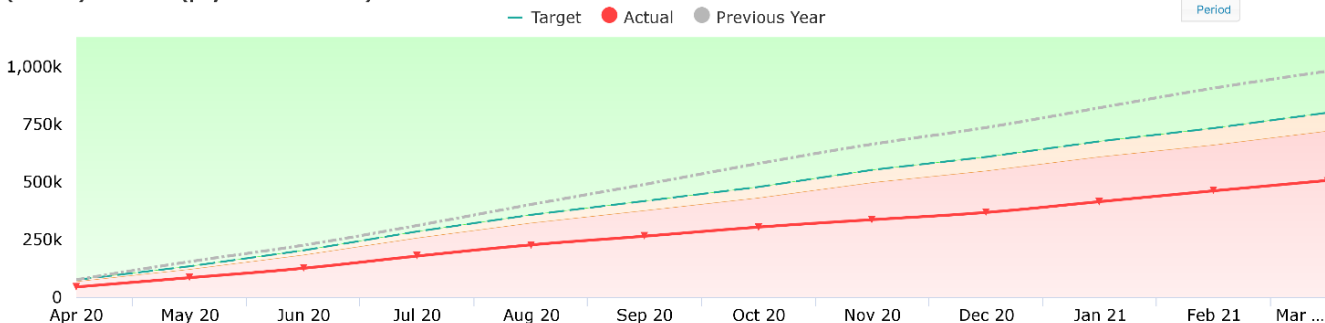
5.4 Library visits

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

Annual totals

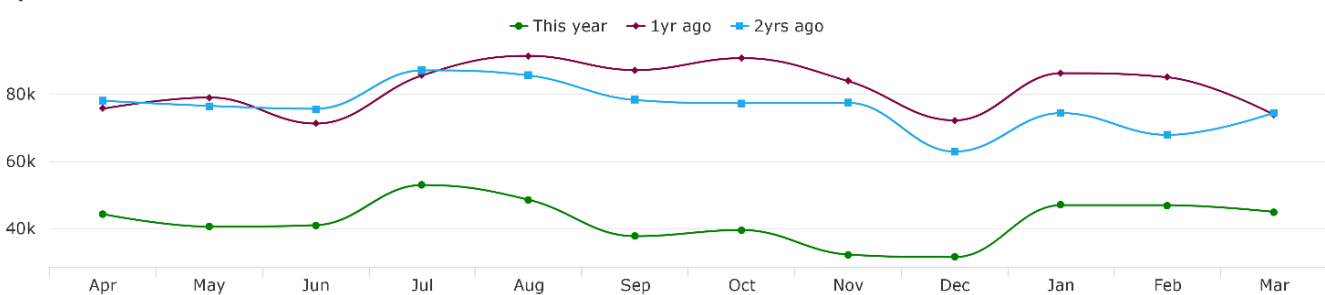


(LRS:10) No. visits (physical and virtual) to libraries



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Period Target	75,000	59,000	69,000	82,000	72,000	60,000	61,000	74,000	56,000	68,000	57,000	67,000
Period	44,183	40,470	40,906	52,830	48,436	37,632	39,453	32,172	31,417	46,848	46,845	44,845
YTD Target	75,000	134,000	203,000	285,000	357,000	417,000	478,000	552,000	608,000	676,000	733,000	800,000
YTD	44,183	84,653	125,559	178,389	226,825	264,457	303,910	336,082	367,499	414,347	461,192	506,037

3yr Trends: No. visits to libraries



	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
This year	44,183	40,470	40,906	52,830	48,436	37,632	39,453	32,172	31,417	46,848	46,845	44,845
1yr ago	75,534	78,869	71,109	85,451	91,244	87,001	90,558	83,696	72,070	86,076	84,848	73,689
2yrs ago	77,880	76,371	75,510	86,913	85,406	78,106	77,164	77,267	62,777	74,228	67,739	74,350

Q4 Commentary

The year-end target for this measure is 800,000 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target.

The service made an early decision to retain its 2019/20 targets for the year, an ambition by which to drive its continual improvement and innovation in adapting its service-delivery model to ensure the continuing availability of its resources to the public throughout lockdowns.

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. Expansion of the

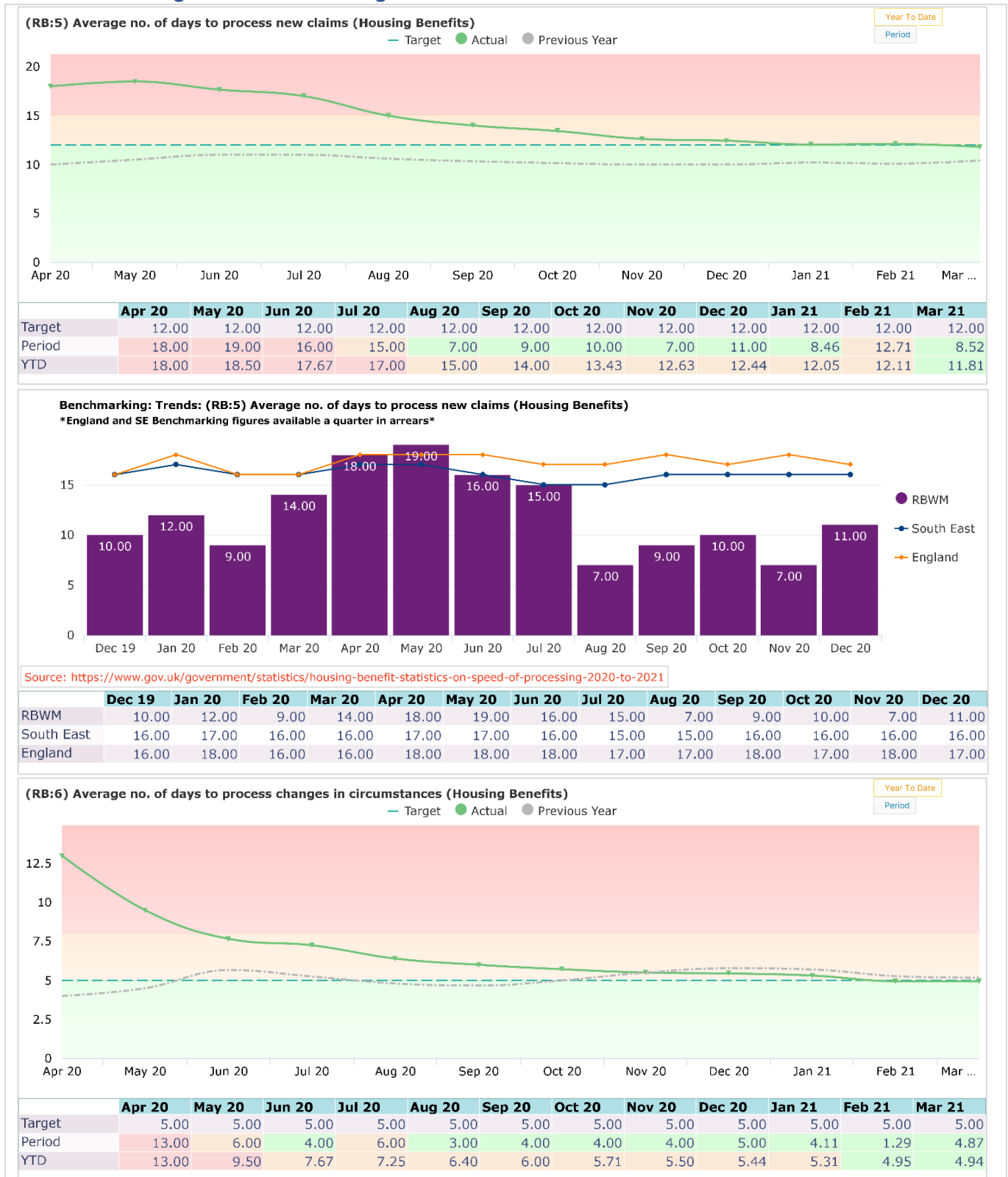
digital offer has included: launch of a video-streaming service (Kanopy), online video tutorials (Niche Academy), academic journals and research papers (Access to Research), online university courses (Future Learn), free courses on basis IT skills (Learn my Way), and Encyclopaedia Britannica. The e-book offer has also been increased and extensive video, music, newspaper and magazine collections made available.

The Summer Reading Challenge gave school children the opportunity to have a zoom chat to authors every week to increase participation in the reading challenge, and a new online reading challenge for adults was also introduced. Over the Christmas period a variety of online activities were hosted on the library Facebook page, including story time, rhyme time and craft activities.

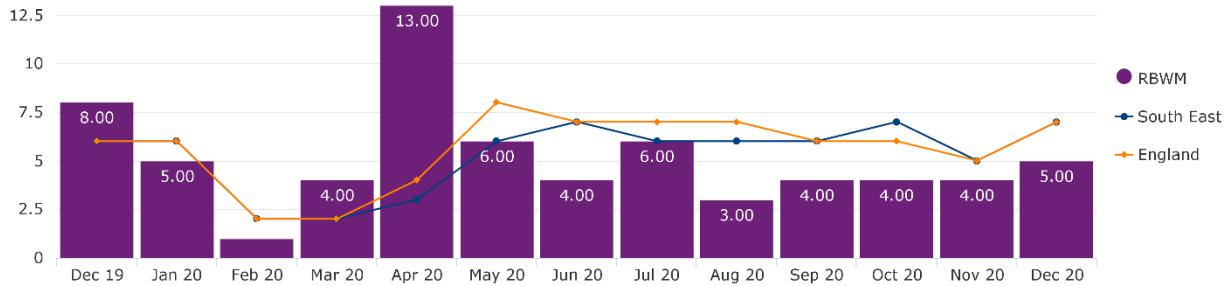
The introduction of “click and collect” and “click and deliver” services has maintained a physical link between the service and communities throughout the year. The re-opening of libraries in a Covid-secure way when permitted under central government guidance has been a logistical challenge for the service but has been delivered successfully to appropriately balance access to services (e.g. PC access) whilst protecting the health and wellbeing of residents and staff.

The end of year position shows that total visits in 2020/21 (506,037) comprises 51.6% of 2019/20 visits (980,145). Whilst the target set for the year (800,000) has not been achieved, the circumstances have been exceptional and it is most encouraging that all innovations to date have ensured that 2020/21 monthly trends follow trend-lines of previous years, albeit at lower volumes.

5.5 Processing times for housing benefits



Benchmarking: Trends: (RB:6) Average no. of days to process changes in circumstances (Housing Benefits)
 England and SE Benchmarking figures available a quarter in arrears



Source: <https://www.gov.uk/government/statistics/housing-benefit-statistics-on-speed-of-processing-2020-to-2021>

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

Q4 Commentary

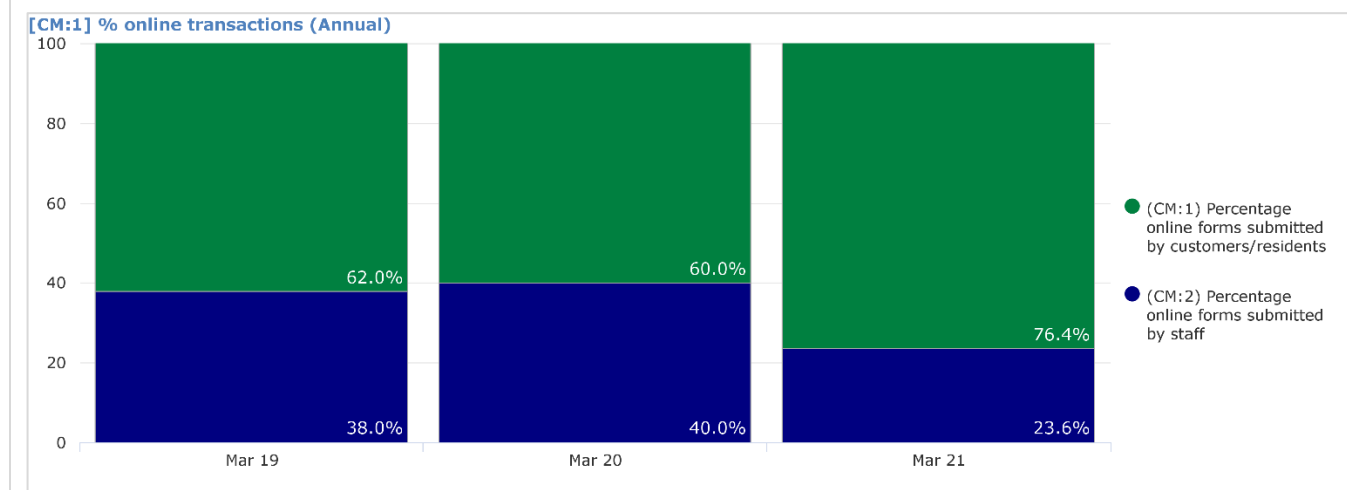
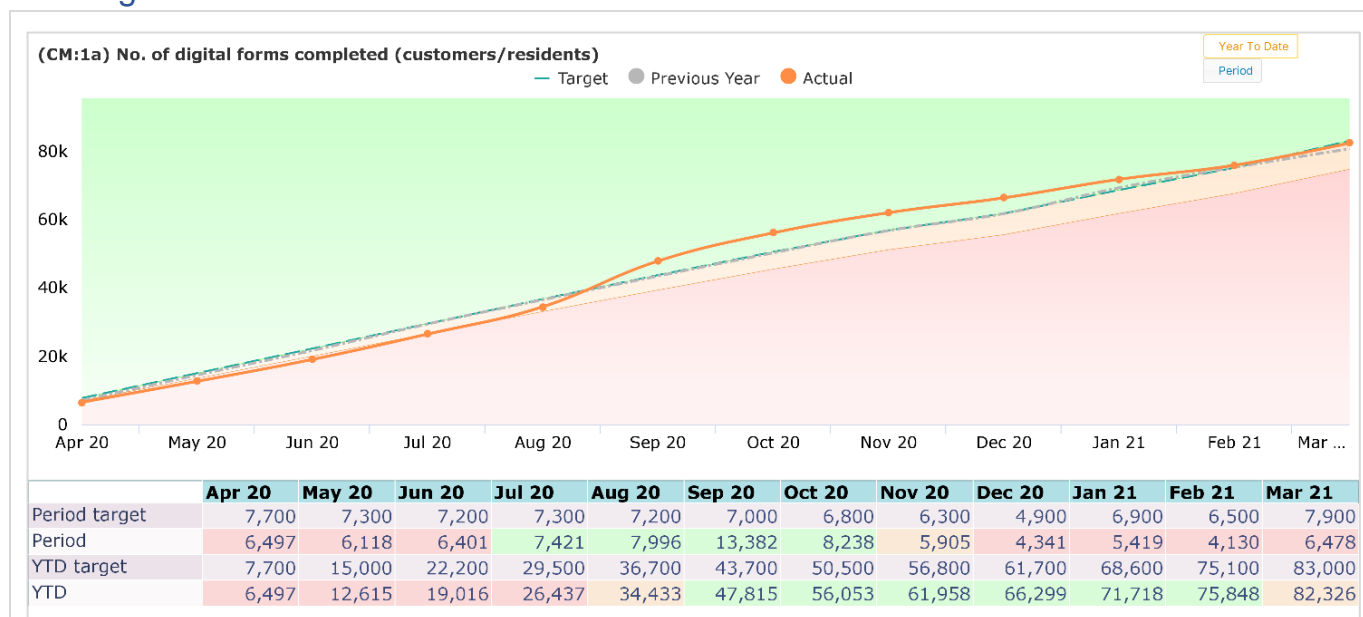
Please note that Q3 figures for both measures have been updated following the official data-release by the Department for Work and Pensions. The Q3 YTD figure for RB:5 has been updated from 12.41 (amber) to 12.44 (amber). The Q3 YTD figure for RB:6 has been updated from 5.54 (amber) to 5.44 (amber).

Based on internal reports, at the close of Q4 the year-to-date performance of both measures is above target (11.81 days for new claims, 4.94 days for changes in circumstances). There has been an unprecedented demand for services as a result of the Covid-19 pandemic however service staff worked to meet the challenges of this increased demand whilst adapting to new remote working arrangements. It is noteworthy that the monthly performance has improved since Q1 for both measures and has been exceeding targets since August 2020 with the exception of February 2020 for processing new claims.

Available benchmarking data up to the end of December 2020 (please note that South East and England benchmarking figures are available a quarter in arrears) for both processing new claims (RB:5) and change in circumstances (RB:6) shows RBWM's performance to be improving from the Q1 position and better than reported figures for the South East and England across Q2 and Q3.

5. Transformation

5.1. Digital Customer Interactions



Q4 Commentary

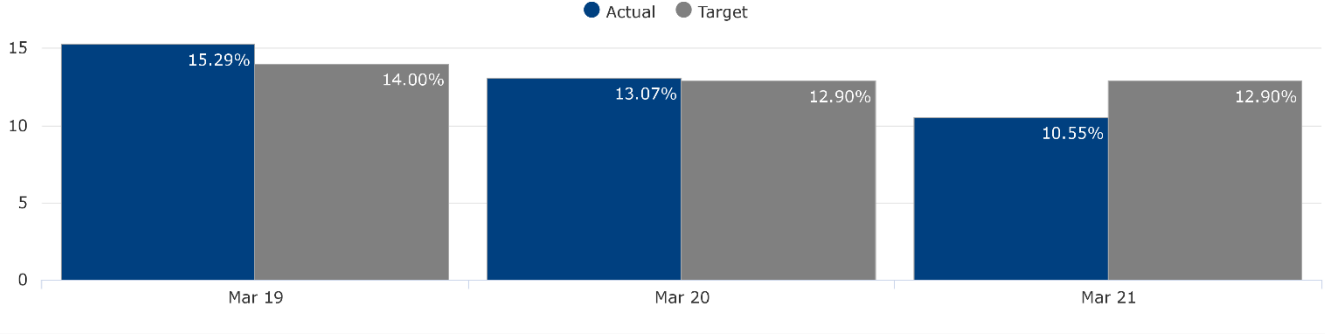
Please note the Digital Development function which tracks this metric was relocated from the Communications and Marketing Service to the Transformation Service from February 2021. The service tracks the volume of digital forms submitted through the council's website. A distinction is made between whether the form was completed by a staff-user or a customer/resident for the purposes of monitoring the take-up of digital self-service across our customers/residents. The year-end target for the volume of digital forms submitted by customers/residents is 83,000 profiled monthly, and a red flag is raised if the value is at/falls below 10% of the target.

At the close of the year, 82,326 digital forms have been submitted by customers/residents, just short of target (83,000) by 674 and within tolerance for the metric. This means that 76.4% (82,326/107,803) of all digital forms have been submitted by customers/residents, an increase on 2019/20 (60%, 80,652/134,469). Whilst the pandemic has necessitated a greater reliance on digital channels, when we consider the reduction in incoming calls to the customer contact centre (see section 5.3 of this report) it can be inferred that digital self-service options are accessible and successfully sign-posted.

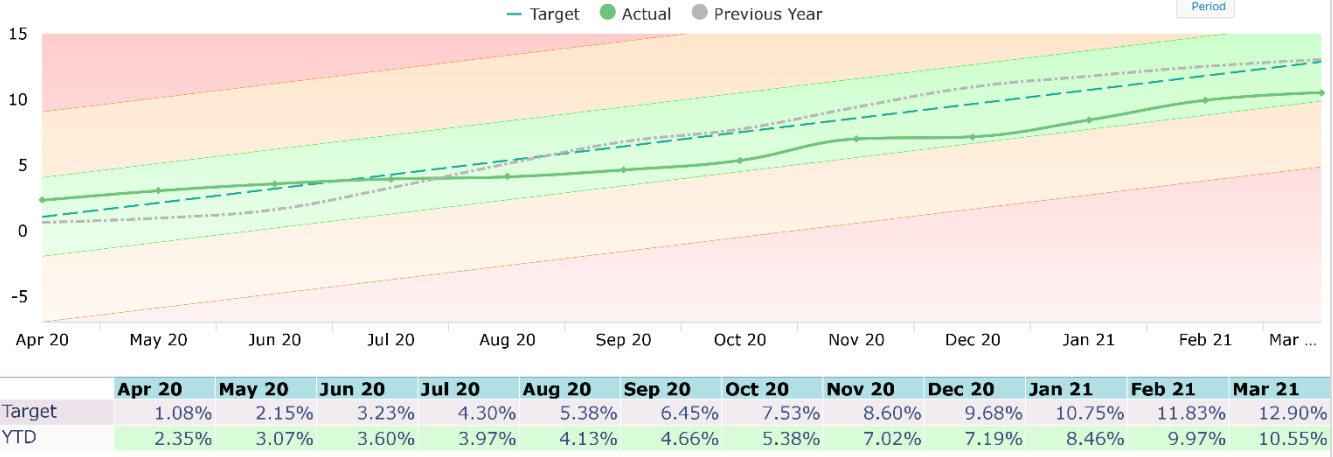
6. Royal Borough of Windsor and Maidenhead

6.1 Voluntary turnover

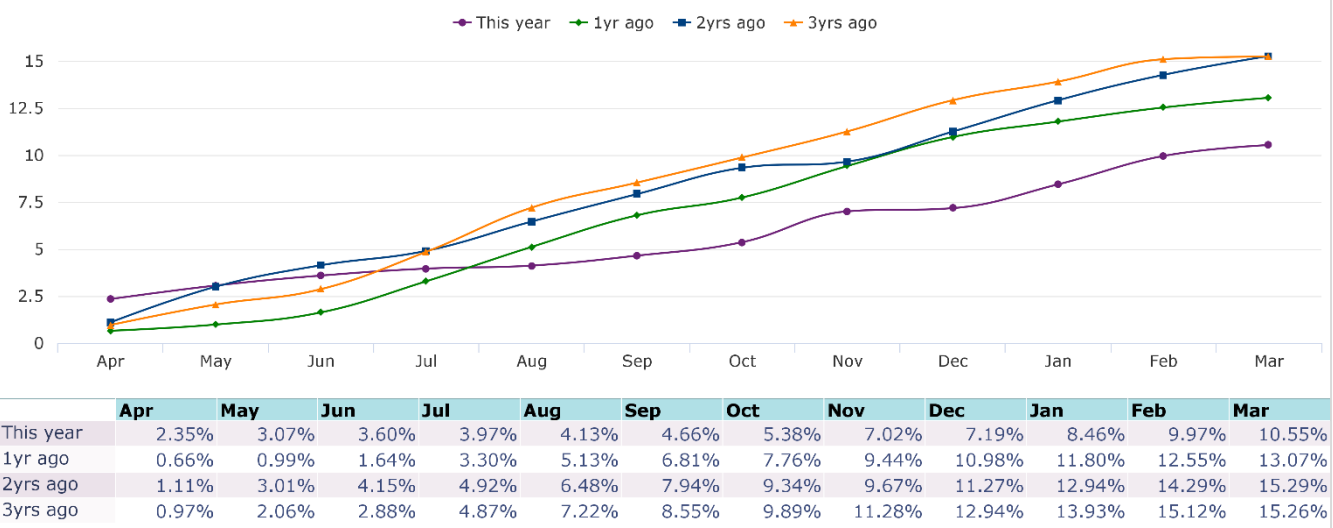
Percentage voluntary turnover (YTD): Annual comparison



(RBWM:P1) Percentage voluntary turnover (YTD)



Percentage voluntary turnover (YTD): 4yr Trends



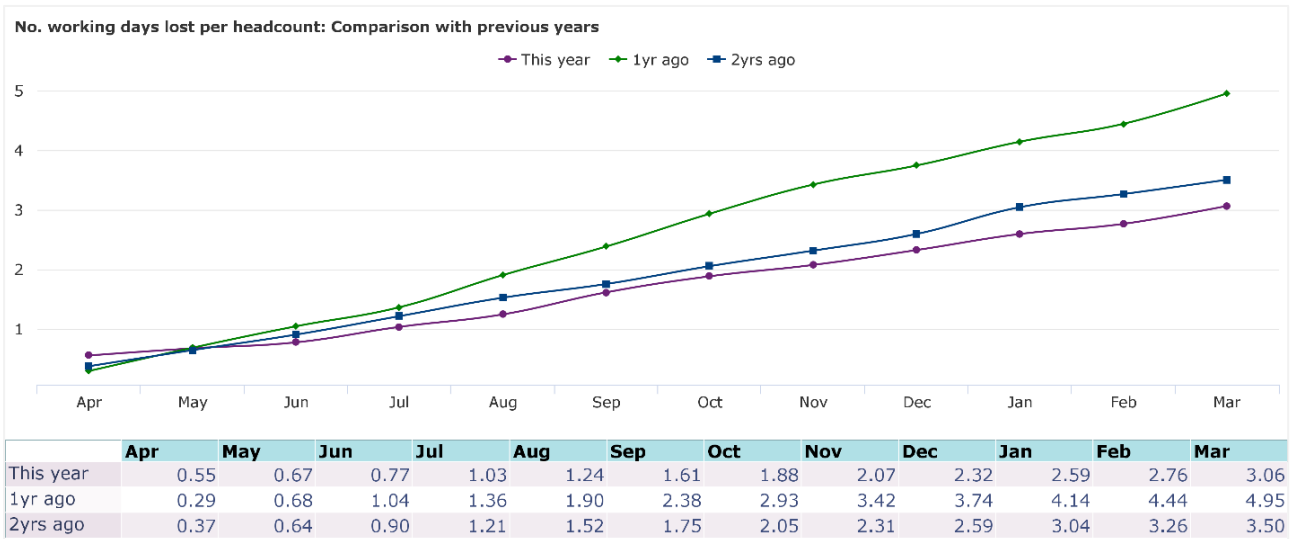
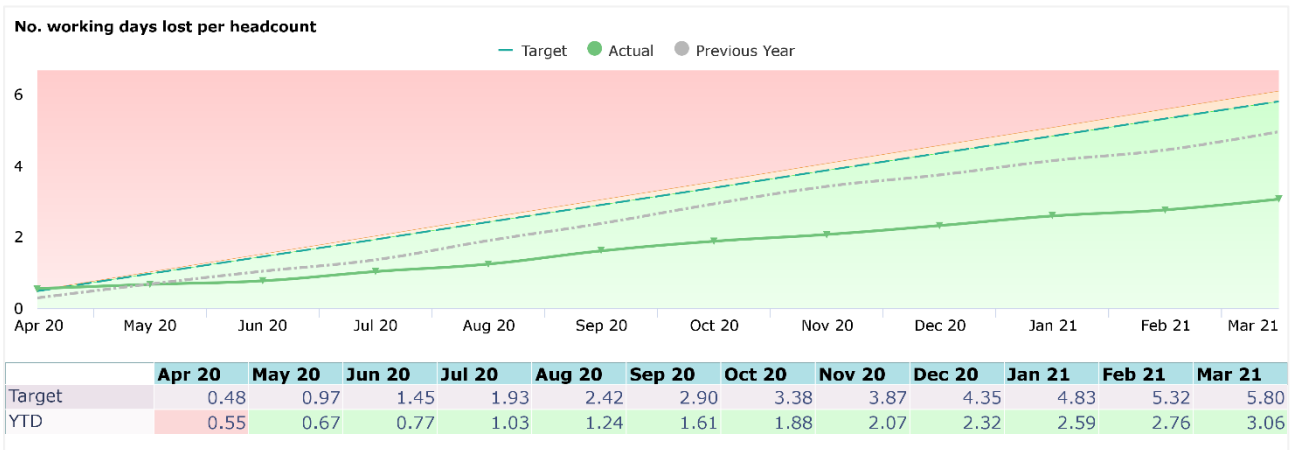
Q4 Commentary

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

At the end of Q4 2020-21, the year-to-date percentage voluntary turnover is 10.55% and tracks consistently within the profiled tolerance thresholds. A comparison with the previous year shows a reduction in voluntary turnover which is attributed to the pandemic where there has been uncertainty and staff were more reluctant to move to new jobs.

7. Business Intelligence: RBWM Sickness Absence

7.1 Reporting of sickness absence is based on working days lost per headcount. At the close of Q4 working days lost due to sickness per headcount is 3.06 and within target of 5.80. Comparison with last two years shows working days lost per headcount to be lesser this year, which could be attributed to staff working from home due to Covid restrictions. In the past staff may have needed to take sick leave however the increased flexibility means that they may be able to continue working from home if they are well enough to do so.



8. Staff Survey

- 8.1 A Staff Survey was conducted in November 2020, comprising of 46 questions across 7 categories. There was a 69% response rate, an increase of 17% on the previous staff survey in 2018 (52%). The survey included optional questions relating to respondents' gender, ethnicity, length of service and role to analyse if these factors changed the perception or staff experience at the council.
- 8.2 Results were shared with all staff via an online all-staff meeting on 21 January 2021. Directorates and services have since regrouped to analyse their areas of strength and weakness which will be incorporated into the people activity tracker that will support the delivery of wider people strategy.
- 8.3 Key results from the survey include:
- 87% of respondents agree or strongly agree that they make a valuable contribution to the success of the council
 - 73% of respondents agree or strongly agree that their work gives them a sense of personal satisfaction.
 - 81% felt that the council supports their wellbeing at work. This could be attributed to the council's wellbeing initiatives launched within the last year.
 - High levels of satisfaction with the support received from managers, as evidenced from 10/11 questions where more than 60% agree or strongly agree with the questions (agree/strongly agree had a positive outcome for the questions)
 - There was some reported dissatisfaction in terms of pay and benefits (36% unhappy) and feeling that great service is rewarded (35% disagree/strongly disagree). This has been looked into and may have been somewhat addressed by a 2% pay award in April 2021 alleviating immediate concerns.
 - There was dissatisfaction in terms of work-related stress which was heightened during the Covid-19 pandemic (40% of staff rated themselves 7-10 on a 10 point scale with regards to all stress); work related stress was only one component coupled with external factors such as uncertainty within the current climate. The council has engaged more mental health first aiders for staff to reach out to, launched a fortnightly wellbeing e-newsletter sharing advice, tips and some useful links to help navigate the ever-changing situation.

9. Equality, Diversity and Inclusion Network

- 9.1 The staff-led Equality, Diversity, and Inclusion Network launched a survey in March 2021 to gain specific insights into perceptions of equality, diversity, and inclusion within the council. The results are presently being analysed.

Report Title:	2020/21 End of Year Employee Workforce Profile Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Cabinet Member for Corporate and Resident Services, Culture and Heritage and Windsor
Meeting and Date:	Corporate Overview and Scrutiny, 22 June 2021
Responsible Officer(s):	Adele Taylor, Director of Resources and S151 officer Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	All

www.rbwm.gov.uk



REPORT SUMMARY

1. *The Workforce Profile 2020-21 provides an annual summary of the profile of the workforce for the Royal Borough of Windsor and Maidenhead (RBWM) by its protected characteristics as defined under the Equality Act 2010.*
2. *All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its direct employee workforce on an annual basis.*

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Receives future reports which will take into account the Census 2021 detail when published.**

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

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report. This is the recommended option	This will support continuing monitoring of the Council's workforce profile against protected characteristics as defined by the Equality Act 2010 and focus on areas to improve.
Reject the recommendations in the report.	Many aspects of the workforce profile must be published annually.

- 2.1 All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its direct employee workforce on an annual basis. This data forms part of the evidence base that the council can use to ensure its employment practices and services are free from discrimination and prejudice, and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:
 - Monitor the profile of their workforce by the protected characteristics
 - Publish the relevant data on a regular basis (annually)
 - Identify any negative trends or issues and take any necessary action to address these.

- 2.2 The report, in Appendix A, is published annually on the RBWM website and will continue to evolve to encompass more information, benchmarking and data where it becomes available, such as the results of the Census 2021. For 2020-21 it covers an overview of establishment which includes: headcount and full time equivalents, salary grades, length of service, voluntary turnover, part time working and starters and leavers. The equality and diversity sections report on the nine protected characteristics of age, disability, ethnicity, sex, gender reassignment, marriage and civil partnership, pregnancy and maternity, religion or belief and sexual orientation.

- 2.3 A year-on-year comparison with 2019-20 is detailed where appropriate and benchmarking data is also included where available.

- 2.4 The report highlights areas for focus such as no ethnicity and part-time working at senior levels, as well as positive results such as the improved attraction and retention in ethnicity and disability. The final section of the report includes commitments to improve, which are linked through the people strategy and delivered through the people activity plan.

3. KEY IMPLICATIONS

- 3.1 Having as much data as possible from our workforce is vital to the integrity of the workforce profile. Completion of protected characteristics for existing employees has only been in place for two years but there are a number of employees who chose ‘prefer not to say’ as a response to some questions. Whilst this is acceptable, it would be preferable that employees felt comfortable enough to answer the question fully.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Employees feel comfortable sharing personal data with ‘prefer not to say	Prefer not to say responses remain as currently.	Prefer not to say responses are equal to Census.	Prefer not to say responses are less than Census.		31 March 2022

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
responses' reduced to in line with the Census.					

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
Without monitoring and positive action, workforce is not diverse or does not feel inclusive to all employees.	HIGH	Monitor workforce profile throughout the year and use proactively to address any issues/areas of concern.	LOW

7. POTENTIAL IMPACTS

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

8. CONSULTATION

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to 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
22 June 2021	Report presented at Corporate Overview and Scrutiny Panel
By end June 2021	Report published on RBWM website.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Workforce Profile 2020-21

11. BACKGROUND DOCUMENTS

11.1 This report has no background documents.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
Cllr S Rayner	Cabinet Member for Corporate and Resident Services, Culture and Heritage and Windsor	14.06.21	14.06.21
Duncan Sharkey	Chief Executive	14.06.21	14.06.21
Adele Taylor	Executive Director of Resources/S151 Officer	14.06.21	14.06.21
Andrew Durrant	Executive Director of Place	14.06.21	14.06.21
Kevin McDaniel	Executive Director of Children's Services	14.06.21	14.06.21
Hilary Hall	Executive Director of Adults, Health and Housing	14.06.21	14.06.21
Andrew Vallance	Head of Finance	14.06.21	
Elaine Browne	Head of Law	14.06.21	
Nikki Craig	Head of HR, Corporate Projects and IT	14.06.21	14.06.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	14.06.21	
Louisa Dean	Communications	14.06.21	
Karen Shepherd	Head of Governance	14.06.21	14.06.21

REPORT HISTORY

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

Report Author: Vanessa Faulkner, Service Lead – People Services

Royal Borough of Windsor and Maidenhead Workforce Profile 2020-21

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1. Introduction

- 1.1 The purpose of this report is to provide an annual summary of the profile of the workforce for the Royal Borough of Windsor and Maidenhead (RBWM) by its protected characteristics as defined under the Equality Act 2010.
- 1.2 All public sector employers, including local authorities, have a statutory duty under the Equality Act (2010) to publish the equality profile data it holds for its direct employee workforce on an annual basis. This data forms part of the evidence base that the council can use to ensure its employment practices and services are free from discrimination and prejudice, and fulfil the core statutory duty placed on all public sector employers, including local authorities, to:
 - Monitor the profile of their workforce by the protected characteristics
 - Publish the relevant data on a regular basis (annually)
 - Identify any negative trends or issues and take any necessary action to address these.
- 1.3 The information in this document is based on headcount and full time equivalent (FTE) permanent or fixed-term employees. It excludes employees based in schools, casual staff and vacancies. The data refers to employees as at 31 March 2021, with some key information by Directorate also included where appropriate and relevant.
- 1.4 This report is published annually and will evolve over time to encompass more information and benchmarking where it becomes available and is appropriate to do so.

Council's statistical information

- 1.5 As a major local and influential employer, it is important to work towards a situation where the council's workforce as a minimum broadly reflects the makeup of the local community it serves, but as an aspiration is fully inclusive and reflective at all levels of the organisation.
- 1.6 The council collects a range of statistics on applicants and current employees to support the organisation's intelligence capability in relation to protected characteristics data. The data is collected by way of self-declared returns from employees and candidates. Whilst this information is requested, employees and candidates may select "prefer not to say" in relation to any question except for gender which informs reporting requirements of HMRC.
- 1.7 The council has a legal requirement to report its Gender Pay Gap, and this is the subject to a separate more detailed report published annually.
- 1.8 In April 2021 the Managing Director job title and Directorate changed to Chief Executive. This change will be reflected on the next Workforce Profile.

2. Establishment Overview

2.1 Headcount and FTE

- 2.1.1. At the 31 March 2021 the establishment is 548 headcount, a decrease on 603 (-55) in 2019/20. The FTE is 480.83, a decrease on 519.25 (-38.42) in 2019/20. Figure 1 sets out this annual comparison. This significant decrease was as a result of 35 employees in the Sensory Consortium team transferring to Achieving for Children.
- 2.1.2. The workforce is organised into Directorates, each encompassing a range of services. In 2020/21 the organisation structure changed with effect from 1 February with the addition of a new Governance, Law and Strategy directorate and some services moving across other directorates. A new full-time Monitoring Officer has been appointed to bolster the governance capability of the Council and lead the Governance, Law and Strategy service. Figure 2 sets out the Headcount and FTE by directorate.
- 2.1.3. Whilst the total headcount of the council is 548, one member of staff fulfils dual roles in two directorates, so any representation by directorate will have a total headcount of 549.

Figure 1 RBWM: Annual comparison of Headcount and FTE

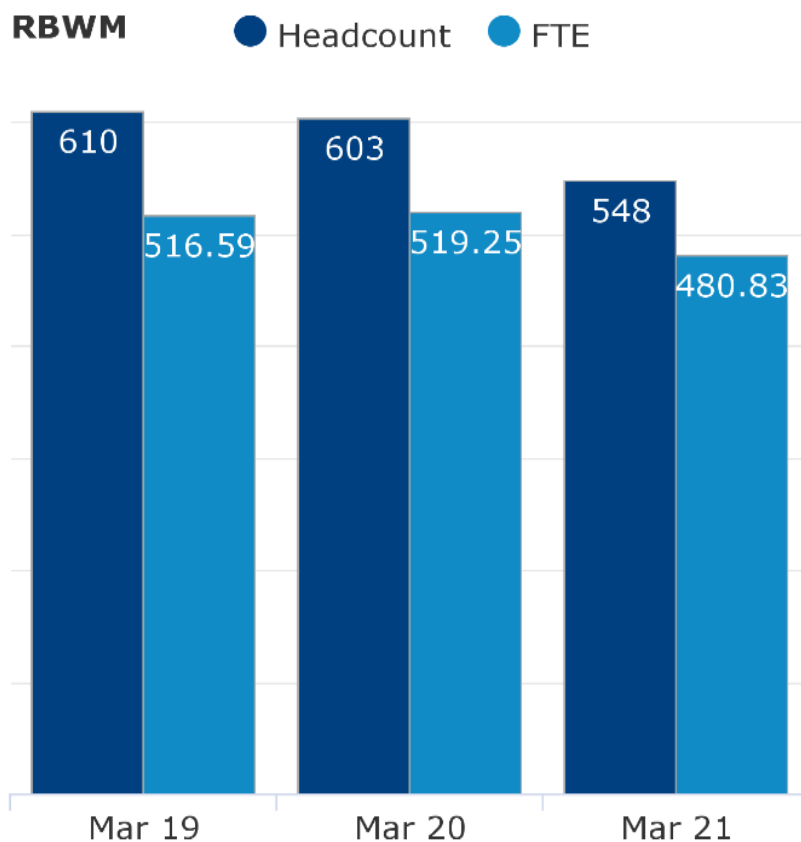
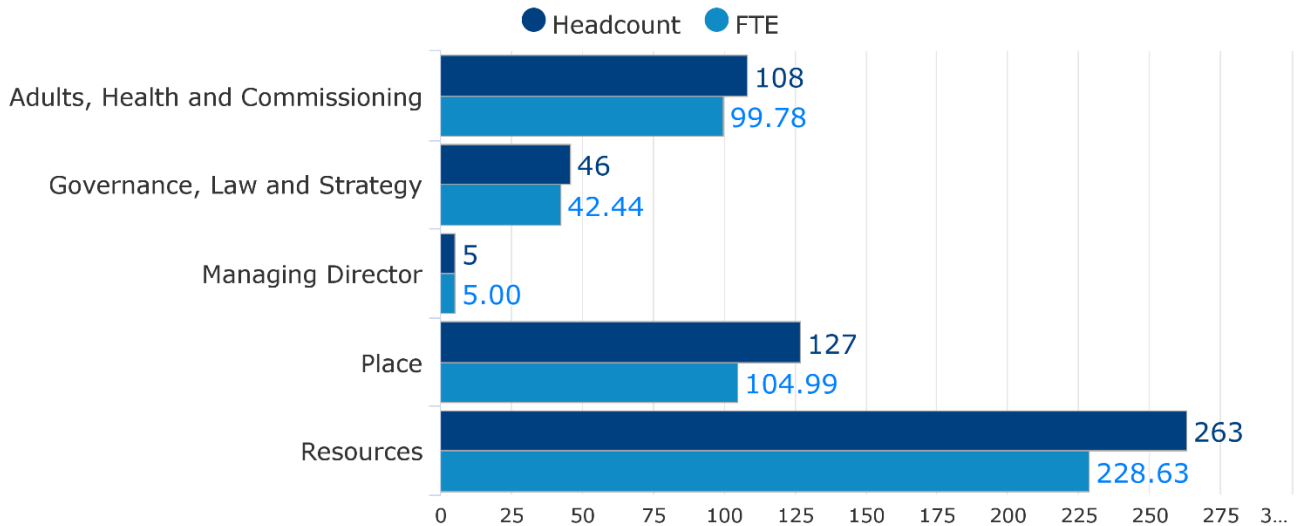


Figure 2 Headcount and FTE by directorates

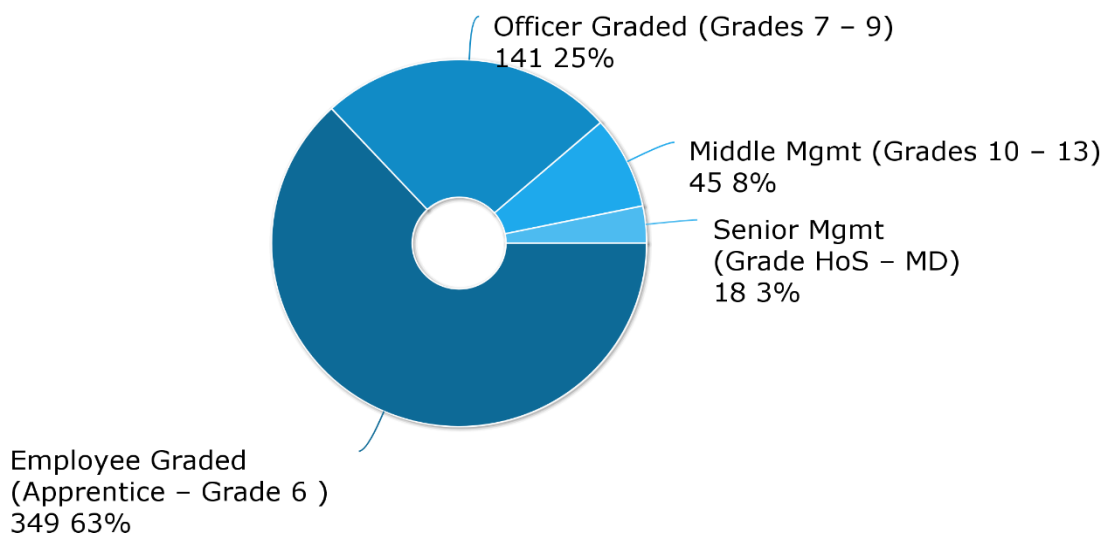


2.2 Grade Bandings

2.2.1 The council has a pay grading system encompassing grades from Apprentice to Managing Director. Grades have been grouped into four key grade-bands. Whilst the total headcount for the organisation is 548, there are 5 employees fulfilling more than one role (for example within Libraries there are 2 employees who each work in 2 completely different roles and will therefore be counted twice), therefore any representation of headcount per grade-band (i.e. the total number of roles in RBWM) will total 553.

2.2.2 Figure 3 sets out the proportion of the workforce by grade-band. The RBWM salary bandings as at March 2021 are detailed in Appendix A.

Figure 3 Workforce by grade



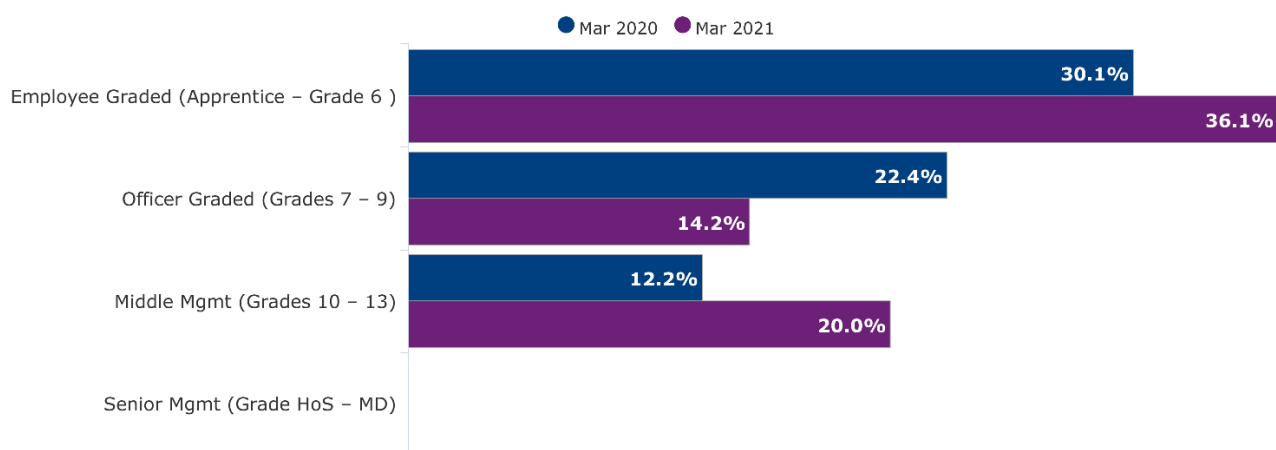
2.3 Part time Employees

2.3.1 The council delivers a range of measures to improve opportunities for those who wish to combine work with family or caring responsibilities or work/life balance, including a flexi-time scheme, part-time working, term-time only

working, nine-day fortnights, remote working and flexible retirement. The Employee Wellbeing Plan and additional paid leave for employees who are Foster Carers also supports employees with caring responsibilities. Support for families with military connections is also provided, as detailed on the RBWM website under [Armed Forces support](#).

- 2.3.2 Across all grade-bands 72% are full-time employees and 28% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 75.4% of local employees are full-time and 24.6% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 20)
- 2.3.3 Figure 4 shows the breakdown of part-time employees by grade-band comparing them with previous year. The Employee (Apprentice-Grade 6) grade-band encompasses the highest proportion of part-time employees (36.1%) compared to other grade-bands.
- 2.3.4 In comparison to 2019/20 there is an increase in the uptake of part-time working options in employee and middle management grades, this may have been impacted by the Covid pandemic, more working from home and consideration of work life balance. However there has been a decrease in the officer grade and there are no part time employees in the senior management grade. (*Figure 4*).
- 2.3.5 The council stated in the 2021 Gender Pay Gap document, that it will continue to promote flexible working arrangements for all employees.

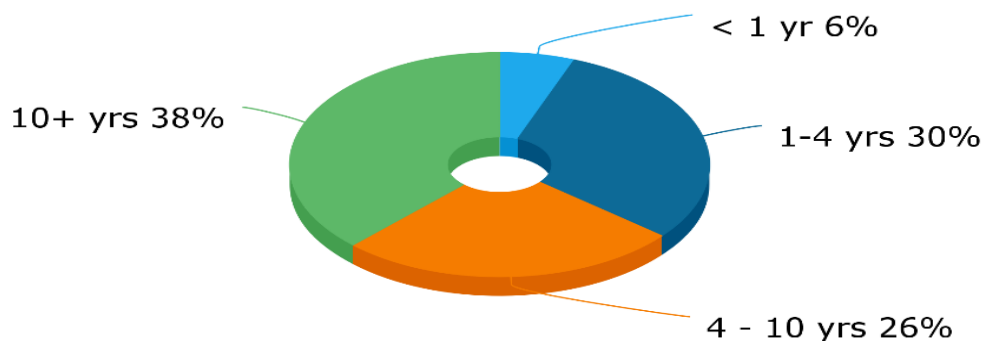
Figure 4 Part-time employees: Percentage by grade: Comparison with previous year



2.4 Length of service

- 2.4.1 Ensuring that all staff thrive and reach their full potential coupled with feeling valued and respected has been at the core of the council's new values. Figure 5 shows that the highest proportion of employees (38%) have been in the council for more than 10 years. Nearly two-thirds (64%) of the council staff have been working for more than 4 years, which demonstrates positive staff retention.

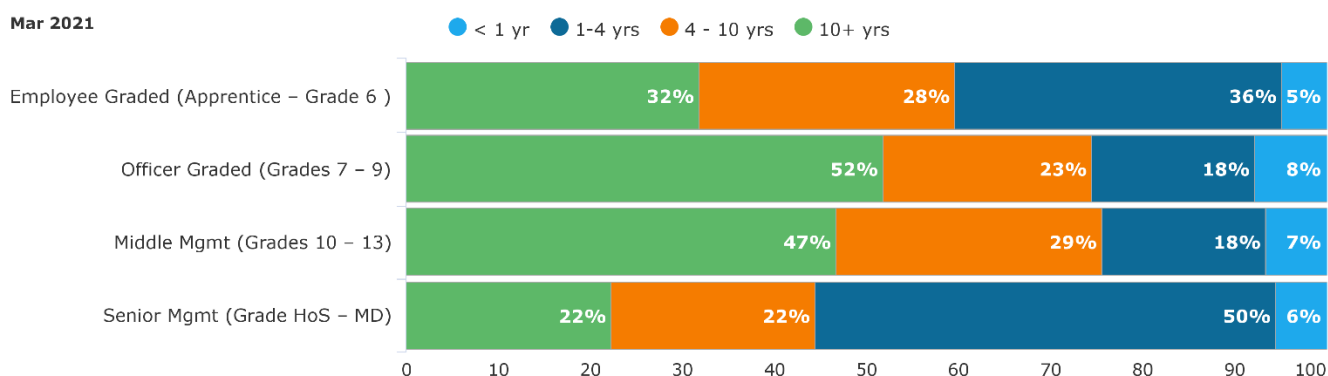
Figure 5 Workforce Profile by length of service



2.4.2 The stability index (percentage of employees with 12 or more months' service) is 94.2%

2.4.3 Figure 6 shows a fair distribution of staff's length of service across various grade bands depicting a healthy mix of experience and new starters.

Figure 6 Length of service by grade

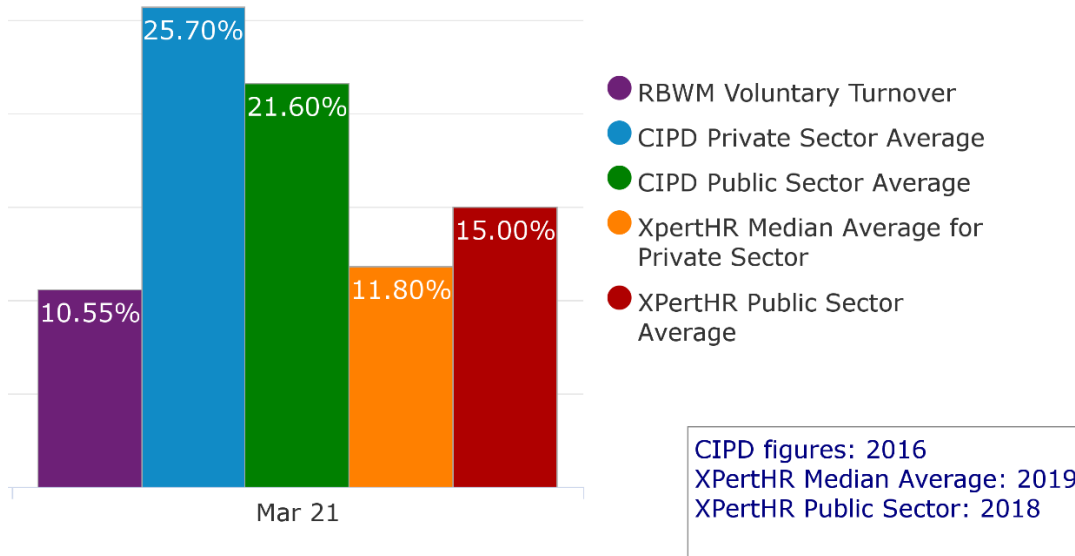


2.5 Voluntary Turnover

2.5.1 RBWM voluntary turnover includes those who choose to resign or retire and excludes leavers whose contracts have been ended by reason of redundancy, end of fixed-term contracts or other dismissals. Nationally, turnover is calculated by dividing the number of voluntary leavers by the average headcount (headcount at start and end of period/2).

2.5.2 In 2020/21 voluntary turnover was 10.55%, a reduction on 2019/20 (13.07%) by 2.55%. The Local Government Association median rate is 13.4% (2017/18) and the CIPD median rate of labour turnover is 16% (2019). Figure 7 shows RBWM voluntary turnover compared to the public and private sectors.

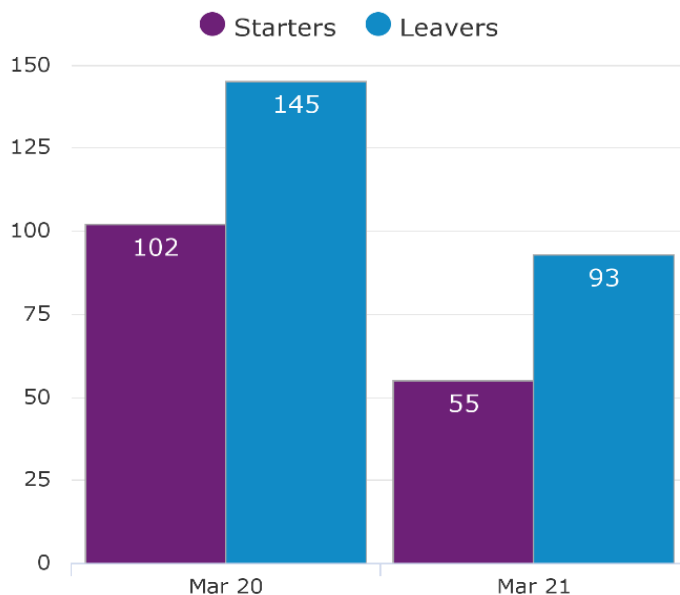
Figure 7 RBWM Percentage Voluntary Turnover



2.6 Starters and Leavers

2.6.1 2020/21 saw a total of 55 starters (102 starters 2019/20) and 93 leavers (145 leavers 2019/20, which includes 35 that were TUPE transferred to AfC) (Figure 8). The average length of service for leavers is 6 years. Comparing the current figures with the previous year, it can be said that recruitment has slowed down and staff movement fairly static, all of which attributable to the current pandemic and budgetary constraints.

Figure 8 Starters and Leavers Headcount



2.6.2 Table 1 compares starters and leaves by disability, Ethnicity (Black, Asian or from a minority ethnic group) and female employees. These figures would suggest that the council are attracting a more diverse workforce (in terms of ethnicity and disability) and retaining them. Additional information can be found in sections 3.2, 3.3 and 3.4.

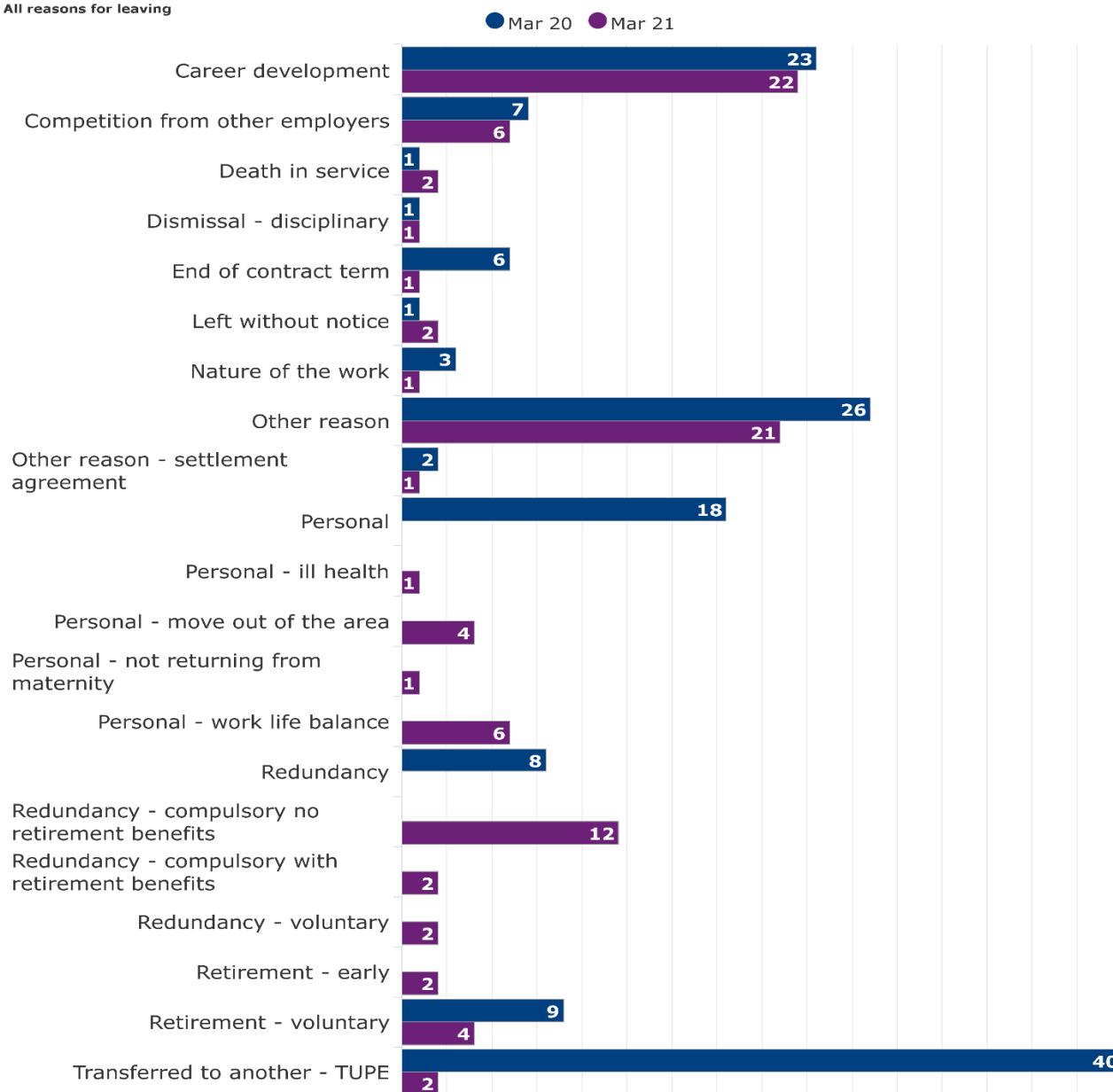
Table 1: Comparison of starters and leavers profile: 2020-21

	Starters	Leavers
Declare themselves disabled	5.5%	3.2%
Ethnicity (Declare themselves Black, Asian or from a minority ethnic group)	27.3%	14.0%
Female	60%	67.7%

- 2.6.3 Figure 9 compares reasons for leaving with previous year. The top three reasons for leaving in 2020/21 were: Career development (40%, 22/55), Other reasons* (38%, 21/55) and redundancy (21.8%, 12/55). *The use of Other as an option in reasons for leaving needs to be reviewed as it does not give the opportunity for the council to learn as an employer.
- 2.6.4 The people activity plan will be looking at ways to address staff leaving due to career development and provide more learning and development opportunities for growth in future roles.

Figure 9 Reasons for leaving

All reasons for leaving



3 Equality and Diversity

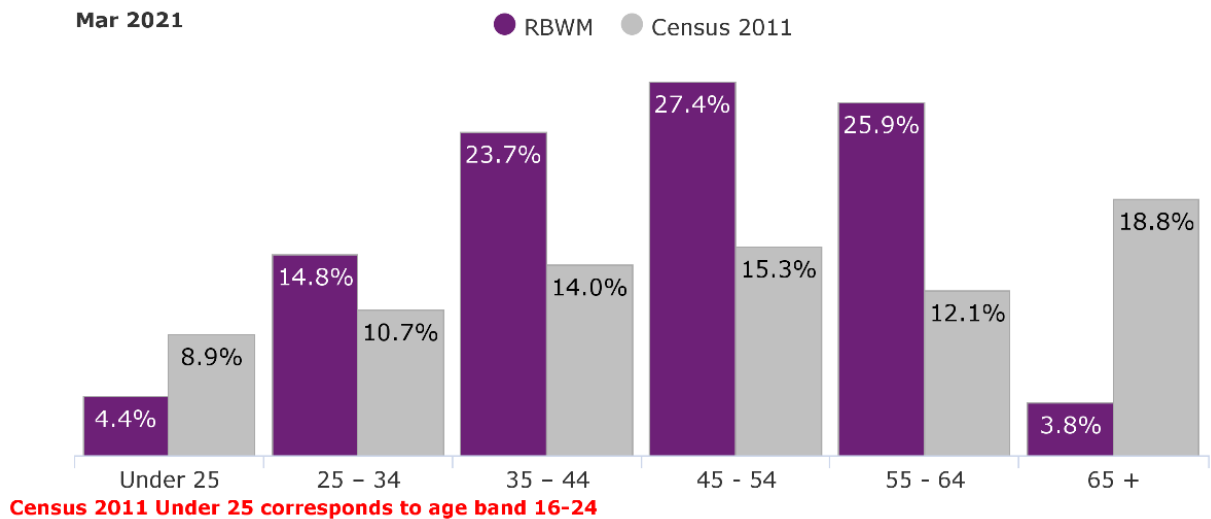
3.1 Age

3.1.1 For context, population demographics for the Royal Borough of Windsor and Maidenhead show that the population of the borough is ageing. Population estimates for 2019 by the Office for National Statistics (ONS) by broad age-group indicate that 18.8% of the borough's population is aged 65+. This is lower than the South East estimate (19.5% aged 65+) but marginally higher than the England estimate (18.4% aged 65+). The percentage of the population aged 65+ is projected to rise to 25.9% by 2041 in the borough, again lower than the South East projection (26.2% aged 65+) and higher than the England projection (24.2% aged 65+).

3.1.2 Figure 10 sets out the age-profile of employees. Figure 10 shows that the council's workforce profile is broadly representative of the local population,

however there is an increased percentage of staff employed in the middle age bands of 35-44, 45-54 and 55-64 years and fewer in the age band of under 25 years and 65+ years. The council currently offers a number of apprenticeships which whilst available to all ages are often more appealing to younger applicants. The council is also participating in the government's Kickstart Scheme. For workers nearer retirement age, a range of flexible retirement options are available.

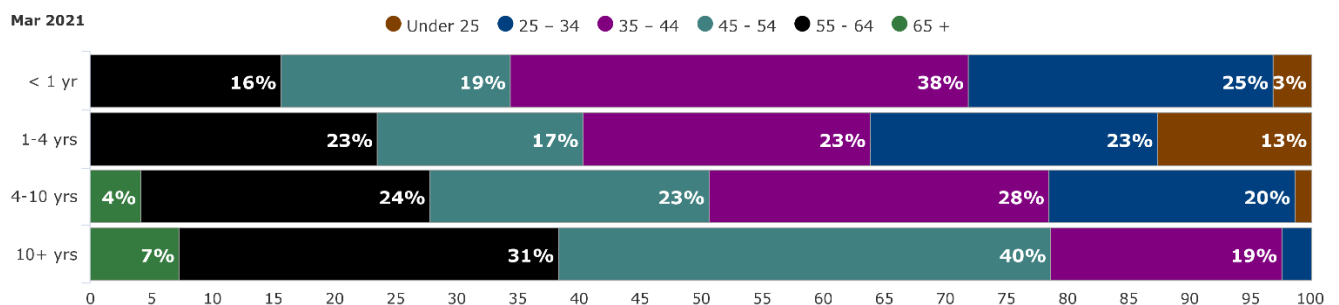
Figure 10 RBWM Age Profile Comparison with Census 2011



3.1.3 Figure 11 compares age profile with length of service. Staff working in the council for 1-4 years shows a healthy mix of employees in all age groups. (13% under 25 years, 23% for 25-34, 35-44, 55-64 years, 17% for 45-54 years).

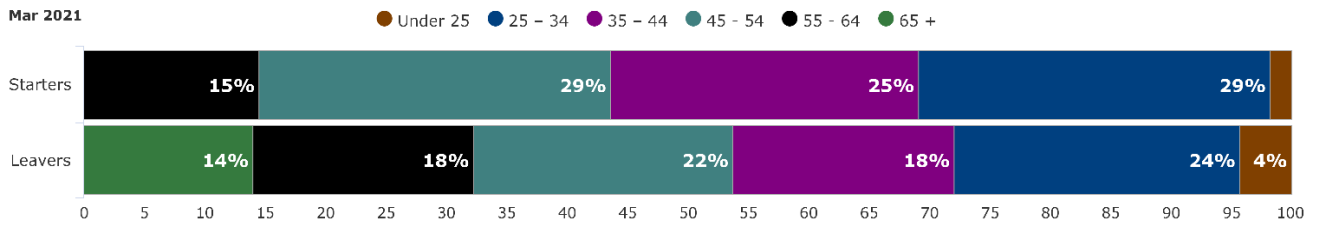
3.1.4 The increase in length of service in the council follows in line with the increase in the proportion of middle-aged staff. 71% of staff with more than 10 years' experience are in the age-band of 45 to 64 years.

Figure 11 Age profile by length of service



3.1.5 Figure 12 compares starters and leavers by age and shows that the council is attracting staff across all age-bands. There is a higher percentage of starters across all age-bands than there are leavers. The exception being higher age-bands of 55-64, 65+ and under 25 years.

Figure 12 Age Profile by starters and leavers



3.2 Disability

3.2.1 As a ‘Disability Confident’ scheme employer, we guarantee to interview all applicants with a disability who meet the minimum essential criteria for the role. The percentage of employees who declared themselves to have a disability in 2020/21 is 4.2%, an increase from 2019/20 (3.8%). Of the remaining 95.8%, 84.7% declared themselves as not disabled and 11.1% did not respond.

3.2.2 Figure 13 compares the disability profile of the workforce by grade, showing an increase across employee and officer grades (4.3% to 4.9% in employee grade, 2.8% to 3.5% in officer grade) and a small decrease in the middle management level (2.4% to 2.2%).

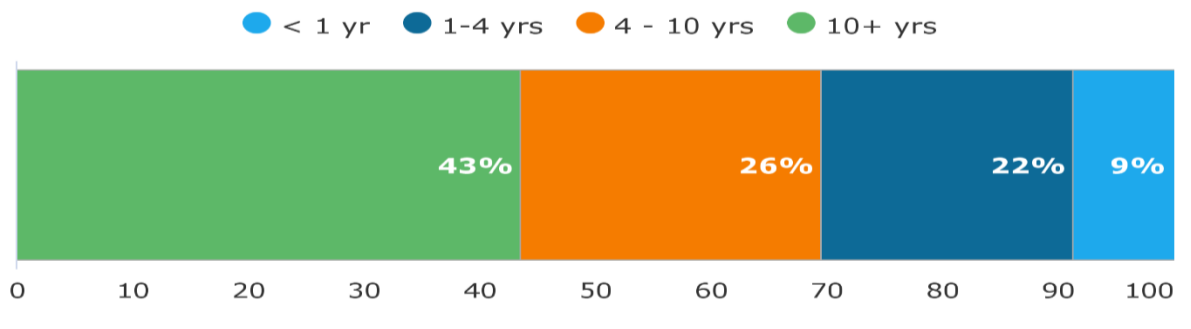
3.2.3 This increase could be attributed to the increase in starters with a disability and (or) more staff feeling confident whilst in employment to declare that they have a disability.

Figure 13 Disability profile by grade



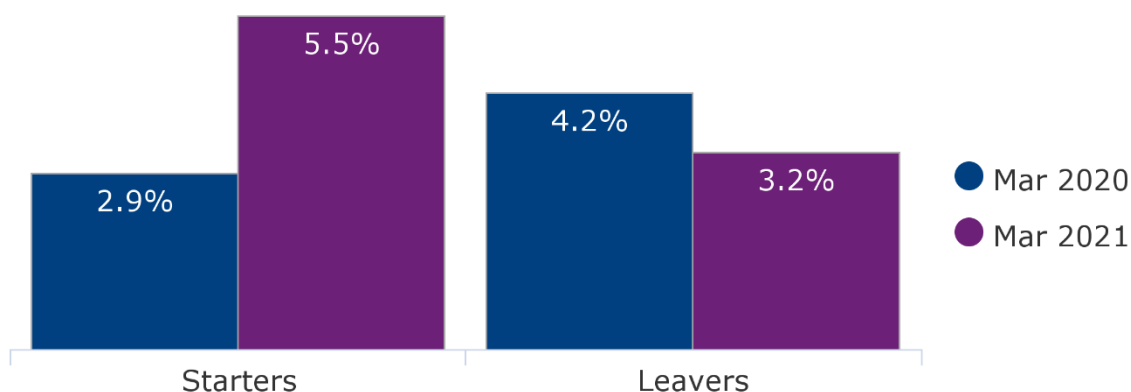
3.2.4 Figure 14 shows that more than two-thirds (69%) of those who declare themselves disabled have stayed in the council for more than 4 years.

Figure 14 Disability profile by length of service



3.2.5 In 2020/21, 5.5% of starters and 3.2% of leavers declared themselves disabled (Figure 15), compared to 2019/20 with 2.9% of starters and 4.2% of leavers.

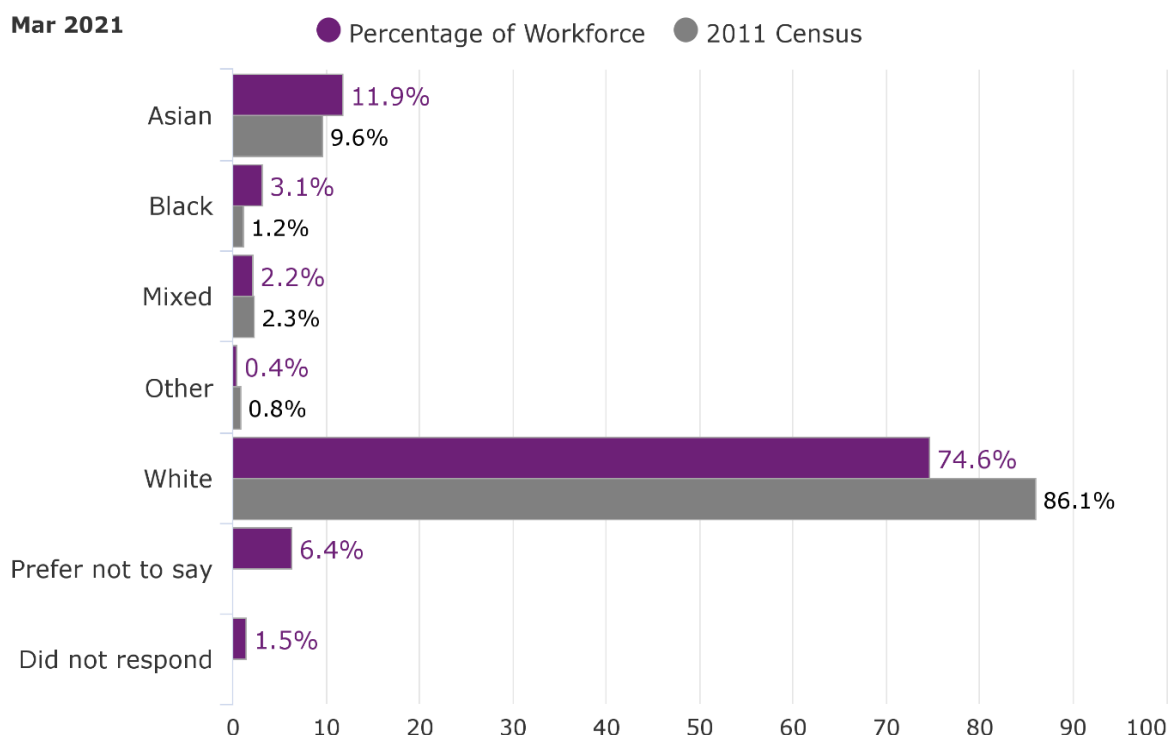
Figure 15 Disability profile by starters and leavers



3.3 Ethnicity (Race)

3.3.1 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 17.5% (16.6% in 2019/20). 74.6% of employees declare themselves as White (including English, Welsh, Scottish, Northern Irish, British, any other background, Irish). Figure 16 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2011 Census and more favourably in relation to Asian and Black ethnicities.

Figure 16 RBWM Ethnicity Profile Comparison with Census 2011

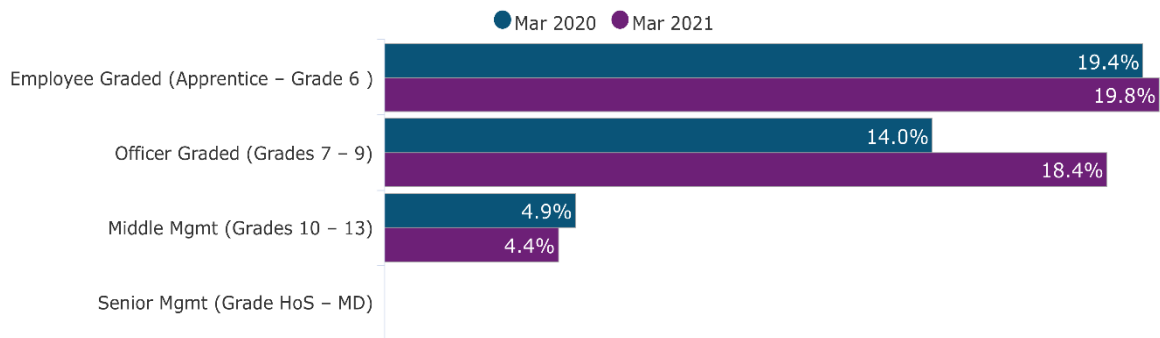


3.3.2 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 20) indicates that 13.1% of economically active (16+) are non-white. In comparison to the Labour Market Survey, the council has a

higher proportion of employees who declare themselves as being Black, Asian or from a minority ethnic group, 17.5%.

3.3.3 Figure 17 compares the ethnic profile by grade bands with the 2019/20 figures and this shows an increase in employee and officer grades from 19.4% to 19.8% and 14.0% to 18.4% respectively, with a marginal decrease in the middle management grade (from 4.9% to 4.4%). There is no Black, Asian or ethnic minority representation at the senior management level.

Figure 17 Ethnicity Profile by Grade: Comparison with previous year



3.3.4

3.3.5 Figure 18 shows distribution of Black, Asian and ethnic minority staff by length of service showing a good proportion tend to stay for at least 4 years (44.8%) and a quarter stay longer (21.9% in 4-10 years and 25% in 10+ years category).

3.3.6 2020/21 saw more starters (27.3%) than leavers (14.0%) who declare themselves Black, Asian or from a minority ethnic group. It can be seen from Figure 19 there are more starters in 2020/21 (27.3%) than 2019/20 (26.5%) and fewer staff who declare themselves Black, Asian or from a minority ethnic group leaving the council (14% in 2020/21 and 16.3% in 2019/20).

Figure 18 Ethnicity Profile by length of service

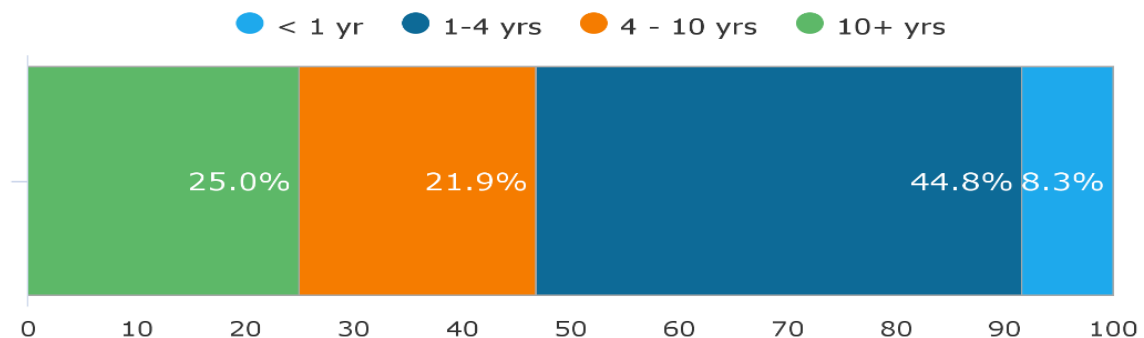
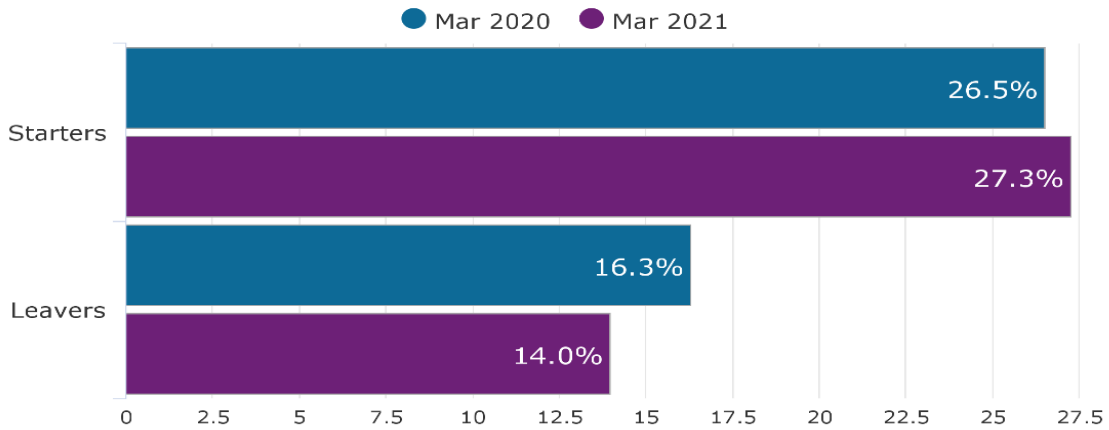


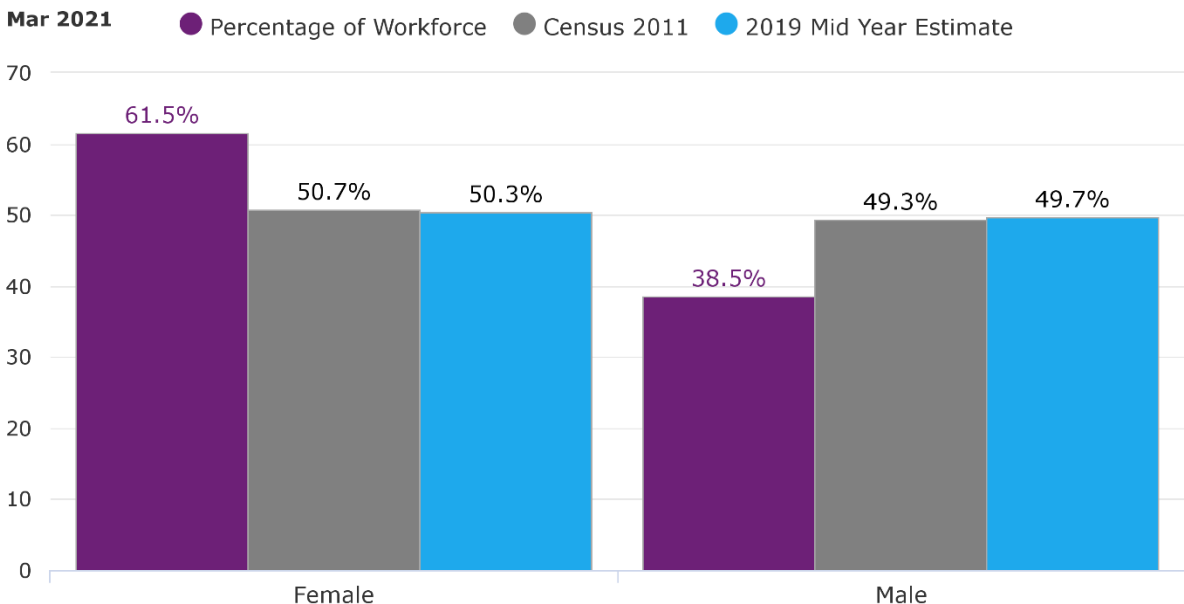
Figure 19 Ethnic Profile by starters and leavers



3.4 Sex (Gender)

3.4.1 For context, the 2011 Census indicates that 50.7% of the local population is female and 49.3% is male. Mid-year population estimates for 2019 by the ONS have indicated a marginal decrease in the percentage of females to 50.3% and a marginal increase in the percentage of males to 49.7%. Women make up the majority of the council's workforce (61.5%). This is in line with 2019/20 (61.6%) (Figure 20).

Figure 20 Proportion of male and female employees in RBWM: Comparison with Census 2011

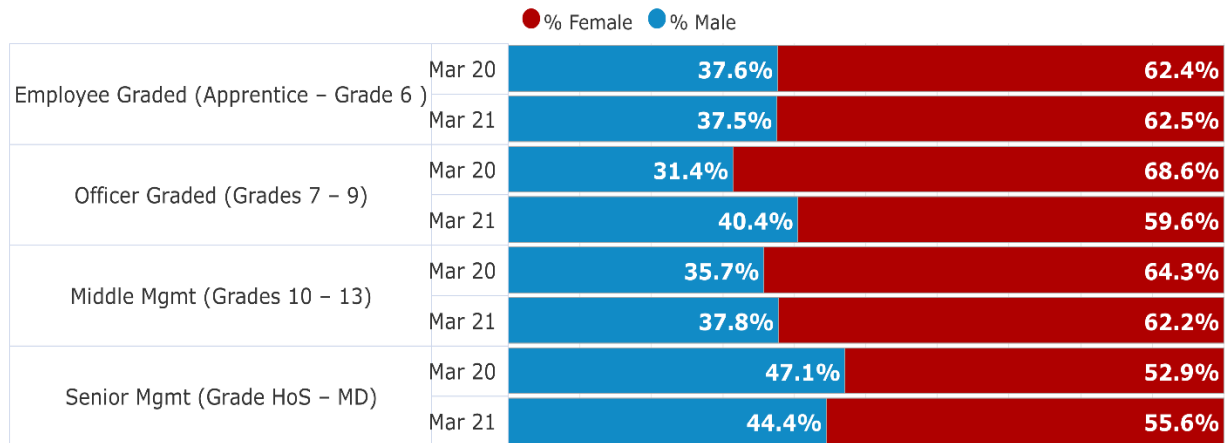


3.4.2 Figure 21 sets out the proportion of males and females for each grade-band. The proportions are relatively consistent across each grade-band, however the proportion of males in the senior management grade is slightly higher.

3.4.3 From Figure 21 it can be seen that the proportion of females in council workforce across all grades is consistent with 2019/20 figures except in the officer grade where there is a decrease in the proportion of female staff (from 68.6% in 2019/20 to 59.6% in 2020/21). Encouragingly, the proportion of

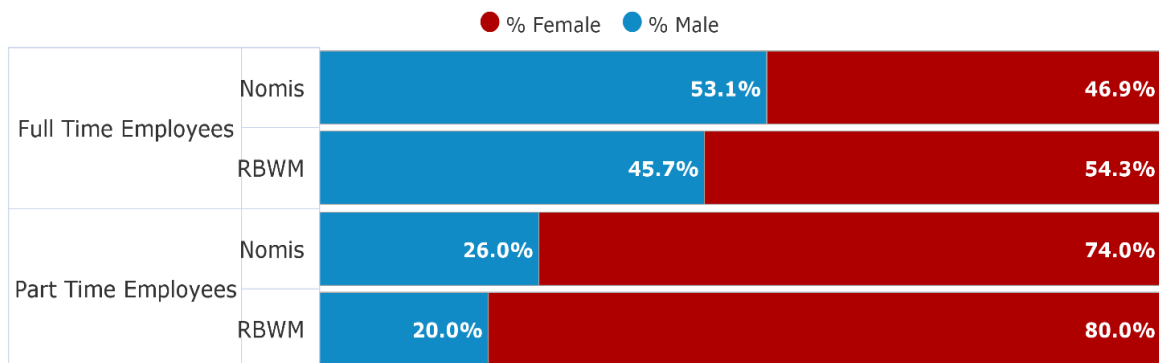
female employees in senior management grade has increased from 52.9% to 55.6%

Figure 21 Proportion of male and female employees by grade: Comparison with 2019/20



3.4.4 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 20) indicates the proportion of females in full time employment is 46.9% and the proportion of females in part-time employment is 74%. In comparison to the Labour Market Survey, the council has a higher proportion of females in full time (54.3%) and part time (80%) employment (shown in Figure 22).

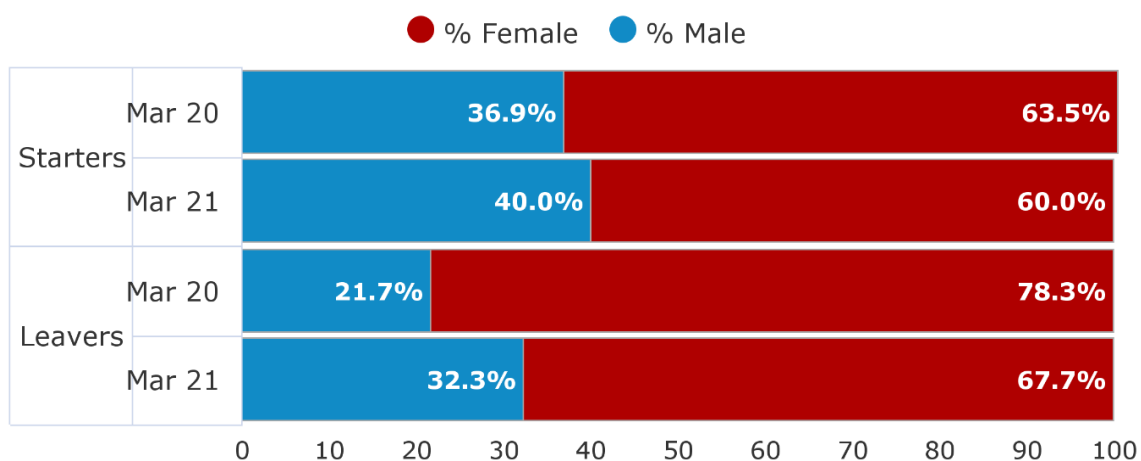
Figure 22 Proportion of male and female employees in full time and part time employment



Nomis: Workplace based Labour Market Survey figures based on interviews conducted over a 12 month period ending on December 20

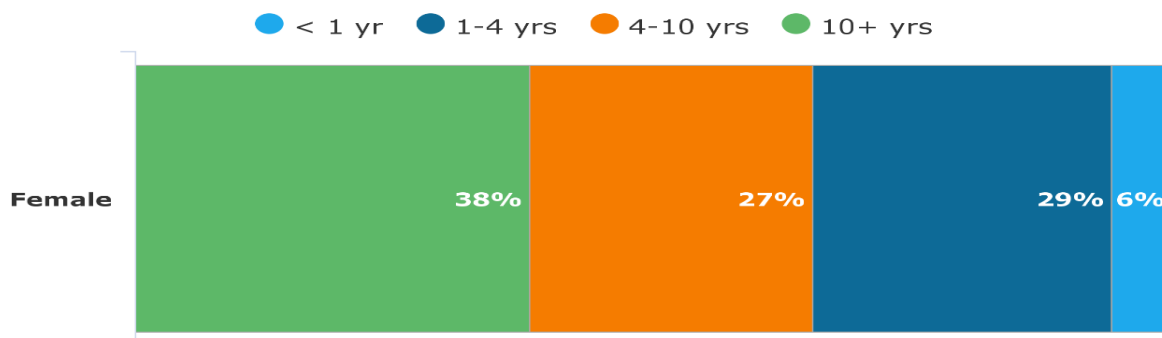
3.4.5 In 2020/21 60% of starters were female, a decrease on 2019/20 figures (63.5%), and 67.7% of leavers were female, a decrease on 2019/20 (78.3%) Figure 23 shows the comparison.

Figure 23 Proportion of male and female in starters and leavers: Comparison with 2019/20



3.4.6 Figure 24 shows the proportion of female employees by length of service. Nearly two-thirds of the female staff (65%) stay for more than 4 years (27% in 4-10 years and 38% in 10+ years length of service bands)

Figure 24 Proportion of female employees by length of service



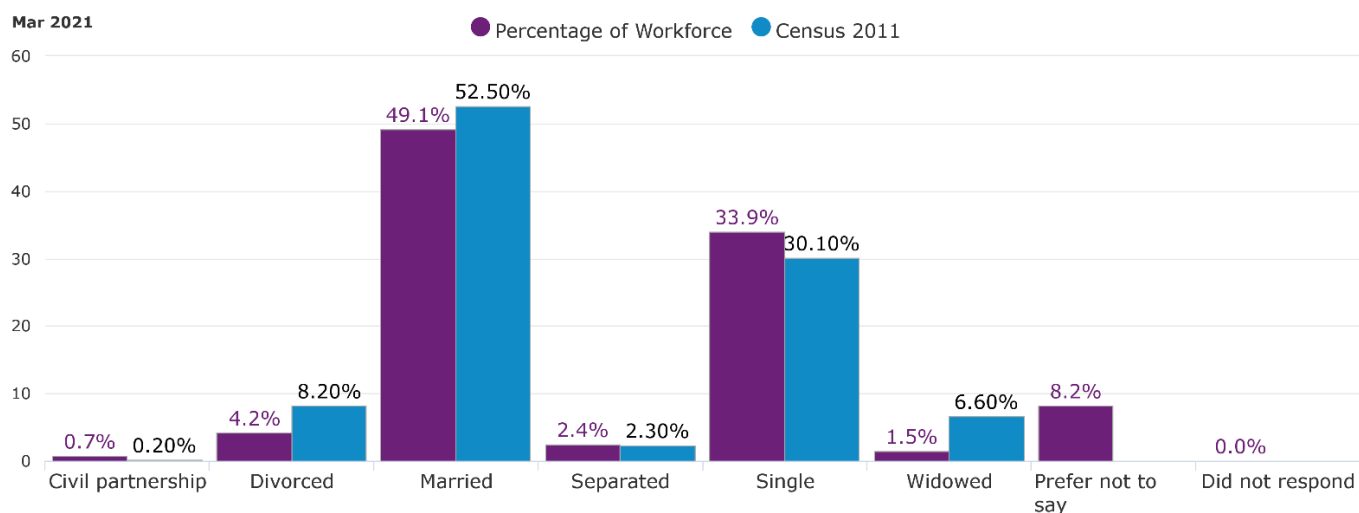
3.5 Gender Reassignment

3.5.1 The majority of the workforce (74.6%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 25.4% encompasses employees who indicated that they did have plans to do so (0.4%) or that they preferred not to say (25%).

3.6 Marriage and Civil Partnership

3.6.1 Just under half of the workforce (49.1%) reported that they are married and 33.9% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 25 shows that the council's workforce profile tracks broadly in line with the local community profile generated by the 2011 Census.

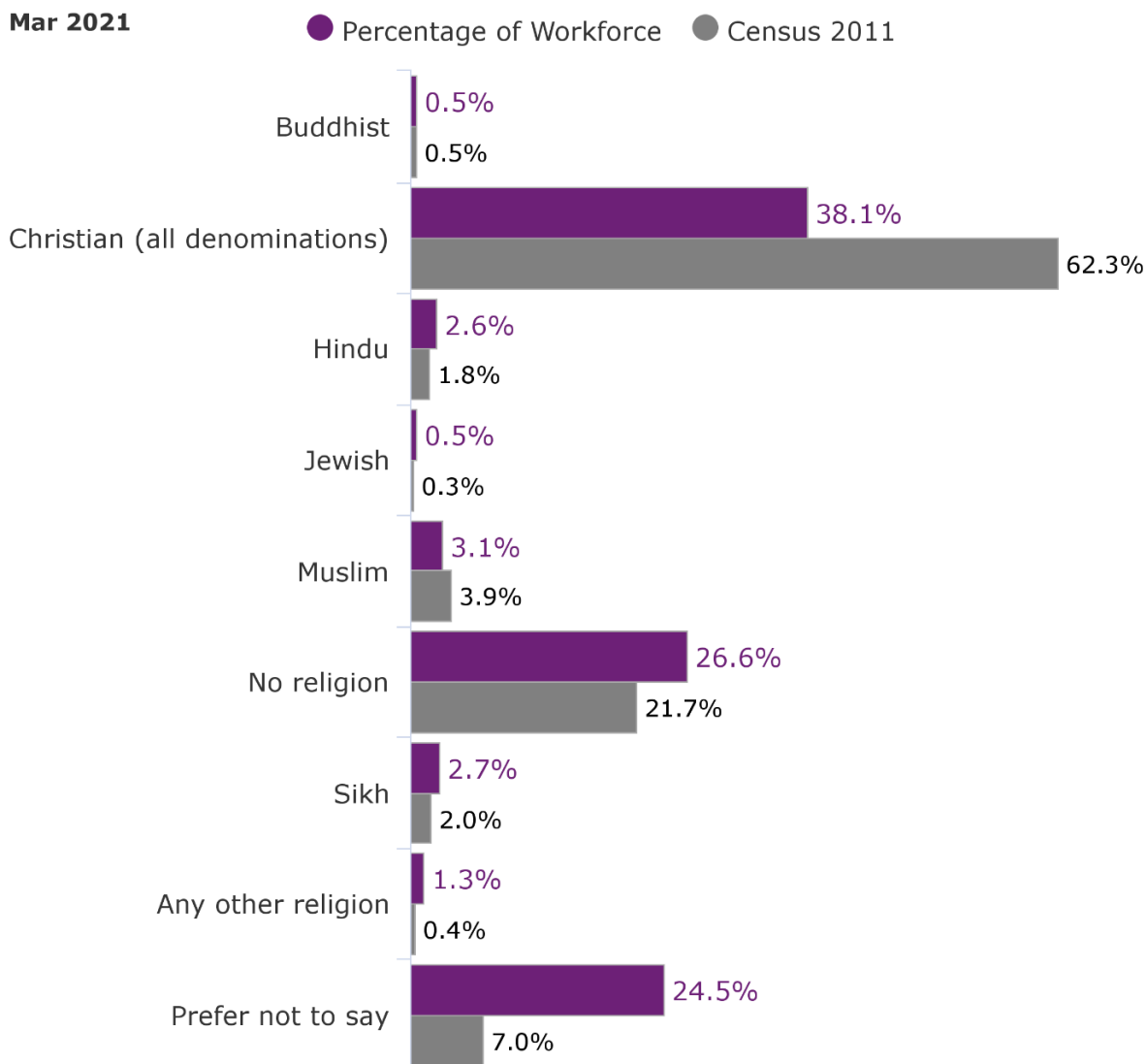
Figure 25 Marital Status: RBWM Profile in comparison to Census 2011



3.7 Religion or Belief

3.7.1 Figure 26 sets out the workforce profile of employees’ self-reported religious, faith and belief affiliations compared with the local profile generated by the 2011 Census. Whilst the council’s workforce profile tracks broadly against the local profile, there is a significantly lower proportion of the workforce declaring themselves as Christian (all denominations) (38.1%) compared to the local profile (62.3%).

Figure 26 RBWM Religious Orientation Comparison to Census



3.8 Sexual orientation

3.8.1 In 2020/21 the majority of employees (71%) reported themselves as heterosexual/straight and 2.9% of employees reported themselves as lesbian, gay, or bisexual. The remaining 26.1% encompasses employees who preferred not to say.

4 Commitments to Improve

4.1.1 A key foundation of the council's future people strategy is the agreement of its organisational values. Following extensive consultation with employees a suite of new organisational values was launched on 19 June 2020. Each value is underpinned by positive behaviours illustrative of each value. The values are:

- Invest in strong foundations
- Empowered to improve
- One team and vision
- Respect and openness

- 4.1.2 The people activity plan incorporates all initiatives that are developed to deliver against our people strategy. This is a dynamic tracker and will include the outcomes and/or outputs of initiatives, such as those to implement the values. A staff survey was conducted in November 2020 and initiatives to support the key themes from the results will be added to the people activity plan.
- 4.1.3 RBWM believes that valuing diversity means recognising the strengths, talents and needs of every individual, nurturing potential and maximising opportunities for all to contribute. “Embrace diversity in all ways” is acknowledged as a key behaviour of the organisation’s commitment to “Respect and openness”.
- 4.1.4 An employee led equality, diversity and inclusion network has been set up within the council which is about valuing everyone in the organisation as an individual and ensuring an inclusive environment where everyone feels able to participate and achieve their potential feeling valued, respected, included and able to thrive.
- 4.1.5 An Equality, Diversity and Inclusion survey was conducted in March 2021 to understand how diverse and inclusive the council workforce is. The results of the survey will be analysed and fed back to further shape the people activity plan in conjunction with the data within this report which will look at promoting and addressing anomalies and where possible create positive outcomes/initiatives.
- 4.1.6 The 2021 Census will provide updated insights into the profile of the local community. The Council will continue to identify actions to address the under-representation of any protected characteristic where this is evidenced by the data monitored.

Appendix A

RBWM salary scales – March 2021

RBWM LOCAL PAY Grade 1 - 5

GRADE / POINT	TOTAL	
	SALARY	Gateway Range
GRADE 1		
13	£16,954	
14	£17,327	
15	£17,759	
16	£17,938	£17,939-£19,524
GRADE 2		
17	£17,637	
18	£18,078	
19	£18,452	
20	£18,888	
21	£19,330	
22	£19,524	£19,525-£22,045
GRADE 3		
23	£19,225	
24	£19,933	
25	£20,653	
26	£21,396	
27	£21,827	
28	£22,045	£22,046-£24,507
GRADE 4		
29	£21,687	
30	£22,325	
31	£23,053	
32	£23,784	
33	£24,264	
34	£24,507	£24,508-£27,967
GRADE 5		
35	£24,561	
36	£25,375	
37	£26,204	
38	£26,466	
39	£27,217	
40	£27,967	£27,968-£32,050

RBWM LOCAL PAY Grade 6 - 13

GRADE	Salary range (spot salary)		Gateway Range
	MIN	MAX	
	£	£	£
6	£28,715	£32,050	£32,051 - £36,250
7	£32,691	£36,250	£36,251 - £42,204

RBWM MANAGEMENT GRADES

GRADE	Salary range (spot salary)		
	MIN	MAX	Gateway Range
8	£38,640	£42,204	£42,205-£46,275
9	£42,339	£46,275	£46,276-£50,775
10	£46,429	£50,775	£50,776-£57,034
11	£52,234	£57,034	£57,035-£63,978
12	£58,439	£63,978	£63,979-£76,210
13	£65,498	£76,210	£76,211-£83,075

SENIOR LEADERSHIP TEAM PAY BANDS

RBWM Senior Managers Pay Bands		
	Min	Max
Head of Service	£66,912	£93,460
Deputy Director	£86,700	£102,816
Executive Director	£97,869	£134,997
Managing Director	£122,400	£149,083

WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

EXECUTIVE DIRECTORS	<ul style="list-style-type: none"> • Duncan Sharkey (Chief Executive) • Andrew Durrant (Executive Director of Place) • Adele Taylor (Executive Director of Resources and S151 Officer) • Emma Duncan (Monitoring Officer and Deputy Director of Law and Strategy) • Hilary Hall (Executive Director of Adults, Health and Housing)
LINK OFFICERS & HEADS OF SERVICES	<ul style="list-style-type: none"> • Elaine Browne (Head of Law) • Nikki Craig (Head of HR, Corporate Projects & ICT) • Ruth Watkins (Chief Accountant) • Karen Shepherd (Head of Governance) • Andrew Vallance (Head of Finance and Deputy S151 Officer)

MEETING: 26th JULY 2021 – This is an additional meeting which was originally scheduled to cover the Audit/Governance function of the Panel - this is now under the remit of the Audit and Governance Committee.

ITEM	RESPONSIBLE OFFICER
Work Programme	Panel clerk

MEETING: 4th OCTOBER 2021

ITEM	RESPONSIBLE OFFICER
Q1 Performance Report	Adele Taylor , <i>Executive Director of Resources</i>
Annual Complaints and Compliments Report	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Work Programme	Panel Clerk

MEETING: 29th NOVEMBER 2021

ITEM	RESPONSIBLE OFFICER
Council Trusts Report	Karen Shepherd , <i>Head of Governance</i>
Work Programme	Panel clerk

MEETING: 26th JANUARY 2022

ITEM	RESPONSIBLE OFFICER
Budget 2022/23	Lead Officers and Finance
Q2 Performance Report	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Annual Scrutiny Report (Draft)	Chairman and Panel

Work Programme	Panel clerk
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MEETING: 4th APRIL 2022

ITEM	RESPONSIBLE OFFICER
Q3 Performance Report	Nikki Craig , <i>Head of HR, Corporate Projects and ICT</i>
Annual Scrutiny Report (Final Version)	Chairman and Panel
Work Programme	Panel Clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	RESPONSIBLE OFFICER
Corporate Transformation Strategy and Action Plan	Hilary Hall , <i>Executive Director of Adults, Health and Housing</i>

[Terms of Reference for the Corporate Overview and Scrutiny Panel](#)