

NOTICE
OF
MEETING

CORPORATE OVERVIEW AND SCRUTINY PANEL

will meet on

MONDAY, 25TH JULY, 2022

At 7.00 pm

In the

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD AND ON [RBWM YOUTUBE](#)

TO: MEMBERS OF THE CORPORATE OVERVIEW AND SCRUTINY PANEL

COUNCILLORS GERRY CLARK (CHAIRMAN), JOHN STORY (VICE-CHAIRMAN),
SIMON BOND, KAREN DAVIES, GREG JONES, LYNNE JONES, HELEN PRICE,
JULIAN SHARPE, SHAMSUL SHELM, LEO WALTERS AND SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS SAYONARA LUXTON, GARY MUIR, JOHN BOWDEN,
JOSHUA REYNOLDS, GEOFF HILL, MAUREEN HUNT, CATHERINE DEL CAMPO,
CHRIS TARGOWSKI, AMY TISI, GURPREET BHANGRA AND NEIL KNOWLES

Karen Shepherd – Head of Governance - Issued: 15th July 2022

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** 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

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MEMBERS' GUIDE TO DECLARING INTERESTS AT 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 Disclosable Pecuniary Interest (DPI) or Other Registerable 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.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

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 (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
 - a) that body has a place of business or land in the area of the council, 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.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

CORPORATE OVERVIEW AND SCRUTINY PANEL

WEDNESDAY, 22 JUNE 2022

PRESENT: Councillors Gerry Clark (Chairman), John Story (Vice-Chairman), Simon Bond, Karen Davies, Greg Jones, Geoff Hill, Helen Price, Julian Sharpe, Shamsul Shelim, Leo Walters and Simon Werner

Also in attendance: Councillor David Hilton, Councillor Donna Stimson and Councillor Gurpreet Bhangra

Officers: Mark Beeley, Andrew Vallance, Julian McGowan, Rebecca Hatch, Ellen McManus-Fry and Emma Duncan

ELECTION OF CHAIRMAN AND VICE CHAIRMAN

Mark Beeley, Democratic Services Officer, explained that the Panel needed to elect a Chairman and Vice Chairman for the municipal year 2022/23.

Councillor Story proposed that Councillor Clark was Chairman of the Panel. This was seconded by Councillor Sharpe.

Councillor Werner proposed that Councillor Price was Chairman of the Panel. This was seconded by Councillor Bond.

As two nominations were received, a named vote was taken.

Election of Councillor Clark to be Chairman of the Panel (Motion)	
Councillor Gerry Clark	For
Councillor John Story	For
Councillor Simon Bond	Against
Councillor Karen Davies	Against
Councillor Greg Jones	For
Councillor Geoffrey Hill	Against
Councillor Helen Price	Against
Councillor Julian Sharpe	For
Councillor Shamsul Shelim	For
Councillor Leo Walters	For
Councillor Simon Werner	Against
Carried	

RESOLVED: That Councillor Clark was elected Chairman of the Corporate Overview & Scrutiny Panel for the 2022/23 municipal year.

The Panel then elected a Vice Chairman for the municipal year.

Councillor Price proposed that Councillor L Jones was Vice Chairman of the Panel. This was seconded by Councillor Werner.

Councillor Clark proposed that Councillor Story was Vice Chairman of the Panel. This was seconded by Councillor Sharpe.

As two nominations were received, a named vote was taken.

Election of Councillor L Jones to be Vice Chairman of the Panel (Motion)	
Councillor Gerry Clark	Against
Councillor John Story	Against
Councillor Simon Bond	For
Councillor Karen Davies	For
Councillor Greg Jones	Against
Councillor Geoffrey Hill	For
Councillor Helen Price	For
Councillor Julian Sharpe	Against
Councillor Shamsul Shelim	Against
Councillor Leo Walters	Against
Councillor Simon Werner	For
Rejected	

The motion fell.

Election of Councillor Story to be Vice Chairman of the Panel (Motion)	
Councillor Gerry Clark	For
Councillor John Story	For
Councillor Simon Bond	Against
Councillor Karen Davies	Against
Councillor Greg Jones	For
Councillor Geoffrey Hill	Against
Councillor Helen Price	Against
Councillor Julian Sharpe	For
Councillor Shamsul Shelim	For
Councillor Leo Walters	For
Councillor Simon Werner	Against
Carried	

RESOLVED: That Councillor Story was elected as Vice Chairman of the Corporate Overview & Scrutiny Panel for the 2022/23 municipal year.

APOLOGIES FOR ABSENCE

An apology for absence was received from Councillor L Jones. Councillor Hill was attending the meeting as substitute.

Councillor Price asked the Chairman how the Corporate Overview & Scrutiny Panel would be conducted in relation to the updated constitution. She felt that scrutiny was failing and said that things needed to be changed.

The Chairman said that there was a remit that the Corporate Overview & Scrutiny Panel could consider, all corners of the council wanted to have a working scrutiny function. The work programme linked with the Cabinet Forward Plan, he invited Councillor Price to inform him how the Panel could be improved.

Councillor Price said that her experience had been with the previous Communities Overview & Scrutiny Panel. She suggested that there was an agenda item at each meeting which considered what had gone well and what could be improved as the Panel considered how it had performed.

The Chairman said that the business of the Panel was what needed to be held publicly. A discussion amongst Members on how the Panel was conducted could take place outside of the meeting.

Councillor Hill felt the issue was that the Conservative group was scrutinising itself, with each Panel chaired by Conservative Members. This was a failure of scrutiny, he commented that the election of the Chairman and Vice Chairman at the Place Overview & Scrutiny Panel the previous evening had been a disgrace.

The Chairman said that Councillor Hill was able to bring items to scrutiny, make comments and ask questions of officers and Cabinet Members. Any comments about the conduction of business could be taken offline and discussed with the Chairman and officers.

Councillor Sharpe said that there were opportunities for discussion and a consideration of views at scrutiny, he did not agree with the comments made by Councillor Hill.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 4th April 2022 were noted and approved as a true and accurate record.

Councillor Price noted a comment made by the Chairman at the last meeting, that the Communities Overview & Scrutiny Panel was the best place for the waste contract to be considered and scrutinised. During her time on the Panel, they had been unable to look at contractual or financial issues and therefore the item had not been dealt with by the Panel. Councillor Price did not want this to become lost between two Panels.

The Chairman felt that there were two elements of the waste contract, the financial side and the delivery side, which could include value for money. He would need to take advice on how the waste contract should be taken forward, this would be noted as an action and dealt with outside of the meeting.

ACTION – The Chairman to investigate what the best way to scrutinise the waste contract was after the meeting.

Councillor Sharpe suggested dealing with the issue as part of the work programme.

FINANCE UPDATE

Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance and Ascot, said that there had previously been discussion at scrutiny about the role that Cabinet Members played. It was important for the Panel to hear from officers and ask questions of the experts, Cabinet Members were there to answer any questions if required.

Councillor Werner thanked Councillor Hilton for his comments.

Andrew Vallance, Head of Finance, reported that the council had an underspend of £2.35 million. As a result, the general reserves had been increased to £8.75 million, which was above the minimum level required. The final outturn on the schools budget was an overspend of £257,000, the final capital outturn was expenditure of £26 million with slippage of £42 million. There was movement of £2 million from the month 10 monitoring report, the reasons for this had been outlined in the report.

Julian McGowan, Senior Finance Business Partner, talked through the revenue budget outturn. For each service area:

- The Chief Executive service area had underspent by £1.6 million.
- Law and Governance had underspent by £700,000.
- Children's Services had overspent by £200,000.
- Adults, Health and Housing had underspent by £139,000.
- Resources had underspent by £743,000.
- Place had overspent by £662,000.

A member of the public, Mr Andrew Hill, addressed the Panel. The report showed a pleasing underspend and Mr Hill thanked all Members for limiting their special responsibility allowances in the public interest. He had noted that remote meetings and remote working were saving the council large sums of money, for example over £100,000 had been saved from printing and stationary costs, while the use of Zoom meetings had saved £55,000 on petrol claims. Mr Hill asked officers if they thought that there needed to be an even bigger push towards entrenching and expanding home and remote working in RBWM. Mr Hill continued by commenting on the £487,000 underspend on libraries and resident services. He asked if there were plans to use this underspend to reverse the decision to reduce library opening hours.

Mr Hill asked a number of further questions:

- There had been a transfer into the reserves of £140,000 for art funding, did this represent potentially new money which could be available to organisations like Norden Farm?
- The Vicus Way car park was mentioned and had some new cladding, was this scheme projected to come in on the original budget that had been set for the project?
- Was the delay mentioned in 15.3 in the report due to the contractual termination date of 2025 for Maidenhead Golf Club?
- It was noted that there was an adverse variance of £500,000 on the train station forecourt. Who covered this cost, was it the Local Enterprise Partnership or the residents and RBWM, and what had caused this loss?
- Why was the council paying for 106 Westborough Road when it had been transferred to the RBWM Property Company?

Andrew Vallance said that the council was in an established position of hybrid working. The Town Hall office space was available for staff to work from if it was preferred but most staff worked from home most of the time. Some of the space in Zone D at the Town Hall had been reconfigured to become a collaboration zone, each service area was encouraged to use the zone once a month for team meetings and collaboration activities. The library and residents services underspend had been one off which was mostly due to the delayed weddings over lockdown, there were currently no plans to change the library opening hours. The money set aside was £140,000 in the original budget for arts funding. Vicus Way was projected to come in on the original budget, the slippage on the golf club was due to the contractual date change late in the financial year. Andrew Vallance was unable to answer the question on the railway forecourt, he would respond to Mr Hill with a written answer. On 106 Westborough Road, the property would be refurbished prior to transfer as the council could recover the VAT.

Councillor Sharpe said it was a useful financial update. There were a lot of numbers and variables in the report, he asked which numbers officers were concerned about and should therefore be highlighted to the Panel.

Andrew Vallance said that there had been an increase in spending on older people towards the end of the last financial year, this had now stabilised but was still at a high level. Vacancies were another area of concern nationally for all councils, recruitment was difficult in a number of services. Inflation was something to consider this financial year and the next financial year.

Councillor Werner thanked officers for the report, it had answered a number of his questions. He highlighted the big change in underspend since month 10, this seemed to be based on a number of one-off grants. Councillor Werner felt this was similar to past budgets from the previous administration. He commented that officers would have known that some funding, for example on the Property Company, did not need to be used, this money could have been factored into the budget. Councillor Werner asked how the 'veering' could be prevented going forward.

Andrew Vallance said that there had been significant volatility over the past couple of years with Covid. The projected overspend for the Property Company had been reduced in tranches and the outturn forecast for the company had changed over the course of the year. Julian McGowan had been brought in to help deal with the issue and a number of other business partners had also been employed by the council.

The Chairman said that the last year had been the most unpredictable year in all areas of finance. Handling fiscal management and measures over this period had been a difficult job and officers had done well in the circumstances.

Councillor Hilton said that he shared Councillor Werner's view, he felt that some of this money could have been identified earlier. The finance team had been through a significant period of change since 2020, it was important that the team were on top of every budget line so that it could be challenged effectively. Considering where the risks were, around 70% of the budget was spent on adult and children's services, this was where small movements could make a big difference. There would be a change shortly which would see a difference in how adult social care was funded.

The Chairman agreed that it was a significant area of the budget where the council was exposed to fluctuations in financial variants.

Councillor Bond commented on funding including council tax being nearly £1 million short, he was puzzled by this figure. He asked if the answer to Mr Hill's question on the train station forecourt could also be shared with Members of the Panel. Councillor Bond felt that the dedicated schools grant was high level and was therefore a general risk area for the council.

Julian McGowan confirmed that a written answer on the council tax query would be provided to Councillor Bond after the meeting.

ACTION – Written answer to be given to Councillor Bond on the query about funding including council tax after the meeting.

ACTION – The answer to Mr Hill's question on the train station forecourt to also be circulated to the Panel.

Councillor Hilton said that the dedicated schools budget was something that he kept an eye on as it was a risk.

Councillor Price clarified that the council had been operating with an underspend, but the underspend could not be repeated in the current financial year due to the nature of the underspend. Therefore, there would not be savings as they were one off. Councillor Price asked if this interpretation was correct.

Andrew Vallance said that it was difficult to say, a significant proportion of savings were one off but officers were currently undertaking a review to see how much of the savings would be recurring and how much was one off. This would part of next year's budget process.

Councillor Price commented on the inability to recruit staff, she asked if as a result of this any work had been done to investigate the impact on the service which was delivered to residents.

Emma Duncan, Deputy Director for Law & Strategy, said that recruitment did affect the quality of the service that the council could deliver. The pool of people that the council could recruit from had expanded, which showed the positive impact of remote working. A number of these positions were new posts which had been created, it was important to get the right person for the job to ensure a good quality of service.

Councillor Price noted the capital slippage and asked what the negative effects were of this, she assumed that the slippage rate had been built into this year's budget.

Andrew Vallance said that slippage was an issue for all local authorities. He had chaired the last meeting of the Capital Review Board and the last agenda was focused on slippage, there would be a further examination of scheduled works and how likely they were to happen on the outlined timeframe. Some delays had been caused by Covid, issues getting hold of labour and raw materials. It was being looked at as an urgent priority, slippage would always happen but officers hoped to minimise the impact.

Councillor Price said that general fund reserves should only be used in an emergency. Inflation was an issue of concern, would the general fund be used to deal with the level of inflation.

Andrew Vallance said the Medium Term Financial Plan was currently being developed, there was an assumption made about inflation and how long the level would remain high. Reserves should not be used for recurring costs, only a temporary spike in inflation could be a justified use of reserves. If inflation and costs were to remain high for a long period of time, using the reserves would not be beneficial or sustainable.

Councillor Price asked why reserves had been earmarked at £3 million.

She was informed that there was a specific reason for each earmarked use of reserves, he gave a few examples of where this was the case.

The Chairman queried the figure of £188,000 on budget objections which was an unforeseen cost to the council.

Andrew Vallance said that this cost had been set aside due to the additional cost of external audit, including investigating the objections to the 2019/20 accounts.

Councillor Walters believed that remote working was not entirely satisfactory, he felt it was not as efficient as in person working. There had been a significant number of risks discussed, he asked if there was a significant sum of money coming into the council.

Andrew Vallance said that the significant sum of funding would come from the development of Maidenhead Golf Club. Government funding was on a year by year basis, so there was no long term certainty.

Councillor Shelim commented on the current business rate discount, he asked if this had affected the council's budget.

Andrew Vallance explained that the government compensated the council through grants.

Councillor Werner said that there had been an agreement with some parishes to help fund the libraries but Maidenhead and Windsor did not have their own parish councils. He asked if the Special Expenses could be used to help fund libraries and extend their opening hours. On the property that had been mentioned by Mr Hill, Councillor Werner asked if the council would be reimbursed by the Property Company. Councillor Werner was pleased to hear about the line-by-line budget review that the Head of Finance had mentioned, had this happened each year or was this the first year a review like this had been done. Councillor Werner commented on

the Property Company overestimating the amount of money that they would need to spend, he asked if the finance team were able to review the financial performance of the Property Company independently.

Andrew Vallance said that the funding for the libraries could be considered as part of the next budget. He was not sure on the reimbursement, this would be double checked and an answer given to Councillor Werner after the meeting. The line-by-line review had occurred in last year's budget, this had recently been introduced and would be continued for future years. The finance team engaged in regular dialogue with the Property Company.

ACTION – Andrew Vallance to check how the council was reimbursed in relation to 106 Westborough Road.

Councillor Werner suggested that any difficulties encountered by the finance team could be brought forward to the Panel.

RESOLVED UNANIMOUSLY: That the Panel noted the Finance Update.

MEDIUM TERM FINANCIAL STRATEGY 2023/24 - 2027/28

Andrew Vallance said that this was the first look at the budget process for next year. The strategy and the plan would be considered by Cabinet in July, before it came back to the Panel at its next meeting a few days later. The report would then go to Full Council in September for approval. The strategy was a high level look at long term savings, with the main aim this year being to align the strategy with the areas set out in the Corporate Plan. Health and wellbeing and the climate were not included as they were difficult areas to achieve savings, but all other areas were included. The Medium Term Financial Plan would look to identify any gaps and there was a starting point of £4.8 million deficit which was identified as part of the budget process from February. Officers would be testing all of the assumptions that had been made as part of the plan, with particular emphasis on inflation, interest rates, pay and government funding. The report would feed into the budget process and would help to identify the savings gap. This savings gap would then be filled as part of the draft budget at the end of the year.

There was one registered public speaker on this item, Mr Andrew Hill. He had noted in the report that 'RBWM had moved up the financial risk curve', the council was not a commercial company and he asked what officers had meant by this. Considering the current financial position of RBWM, Mr Hill questioned whether this was the time for the council to be 'moving up the financial risk curve'. He felt that there should be policies in place to ensure that the council moved down the curve to avoid bankruptcy. On the Property Company, Mr Hill said that the business plan had been discussed entirely in Part II which meant that members of the public were unable to view the report or see what had been discussed. Officers had been unable to answer his earlier question on the train station forecourt loss of £500,000, he felt that officers and the Cabinet Member should be aware of this sum. Mr Hill continued by asking what the inflation assumptions were for the report, he asked if the £15 million over five years saving figure took into account inflation at or above 10%, or would the council need to make in excess of £15 million of savings. Mr Hill concluded by asking if officers were planning for that eventuality.

Andrew Vallance said that the comments on the financial risk curve was an acknowledgement that the council was undertaking more commercial activities and was therefore more reliant on income generation, this was the same for most other councils. On the train station forecourt, there was one capital accountant at the council, she had been on leave and therefore an answer could not be provided at the meeting. The budget for this year had been made on an assumed inflation figure of 4.5%, assumptions would be tested over the coming weeks and it was almost certain that this inflation assumption would be increased. Services had put forward budget bids which outlined their anticipated growth, therefore the budget should reflect the demand of the council.

The Chairman said that the council would look at all opportunities from a commercial viewpoint to drive value for money.

Councillor Davies considered the report in relation to the Corporate Plan objectives, the council had an aim to reduce carbon output by 50% by 2025. She asked if the council would therefore not be in a position by 2027/28 to make some decisions on savings that were good for the environment.

Andrew Vallance said it was a good idea and he would add a section on climate change related savings to the Medium Term Financial Strategy.

Councillor Hill noted that there were a number of savings outlined in the report that would be achieved by 2026/27. He asked how officers planned to achieve these savings, given that council tax increases were capped at 3% and inflation was forecast at 11%. Councillor Hill was worried about staff retention and he felt that some of the savings were extremely ambitious and that there was a heavy reliance on the Maidenhead Golf Club scheme going ahead.

Andrew Vallance said that it was challenging, there would be a line-by-line review and there were various reserves that could be used. Work was being done to identify the correct cost of social care, this could then be used to lobby government to gain the correct level of funding.

The Chairman felt that it was premature to be negative but it was right to be aware of the risks, the council needed to be flexible with its projections going forward.

Councillor Hilton referred to the table at 5.1 in the report, the total was around £12 million. Of that, £7 million was a result of the loss of business rates as a consequence of the regeneration of Maidenhead. The council received around 16% of business rates but received all of the contributions from council tax. The finance team had tackled issues very well and the transformation team had saved £5 million.

Councillor Price asked if the strategy was achievable with all the cuts, financial uncertainty and the inability to raise the council tax cap above the current level.

In response, Andrew Vallance reminded the Panel that the council had a legal duty to set a balanced budget, so the strategy needed to be achievable. Councils nationally would be lobbying government on the council tax cap.

Councillor Price said that an increase in the number of residents in the borough meant more council tax but this also meant a greater demand on services. This could be more significant than the amount gained through council tax. On the risk factors, she asked if these could be explained and evidenced further.

Andrew Vallance confirmed that this would be done in the report which would come back to the Panel in July.

Councillor Price asked if a savings tracker would be included to show how savings were being achieved and the progress that had been made.

Andrew Vallance explained that the financial update reports that were considered by Cabinet included a savings tracker. There would also be a growth tracker, ensuring that the service had been delivered.

Councillor Price said that the council would not get things right first time. It was better to take longer and test things multiple times, this would release resource from things that needed to be corrected.

Councillor Werner reiterated the concerns raised by Councillor Hill, the developer at the golf club could decide that it did not want to develop the land at the current moment in time, until the market picked up. He asked what the consequence was of this project not going ahead. Councillor Werner commented on long term borrowing, he asked if there was going to be a strategy to consider borrowing more long term than short term. Councillor Werner said that he believed that the Leader of the Council, Councillor Johnson, had written to the government asking for the cap on council tax to be raised. He asked if this was correct and if a copy of the letter could be shared with the Panel. Things set out in the strategy relied upon the transformation programme, Councillor Werner underlined that transformation should lead the savings rather than savings leading the transformation programme.

Andrew Vallance said that there were no significant capital receipts on the golf club in the next two to three years so there would not be a short term impact. Long term there would be higher borrowing costs, this would be in the capital programme. The assumption on borrowing was 0.6% in the current budget, not all borrowing would increase as the council had hedged in a number of cases. A significant amount of borrowing for next year had been secured at a lower rate. Risks were reduced by having a mix of borrowing lengths which ensured that not everything was short term. Andrew Vallance was not aware of the letter the Leader of the Council had written, he would take this away from the meeting. On transformation, estimations needed to be made on when the savings would be factored into the budget.

ACTION – Andrew Vallance to investigate if the Leader of the Council had written to the government about the council tax cap being raised and if the letter could be shared with the Panel.

Councillor Story asked if officers were aware of what the impact might be from the new health and social care proposals, which were due to come into effect from April 2023.

Andrew Vallance said he would be briefing the Cabinet Member for Finance and the Leader of the Council at the end of the week, the team were beginning to calculate what the costs to the council could be.

Councillor Bond added that he had seen a presentation on the proposals at the People Overview & Scrutiny Panel, he said that the proposals were planned to be coming in October 2023 rather than April 2023.

The Chairman said that this was potentially exciting as it could lead to a better delivery of services in a joined up approach, if it could work it would lead to a fairer system.

Councillor Price said that she had a general understanding of the difference between statutory and non-statutory services, she understood that the non-statutory services were at risk of being cut and asked if this was a fair assumption to make.

Andrew Vallance said that while some services were statutory, the level of the service could vary.

Councillor Hilton clarified that the council had not made cuts, over three years £10 million more had been added to children's services.

Councillor Werner suggested that the comment raised by Councillor Davies, that the Medium Term Financial Strategy should include reference to the other two Corporate Plan objectives, should be put forward as a recommendation by the Panel.

This recommendation was proposed by Councillor Davies and seconded by Councillor Werner.

RESOLVED UNANIMOUSLY: That the Panel noted and commented to Cabinet on:

- i) **The proposed key themes of the Medium Term Financial Strategy set out in the report.**
- ii) **It was recommended by the Panel that the Strategy contained reference to the Corporate Plan objectives on the climate and health & wellbeing.**

WORK PROGRAMME

Councillor Werner said that there had been discussion at a previous meeting about having the transformation programme on the work programme, the report could consider the progress of the transformation programme and to check that things were on track.

Councillor Bond commented on the peer review which had been undertaken by the council a couple of months ago. Specific recommendations had been made as part of the review and an action plan had been developed by officers, with some strategic aims identified.

Emma Duncan said that the corporate peer review team would visit the council again virtually to follow up in October 2022, the Panel currently had an item based on the corporate peer review for the October meeting. The action plan and any further recommendations could be considered at this meeting.

Councillor Davies questioned which of the three scrutiny panels the climate and environment strategy could be considered by.

Emma Duncan said that a number of the key performance indicators from the strategy would be included as part of the performance management reports. The Panel would have oversight of how the strategy had been implemented and progress that had been made. The Panel could do a deep dive and refer pieces of work to the other Panels, for example the climate strategy could be considered in further detail by the Place Overview & Scrutiny Panel.

Councillor Werner said that he was happy with this approach.

Councillor Price was cautious about duplicating workloads, she suggested that the Chairman of the Corporate Overview & Scrutiny discussed the topic with the Chairman of the Place Overview & Scrutiny Panel, particularly as the remits of the various scrutiny panels had been altered.

Councillor Sharpe said that climate change and sustainability was part of every area of the council. Task and finish groups could be used, this could be an appropriate method to consider any deep dives that the Panel wanted to investigate. Councillor Sharpe suggested that a joint task and finish group could be established with the Place Overview & Scrutiny Panel, which could also be an option to spread the workload.

Councillor Shelim was also a Member of the Place Overview & Scrutiny Panel and said that climate change formed part of the Panel's work programme.

Councillor Werner said that the Corporate Plan was primarily the responsibility of the Corporate Overview & Scrutiny Panel and the climate strategy had more targets in the plan than any other area.

Mark Beeley said that there had been a suggestion made by Councillor Price in advance of the meeting about equality, diversity and inclusion in the council and community. This had been discussed with officers and could be discussed by the Panel to see if it was something that they would like to add to the work programme.

Councillor Price added that it was critical for Members to have an understanding of the work that was taking place in this area. She wanted to investigate how the Panel could support officers with this work.

Ellen McManus-Fry, Equalities Officer, gave a presentation to the Panel. She explained that the corporate peer challenge had highlighted a recognition that the council was at an early stage of addressing equality, diversity and inclusion. Understanding and working with communities across RBWM consisted of a number of areas:

- Collecting and sharing information
- Analysing and using data and information
- Fostering good community relations
- Participation in public life
- Effective community engagement

This had led to the council to develop a number of priorities to help achieve its equality, diversity and inclusion objectives:

- Develop and promote the engagement framework
- Strengthen relationships with communities
- Embed equalities within the wider RBWM priorities
- Review Equality Impact Assessments

Councillor Sharpe felt that the scope of this topic went across the council and he could understand where scrutiny came in. He felt that the topic could be more suited to the People Overview & Scrutiny Panel. If the topic was brought for review in, for example six months time, there would be something for Members to review.

Ellen McManus-Fry said that it was likely that processes would be in place by the end of the year.

The Chairman asked what the timetable would be for the Panel to be able to consider what had been achieved.

He was informed that there were no set timescales currently as this piece of work was only just being developed.

Rebecca Hatch, Head of Strategy, said it was something for the Panel to consider how much of a role they wanted to play, progress could be reviewed at a set point in time. Assessing the equalities of the council would be ongoing, work was being done with the LGA and the Equalities Lead, there was a suggestion that they could be invited to do a peer review.

The Chairman welcomed an update report to come to the Panel in due course.

Councillor Walters asked what the legislative background was.

Rebecca Hatch explained that there was a range of legislation around the council's equalities duties, ensuring those groups with protected characteristics were always considered.

Councillor Walters asked if the council was currently undertaking any work on equalities.

Rebecca Hatch said that a lot of work was being done on equalities in each service areas, with Equality Impact Assessments regularly completed. The corporate peer review had noted that equalities was not embedded across the organisation.

Councillor Walters asked how officers could monitor equality in the organisation.

Rebecca Hatch said that the LGA framework could be used which allowed councils to compare with each other.

Councillor Walters asked how the equality requirements could be tested.

Councillor Werner suggested that officers could give Councillor Walters a briefing on equalities.

The Chairman requested that Councillor Walters contacted officers to answer any further questions that he had. He suggested that the presentation could be circulated to the Panel after the meeting.

ACTION – Mark Beeley to circulate the presentation on equalities to all Panel Members.

Councillor Price said that Members could support the project rather than just receiving information.

The meeting, which began at 7.00 pm, finished at 9.50 pm

CHAIRMAN.....

DATE.....

Report Title:	Corporate Plan 2021-26 Performance Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 25 July 2022
Responsible Officer(s):	Emma Duncan, Deputy Director of Law and Strategy / Monitoring Officer, Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights, Radhika Thirunarayana Govindarajan, Lead Performance Analyst
Wards affected:	All

REPORT SUMMARY

1. *This report sets out progress made to date in relation to the implementation of the council's agreed new performance reporting arrangements and introduces criteria by which to guide the preparation of performance reports for consideration by the Corporate Overview & Scrutiny Panel.*
2. *The report also sets out performance of indicators and activities associated with the Corporate Plan goals that have met the criteria for reporting to the Corporate Overview & Scrutiny Panel as at 31 May 2022 (Appendix A).*

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the progress made in relation to implementation of the new performance reporting arrangements.**
- ii) **Notes the criteria to guide the preparation of performance reports for consideration by the Panel and the interim criteria used to support the Panel's first Performance Report set out at Appendix A.**
- iii) **Accepts the invitation to Panel Members to engage with the Strategy, Policy and Performance Team to support the identification of additional indicators under the Corporate Plan objective "A council trusted to deliver its promises".**
- iv) **Considers the Performance Report at Appendix A and agrees any areas of performance the Panel considers appropriate to refer for further, more detailed scrutiny.**

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 insight into the delivery of the council’s agreed priorities as set out in the Corporate Plan.
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.

Background: New Corporate Plan and agreed performance reporting arrangements

- 2.1 The council’s new Corporate Plan was adopted by Full Council in November 2021 with a headline vision of “Creating a sustainable borough of opportunity and innovation”. The Plan sets 3 overarching objectives – “Thriving communities”, “Inspiring places” and “A council trusted to deliver its promises” – and 50 related goals for achievement in the period 2021-2026. The Plan emerged from an evidence-base and was shaped by public consultation in Summer 2021 and a focused “challenge session” by the Corporate Overview & Scrutiny Panel in October 2021.
- 2.2 Subsequent to the Plan’s adoption, new arrangements were agreed by Cabinet on 20 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online “Citizens’ Portal”, and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council’s performance, receiving routine reports identifying areas of progress and areas of concern.

Citizens’ Portal

- 2.3 Following the adoption of the Corporate Plan, Officers have worked to determine relevant performance indicators and activities by which to demonstrate progress against the 50 Corporate Plan goals. These are published to the [Citizens’ Portal](#), a public-facing online dashboard, as part of the council’s commitment to transparency and accountability. The Portal was launched in April 2022 and represents a substantial step forward in how the council shares performance information. The Portal is routinely updated as new information becomes available.
- 2.4 Following the launch of the Portal, Officers have worked to establish target trajectories and tolerance thresholds for performance indicators featured on the

Portal. Target trajectories and tolerance thresholds are the key enablers for RAG (Red, Amber, Green) statuses to be determined. Confirmed target trajectories and tolerance thresholds were applied to the Citizens' Portal from 1 July.

Corporate Overview & Scrutiny Panel reporting arrangements

- 2.5 Under the new performance reporting arrangements agreed by Cabinet, the Corporate Overview & Scrutiny Panel has overarching responsibility for scrutinising progress on delivery of the Corporate Plan and wider council performance, to provide a stronger external challenge function than previous reporting arrangements allowed.
- 2.6 The Corporate Overview & Scrutiny receives routine performance reports focusing on areas of concern and areas of progress. In a change from previous arrangements, performance reports are no longer presented as quarterly reports (i.e. Quarter 1 Apr-Jun performance, Quarter 2 Jul-Sep performance etc) but are prepared to reflect the latest performance information available ahead of the Panel's scheduled meetings. This approach is designed to close the gap between the reporting period under consideration and the date of the Panel's meetings.
- 2.7 There is opportunity for discussion of performance with relevant Officers in the Panel's meetings. Where the Corporate Overview & Scrutiny Panel agrees that further, more detailed exploration of performance on a particular matter is advisable, the Panel may choose to refer the matter to the relevant Overview & Scrutiny Panel (including Corporate Overview & Scrutiny Panel itself). Where a referral is made and accepted, a scoping document will be prepared by the relevant Panel Chair to guide the matter's exploration and therefore provide Officers with direction by which to make best preparations for the exploration. In this way, the work programme of all Panels is Member-led and guided by data, leading to increased impact.
- 2.8 With changes agreed by Full Council on 24 May 2022 to the structure of the Scrutiny function, it is acknowledged that the 3 new Scrutiny Panels align with the 3 objectives of the Corporate Plan: "Thriving communities" (People Overview & Scrutiny Panel), "Inspiring places" (Place Overview & Scrutiny Panel), and "A council trusted to deliver its promises" (Corporate Overview & Scrutiny Panel).

Criteria guiding the preparation of Corporate Overview & Scrutiny Panel Performance Reports

- 2.9 There are currently in excess of 100 indicators and activities reported through the Citizens' Portal and consideration of every item by the Corporate Overview & Scrutiny Panel at every meeting is neither recommended or realistic.
- 2.10 Under the new reporting arrangements, Corporate Overview & Scrutiny's Panel's focus is areas of concern and areas of progress. Table 2 sets out the criteria developed by Officers to guide the preparation of Performance Reports. This criteria has been formulated to take account of both RAG status and the

direction of travel, and will be kept under review by the Strategy, Policy & Performance Team to ensure its continuing suitability for supporting the Member Scrutiny function. It is acknowledged that the Team will also exercise judgement outside of the criteria where it may be beneficial to do so – for example, where a performance indicator may not meet the criteria but is showing some volatility in its direction of travel, the Team may include that indicator in the Report for scrutiny.

Table 2: Exception criteria

Areas of concern	Performance indicators (PI) requiring attention	Any PI showing as Red (Requires improvement) OR Amber (just short of target) OR Green and on a downward trend for the last 2 consecutive reporting periods.
Areas of concern	Activities not progressing to plan	Activities that have been marked as Red or Amber for the last 2 consecutive periods and/or tasks that have been aborted.
Areas of progress	Performance indicators (PI) continuously succeeding	Any PI showing as Green and on an upward trend for the last 2 consecutive reporting periods.
Areas of progress	Performance indicators (PI) continuously improving	Any PI showing as Red (Requires improvement) and on an upward trend for the last 2 consecutive reporting periods OR Amber (just short of target) and on an upward trend for the last 2 consecutive reporting periods.
Areas of progress	Activities completed	Activities completed since the last reporting period.

Latest Performance Report at Appendix A

- 2.11 As acknowledged at 2.4, since the Citizens’ Portal’s launch in April 2022 Officers have worked to establish target trajectories and tolerance thresholds for performance indicators featured on the Portal. Target trajectories and tolerance thresholds are the key enablers for RAG (Red, Amber, Green) statuses to be determined, and confirmed target trajectories and tolerance thresholds were applied to the Citizens’ Portal from 1 July.
- 2.12 The Performance Report set out at Appendix A reflects performance up to 31 May 2022. The Report was prepared from 1 June and therefore in the absence of confirmed RAG statuses. On this occasion, the Report’s preparation has therefore been guided by interim criteria based solely on direction of travel and as set out at Table 3. As set out at 2.10, the Team has also exercised judgement in relation to the inclusion of some items in Appendix A that do not meet the criteria but where scrutiny is beneficial and notes are provided in Appendix A where this is the case.

Table 3: Interim criteria for July 2022 report in absence of RAG statuses at the time of the report's preparation

Category	Criteria	Explanation
Areas of concern	Performance indicators (PI) requiring attention	Any PI where the direction of travel is on a downward trend for the last 2 consecutive reporting periods.
Areas of concern	Activities not progressing to plan	Tasks not progressing as per plan in the last 2 consecutive periods or tasks that have been aborted
Areas of progress	Performance indicators succeeding/improving	Any PI where the direction of travel is on an upward trend in the last 2 consecutive reporting periods.
Areas of progress	Completed Tasks	Provide an update on all tasks completed.

2.13 Members are invited to consider the Performance Report set out at Appendix A and relevant Officers will be in attendance to support discussions. Table 4 provides a summary of performance against Corporate Plan goals and associated measures and activities based on the interim exception criteria.

Table 4: Summary of performance

Objective	Areas of concern <i>Featuring any performance indicator where the direction of travel is on a downward trend for the last 2 consecutive reporting periods or tasks not progressing well.</i>	Areas of progress <i>Featuring any performance indicator where the direction of travel is on an upward trend in the last 2 consecutive reporting periods</i>	Completed Tasks
Thriving communities	24% (4 goals out of 17 where there are some areas of concern). 12% (5 measures out of 41 where there are some areas of concern) 0% (0/3 tasks which are not progressing as per plan)	18% (3 goals out of 17 where there is progress). 7% (3 measures out of 41 where there is progress)	0
Inspiring places	0% (0/27) goals where there are some areas of concern 0% (0 out of 46 measures where there are areas of concern) 0% (0/26 tasks which are not progressing as per plan)	41% (11 goals out of 27 where there is progress) 15% (7 measures out of 46 where there is progress) 23% (6/26 tasks completed)	6
A council trusted to deliver its promises	0% (0 goals out of 6 where there are areas of concern) 0% (0 measures out of 5 where there are areas of concern) 0% (0/2 tasks which are not progressing as per plan)	17% ((1 goal out of 6 where there is progress). 20% (1 measure out of 5 where there is progress)	0

“A council trusted to deliver its promises”

- 2.14 It is acknowledged that the majority of Corporate Plan goals featured under “A council trusted to deliver its promises” have associated indicators where data is not presently available to report. This is because the indicators draw their data from a forthcoming Residents’ Survey, which will be run in 2022 to establish the baseline for indicators relating to residents’ satisfaction with the council, trust in the council and feeling that the council offers value for money. It is recognised that these indicators will have a typically longer frequency, meaning that updated performance will not be available through in-year successive reports the Corporate Overview & Scrutiny Panel to support the Panel’s particular interest in progress against “A council trusted to deliver its promises” objective.
- 2.15 It is, however, recognised that service-delivery in key areas (e.g. universal services such as waste collection, highways maintenance) may reasonably be correlated with residents’ satisfaction, trust and feelings of value for money. Additional operational-focused indicators will therefore be added to the Citizens’ Portal in the coming months in the interests of transparency and accountability and, most crucially, to support the Corporate Overview & Scrutiny Panel to deliver effective scrutiny in relation to the “A council trusted to deliver its promises” objective. Officers are presently scoping prospective indicators for inclusion and Corporate Overview & Scrutiny Panel Members are invited to engage with the Strategy, Policy and Performance Team individually to share their feedback on the indicators that could be reported. The intention would be to have a selection of operational-based indicators available through the Citizens’ Portal from September 2022.

3. KEY IMPLICATIONS

- 3.1 The key implications of this report are set out in table 5.

Table 5: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its priorities	< 100% priorities on target	100% priorities on target			31 March 2025
The council uses performance and management information effectively to identify and resolve issues.	PMF not utilised effectively.	PMF used by services, leadership and Members to identify and resolve issues.			31 March 2025

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 6.

Table 6: 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. Enhanced ability of Members to scrutinise performance issues through the new performance framework arrangements, leading to more effective challenge and greater impact.	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 The Corporate Plan went out to public consultation in Summer 2021 and the consultation results informed the final Corporate Plan adopted by Full Council in November 2021. The new performance reporting arrangements were approved by Cabinet on 16 December 2021 following discussion with Directors, Statutory Officers, the Corporate Leadership Team, the Cabinet Member for Corporate & Residents Services, Culture & Heritage and Windsor, the Leader of the Council and the Chairs of each Overview and Scrutiny Panel current at the time.

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in table 7.

Table 7: Implementation timetable

Date	Details
July 2022	Confirmed targets and tolerance thresholds applied to the Citizens' Portal enabling visibility of RAG statuses.
September 2022	Relevant operational-focused indicators available through the Citizens' Portal.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Corporate Overview and Scrutiny Panel Performance Report.

11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

- [Corporate Plan 2021-26](#)
- [Cabinet Proposals for future performance reporting arrangements](#)
- [Role of Corporate Overview and Scrutiny within the new performance reporting arrangements](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	5 Jul-22	8 Jul-22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	5 Jul-22	7 Jul-22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	5 Jul-22	
Andrew Durrant	Executive Director of Place	5 Jul-22	5 Jul-22
Kevin McDaniel	Executive Director of People	5 Jul-22	13-Jul-22

REPORT HISTORY

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

Report Author: Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights

Corporate Overview & Scrutiny Panel

Performance Report

July 2022

Focus of report: Performance up to 31 May 2022

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1. Executive summary

- 1.1 The council's new Corporate Plan was adopted by Full Council in November 2021 with a headline vision of "Creating a sustainable borough of opportunity and innovation". The Plan sets 3 overarching objectives – "Thriving communities", "Inspiring places" and "A council trusted to deliver its promises" – and 50 related goals for achievement in the period 2021-2026. The Plan emerged from an evidence-base and was shaped by public consultation in 2021.
- 1.2 Subsequent to the Plan's adoption, new arrangements were agreed by Cabinet on 16 December 2021 in relation to how performance against the Corporate Plan is reported. These arrangements include the establishment of a new public-facing online "Citizens' Portal", and agreement that the Corporate Overview & Scrutiny Panel takes primary responsibility for Member Scrutiny of the council's performance, receiving routine reports identifying areas of progress and areas of concern.
- 1.3 The Citizens' Portal was launched in April 2022 as a public-facing online dashboard setting out performance indicators (PI) and activities to show progress against the 50 goals in the Corporate Plan as part of the council's commitment to transparency and accountability. The Portal represents a substantial step forward in how the council shares performance information and will continue to be developed over time, with more information across the whole portal and particularly in relation to "A council trusted to deliver" goals.
- 1.4 Following the launch of the Portal, the Strategy, Policy & Performance Team has worked closely with relevant Corporate Plan goal owners to establish target trajectories and tolerance thresholds for performance indicators featured on the Portal. Target trajectories and tolerance thresholds are the key enablers for RAG (Red, Amber, Green) statuses to be determined. Confirmed target trajectories and tolerance thresholds were applied to the Citizens' Portal from 1 July 2022.
- 1.5 This is the first report to the Corporate Overview & Scrutiny Panel under the agreed new performance reporting arrangements. It focuses on performance up to the 31 May 2022 and organises content under the headers "Areas of concern" and "Areas of progress". Criteria to govern the selection of performance indicators and activities brought forward to the Corporate Overview & Scrutiny Panel under these headings is set out in Table 1. The criteria has been formulated to take account of both RAG status and the direction of travel, and will be kept under review by the Strategy, Policy & Performance Team to ensure its continuing suitability for supporting the Member Scrutiny function. The Team will also exercise judgement outside of the criteria

where it may be beneficial to do so – for example, where a performance indicator may not meet criteria but is showing some volatility in its direction of travel, the Team may bring that indicator forward for scrutiny.

Table 1: Criteria

Areas of concern	Performance indicators requiring attention	Any PI showing as Red (Requires improvement) OR Amber (just short of target) OR Green and on a downward trend for the last 2 consecutive reporting periods.
Areas of concern	Activities not progressing to plan	Activities that have been marked as Red or Amber for the last 2 consecutive periods and/or tasks that have been aborted.
Areas of progress	Performance indicators continuously succeeding	Any PI showing as Green and on an upward trend for the last 2 consecutive reporting periods.
Areas of progress	Performance indicators continuously improving	Any PI showing as Red (Requires improvement) and on an upward trend for the last 2 consecutive reporting periods OR Amber (just short of target) and on an upward trend for the last 2 consecutive reporting periods.
Areas of progress	Activities completed	Activities completed since the last reporting period.

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1.6 The preparation of this report for the Corporate Overview & Scrutiny Panel began from 1 June 2022 in advance of confirmation of target trajectories and tolerance thresholds by which to determine RAG statuses. On this occasion, this report is therefore compiled using interim criteria based solely on direction of travel as set out in Table 2. Additional indicators may be included in this report outside of this criteria based on the Strategy, Policy & Performance Team’s judgement of where scrutiny may be required.

Table 2: Interim exception-criteria for July 2022 report

Category	Criteria	Explanation
Areas of concern	Performance indicators requiring attention	Any PI where the direction of travel is on a downward trend for the last 2 consecutive reporting periods.

Areas of concern	Activities not progressing to plan	Tasks not progressing as per plan in the last 2 consecutive reporting periods or tasks that have been aborted
Areas of progress	Performance indicators succeeding/improving	Any PI where the direction of travel is on an upward trend in the last 2 consecutive reporting periods.
Areas of progress	Completed Tasks	Provide an update on all tasks completed.

2. Summary performance overview

2.1 Table 3 provides a summary of performance against Corporate Plan goals and associated measures and activities based on the interim exception-criteria set out at Table 2.

Table 3: Summary of performance



Objective	Areas of concern <i>Featuring any performance indicator where the direction of travel is on a downward trend for the last 2 consecutive reporting periods or tasks not progressing well.</i>	Areas of progress <i>Featuring any performance indicator where the direction of travel is on an upward trend in the last 2 consecutive reporting periods</i>	Completed Tasks
Thriving communities	24% (4 goals out of 17 where there are some areas of concern). 12% (5 measures out of 41 where there are some areas of concern) 0% (0/3 tasks which are not progressing as per plan)	18% (3 goals out of 17 where there is progress). 7% (3 measures out of 41 where there is progress)	0
Inspiring places	0% (0/27) goals where there are some areas of concern 0% (0 out of 46 measures where there are some areas of concern) 0% (0/26 tasks which are not progressing as per plan)	41% (11 goals out of 27 where there is progress) 15% (7 measures out of 46 where there is progress) 23% (6/26 tasks completed)	6
A council trusted to deliver its promises	0% (0 goals out of 6 where there are areas of concern) 0% (0 measures out of 5 where there are areas of concern) 0% (0/2 tasks which are not progressing as per plan)	17% ((1 goal out of 6 where there is progress). 20% (1 measure out of 5 where there is progress)	0

3. Thriving communities: Areas of concern

Featuring any performance indicator where the direction of travel is on a downward trend for the last 2 consecutive periods. Additional indicators may be included outside of this criteria based on the Strategy, Policy & Performance Team’s judgement of where scrutiny may be required – where this is the case, a note is provided.

Good or Outstanding education settings

Corporate Plan goal: At least 95% of the borough’s education settings are judged to be Good or Outstanding.

Indicator name:	Dec-21	Mar-22
[Citizens’ Portal Link] % of early years nurseries with a current (or inherited) Good or Outstanding grade	94.6%	93.0%
Preferred direction of travel: Higher is better		
<p>Commentary: Ofsted have commenced inspecting against the new Early Years Framework since resuming inspections after the pandemic. This ‘harder test’ has led to the current performance of 93% (53/57) which is below the last published national average of 97% (Aug 21) which does not include any of the new results.</p> <p>The service is continuing its work with all settings around the new Early Years Framework, and in particular supporting any setting that is judged as “Requires Improvement”. In addition, settings are still struggling with staffing absence regarding COVID and recruitment since the pandemic is challenging across the country. In some cases, experienced staff have left and new appointments are having to have more in-depth training as experienced candidates are not applying for positions.</p>		

Outcomes for children leaving our care

Corporate Plan goal: Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (EET) (at least 75%), supported by a Corporate Parenting service, judged Good or Better.

Indicator name:	Dec-21	Mar-22
[Citizens' Portal Link] % of care-leavers living in suitable accommodation (19-21yr olds)	92.2%	91.3%
Preferred direction of travel: Higher is better	↓	↓
<p>Commentary: At the time of preparation of this report the Percentage of Care Leavers in Suitable Accommodation as at 31 March 2022 was 91.3% (63/67). Accommodation is to be regarded as suitable if it provides safe, secure and affordable provision for young people. This would include short-term accommodation designed to move young people on to stable long-term accommodation but would exclude emergency accommodation such as that used in a crisis.</p> <p>As at the end of March 22, 4 of our care leavers were recorded as being housed in unsuitable accommodation however we have since identified that two of these young people were in fact in social housing and their records have since been updated to reflect this. This puts our true performance as at this time at 97% (65/67) - with just 2 care leavers deemed to be in unsuitable accommodation, one in temporary accommodation while waiting for social housing allocation and one is currently in prison.</p> <p>Performance throughout 2021-22 has been higher (better) than our performance throughout 2020-21 (90%), and the latest published data for England (88%), statistical neighbours (87%) and the South East Region (85%).</p>		

Healthy Weight

Corporate Plan goal: A decrease in the proportion of Year 6 (10–11-year-old) children who are overweight and obese from 29% to 24% by 2026.

Indicator name:	Mar-19	Mar-20
<p>[Citizens' Portal Link] Prevalence of Year 6 (10-11yr old) children who are overweight (including obesity)</p> <p>On the link, please click on 'see numbers' and select date range from 31-Mar-2019 to 31-Mar-2026 to view data, click on actual and target legends to view the graph</p>	26.9%	29.0%
Preferred direction of travel: Lower is better	↓	↗
<p>Commentary: <i>The latest data available for this indicator (Mar-20) prompted the formation of a Corporate Plan goal to reduce the prevalence of Year 6 children who are overweight and obese. There is presently no further and more recent data available by which to determine progress. NHS Digital, responsible for the collation of National Child Measurement Programme figures, acknowledges that data for the 2020/21 school year is reported at national and regional level only due to Covid-19 disruptions data. This indicator is included in this report to the Corporate Overview & Scrutiny Panel as an opportunity to acknowledge the actions in place at a local level to tackle childhood obesity.</i></p> <p><u>Reasons for performance and contextual information</u></p> <ul style="list-style-type: none"> • The prevalence of overweight (including obesity) in Year 6 children in 2019/20 in RBWM is statistically significantly less than the regional South East (31.7%) and national (35.2%) average. • The recent trend in prevalence of overweight and obesity in Year 6 children has not shown a statistically significant change over the last three years. We cannot conclude that the increase in prevalence estimate between 2018/19 and 2019/20 reflects a real increase in the true prevalence in overweight and obesity in the Year 6 population. This is because the data is based on a sample (rather than a census) of pupils. Confidence intervals take into account the sample size and degree of variation in the data. • We don't have data locally for 2020/21 due to the disruption to the National Child Measurement Programme (NCMP) caused by Covid-19. But nationally the highest annual increase was seen between 2019/20 and 2020/21 (4.5%). Nationally, the 		

gap between obesity prevalence for children attending schools in the most and least deprived areas increased too between 2019/20 and 2020/21. Covid-19 is highlighting and amplifying existing inequalities, so it is crucial we track this closely.

Actions and process put in place to improve

- Working with the other local authorities in Berkshire East, we are in the process of completing a health needs assessment of healthy behaviours which includes healthy weight and physical activity. This will help us to fully understand the health needs and inequalities so that we can target services more effectively to reduce obesity and address associated health inequalities.
- Developing a Healthy Behaviours Strategy for the borough which will incorporate actions needed to support families to reach and maintain a healthy weight.
- Working with partners across Frimley to share learning, knowledge and expertise to better support our residents to reach and maintain a healthy weight (including children and families).
- Plan to take a whole systems approach to tackle obesity, working across disciplines and organisations to address wider causes of obesity such as healthier food and built environment.
- The council is developing a Local Cycling and Walking Infrastructure Plan (LCWIP) to identify how to further support cycling and walking.
- Our health visiting team continue to promote and support breastfeeding as an early preventative measure.

Leisure centre attendances

Corporate Plan goal: Increase attendance at leisure centres by at least 10% (from 2019 baseline), among over 60s, people with disabilities and individuals who have a medical referral (including for cardiac, stroke and cancer rehabilitation).

Indicator name:		Apr-22	May-22
[Citizens' Portal Link] Number of attendances at leisure centres (disabled)	Actual	1,399	6,844
	YTD	1,399	8,243
Preferred direction of travel: Higher is better		↗	↗

[Citizens' Portal Link] Number of attendances at leisure centres	Actual	164,134	168,032
	YTD	164,134	332,166
Preferred direction of travel: Higher is better		↗	↗
<p>Commentary: <i>While the overall direction of travel for measure “Number of attendances at leisure centres (disabled)” is on an upward trend, this indicator is included under “Area of concern” for scrutiny on the basis that volumes are substantially lower than pre-pandemic levels, albeit with an increase in the May-22 figures. The “number of attendances at leisure centres” measure is also on an upward trend but is included here to provide contextual information.</i></p> <p><u>Disability attendance</u> Disability use increased significantly between April and May 2022, more than quadrupling (from a very low level) at Windsor Leisure Centre and Braywick Leisure Centre but is still behind pre-covid and target for this year (and so will show red overall for the year to date).</p> <p>The attendances in the targeted groups are likely to have increased following the relaxation of Covid rules enabling more sessions to take place (plus improved public perception around Covid safety) and the work Leisure Focus’ Sports Inclusion and Partnerships Manager, has been undertaking. One such initiative is the <u>Disability and Inclusive Activity week (18th-24th June)</u>, which should increase participation both in June and going forwards too.</p> <p>During the last couple of years, a number of disability-focused organisations have stopped operating, including SportsAble who closed their doors in May 2021. This has also impacted the number of attendances by disabled users in the leisure centres. RBWM is also recruiting a Sport, Leisure and Health Development Officer (2-year Public Health funded post), part of the role will be to assist in increasing participation in a number of target deconditioned markets.</p> <p><u>Overall attendance</u> Overall attendances at the leisure facilities in May 2022 were the first month ahead of 2019 pre-covid baseline 168,032 vs 166,571 (0.9% ahead). April was 164,134 vs 165,965 (1.1% behind), this shows a positive direction of travel. The corporate target is 10% above the 2019 baseline, so the increased figures still show as amber for both April and May, due to being below, but within 10% of, target.</p>			

The difference between Braywick Leisure Centre and its predecessor Magnet Leisure Centre for May (2022 vs 2019) was bigger 69,364 vs 67,334 (3% ahead) than it was in April 71,344 vs 70,429 (1.2%, the first month ahead) again showing positive direction of travel. The overall attendances for the leisure centres are subject to considerable seasonal variation on a month to month basis, but the overall pattern of this variation remains relatively consistent.

There continues to be a recovery in the leisure industry from the enforced closures during the Covid lockdown and restriction periods, which will take time to work through all the activities and demographic groups who participate in activity at the leisure facilities. Headwinds in the future may come as a result of the cost of living crisis, but this is not being seen yet (mid-June 2022).

4. Thriving communities: Areas of progress

Featuring any performance indicator where the direction of travel is on an upward trend in the last 2 consecutive periods.

Healthy behaviours

Corporate Plan goal: A decrease in the numbers of adults who are current smokers and in adults who drink more than the UK's Chief Medical Officer's weekly guideline.

Indicator name:	Mar-20	Mar-21
[Citizens' Portal Link] Admission episodes for alcohol-related conditions (Broad), per 100,000 pop	1,320	1065
Preferred direction of travel: Lower is better	↓	↓
<p>Commentary: <i>The data for this measure is provided a year in arrears. While the available data is outside of the Corporate Plan period (2021-2026), this indicator is included since it has been on progressing in the positive direction for 2 consecutive periods with fewer admissions for alcohol related conditions.</i></p> <p>All anecdotal evidence suggests that alcohol consumption increased during the COVID-19 pandemic, which does not fit with the downward trend in these figures. This trend is therefore possibly a result of fewer people accessing healthcare during the pandemic. We will continue to monitor figures and trends as we emerge from the pandemic and services return to normal.</p>		

Settled accommodation for adults with learning disabilities

Corporate Plan goal: More people with learning disabilities live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.

Indicator name:	Mar-21	Mar-22
[Citizens' Portal Link] % of adults with learning disabilities who live in their own home or with their family	78.7%	79.3%
Preferred direction of travel: Higher is better	↗	↗
<p>Commentary: Progress in this area has been a long-standing ambition of the council and practice has been improved and developed over recent years to increase the numbers of people with a learning disability living in their own homes, hence the positive move towards the target. However, in order to achieve the corporate goal, there is a requirement for increased availability of independent/supported living accommodation and Shared Lives placements where adults with a learning disability live as part of family homes. The following actions have been identified in order to meet the target:</p> <ul style="list-style-type: none"> • Commission the Housing Learning and Improvement Network to deliver a supported housing needs analysis – March 2022 (Completed) • Using learning from previous experiences of Shared Lives provision, seek opportunities to work in partnership with a wider network of councils to develop a new strategy for building Shared Lives provision – September 2022 • Undertake an accommodation census of people with a learning disability supported by the borough – April 2022 (Completed) • Complete a future accommodation needs analysis of young people who are approaching adulthood – April 2022 (completed) • Develop a supported housing strategy including people with a learning disability – September 2022 • Undertake a feasibility study and options appraisal on the Imperial Road site in Windsor – September 2022 • Develop an outcomes-focused and cost-effective strategy and action plan for people with learning disabilities to promote independent living and inclusion in its widest sense – March 2023 • Review and develop the current model of supported living to ensure that it focuses on promoting independence for adults with learning disabilities, physical disabilities, and mental health support needs – March 2023 		

- Based on the outcome of the housing needs assessment and as part of the wider strategy development, develop a pipeline of new specialist housing provision in the borough – March 2024

Rough Sleeping

Corporate Plan goal: Ensure that no one sleeps rough in the borough through necessity.

Note: "No one sleeps rough in the borough through necessity" means that alternative options have been provided and it is not necessary for anyone to sleep rough.

Indicator name:		Apr-22	May-22
[Citizens' Portal Link] % of successful move ons from the pathway	Actual	33.3%	50%
	YTD	33.3%	38.5%
Preferred direction of travel: Higher is better		↗	↗
<p>Commentary: This indicator is the number of customers who have moved on to live independently expressed as a percentage of total number of customers who have moved-on from the pathway (living independently and disengaged across all stages).</p> <p>Rough Sleepers spend an average time of 2 years 9 months on the pathway, 3 months (stage 1), 2 years (stage 2) and 6 months (stage 3) on the pathway. Therefore, positive move-ons may not happen every month and even 1 customer moving on positively in a six-month period is a success enabling them to move on and live independently having received the necessary support from the service for their duration on the pathway.</p> <p>The Pathway is now embedded within the borough and we are seeing positive outcomes across the three stages. There have been some significant challenges due to the pandemic including move-ons, but now there is some normality the process has become fluid with the transition from rough sleeping to independent living. April and May saw 33.3% (3/9) and 50% (2/4) customers moving on successfully from the pathway respectively.</p>			

5. Inspiring places: Areas of progress

Featuring any performance indicator where the direction of travel is on an upward trend in the last 2 consecutive periods.

Claimant count and employment rates

Corporate Plan goal: A decrease in the claimant count back to pre-pandemic levels by 2023, with a focus on supporting increased employment rates among young people and people with disabilities.

Indicator name:	Apr-22	May-22
[Citizens' Portal Link] Claimant count (all persons aged 16+)	2,310	2,240
Preferred direction of travel: Lower is better	↓	↓
<p>Commentary: <i>This indicator is included as it has been on progressing in the positive direction for 2 consecutive periods. However, it is acknowledged that the service has less control over this, and a number of external factors govern the movement of this indicator as we aspire to achieve and work towards getting the claimant counts to pre-pandemic levels by end of 2023.</i></p> <p>The RBWM claimant count is reducing slowly but steadily. Historically this has been a very low figure, however, it did rise because of the Covid lockdown measures and closures.</p> <p>As a result of the Covid crisis and the impact of Brexit on European workers, businesses around the country have experienced much higher vacancy rates. This is true in the borough, especially as we have more hospitality and tourism businesses than the national average, around 10% vs a national average of 7%.</p> <p>Early in the covid pandemic official reports suggested that young people were most adversely affected by the job losses from Covid lockdowns, however by 2021 this was no longer the case. The group that seems to be most affected are older, 50+ workers.</p> <p>A jobs hub, in collaboration with the Job Centre+ has been established in Maidenhead Library – residents and claimants can come into Maidenhead library to discuss employment opportunities with Job Centre+ Work Coaches and be supported by additional staff with careers information, opportunities and signposting to skills and training provision.</p>		

A series of Job fairs and Recruitment events have been held in the borough, in collaboration with the Job Centre+ and other community partners. These took place for Slough and Windsor in March 2022, Maidenhead in April, Windsor for part time and flexible opportunities in May, at the job centre, and most recently a sector specific recruitment event for the hospitality sector in June. Overall, approximately 950 candidates signed up to attend, we hosted 70 employers and made around 35 job offers, some appointments were made on the spot. There is another Job Centre work fair taking place on 23 June for Slough and Windsor claimants at the Queensmere shopping centre in Slough.

A Skills and Careers Zone at Parallel Windsor had been developed to take place on 26 June. This would have included job opportunities including graduate schemes, apprenticeships and other opportunities at large employers including Unilever and Legoland, plus employment support agencies including the National Careers Service, Abri, Evenbreak Recruitment, charities who deliver employment support including AFK, and Talkback, Hidden Disabilities, education and training providers including Windsor Forest Colleges, and volunteering opportunities. This was designed to help residents with or without a disability to broaden their work experience, develop their skills and learn more about careers and jobs available. Unfortunately, the event has been cancelled due to travel disruption from the rail strike. However, we are working on how we can develop the conversation about employment, skills and training around disability and inclusion in a different way until the event returns next year.

In February the council co-funded a “Start your own business in 10 Days” course, with the other local authorities in Berkshire, which was hosted online. This course was delivered by The Rebel Business School and was completely free to residents. RBWM had the most residents sign up out of all the local authorities in Berkshire (66), and we also delivered an in-person networking event for the graduates of the course in May.

The borough also supported small businesses throughout the pandemic with a comprehensive menu of support, including business breakfasts and free training, free resources to support re-opening activity post the first Covid-19 lockdown, and a business community support service through My Royal Borough, including an online directory, in person networking sessions in March and free amplification of local business promotional media through the My Royal Borough social media accounts, and helped to support the business grants activity throughout the 2 years of the pandemic lockdowns.

An Employment Skills and Training working group has been established at the council, to co-ordinate and maximise council activity in this area, and we are working on improving signposting to support and provision for our residents. This group will also feed into the investment of government funding from the UK Shared Prosperity Fund, including Multiply provision over the next 3 years.

There has been an establishment of a Maidenhead Employment Skills and Training community engagement group which meets monthly and has resulted in the Maidenhead Library Festival of Learning held in May, and further collaboration opportunities are being developed.

The council has worked with Windsor Forest Colleges group to place 2 T level students in the Museum and Information Centre in March this year and is working with the college to place more students this coming academic year, both with local businesses and within the council.

Footfall in town centres

Corporate Plan goal: An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.

Indicator name:		Apr-22	May-22
[Citizens' Portal Link] Monthly footfall in Maidenhead town centre	Actual	509,228	530,274
	YTD	509,228	1,039,502
Preferred direction of travel: Higher is better			
<p>Commentary: We have seen a steady increase in footfall within Maidenhead as we come out of the pandemic and measures are lifted. The town centre is being engaged with regularly through weekly produce markets, special events, pop-up shops and promotions. We are, however, still experiencing a large decline in office workers during the weekdays as flexible working and non-return to traditional workplaces remains, which in turn is leading to a decreased usage of car parking in the town centre.</p> <p>In quarter 1 Maidenhead has welcomed new businesses and traders into units and onto the market. The positive buzz surrounding these, mainly food and drink and the retailers have been well-documented within press and marketing campaigns. With the near completion of the Waterside Quarter and Countryside (St Ives Road) development, the footfall mosaic in Maidenhead is changing and adapting with areas of the town being used in different ways for the first time.</p> <p>As we head further into the year a strong programme of community events is planned, which will be supported by promotion via the Make Maidenhead brand. These events provide low cost and free opportunities for members of the community to engage with the town, especially important with the continuing and growing cost of living pressures.</p>			

We are conscious that the increase in footfall which we have experienced in quarter 1 may slow as we head into the autumn and winter seasons as these pressures continue to grow.

Indicator name:		Apr-22	May-22
[Citizens' Portal Link] Monthly footfall in Windsor town centre	Actual	606,625	620,276
	YTD	606,625	1,226,901
Preferred direction of travel: Higher is better		↗	↗
<p>Commentary: First quarter of the year has seen a strong and steady increase in footfall. The town centre has had significant international coverage as we see a return to an unrestricted spring/summer programme of live events. This included Royal Windsor Horse Show followed by Platinum Jubilee extended Bank Holiday and Royal Ascot.</p> <p>Windsor town saw its highest footfall count since 2018 (comparing with same period-week 1 of June, 200k) with over 196k recorded in the town centre during Jubilee week celebrations. The footfall count for the Jubilee week shows an increase of 34% (196k) compared to the same period in 2019 (146k). Good weather and a continued focus of marketing campaigns to shop local has ensured continued growth in May and June. There is a great deal of uncertainty ahead and difficulty in forecasting the remaining part of the year with the cost of living increases and inflation rises; this may see the current positive trend prematurely tail off with gains made reducing - or even lost - as we enter autumn/winter season.</p>			

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Digital Connectivity

Corporate Plan goal: An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.

Indicator name:	Dec-20	Dec-21
[Citizens' Portal Link] % of premises with full fibre availability	4.9%	15.8%

Preferred direction of travel: Higher is better	↗	↗
Commentary: RBWM are working with broadband providers to facilitate new infrastructure to increase Full Fibre coverage. A number of providers have been installing new Full Fibre Broadband across the borough with further plans between now and 2025. Plans are in place to develop and adopt a Digital Infrastructure Strategy, to support the roll-out of improved broadband and mobile coverage across the borough. This will be led by the new Infrastructure Team that is currently being recruited.		



Increasing recycling and reducing waste

Corporate Plan goal: Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.

Indicator name:		Dec-22	Mar-22
[Citizens' Portal Link] % of household waste sent for reuse, recycling	Actual	54.2%	55.7%
	YTD	50.8%	51.9%
Preferred direction of travel: Higher is better		↗	↗
Commentary: <p>The recycling rate has seen a significant increase in the last year due to the move to fortnightly waste collections for black bins, while maintaining weekly collections for recycling and food waste, which took place in October 2021. This drove behaviour change, as it made recycling and food waste easier than using the black bin, as these materials are collected more frequently.</p> <p>The recycling rate for Q4 2021/22 was 55.7%, an increase compared to a rate of 43.9% in Q4 2020/21, and 45.6% in Q4 2019/20. The annual recycling rate has increased to 51.9% in 2021/22 compared to 48.3% for 2020/21 and 46.9% for 2019/20. This is a major improvement to the recycling rate. It should be noted that Q4 2021/22 figures are subject to national validation and the figures will be finalised in late Autumn.</p> <p>There has been a significant decrease in the amount of waste being disposed of in refuse bins, with 23,303 tonnes collected in 2021/22, compared to 28,497 the previous year - a decrease of 18% - and 28,898 tonnes in 2019/20.</p>			

Food waste recycling collected increased from 2,548 tonnes in 2020/21 to 4,664 tonnes in 2021/22 – an increase of 83% - and from 2,481 tonnes in 2019/20. The amount of recycling collected has increased by 2% since 2020/21, but increased by more than 13% between 2019/20 and 2020/21. The latest figures show that this significant increase over the last two years has been maintained.

The change to the collection frequency has driven this change, ongoing communications and support to residents to recycle as much as possible will be needed to maintain and increase the recycling rate further, however we should see a continued increase in this financial year, as it will be the first full year of the new collection schedules.

Indicator name:	Mar-20	Mar-21
<p>[Citizens' Portal Link] Residual household waste per household (kg) (Annual)</p> <p>On the link, please click on 'see numbers' and select date range from 31-Mar-2018 to 31-Mar-2026 to view data, click on actual and target legends to view the graph</p>	546.90	519.50
<p>Preferred direction of travel: Lower is better</p>		
<p>Commentary:</p> <p>The borough moved to fortnightly waste collections for black bins, while maintaining weekly collections for recycling and food waste, in October 2021. This prompted a significant change in behaviour, with the amount of waste collected in the black bins decreasing significantly. There has been an 18% decrease in the amount of waste being disposed of in refuse bins, with 23,303 tonnes collected in 2021/22, compared to 28,497 the previous year.</p> <p>Meanwhile, food waste recycling collected increased from 2,548 tonnes in 2020/21 to 4,664 tonnes in 2021/22 – an increase of 83%. The change to collection frequency drove this change and we should see a further decrease in waste during this financial year as we see a full-year effect of the change. However, continuing communications and support for residents to reduce their waste and recycle more will be needed to maintain this change and decrease waste further.</p>		

Air quality

Corporate Plan goal: Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.

Indicator name:	Dec-20	Dec-21
<p>[Citizens' Portal Link] Nitrogen dioxide concentration across AQMA: Maidenhead</p> <p>On the link, please click on 'see numbers' and select date range from 31-Dec-2018 to 31-Dec-2026 to view data, click on actual and target legends to view the graph</p>	30.5	28.2
Preferred direction of travel: Lower is better	↓	↓
<p>Commentary:</p> <p>All Air Quality Management Areas in RBWM are below the government guidelines of 40µg/m³. However, since the national pandemic restrictions have eased, there has been an increase in the levels across regions in Dec-21 except in Maidenhead which continues to be progressing well in the last 2 consecutive periods, hence featuring in this report. There is currently no empirical explanation for this, although it may be partially explained by an increase/continuation in working from home/flexible working; strong westerly winds blowing clean air into the UK from the Atlantic throughout December 2021 and the road improvement scheme at Bridge Road and Oldfield roundabout that was completed in June 2021.</p> <p>The council has a programme of measures in place to reduce the impact of emissions on local air quality. These form an integral part of the Local Transport Plan (LTP) which informs the Highways Capital Programme with the council's efforts to improve air quality. The LTP also implements a suite of 'soft' measures and smarter choices: influencing better travel choices, such as encouraging public transport use, walking, and cycling that can all contribute to reduced road traffic emissions.</p>		

COMPLETED TASKS

Area	Task Name	Start Date	Due Date	Commentary
A308 corridor investment	Citizen's Portal Link: Publish the A308 Corridor Study findings	Apr-22	Apr-22	<i>The A308 corridor Study findings were successfully completed. 42 locations along the corridor have been identified, of which 21 locations are being looked at in more detail with high level potential options. The report was shared with councillors in April and has been published on the RBWM website.</i>
Biodiversity	Citizen's Portal Link: Develop and publish Biodiversity Action Plan	Apr-22	May-22	<i>The Biodiversity Action Plan (BAP) was published as scheduled on 28 April 2022. Adoption of the BAP has been postponed allowing further engagement with stakeholders across the Borough. This work is underway, and the BAP is expected to go to Cabinet later in the year.</i>
Community and Youth Facilities	Citizen's Portal Link: Communities Overview and Scrutiny Panel review of Maidenhead community facilities	Apr-22	Jun-22	<i>The Communities Overview and Scrutiny Panel has reviewed the scoping documents in the meeting held on 12 April 2022. Managing Director of RBWM Property Company, updated the Panel on the Community Facilities in Holmanleaze. Since the Panel had produced the Scoping Document, two developments had occurred. First, the Council had adopted the Borough Local Plan which resulted in the existing sites being confirmed as sites for community use. Additionally, the Property Company had met with existing tenants of the properties involved to understand the full scope of tenancies and how they operated. The tenants were secure in their tenancies and still had significant time remaining on their leases. As a result, following further review, it was decided that no further action</i>

				<i>needed to be taken and the sites would remain as they were.</i>
Renewable Energy	Citizen's Portal Link: Launch of the collective solar purchasing scheme	Apr-22	May-22	<i>Collective solar purchasing scheme was launched as planned and the sign-up period closed on the 14 June 2022. Over 1,100 registrations to the scheme were received which was above the forecast made by the Council and its partner organisation Solar Together. The reverse auction has now been complete and communication with residents will go out in early July.</i>
Social and Physical Green Infrastructure	Citizen's Portal Link: Community engagement on SW Maidenhead Supplementary Planning Document	Mar-22	Apr-22	<i>This engagement included three online public events concluded in April 2022. A wide range of comments and questions were received that will help shape the preparation of the draft Supplementary Planning Document (SPD) for Southwest Maidenhead. A consultation report will be published alongside the draft SPD in the summer.</i>
Windsor Public Realm Project	Citizen's Portal Link: Tender for delivery of Windsor Public Realm Scheme	Sep-21	Apr-22	<i>Following the completion of the Tender process for delivery of Windsor Public Realm Scheme, the council is working towards appointment of a partner/contractor for delivery.</i>

6. A council trusted to deliver its promises: Areas of progress


Featuring any performance indicator where the direction of travel is on an upward trend in the last 2 consecutive periods.

It is acknowledged that the majority of Corporate Plan goals featured under “A council trusted to deliver its promises” have associated indicators where data is not presently available to report. This is because the indicators draw their data from a forthcoming Residents’ Survey, which will be run in 2022 to establish the baseline for indicators relating to residents’ satisfaction with the council, trust in the council and feeling that the council offers value for money. It is recognised that these indicators will have a typically longer frequency, meaning that updated performance will not be available through in-year successive reports the Corporate Overview & Scrutiny Panel to support the Panel’s particular interest in progress against “A council trusted to deliver its promises” objective.

It is, however, recognised that service-delivery in key areas (e.g. universal services such as waste collection, highways maintenance) may reasonably be correlated with residents’ satisfaction, trust and feelings of value for money. Additional operational-focused indicators will therefore be added to the Citizens’ Portal in the coming months in the interests of transparency and accountability and, most crucially, to support the Corporate Overview & Scrutiny Panel to deliver effective scrutiny in relation to the “A council trusted to deliver its promises” objective. Officers are presently scoping prospective indicators for inclusion and Corporate Overview & Scrutiny Panel Members are invited to engage with the Strategy, Policy and Performance Team individually to share their feedback on the indicators that could be reported. The intention would be to have a selection of operational-based indicators available through the Citizens’ Portal from September 2022.

Proud to work for the council

Corporate Plan goal: Increase in the proportion of staff who feel proud to work for the council to 70% by 2023.

Indicator name:	Mar-21	Mar-22
[Citizens’ Portal Link] % of staff indicating that they feel proud to work for the council	62%	69%
Preferred direction of travel: Higher is better	Baseline	
Commentary:		

A modular leadership programme has been created for all People Managers and will be rolled out across the council in 2022. The aim of the programme is to develop and enhance the key skills of managers in a number of critical areas such as Resilience, Decision Making, Managing in a Political Environment, Leading Through Change and Inspirational Leadership.

The first employee led annual staff awards was developed and delivered. The awards celebrated the excellent performance and success of individuals and teams across the council in the following areas: Innovation, Individual Outstanding Achievement, Teamwork, Energy, Above & Beyond, Leadership, Diversity, Demonstration of our values (team and individual). The event, which was hosted via a combination of in-person and online technology, was such a success that plans are already underway on how to repeat it in forthcoming years.

Annual staff surveys, measuring the feelings of employees has resulted in ongoing People Activities Plan items. 63% of employees completed the mini staff survey in November 2021 and key takeaways include 84% of respondents reported that their work provides a feeling of personal achievement (an increase of +11% from 2020), 84% of the employees agree/strongly agree that their manager demonstrates council values (an increase of +9% from 2020), 69% of the employees feel proud to work for the council (an increase of +7% from 2020). The next full staff survey will be launched in November 2022, with the aim to increase participation levels to 70%.

Funding has been secured to transform the current HR system and delivery of HR services to employees, schools and partner organisations. This will be achieved by investing in information, digital and technological developments, which will enable employees to focus on service delivery, rather than less efficient business processes. Also, better monitoring and awareness of the makeup of the council's workforce, including protected characteristics, will support improvements in workforce development and retention.

Report Title:	2021/22 End of Year Employee Workforce Profile Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Deputy Leader of the Council and Cabinet Member for Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor; Armed Forces Champion
Meeting and Date:	Corporate Overview and Scrutiny, 25 July 2022
Responsible Officer(s):	Adele Taylor, Executive Director of Resources and S151 officer Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	All

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REPORT SUMMARY

1. *The Workforce Profile 2021-22 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.

Option	Comments
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. Full, updated, data on all the protected characteristics are expected to be available from the autumn/winter of 2022. For 2021-22 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 2020-21 is detailed where appropriate and benchmarking data is also included where available.

2.4 The report highlights areas for focus such as increased turnover as well as positive results including the increase in part timers in middle and senior management. 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 been in place for three years but there are a number of employees who chose 'prefer not to say' as a response to some questions. This time the percentage of the workforce that has withheld information about their religion has increased from 24.5 to 35.3. Whilst the withholding of personal data is acceptable, it would be preferable that employees felt comfortable enough to answer the questions fully. HR will be considering what positive action can be taken to encourage employees to provide this data and therefore reduce the percentage of 'Prefer not to say' responses.

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Employees feel comfortable sharing personal data with 'prefer not to say responses' reduced across all the protected characteristics	Prefer not to say responses remain as currently or continue to increase.	Prefer not to say responses reduced by 25%	Prefer not to say responses are reduced by 50%.		31 March 2023

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 isn't diverse or feels 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 Equalities. There is no Equality Impact Assessment required for this report.

7.2 Climate change/sustainability. There are no potential impacts of the recommendations in relation to climate change / sustainability.

7.3 Data Protection/GDPR. The personal data used has been collected and used in line with the HR Privacy policy.

8. CONSULTATION

8.1 Performance against the strategic priorities is regularly reported to the council's four Overview and Scrutiny Panels. Comments from the Panels are reported to Lead Members, 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
25 July 2022	Report presented at Corporate Overview and Scrutiny
By end July 2022	Report published on RBWM website.

10. APPENDICES

10.1 This report is supported by one appendix:

- Appendix A: Workforce Profile 2021-22.

11. BACKGROUND DOCUMENTS

11.1 This report has no background documents.

12. CONSULTATION (MANDATORY)

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputies)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	5/7/22	8/7/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	5/7/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		
Elaine Browne	Head of Law (Deputy Monitoring Officer)		
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)		
<i>Mandatory:</i>		<i>Procurement Manager (or deputy) - if report requests</i>	

<i>approval to award, vary or extend a contract</i>			
Lyn Hitchinson	Procurement Manager	N/A	
<i>Other consultees:</i>	Cllr Rayner, Deputy Leader of the Council and Cabinet Member for Cabinet Member for Business, Corporate & Residents Services, Culture & Heritage, & Windsor; Armed Forces Champion	14/07/22	
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	5/7/22	
Andrew Durrant	Executive Director of Place	5/7/22	
Kevin McDaniel	Executive Director of Children's Services	5/7/22	

REPORT HISTORY

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

Report Author: Karin Zussman-Ward, Lead HR Policy and Reward Advisor
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Royal Borough of Windsor and Maidenhead Workforce Profile 2021-22

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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 of 31 March 2022, 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.

RBWM 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, exceeds expectations and is fully inclusive 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 It had been hoped to update this report with the latest data from the 2021 Census, however whilst some data has been released on age and gender at a high level, full data sets breaking down the information further and also data covering the other seven protected characteristics will not be available the

autumn/winter in 2022. Therefore, this report continues to use the 2011 Census data and the updated 2021 data will be reflected in the 2022/23 report.

2. Establishment Overview

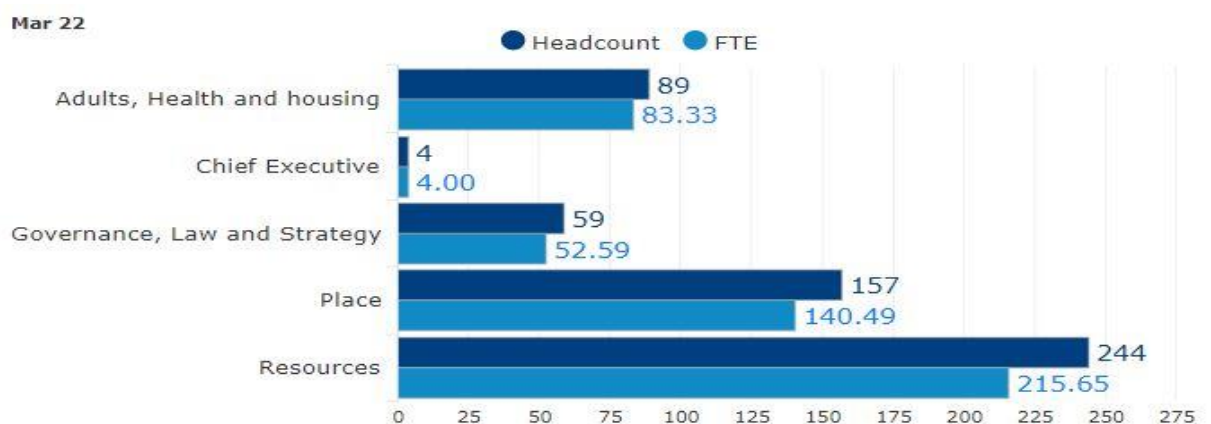
Headcount and FTE

- 2.1 At the 31 March 2022 the establishment is 553 headcount, an increase from 548 (+5) in 2020/21. The FTE is 496.06, an increase from 480.83 (+15.23) in 2020/21. Figure 1 sets out this annual comparison. In 2020/21 the council TUPE transferred in legal and building control services.
- 2.2 The workforce is organised into Directorates, each encompassing a range of services. Figure 2 sets out the Headcount and FTE by directorate.
- 2.3 The total headcount of the council is 553, with 4 employees holding more than one role within their directorate.

Figure 1 RBWM: Annual comparison of Headcount and FTE



Figure 2 Headcount and FTE by directorates



Grade Bandings

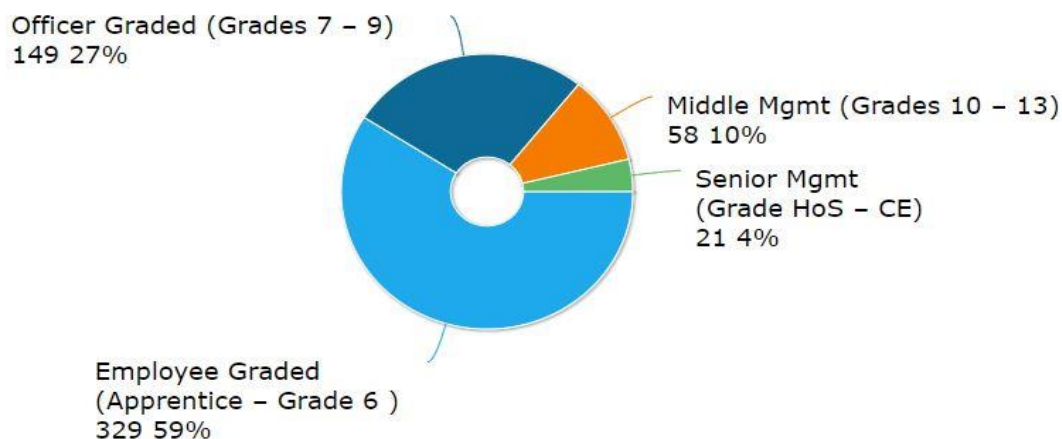
- 2.4 The council has a pay grading system encompassing grades from Apprentice to Chief Executive. Grades are grouped into four key grade-bands. Whilst the

total headcount for the organisation is 553, there are 4 employees fulfilling more than one role therefore any representation of headcount per grade-band (i.e. the total number of roles in RBWM) will total 557.

Figure 3 sets out the proportion of the workforce by grade-band. The RBWM salary bandings as of March 2022 are detailed in Appendix A.

Figure 3 Workforce by grade

Mar 22

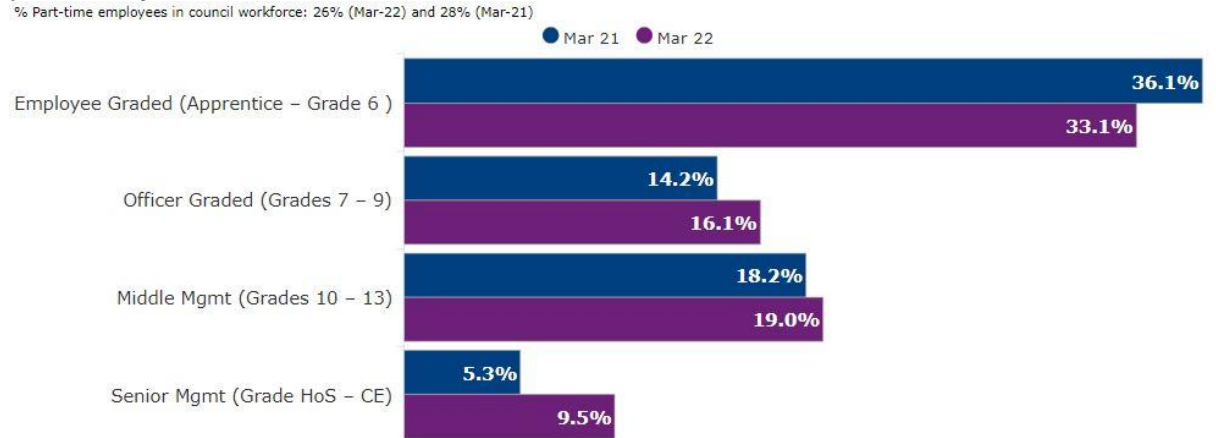


Part time Employees

- 2.6 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.
- 2.7 Across all grade-bands 74% are full-time employees and 26% are part-time employees. This is broadly in line with the Labour Market Survey for Windsor and Maidenhead which indicates that 78% of local employees are full-time and 22% are part-time. (Nomis, Workplace based Labour Market Survey based on interviews conducted over a 12-month period ending December 21)
- 2.8 Figure 4 shows the breakdown of part-time employees by grade-band comparing them with the previous year. The Employee grade-band (Apprentice-Grade 6) encompasses the highest proportion of part-time employees (33.1%) compared to other grade-bands.
- 2.9 In comparison to 2020/21 there is an increase in uptake of part-time working options in officer, middle and senior management grades and a slight decrease in the employee Grade. (Figure 4).
- 2.10 As part of the actions identified in the [Gender Pay Gap](#) document, the council continues to promote flexible working arrangements for all employees. A

survey of senior managers (middle and senior management grades) identified barriers to more flexible working at this level and actions to help address the issues identified are currently being planned.

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



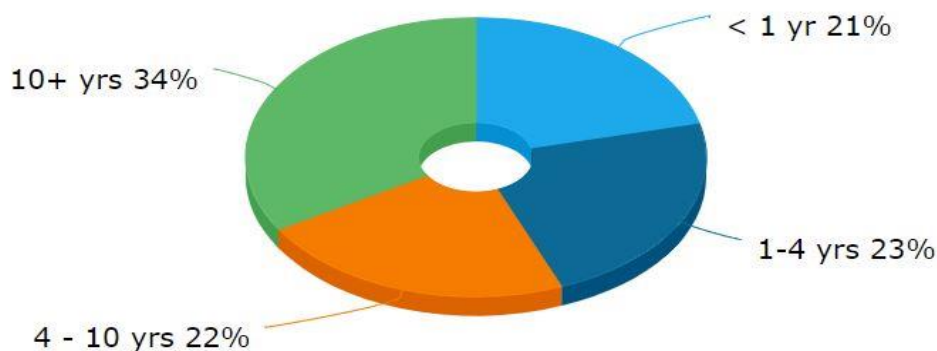
Length of service

2.11 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 values. Figure 5 shows that the highest proportion of employees (43%) have been in the council for more than 10 years. Over half (56%) of the council staff have been working for more than 4 years.

Figure 5 Workforce Profile by length of service

Mar 22

Stability Index (percentage of employees with 12 or more months service): 79%



2.12 The stability index (percentage of employees with 12 or more months service) is 79%

2.13 Figure 6 shows the 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

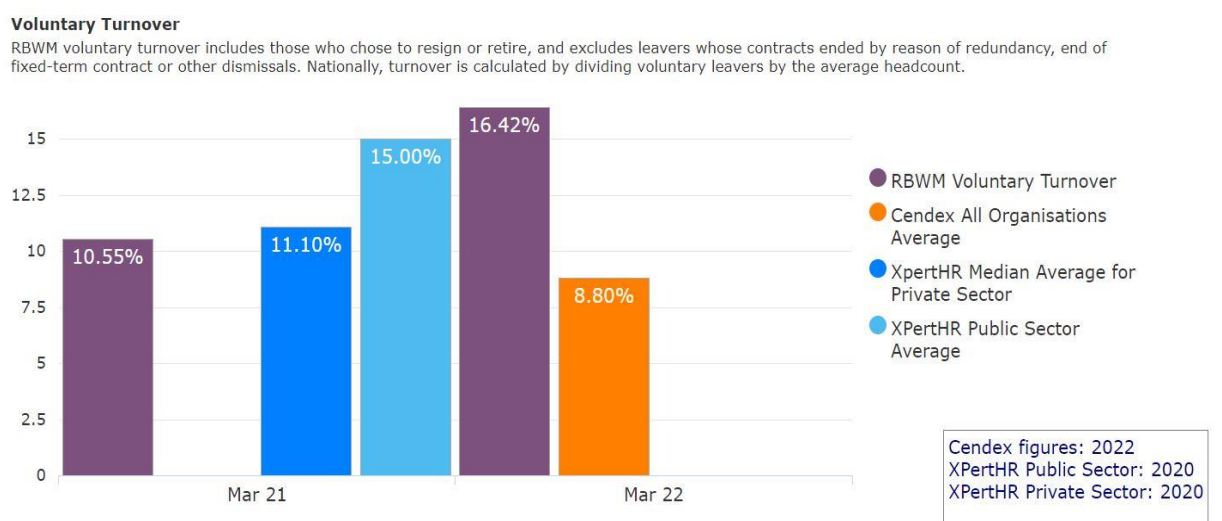


Voluntary Turnover

2.14 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).

2.15 In 2021/22 voluntary turnover was 16.42%, an increase on 2020/21 (10.55%) by 5.87%. Cendex Public Sector average (Year to January 2022) is 8.85%. Figure 7 shows RBWM voluntary turnover compared to the public and private sectors. Limited information was available from the other Unitary authorities within Berkshire, with Slough reporting 20% and Bracknell Forest 13.84%. Many employers are experiencing an increase in voluntary turnover reflecting the end of the restrictions imposed by the pandemic and the increase in employees reviewing their career and lifestyle choices, as well as the highest level of vacancies in the country for over 20 years, resulting in a 'sellers' market from an employees' perspective.

Figure 7 RBWM Percentage Voluntary Turnover

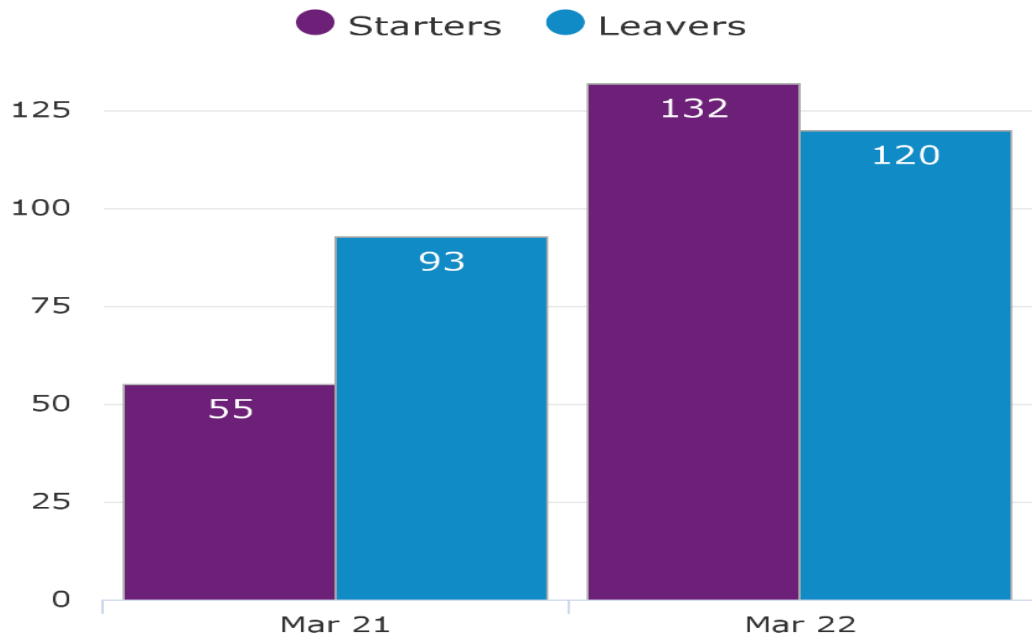


Starters and Leavers

2.16 2021/22 saw a total of 132 starters (55 starters 2020/21) and 120 leavers (93 leavers 2020/21) (Figure 8). The average length of service for leavers is 6.2 years. Comparing the current figures with the previous year', recruitment and

turnover have increased, which is only to be expected in this post-pandemic period.

Figure 8 Starters and Leavers Headcount



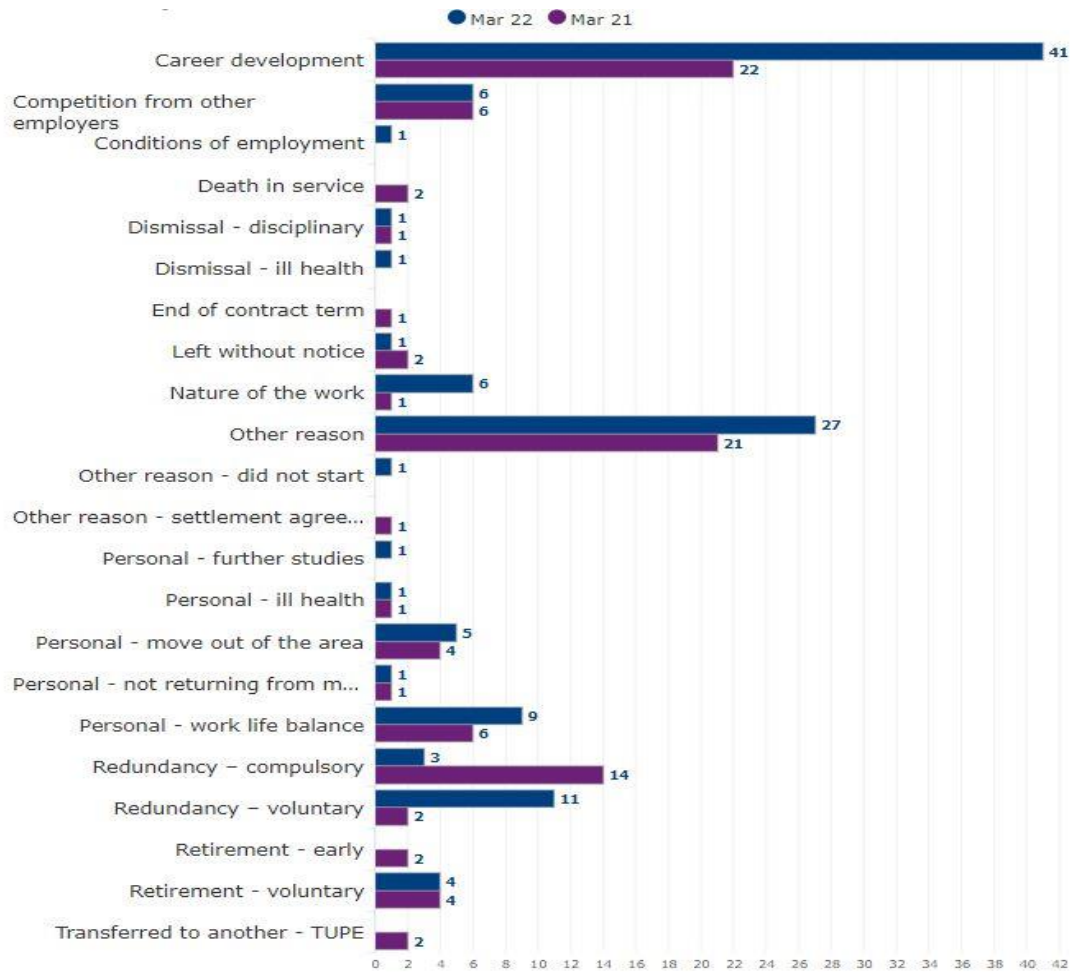
2.17 Table 1 compares starters and leavers by disability, ethnicity (Black, Asian or from a minority ethnic group) and female employees. Additional information can be found in sections 3.2, 3.3 and 3.4.

Table 1: Comparison of starters and leavers profile: 2021-22

	Starters	Leavers
Declare themselves disabled	2.3%	6.5%
Ethnicity (declare themselves Black, Asian or from a minority ethnic group)	17.4%	14.6%
Female	54.5%	67.7%

2.18 Figure 9 compares reasons for leaving with previous year. The top three reasons for leaving in 2021/22 were: Career development (34%), other reasons (not defined) (22.57%) and work life balance (7.5 %).

Figure 9 Reasons for leaving

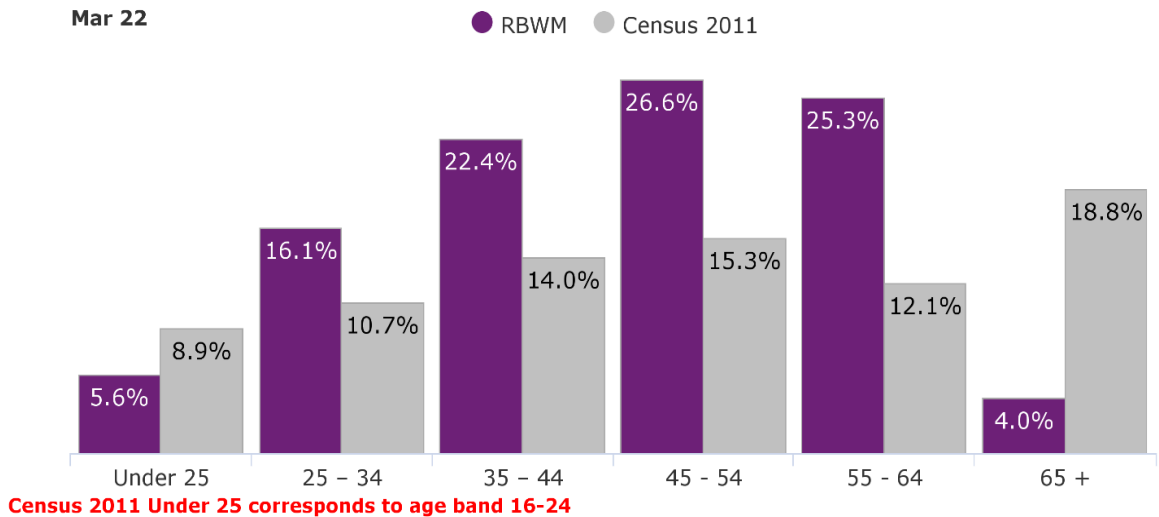


3 Equality and Diversity

Age

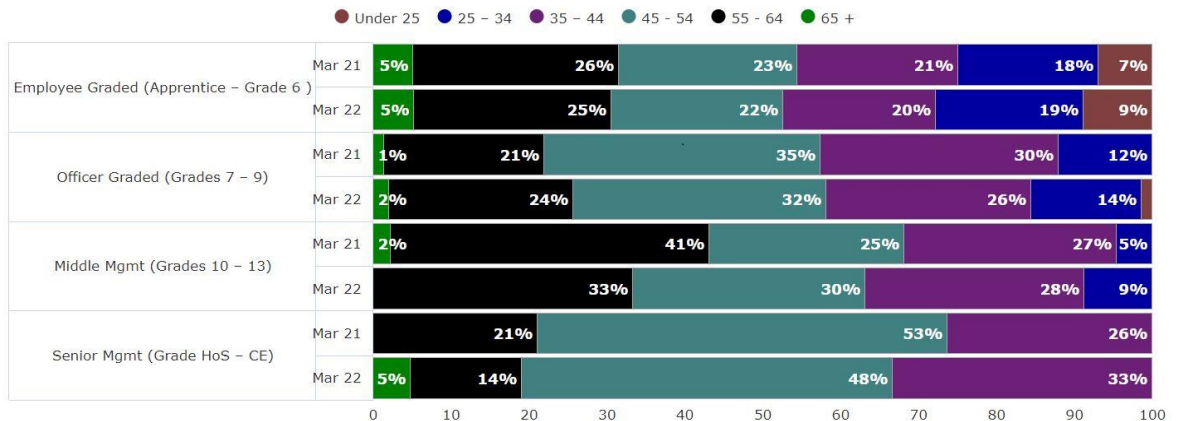
- 3.1 For context, population demographics for the Royal Borough of Windsor and Maidenhead show that the population of the borough is ageing. Population estimates for 2019 by the Office for National Statistics (ONS) by broad age-group indicate that 18.8% of the borough's population is aged 65+. This 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+).
- 3.2 Figure 10 sets out the age-profile of employees compared to the 2011 Census data, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data. The council currently offers apprenticeships which whilst available to all ages are often more appealing to younger applicants. For workers nearer retirement age, a range of flexible retirement options are available.

Figure 10 RBWM Age Profile Comparison with Census 2011



3.3 Figure 11 compares age profile by grade bandings.

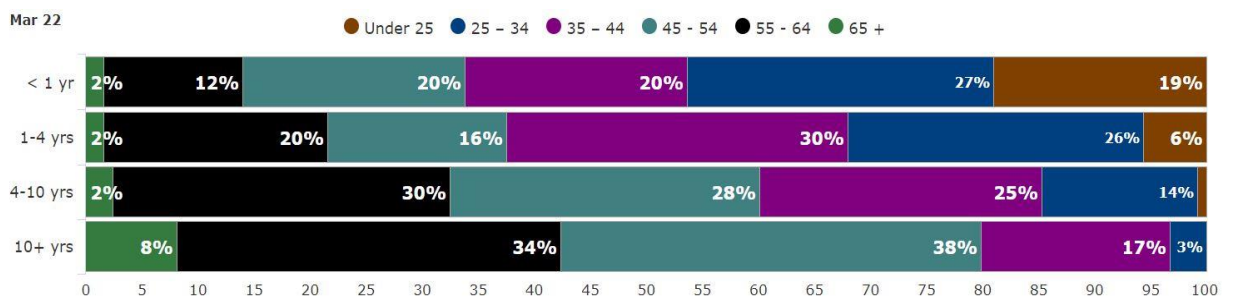
Figure 11 Age profile by grade bandings



3.4 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. (6% under 25 years, 26% for 25-34 years, 30% 35-44 years, 16% 45-54, 20% for 55-64 years.

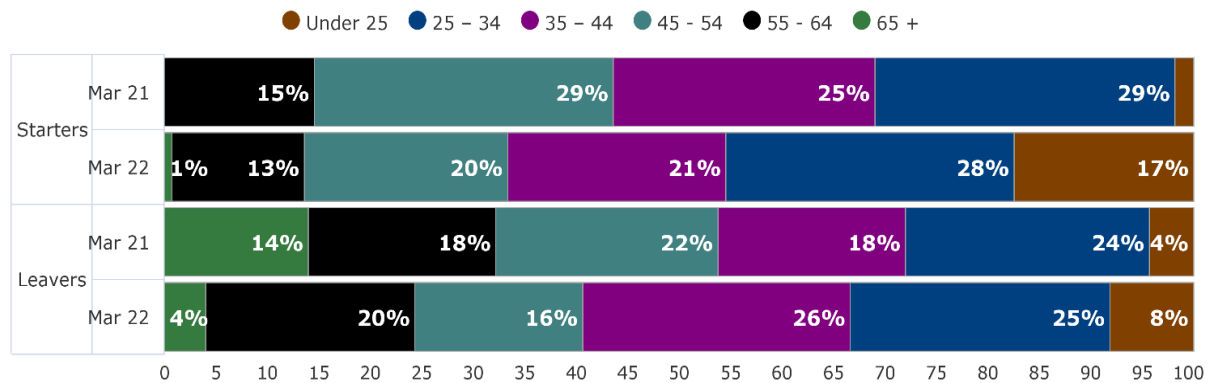
3.5 The increase in length of service in the council follows in line with the increase in the proportion of middle-aged staff. 72% of staff with more than 10 years' experience are in the age-band of 45 to 64 years.

Figure 11 Age profile by length of service



3.6 Figure 13 compares starters and leavers by age and shows that the council is attracting more staff in the under 25 age band.

Figure 13 Age Profile by starters and leavers

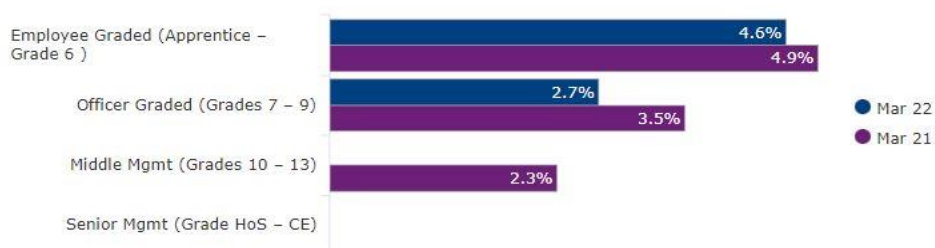


Disability

3.7 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 2021/21 is 3.4%, a decrease from 2020/21 (4.2%). Of the remaining 96.6%, 89.3% declared themselves as not disabled and 7.3% did not respond.

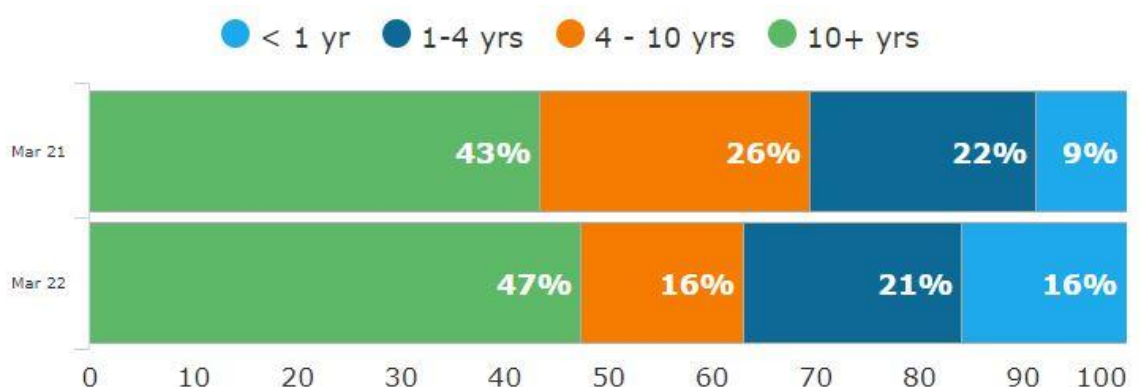
3.8 Figure 14 compares the disability profile of the workforce by grade, showing a decrease across all grades.

Figure 14 Disability profile by grade



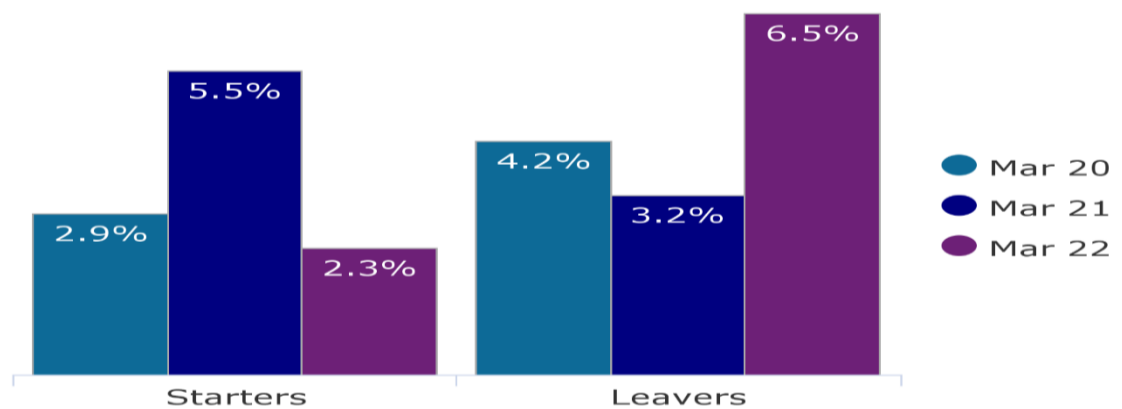
3.9 Figure 15 shows that more than two-thirds (63%) of those who declare themselves disabled have stayed in the council for more than 4 years.

Figure 15 Disability profile by length of service



3.10 In 2021/22, 2.3% of starters and 6.5% of leavers declared themselves disabled (Figure 16). Compared to 2020/21 with 5.5% of starters and 3.2% of leavers.

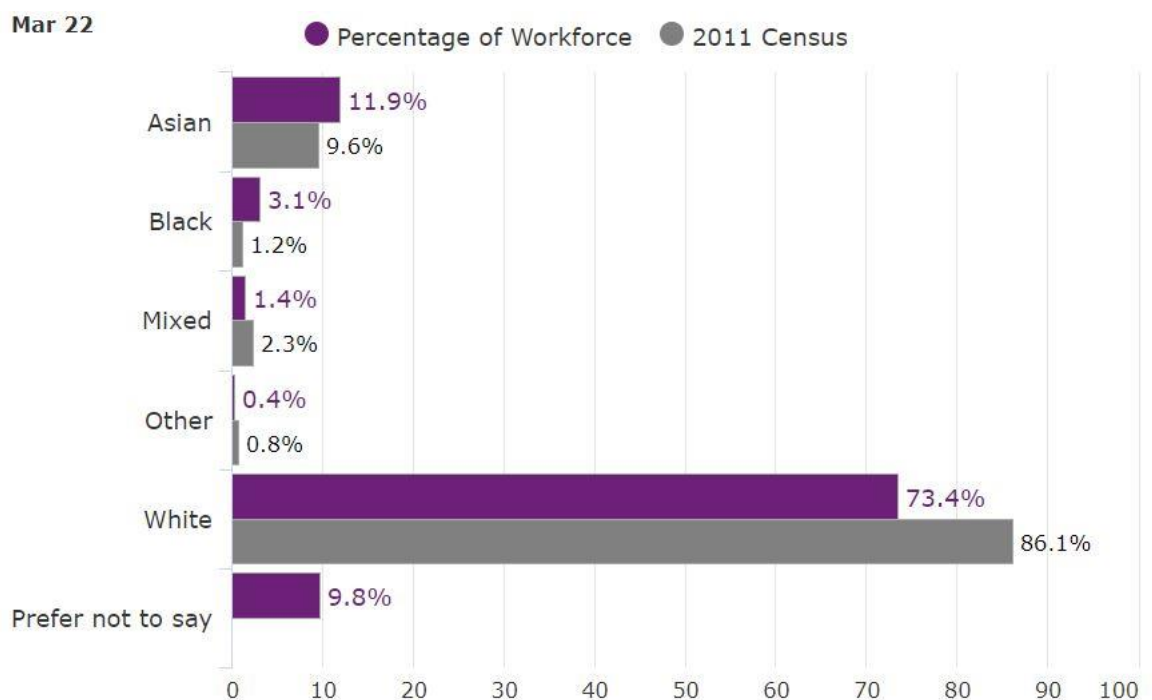
Figure 16 Disability profile by starters and leavers



Ethnicity (Race)

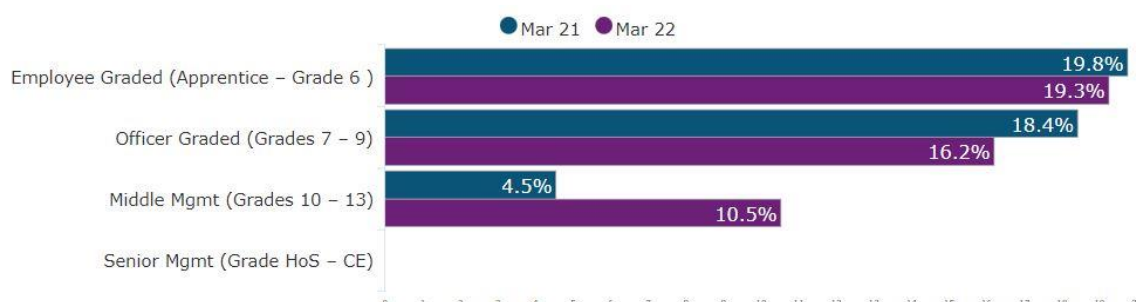
3.11 The percentage of employees who declare themselves as being Black, Asian or from a minority ethnic group is 16.8 % (17.5% in 2020/21). 73.4% of employees declare themselves as White (including English, Welsh, Scottish, Northern Irish, British, any other background, Irish). The percentage of employees who prefer not to provide this information has increased from 6.4 to 9.8. Figure 17 shows that the workforce's profile broadly tracks in line with the local profile generated by the 2011 Census, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data.

Figure 17 RBWM Ethnicity Profile Comparison with Census 2011



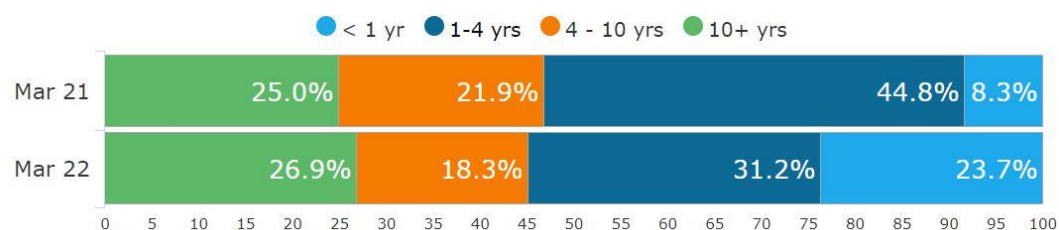
3.12 Figure 18 compares the ethnic profile by grade bands with the 2020/21 figures and this shows a significant increase in the middle management grade (from 4.5% to 10.5%). There is no Black, Asian or ethnic minority representation at the senior management level.

Figure 18 Ethnicity Profile by Grade: Comparison with previous year



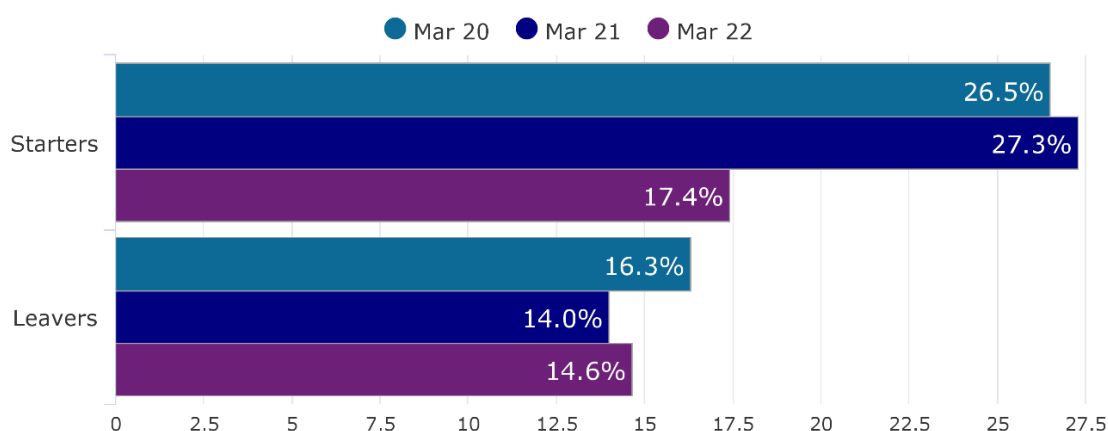
3.13 Figure 19 shows distribution of Black, Asian and ethnic minority staff by length of service showing a good proportion tend to stay for 4 years or more (45.2%).

Figure 19 Ethnicity Profile by length of service



3.14 In 2021/22 the number of starters who declare themselves Black, Asian or from a minority ethnic group was 17.4%, down from 27.3% in 2020/21 as shown in Figure 20. There was a small increase in the % of staff who declare themselves Black, Asian or from a minority ethnic group leaving the council (14.6% in 2021/22 and 14.0% in 2020/21).

Figure 20 Ethnic Profile by starters and leavers

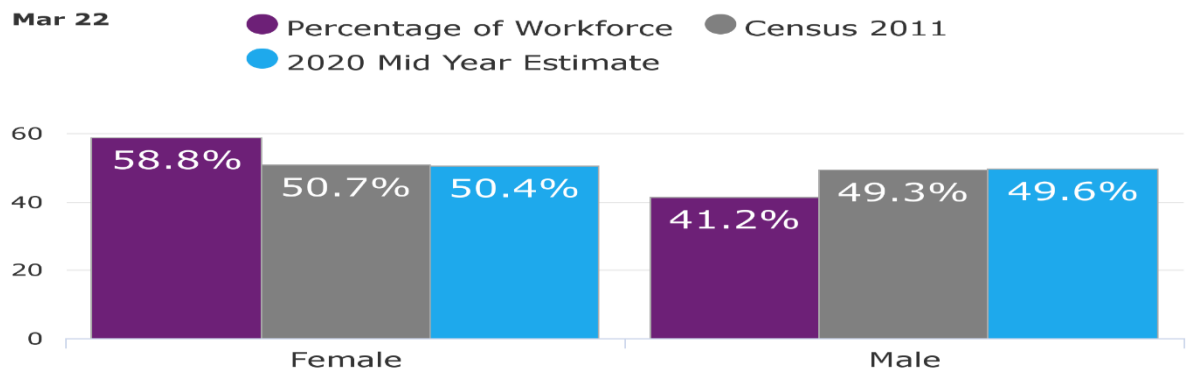


Sex (Gender)

3.15 For context, the 2011 Census indicates that 50.7% of the local population is female and 49.3% is male, however making any comparisons between the employee profile and this old data is questionable. Next year's report will

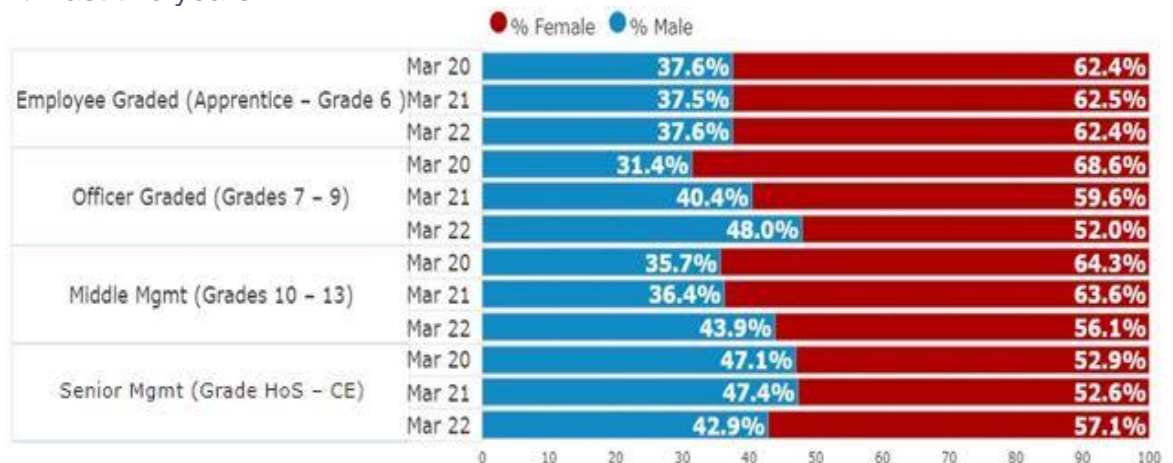
reflect the 2021 Census data. Mid-year population estimates for 2019 by the ONS have indicated a marginal decrease in the percentage of females to 50.3% and a marginal increase in the percentage of males to 49.7%. Women make up the majority of the council's workforce (58.8%). This is slightly down from 61.5% in 2020/21 (Figure 12).

Figure 12 Proportion of male and female employees in RBWM: Comparison with Census 2011



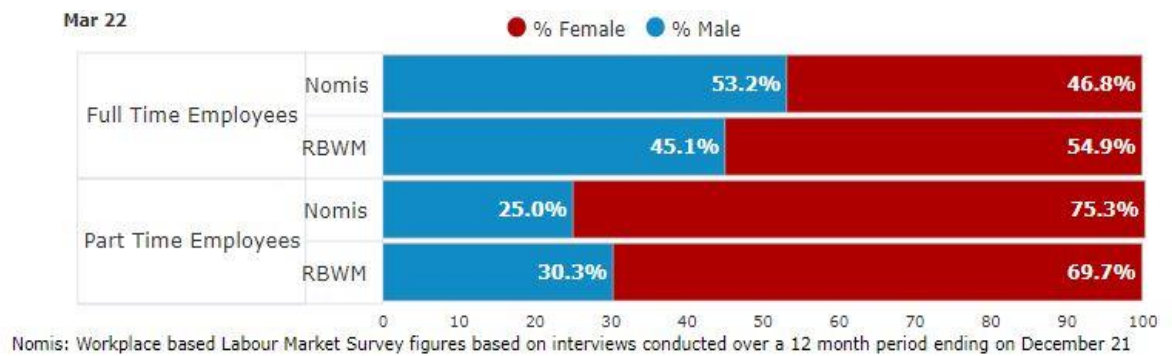
3.16 Figure sets out the proportion of males and females for each grade-band, where it can be seen that the proportion of females in council workforce across all grades is generally consistent with 2020/21 figures except in the officer grade where there is a decrease in the proportion of female staff (from 59.6% in 2020/21 to 52% in 2021/22). Encouragingly, the proportion of female employees in senior management grade has increased from 52.6% to 57.1%.

Figure 22 Proportion of male and female employees by grade: Comparison with last two years



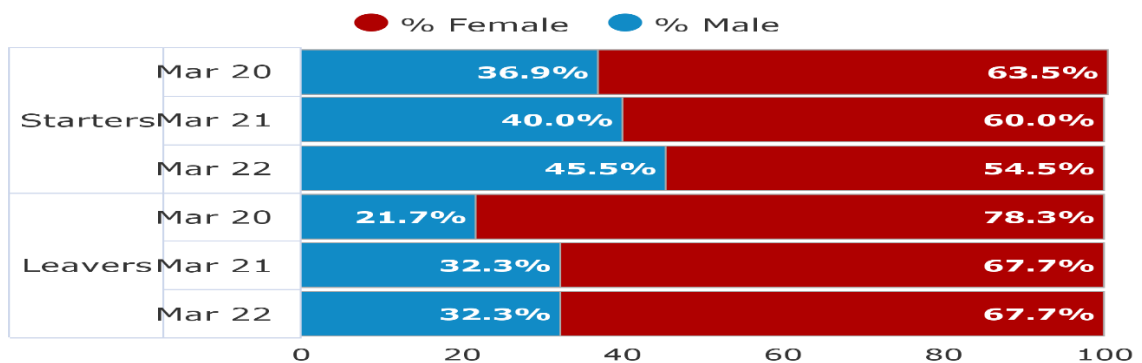
3.17 Labour Market Survey for Windsor and Maidenhead (Nomis, Workplace based Labour Market Survey figures based on interviews conducted over a 12-month period ending December 21) indicates the proportion of females in full time employment is 46.9% and the proportion of females in part-time employment is 74%. In comparison to the Labour Market Survey, the council has a higher proportion of females in full time (54.9%) and lower part time (69.7%) employment (shown in Figure 13).

Figure 13 Proportion of male and female employees in full time and part time employment



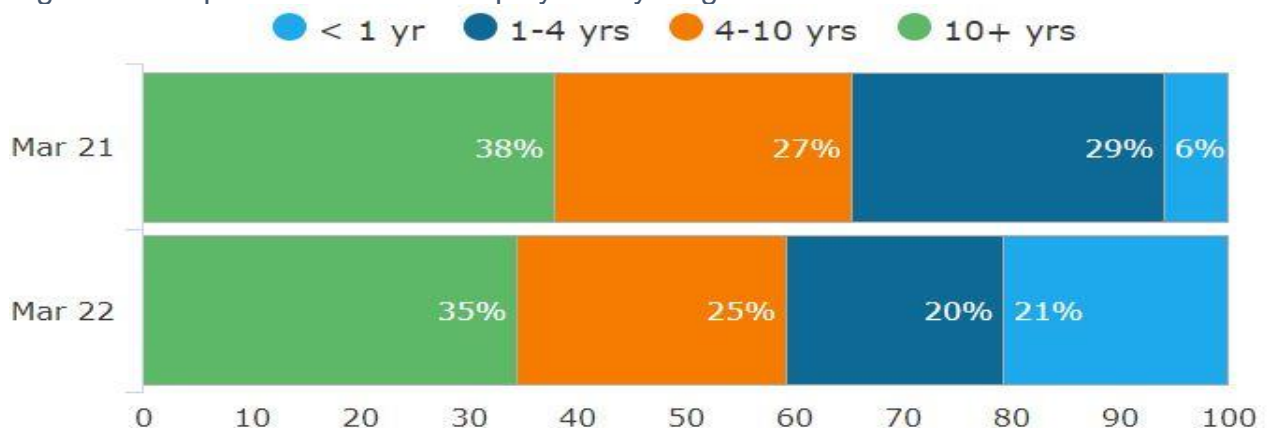
3.18 In 2021/22 54.5% of starters were female, a decrease on 2020/21 figure (60.0%), and 67.7% of leavers were female, the same percentage as 2020/21. Figure 14 shows the comparison.

Figure 14 Proportion of male and female in starters and leavers: Comparison with the last two years



3.19 Figure 15 shows the proportion of female employees by length of service. Over two-thirds of the female staff (60%) stay for more than 4 years (25% in 4-10 years and 35% in 10+ years length of service bands)

Figure 15 Proportion of female employees by length of service



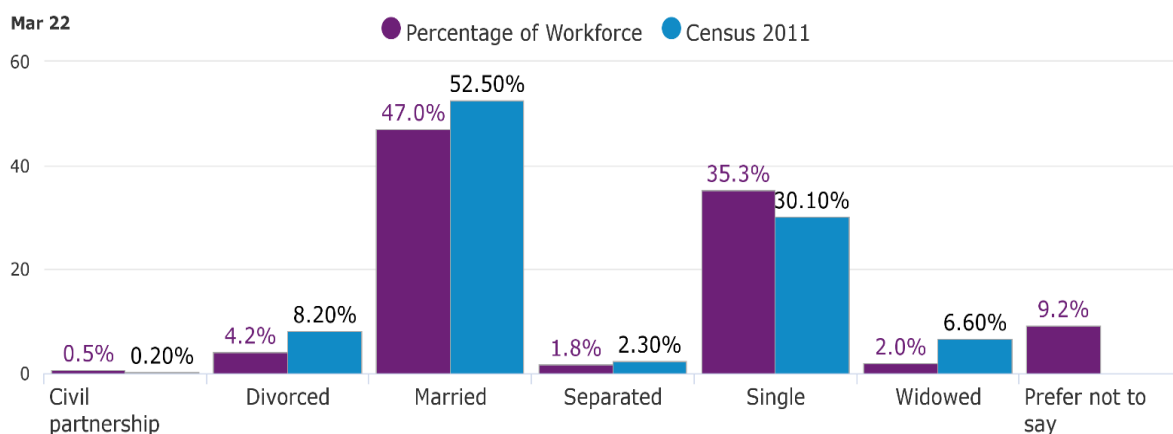
Gender Reassignment

3.20 The majority of the workforce (63.3%) has self-reported that they do not have plans to go through any part of a process to change their birth sex. The remaining 36.7% encompasses employees who indicated that they did have plans to do so (0.5%) or that they preferred not to say (36.2%).

Marriage and Civil Partnership

3.21 Slightly less than half of the workforce (47.0%) reported that they are married and 35.3% reported themselves as single (never married or never registered a same-sex civil partnership). Figure 26 shows that the council's workforce profile tracks broadly in line with the local community profile generated by the 2011 Census, however making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data.

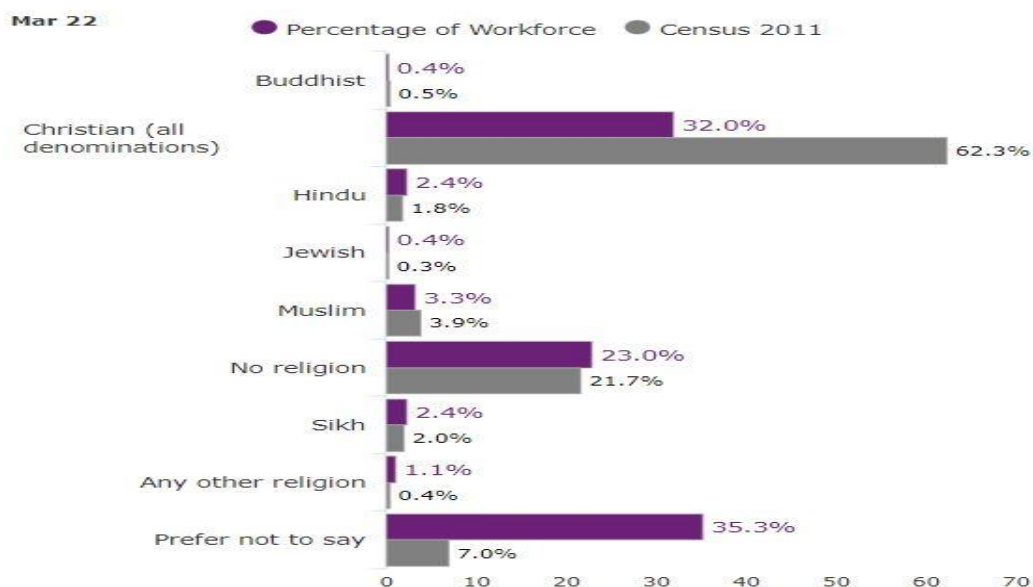
Figure 26 Marital Status: RBWM Profile in comparison to Census 2011



Religion or Belief

3.22 Figure 27 sets out the workforce profile of employees' self-reported religious, faith and belief affiliations compared with the local profile generated by the 2011 Census, however as stated previously, making any comparisons between the employee profile and this old data is questionable. Next year's report will reflect the 2021 Census data. Whilst the council's workforce profile tracks very broadly against the local profile, there is a significantly lower proportion of the workforce declaring themselves as Christian (all denominations) (32.0%) compared to the local profile (62.3%). The percentage of staff preferring not to declare this information has increased from 24.5% to 35.3% from March 2021.

Figure 27 RBWM Religion Comparison to Census



Sexual orientation

- 3.23 In 2021/22 the majority of employees (60.8%) reported themselves as heterosexual/straight and 2.4% of employees reported themselves as lesbian, gay, or bisexual. The remaining 36.9% encompasses employees who preferred not to say.

4 Commitments to Improve

- 4.1 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
- 4.2 The people activity plan incorporates all initiatives that are developed to deliver against our people strategy. This is a dynamic tracker and includes the outcomes and/or outputs of initiatives, such as those to implement the values, undertaking a mini staff survey, developing a leadership development programme and implementing a wellness action plan.
- 4.3 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".
- 4.4 An employee led equality, diversity and inclusion network has been established and with a focus on valuing everyone in the organisation as an individual and ensuring an inclusive environment where everyone feels able to participate and achieve their potential by feeling valued, respected, included and able to thrive.
- 4.5 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 have been analysed by the group and some have been fed back to further shape promoting and addressing anomalies and where possible create positive outcomes/initiatives. The HR team are also working with the strategy team leading on the inequalities work across the borough as this will also look at the organisation.
- 4.6 An employee Ambassador Group acts as a sounding board for workforce initiatives and provides valuable insight and feedback on the opinions of staff across and at all levels within the organisation.

- 4.7 As a Gold Award Armed Forces Covenant holder, the council provides support to military families, see the [Armed Forces Covenant](#) information on the council's website. We will look at ways to increase representation within the workforce of Reservists and will survey employees to establish military connections.
- 4.8 The 2021 Census will provide updated insights into the profile of the local community and will be reflected in the profile for 2022/23. 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 2022

RBWM LOCAL PAY Grade 1 - 5

GRADE/ POINT	TOTAL SALARY	GATEWAY RANGE
	£	£
GRADE 2		
20	£19,293	
21	£19,717	
22	£19,914	£19,915 - £22,486
GRADE 3		
23	£19,610	
24	£20,332	
25	£21,066	
26	£21,824	
27	£22,264	
28	£22,486	£22,487 - £24,997
GRADE 4		
29	£22,121	
30	£22,772	
31	£23,514	
32	£24,260	
33	£24,749	
34	£24,997	£24,998 - £28,526
GRADE 5		
35	£25,052	
36	£25,883	
37	£26,728	
38	£26,995	
39	£27,761	
40	£28,526	£28,527 - £32,691

RBWM LOCAL PAY Grade 6 - 13

GRADE	Salary range (spot salary)		
	MIN	MAX	Gateway Range
	£	£	£
6	£29,289	£32,691	£32,692 - £36,975
7	£33,345	£36,975	£36,976 - £43,048
8	£39,413	£43,048	£43,049 - £47,201
9	£43,186	£47,201	£47,202 - £51,791
10	£47,358	£51,791	£51,792 - £58,175
11	£53,279	£58,175	£58,176 - £65,258
12	£59,608	£65,258	£65,259 - £77,734
13	£66,808	£77,734	£77,735 - £84,737

SENIOR LEADERSHIP TEAM PAY BANDS

GRADE	MIN	MAX
	£	£
Head of Service	£68,250	£95,329
Deputy Director	£88,434	£104,872
Executive Director	£99,826	£137,697
Chief Executive	£124,848	£152,065

Report Title:	Medium Term Financial Strategy and Plan 2023/24 – 2027/28
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Hilton, Cabinet Member for Asset Management & Commercialisation, Finance & Ascot
Meeting and Date:	Corporate Overview & Scrutiny Panel – 25 July 2022
Responsible Officer(s):	Andrew Vallance, Head of Finance Adele Taylor, Executive Director of Resources & Section 151 Officer
Wards affected:	All

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REPORT SUMMARY

This report sets out the Council’s proposed key themes of the Medium-Term Financial Strategy (MTFS) for 2023/24 - 2027/28 and shows the close relationship between this strategy and the Council’s new Corporate Plan. This will need to be formally adopted by full Council following a recommendation from Cabinet. The report also includes a Medium-Term Financial Plan (MTFP), identifying future budget gaps.

The Council needs to consider the actions it needs to take to ensure the affordability of its services and ensure it reviews its financial sustainability over the medium term in response to the challenges it faces.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That the Panel notes and comments on:

- i) the proposed key themes of the Medium-Term Financial Strategy set out in the report; and
- ii) the Medium-Term Financial Plan set out in Appendix A.

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

Options

Table 1: Options arising from this report

Option	Comments
To recommend to full Council the Medium-Term Financial Strategy and Plan.	This is the recommended option.
To not recommend to full Council the Medium-Term Financial Strategy and Plan.	If not recommended the 2023/24 budget will be developed without regard to the wider financial challenge facing the Council.

- 2.1 This report sets out the proposed financial strategy for the Royal Borough of Windsor and Maidenhead across the next 5 years.
- 2.2 The report demonstrates the close relationship between the new Corporate Plan and the MTFS, being based on the same principles that the Corporate Plan was developed against.
- 2.3 The MTFS was reviewed by Corporate Overview and Scrutiny Panel on 22nd June 2022. The Panel suggested adding Objectives 5 and 6 in Section 6, to better align with the entire Corporate Plan.
- 2.4 This report will be presented to Cabinet on 21st July 2022.
- 2.5 A final report on the MTFS will be presented to Council in September 2022.

3. KEY IMPLICATIONS

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Services delivered within approved budget	Budget overspend >£250,000	Budget variance +/- £250,000	Budget underspend >£250,000 <£1,500,000	Budget underspend >£1,500,000	31 March 2028

4. FINANCIAL DETAILS / VALUE FOR MONEY

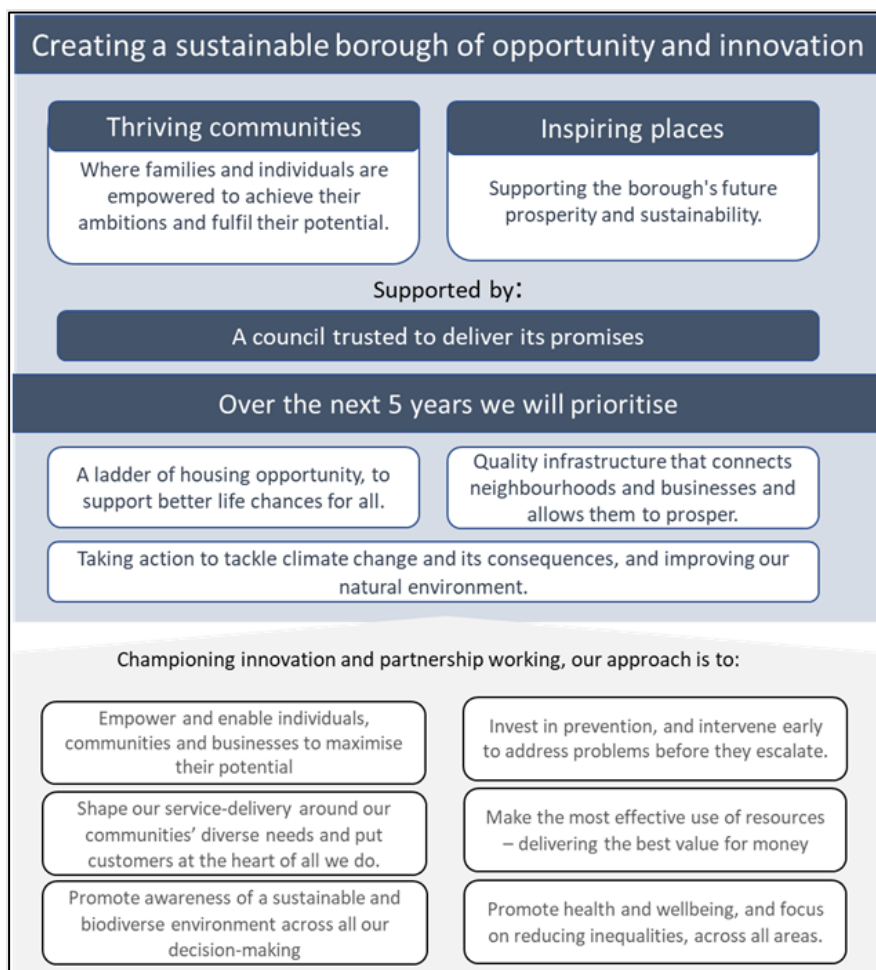
Introduction

- 4.1 Just like many other councils, the Royal Borough of Windsor and Maidenhead has faced considerable financial challenges because of the Covid-19 pandemic. This has led to increased costs and large reductions in income in the last two financial years.
- 4.2 Like many councils, the Council is also experiencing growth in demand for several services, with Children’s Services and Adult Social Care being some of the most significant impacted by demographic demands alongside other demand led services such as housing and homelessness.
- 4.3 Unlike some other councils, the lowest council tax in the country outside of London and our low levels of reserves coupled with increasing levels of borrowing have made the RBWM financial position more challenging. The low level of council tax results in an inability to raise funds to the same amount as other councils
- 4.4 The current financial outlook in terms of rising inflation and interest rates as well as the increasing cost of living rises that our residents and businesses are facing, alongside the Council, are also areas that will need to be addressed as part of both its short and longer-term financial planning.

- 4.5 This document explains the financial context for RBWM and sets out the areas where the Council will seek to make savings, efficiencies and prioritise our resources in line with the objectives in the Corporate Plan.

Corporate priorities

- 4.6 The Council's priorities must be at the heart of any financial strategy. In many ways they inform one another. The Council's Corporate Plan for the period 2021-2026, "Creating a sustainable borough of opportunity and innovation", was agreed at Full Council on 23rd November 2021.
- 4.7 The Corporate Plan forms the overarching strategy for the Council for the next four years and replaced the Interim Strategy 2020-21, which was developed as a temporary plan in response to the pandemic. The Corporate Plan sets out the Council's new objectives, and the specific goals to be achieved in support of those objectives, over the 2021-26 period. It was agreed in November 2021 and so this is now the opportunity to refresh the financial strategy to reflect the outcomes of that plan.
- 4.8 The Corporate Plan has been designed to crystallise focus on where the Council most needs to drive change. It recognises that the Council must make difficult choices about where it focuses its resources. The Corporate Plan acts as a strategic framework to guide resource allocation decisions.
- 4.9 Finance is both the enabler that allows the Council to deliver its goals and objectives, and the constraint within which the Council needs to work as it makes tough decisions on what it can deliver. The goals within the Corporate Plan have been formulated to be deliverable within current and expected future resource levels although as the delivery plans continue to crystallise for all aspects of the corporate strategy, the Medium-Term Financial Strategy and Plan will be regularly refreshed to ensure there is a close alignment between these two integral strategies.
- 4.10 In addition to setting out what we aim to achieve, the Corporate Plan also sets out the Council's approach to achieving change – how it will work as well as what it will focus on. 'Making the most effective use of resources – delivering the best value for money' is included as an underpinning principle of our approach to emphasise its importance across every area of the Council's work. This includes making best use of the opportunities offered by digital technologies, working in closer partnership with communities, and maximising income generated. The Corporate Plan also includes a focus on prevention and early intervention, which can help to reduce demand on the most cost-intensive services.



Financial climate

- 4.11 Over recent years all local authorities have faced significant cuts to their funding from central government because of austerity, at a time when pressure on core service delivery has increased, particularly in Children's Services and Adult Social Care. This has placed considerable pressure on discretionary services, including Early Help services for children and families.
- 4.12 The Covid-19 pandemic has increased costs in many areas but has also severely reduced councils' income on both a temporary basis as well as potentially eroded some income budgets over a medium-term basis.
- 4.13 All councils have adopted different approaches to address their budget gap during that time. This has included reviewing the operating frameworks for some of our services including partnerships with other councils.
- 4.14 The current financial outlook in terms of rising inflation and interest rates as well as the increasing cost of living risks that our residents and businesses are facing, alongside the Council, are also areas that the Council will need to assess as part of both its short and longer-term financial planning.

RBWM context

- 4.15 RBWM is on the face of it better placed than some councils to meet the financial challenges that it faces.
- Lower levels of deprivation mean that it does not have the same level of pressure on Adult Care and Children's Services that some councils have

experienced. We have relatively low numbers of people that we support although this does make any increases proportionally larger.

- Significant capital assets have enabled it to continue to fund its capital program at a time when government support for capital schemes has diminished.
- Lower reliance on Government Grant also meant that the impact of austerity was less than in some other councils, noting the corollary of the increased importance of Council Tax, compared to others.

4.16 RBWM has still had to make significant savings and has already delivered around £75m savings from the start of austerity. It has also been able to protect “discretionary” local services to a greater extent than other councils through some of the actions that it took including sharing services with other councils and changing delivery models particularly around Children’s and Adults services.

4.17 In more recent years RBWM has also embarked on significant investment in regenerating the borough which will in the medium to long term provide some financial benefits overall, both directly and indirectly in terms of helping to manage future demand for some services.

4.18 For all councils there is a fine line between financial security and a financial position that can give rise to concern. The tipping point will be different from council to council and ensuring that we understand both risks and opportunities is an important part of ensuring ongoing financial sustainability.

4.19 RBWM has several significant risks that need to be considered as part of its medium-term financial plans and any potential mitigations identified, where possible.

- **Council Reserves are under considerable pressure.** They are insufficient to absorb the financial pressure projected for 2023/24 and beyond unless significant savings are made on an ongoing and sustainable basis. Reserves have been strengthened over the last couple of years, but this will need to remain a focus going forwards to ensure the Council can remain financially resilient.
- **The Pension fund deficit** means that a growing share of Council funding is required to cover pension deficits in the future
- **Substantial levels of borrowing** mean that an increasing share of the Council’s budget is required to service debt before money can be spent on day-to-day services. There is also a reliance on capital receipts in future years.
- **Maintaining a low level of council tax**, means that the Council has missed out on additional revenue from raising council tax in previous years. It also means that any future increases will generate less as they start from a lower base.
- **Growing pressures around Children and Adult Services and other demand lead services** have been widening the budget gap further. This is

compounded by the inflexibility of having low spend and comparatively smaller numbers of clients in these services.

- **The longer-term consequences of the pandemic are not yet apparent.** Government support for the Council has ended but the full economic and health effects of the pandemic are yet to be revealed. This may lead to impacts on the Council's budget in terms of increased demand for services and a more permanent change to the way in which residents and businesses operate.
- **Inflation and interest rate risks.** Assumptions on these have been reviewed as part of the MTFP given the current inflationary and cost of living pressures that are becoming apparent.
- **Reforms to Adult Social Care.** Work is currently underway to identify the full impact of the proposed reforms on future Council budgets.
- **Reforms to future national funding arrangements.** Assumptions on these will be reviewed as part of the MTFP.
- **Other legislative changes.**

4.20 In short, there is a considerable level of uncertainty around financial plans for 2023/24 and beyond.

5. MEDIUM-TERM FINANCIAL POSITION

5.1 A revised Medium-Term Financial Plan is attached as **Appendix A**. The table below shows the projected savings required during the period of the MTFS and MTFP. This has been updated to reflect current economic estimates.

Table 3: Required savings

2023/24	2024/25	2025/26	2026/27	2027/28
£7.306m	£1.821m	£2.968m	£3.183m	£2.451m

5.2 In addition, the Council may need to finance the net additional costs of Adult Social Care reform not funded by the Government. This may add £3 million or more each year to the savings gap. This assumes that government will fund some, but not all, of the likely pressures but these estimates will need to be continually reviewed as more information about the reforms emerges.

- 5.3 The following assumptions have been made in determining the MTFP in Appendix A. CPI and RPI assumptions are based on current Office for Budget Responsibility forecasts. The notes section of the MTFP describes why other inflation factors have been included at these levels.
- CPI inflation 4.5% in 2023/24 then 2.5% each year thereafter.
 - RPI inflation 5.5% in 2023/24 then 3.5% each year thereafter.
 - Pay awards 2% each year.
 - Council Tax increases of 1.99% each year.
- 5.4 Appendix B shows the impact of any changes to these assumptions. These assumptions will be reviewed throughout the budget process.
- 5.5 The Council may need to deliver total ongoing savings of £18m over the 5-year period 2023/28, unless government funding in the form of grant or council tax flexibility improves before the Council identifies other interventions. This also does not take account of the significant changes that are affecting adult social care in the future and other legislative changes.
- 5.6 The Council has insufficient reserves to sustain a budget deficit and will therefore have to generate substantial cost reductions or increased income plans. These will need to be linked to the Corporate Plan objectives.

6. DELIVERING A SUSTAINABLE BUDGET IN LINE WITH CORPORATE PLAN OBJECTIVES

- 6.1 RBWM continues to face considerable financial pressures. The only uncertainty is around the scale of the financial pressures in some areas. All councils are having to make some tough choices around the way they manage their finances to remain financially viable.
- 6.2 This section sets out how the Council will align its financial objectives to several of those in the Corporate Plan and the objectives are based on the principles of the corporate plan. The types of activities that will deliver against those objectives are indicated.
- Objective 1: Empower and enable individuals, communities, and businesses to maximise their potential**
- 6.3 The Council will encourage the community to support the design of more efficient and effective services. This will produce long-term savings as part of the prevention agenda by investing in early intervention where possible and shift resourcing to activities that reduce future demand.
- 6.4 The Council will continue to build partnerships with the voluntary sector and build its organisational resilience so that it can lead these initiatives.
- 6.5 The Council will also review service provision with other organisations and improve engagement with partners.

Objective 2: Invest in prevention, and intervene early to address problems before they escalate

- 6.6 The Council will identify preventative and early measures to contain growth given we have both low unit cost and relatively low numbers.
- 6.7 The focus will remain on:
- Adult Social Care;
 - Children's Services; and
 - Homelessness.
- 6.8 This may require significant investment in preventative measures with savings or reduced growth requirements in later years so the Council will review how it can fund those activities in the short term.

Objective 3: Shape our service delivery around our communities' diverse needs and put customers at the heart of all we do

- 6.9 The Council will work with partners such as health and the police to integrate services for our communities to ensure that our focus is on our customers rather than organisational structure and boundaries.
- 6.10 The Council will review contracts and procurement activity to respond to legislative change and improve services and improve value for money.
- 6.11 The Council will undertake targeted reviews of specific services to improve efficiency and effectiveness and enhance the transformation agenda.

Objective 4: Make the most effective use of resources – delivering the best value for money

- 6.12 The Council will continue to seek commercial and income generation opportunities where these support our delivery agenda.
- 6.13 The Council will undertake a fundamental fees and charges review on a regular basis to ensure that these are proportionate, fair, and relevant.
- 6.14 The Council will co-ordinate the introduction of several new systems to maximise the potential benefits from digitalisation of services. This will include a pilot of Robotic Process Automation.
- 6.15 The Council will build on its transformation activities to date particularly in Adult Social care and look to identify opportunities to improve the way in which we do things and work with others to ensure we maximise the value for money opportunities in terms of service delivery.
- 6.16 The Council will make the best use of its assets for the benefit of our residents and local taxpayers including appropriate levels of investment, disinvestment, and commercial activity.

Objective 5: Promote awareness of a sustainable and biodiverse environment across all our decision making

- 6.17 The Council will seek to become more sustainable, thereby reducing its energy costs.

Objective 6: Promote health and wellbeing, and focus on reducing inequalities, across all areas

- 6.18 The focus on preventative measures will promote health and wellbeing.

7. SUMMARY AND CONCLUSIONS

- 7.1 The proposed key themes of the strategy in this paper sets out a way forward for the Council to make its finances as sustainable as possible in the medium to long term.
- 7.2 Achieving sustainable finances is not going to be an easy task for the reasons outlined in this report and some tough choices will need to be taken to achieve long term stability but having a close link between our agreed corporate plan outcomes and the resources to deliver in a sustainable way is important.
- 7.3 In the current financial climate, there are no quick fixes, and all councils face considerable financial uncertainty that is beyond their control.
- 7.4 All councils need to have a clear understanding of how that uncertainty can impact on their financial plans and ensure that they protect themselves as far as possible against that uncertainty.
- 7.5 The success of this strategy and subsequent financial plan will depend in part on decisions beyond the control of the Council particularly Government decisions around future funding and council tax levels

8. LEGAL IMPLICATIONS

- 8.1 None at this stage of the budget process.

9. RISK MANAGEMENT

- 9.1 Failure to identify sufficient savings as part of the budget process would risk the Council being unable to maintain minimum levels of reserves.
- 9.2 The Council is already at a more significant risk because it has moved up the commercial risk curve and is anticipating income for charges and capital schemes.
- 9.3 Several assumptions have been made in developing the Medium-Term Financial Plan and any variation in these will impact on the required savings. Appendix B provides more detail on the financial implications from any movement in these assumptions.
- 9.4 Whilst not a current likelihood and because of all the factors mentioned in this report, the Council remains at significant risk of financial failure due to the inability to raise council tax income. Any significant unexpected financial change could have serious consequences.

10. POTENTIAL IMPACTS

- 10.1 Equalities. A full EQIA will be undertaken on the budget submitted to Council in February 2023 and a draft EQIA developed alongside the Medium-Term Financial Plan and updated throughout the budget setting process as appropriate.
- 10.2 Climate change/sustainability. The potential impact of budget recommendations will be considered once details of budget submissions are published.
- 10.3 Data Protection/GDPR. Not applicable.

11. CONSULTATION

- 11.1 The draft budget approved by Cabinet in November 2022 will be fully consulted on before final proposals are made to Cabinet and Council in February 2023. Appropriate consultation will also take place when developing proposals with our key stakeholders and partners.

12. APPENDICES

- 12.1 This report is supported by two appendices:
- Appendix A – Medium Term Financial Plan
 - Appendix B – Sensitivity Analysis

13. BACKGROUND DOCUMENTS

- 13.1 This report is supported by one background document, the [Corporate Plan](#).

14. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	6/7/22	8/7/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	6/7/22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	Report Author	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	6/7/22	7/7/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	6/7/22	7/7/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			

Duncan Sharkey	Chief Executive	6/7/22	
Andrew Durrant	Executive Director of Place	6/7/22	11/7/22
Kevin McDaniel	Executive Director of Children's Services	6/7/22	7/7/22

Confirmation relevant Cabinet Member(s) consulted	Cabinet Member for Asset Management & Commercialisation, Finance and Ascot	Yes
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REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Scrutiny	No	No

Report Author: Andrew Vallance, Head of Finance

	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	2027/28 £'000	Notes
SERVICE BASE BUDGET	92,180	89,491	92,152	93,944	95,936	
Inflation						
- Pay (excludes DSG funded)	1,132	1,155	1,178	1,202	1,226	1
- Utilities (water, gas, electricity)	107	29	30	31	32	2
- Contract inflation	4,314	2,840	2,936	3,035	3,137	3
- Fees & charges	(934)	(542)	(556)	(570)	(584)	4
- Adult Social Care client charges	(356)	(207)	(212)	(217)	(223)	5
Demographic Growth	1,500	1,583	1,638	1,695	1,755	6
Savings already identified	0	0	0	0	0	
Removal of one-off COVID budgets	(1,092)	0	0	0	0	7
Full year effect of previously agreed savings / pressures	(55)	(376)	(255)	0	0	8
Service Base Budget Before Savings	96,796	93,973	96,911	99,120	101,279	
Efficiency Savings (-ve) - TO BE IDENTIFIED	(7,306)	(1,821)	(2,968)	(3,183)	(2,451)	9
Service Net Expenditure	89,491	92,152	93,944	95,936	98,828	
NON-SERVICE BUDGETS						
Interest received	(580)	(462)	(422)	(420)	(419)	10
Interest paid	5,921	5,716	5,238	4,817	4,507	10
Broker fees	120	138	128	107	92	
Interest on schools balances	77	58	52	52	52	10
Capitalised interest	(193)	0	0	0	0	
Bank and transaction charges	220	230	235	240	245	
Minimum revenue provision	3,233	3,499	3,772	3,890	3,804	11
Environment Agency Levy	168	171	174	177	180	
Pensions deficit	4,311	4,467	4,467	4,467	4,467	12
LGPS prepayment	(114)	(114)	(114)	(114)	(114)	13
Total Non-Service Budget	13,163	13,703	13,530	13,216	12,814	
TOTAL EXPENDITURE	102,654	105,855	107,474	109,152	111,642	
NON-COUNCIL TAX FUNDING						
NNDR	(14,226)	(13,517)	(12,767)	(12,017)	(12,017)	14
Income from trading companies	(210)	(210)	(210)	(210)	(210)	
Education Services Grant	(315)	(315)	(315)	(315)	(315)	15
Social Care Grant	(3,725)	(3,725)	(3,725)	(3,725)	(3,725)	15
Lower Tier Services Grant	(192)	(192)	(192)	(192)	(192)	15
Market Sustainability and Fair Cost of Care Fund	(322)	(322)	(322)	(322)	(322)	15
Services Grant	(500)	(500)	(500)	(500)	(500)	15
Revenue Support Grant	(2)	(2)	(2)	(2)	(2)	15
Family Annexe Council Tax Discount Grant	(17)	(17)	(17)	(17)	(17)	15
New Homes Bonus	0	0	0	0	0	15 / 16
Use of Earmarked Reserve	(1,600)	0	0	0	0	
Transfer (surplus)/deficit to Council Tax Collection Fund	1,600	0	0	0	0	
Transfer (surplus)/deficit to NNDR Collection Fund - spreading	1,600	0	0	0	0	
Total non-council tax funding	(17,909)	(18,800)	(18,050)	(17,300)	(17,300)	
COUNCIL TAX						
Adult Social Care Precept	(139)	(139)	(139)	(139)	(139)	
Council Tax at Band D	(1,049)	(1,073)	(1,097)	(1,121)	(1,147)	
Special Expenses	(35)	(36)	(37)	(37)	(38)	
Total Council Tax	(84,745)	(87,055)	(89,424)	(91,852)	(94,342)	
TOTAL FUNDING	(102,654)	(105,855)	(107,474)	(109,152)	(111,642)	

	No. Band D properties	No. Band D properties	No. Band D properties	No. Band D properties	No. Band D properties	
Council Taxbase	70,236	70,736	71,236	71,736	72,236	17
Unparished Taxbase	36,680	37,180	37,680	38,180	38,680	17

ASSUMPTIONS

CPI	4.50%	2.50%	2.50%	2.50%	2.50%
RPI	5.50%	3.50%	3.50%	3.50%	3.50%
CTAX increase (%)	1.99%	1.99%	1.99%	1.99%	1.99%
Pay inflation (%)	2.00%	2.00%	2.00%	2.00%	2.00%
Utility inflation (%)	10.00%	2.50%	2.50%	2.50%	2.50%
Contract inflation not linked to CPI / RPI (%)	5.50%	3.50%	3.50%	3.50%	3.50%
Fees & charges inflation (%)	4.50%	2.50%	2.50%	2.50%	2.50%
Adult Social Care Income (usually related to pensions / benefits) (%)	4.50%	2.50%	2.50%	2.50%	2.50%
Growth in tax base (Band D properties) £'000	500	500	500	500	500
Increase in environment agency levy £'000	3	3	3	3	3
Bank of England base rate	3.00%	2.25%	2.00%	2.00%	2.00%
Government Grant inflation	0.00%	0.00%	0.00%	0.00%	0.00%

NOTES

- Pay inflation includes staff in Optalis and AfC, but excluding those funded through ring-fenced DSG and Public Health grant.
- Utility inflation excludes budgets funded by ring-fenced DSG and Public Health.
- Where relevant, contract inflation has been linked to RPI / CPI. For other contracts a general assumption of inflation is included in the assumptions above.
- Fees & charges inflation is usually done in line with RPI.
- Adult Social Care charges mostly increase in line with state pension and benefits uplifts, the former being the main determinant. Pensions are protected by the triple lock, meaning they go up by the higher of CPI, wage inflation or 2.5%.
- Demographic growth is assumed at £1.5m per annum, with costs inflated in line with contract inflation.

7. The remaining Covid support budgets are £0.500m in parking, and £0.592m in leisure.
8. This represents the ongoing impact of savings and growth agreed in previous budget setting rounds.
9. This is the budget gap, or the amount of efficiency savings or additional funding that is required to set the budget.
10. Current advice from treasury advisors is for base rate to be 2.25% in 23/24, worst case 3%. Some market sources suggesting 3.5%, but that is considered a high estimate.
11. Provision for repayment of debt.
12. Per the last actuarial report.
13. Benefit from early payment of contribution to pension fund.
14. Reflects the regeneration of Maidenhead and the reduction in projected business rates as a result (estimated).
15. There is provision in the model to assume a general uplift to government funding - see assumptions above. Grants are assumed to continue throughout period of planning.
16. The New Homes Bonus is not assumed not to continue.
17. Assumes growth in taxbase Band D properties - see assumptions above.

= current assumption built into MTFP

Inflation

The base assumption is CPI of 4.5% and RPI of 5.5%. A 1% increase costs £0.730m (note this cost is net of Adult Social Care charges which are also linked to inflation via state pensions and the triple lock).

Inflation assumption (CPI / RPI)	2.5% / 3.5%	3.5% / 4.5%	4.5% / 5.5%	5.5% / 6.5%	6.5% / 7.5%	7.5% / 8.5%	8.5% / 9.5%
Cost (£000)	2,497	3,228	3,958	4,688	5,418	6,148	6,878
Additional / (reduced) cost from current MTFP (£000)	(1,461)	(730)	0	730	1,460	2,190	2,920

Pay inflation

The base assumption is pay inflation of 2%. Each percentage point costs £0.567m.

Pay inflation	2%	1%	2%	3%	4%	5%	6%
Cost (£000)	0	566	1,132	1,699	2,265	2,831	3,397
Additional / (reduced) cost from current MTFP (£000)	(1,132)	(566)	0	567	1,133	1,699	2,265

Fees & charges

The base assumption is fees & charges are uplifted by 4.5%. Each additional 1% generates £0.207m of income assuming demand remains unchanged.

Fees & Charges inflationary increase	1.5%	2.5%	3.5%	4.5%	5.5%	6.5%	7.6%
Income generated (£000)	(311)	(519)	(726)	(934)	(1,141)	(1,349)	(1,557)
(Additional) / reduced income from current MTFP (£000)	(623)	(415)	(208)	0	207	415	623

Council Tax

The base assumption is a Council Tax increase of 1.99%. Each 1% of Council tax generates £0.831m of income.

CTAX increase (%)	0%	1%	1.99%
Income generated (£000)	(83,092)	(83,923)	(84,745)
Cost (£000)	1,653	822	0

Bank of England base rate

This rate impacts on borrowing costs and investment returns. The base assumption is 3%, but the positive and pessimistic views from our advisors are outlined below. Each 1% increase costs £0.864m.

Bank of England base rate	2.25%	3%	3.50%
Net interest costs (£000)	4,769	5,418	5,850
Additional / (reduced) cost from current MTFP (£000)	(649)	0	432

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Essential information

Items to be assessed: (please mark 'x')

Strategy	x	Plan	x	Project		Service procedure	
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Responsible officer	Andrew Vallance	Service area	Finance	Directorate	Resources
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Stage 1: EqIA Screening (mandatory)	Date created: 12/07/2022	Stage 2 : Full assessment (if applicable)	Date created : NA
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Approved by Head of Service / Overseeing group/body / Project Sponsor:

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Andrew Vallance

Dated: 12/07/2022

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Guidance notes

What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqlA Screenings are required to be publicly available on the council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Stage 1 : Screening (Mandatory)

1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

This report sets out the Council's proposed key themes of the Medium-Term Financial Strategy (MTFS) for 2023/24 - 2027/28 and shows the close relationship between this strategy and the Council's new Corporate Plan. This will need to be formally adopted by full Council following a recommendation from Cabinet. The report also includes a Medium-Term Financial Plan (MTFP), identifying future budget gaps.

RECOMMENDATION: That the Panel reviews and comments on:

- i) the proposed key themes of the Medium-Term Financial Strategy set out in the report; and**
- ii) the Medium-Term Financial Plan set out in Appendix A.**

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as "Not Relevant".

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

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Protected characteristics	Relevance	Level	Positive/negative	Evidence
Age	Not Relevant			Further EQIAs will be produced at later stages on detailed budget proposals and the overall budget
Disability	Not Relevant			
Gender re-assignment	Not Relevant			
Marriage/civil partnership	Not Relevant			
Pregnancy and maternity	Not Relevant			
Race	Not Relevant			
Religion and belief	Not Relevant			
Sex	Not Relevant			
Sexual orientation	Not Relevant			

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

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Outcome, action and public reporting

Screening Assessment Outcome	Yes / No / Not at this stage	Further Action Required / Action to be taken	Responsible Officer and / or Lead Strategic Group	Timescale for Resolution of negative impact / Delivery of positive impact
Was a significant level of negative impact identified?	No	Not at this stage		
Does the strategy, policy, plan etc require amendment to have a positive impact?	No	Not at this stage		

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Stage 2 : Full assessment

2.1 : Scope and define

2.1.1 Who are the main beneficiaries of the proposed strategy / policy / plan / project / service / procedure? List the groups who the work is targeting/aimed at.

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

2.1.2 Who has been involved in the creation of the proposed strategy / policy / plan / project / service / procedure? List those groups who the work is targeting/aimed at.

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2.2 : Information gathering/evidence

2.2.1 What secondary data have you used in this assessment? Common sources of secondary data include: censuses, organisational records.

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2.2.2 What primary data have you used to inform this assessment? Common sources of primary data include: consultation through interviews, focus groups, questionnaires.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28



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Eliminate discrimination, harassment, victimisation

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

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Advance equality of opportunity

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Foster good relations

Protected Characteristic	Advancing the Equality Duty : Does the proposal advance the Equality Duty Statement in relation to the protected characteristic (Yes/No)	If yes, to what level? (High / Medium / Low)	Negative impact : Does the proposal disadvantage them (Yes / No)	If yes, to what level? (High / Medium / Low)	Please provide explanatory detail relating to your assessment and outline any key actions to (a) advance the Equality Duty and (b) reduce negative impact on each protected characteristic.
Age					
Disability					
Gender reassignment					
Marriage and civil partnership					
Pregnancy and maternity					
Race					
Religion and belief					
Sex					
Sexual orientation					

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2.4 Has your delivery plan been updated to incorporate the activities identified in this assessment to mitigate any identified negative impacts? If so please summarise any updates.

These could be service, equality, project or other delivery plans. If you did not have sufficient data to complete a thorough impact assessment, then an action should be incorporated to collect this information in the future.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Medium-Term Financial Strategy and Plan 2023/24-2027/28

Report Title:	Review of Council's Governance of RBWM PropCo – update on action plan
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Johnson, Cabinet Member for Growth and Opportunity
Meeting and Date:	25 July 2022 - Corporate Overview and Scrutiny Panel
Responsible Officer(s):	Adele Taylor, Executive Director of Resources and S151 Officer
Wards affected:	None

REPORT SUMMARY

In June 2020, CIPFA reported to Cabinet on their governance review including financial management arrangements of the Council and an action plan was developed to respond to issues that they raised. One of the actions identified was to 'Review current partnership arrangements with the property company and to identify common purpose and goals for both partners.' This governance review supports this action.

The Council commissioned 31ten Consulting Limited (31ten) to undertake a review of the current governance arrangements in the Council for managing the RBWM Property Company (PropCo). They were asked to highlight both best practice examples as well as areas where the current arrangements could be improved.

Their detailed report was considered by Cabinet in July 2021 and asked that Corporate Overview and Scrutiny Panel consider the action plan arising and monitor it as part of their annual work programme. Corporate Overview and Scrutiny Panel considered this at their October 2021 meeting.

This report contains the latest update on the action plan for consideration and comment by this Panel.

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

- i) Offers any comments on the latest updated action plan.**

1. BACKGROUND

- 1.1 As part of the response to the CIPFA governance report that was considered by Cabinet in June 2020, a recommendation was made to review the governance arrangements of the PropCo. In March 2021, an external company with expertise in this area were commissioned to consider the following areas:

- Consider the expected governance arrangements as detailed in the source legal documents
 - Identify where there is any deviation to processes and identify any potential impacts from these deviations
 - Considering latest best practice, suggest improvements identified through other similar reviews
 - Learn any lessons from recent Public Interest Reports into governance deficiencies at other council owned companies so that the council can reduce such risks
 - Consider potential Key Performance Indicators (KPIs) that could be used to measure the PropCo against typical objectives to ensure that they are relevant, understandable and give a clear indication on risks
- 1.2. The detailed review includes the background to why council companies can be set up and the reasons that they can contribute to council priorities. It also details the specific background around this council's property company.
- 1.3. Overall 31Ten identified no significant risks with the PropCo as the current arrangements do not speculatively fund development unlike other councils. Further the benefits of the PropCo both in terms of value for money, savings/costs avoided, and social good are clear to see.
- 1.4. The benefits of the PropCo also include the added value that the company has brought through being able to attract different commercial skills than the Council would otherwise be able to maintain. The PropCo collates a Value for Money log that monitors the additional value brought to the council and since 2017 this indicates savings of over £3.3m. This currently isn't part of the formal monitoring arrangements which should be considered for future performance measures.

2. CONSIDERATION

- 2.1 31ten made a number of recommendations for improvement in support of their report and an action plan was developed and considered by Cabinet as well as Corporate Overview and Scrutiny Panel.
- 2.2 The panel are asked to consider the latest update on the action plan.

3. FINANCIAL DETAILS / VALUE FOR MONEY

- 3.1 There are no direct financial implications as a result of the action plan.

4. LEGAL IMPLICATIONS

- 4.1 There are no legal implications of the report. It should be noted that Monitoring Officer and Head of Legal will be responsible for delivering several of the recommendations.

5. POTENTIAL IMPACTS

- 5.1 Equalities. Equality Impact Assessments are published on the [council's website](#). There are no EQIA impacts of this report. Actions within the plan e.g., staffing changes may have such implications and these will be dealt with directly as part of any project work.
- 5.2 Climate change/sustainability. The revised Vision and Objectives make it clear the PropCo is part of delivering on the Council's climate objectives.
- 5.3 Data Protection/GDPR. None

6. CONSULTATION

- 6.1 As part of the 31ten work a number of councillors and officers were interviewed including the Leader of the Council and both Opposition Group Leaders. The Action Plan arising was referred to Corporate Overview and Scrutiny Panel after being considered in open session by Cabinet.

7. TIMETABLE FOR IMPLEMENTATION

- 7.1 See Action Plan update.

8. APPENDICES

- 8.1 This report is supported by one appendix:
- Action Plan including updated actions

9. BACKGROUND DOCUMENTS

- 9.1 This report is supported by no unpublished background documents. The two published documents – the Cabinet Report and the 31ten Review are available [here](#).

10. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	Author	Author
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	11/07/22	On leave
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	11/07/22	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	11/07/22	13/07/22
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	11/07/22	13/07/22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Andrew Durrant	Executive Director of Place	11/07/22	
<i>Heads of Service (where relevant)</i>			
<i>External (where relevant)</i>			
<i>Ian Brazier-Dubber</i>	Managing Director PropCo	11/07/22	On leave

Report Author: Adele Taylor, Executive Director of Resources
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RBWM - PROPCO GOVERNANCE ACTION PLAN

Recommendation	Response	Owner	When	Progress	Comment
1. Review, agree and approve a revised statement of the purpose of the PropCo (vision/mission) and incorporate changes into the Articles of Association or Shareholder Protocol as appropriate.	Agreed – proposed new Statement of Purpose attached.	Cabinet (delegated)	Nov 21	Complete	Corporate Overview & Scrutiny Panel considered this in Oct 2021 and were able to input into the overall vision
	Agreed - All changes will be incorporated into a revised Shareholder Protocol	Head of Legal	Jan 22	Complete	Changes included in proposed changes
2. Review the structure of the PropCo to ensure it remains the optimal method of delivering the objectives.	Agreed. A new MD has been appointed who will be tasked to review the Company against the new Business Plan and Statement of Purpose.	PropCo MD (Client Officer)	Dec 21	Complete	Reflected in the PropCo Business plan that was agreed with Cabinet in May 2022
105 3. Set SMART objectives for the PropCo on an annual basis reflection the interests of the Council	Agreed in part. As part of setting and agreeing a Business Plan, objectives and key performance indicators will be set. These will not be expected to change annually – though will be reviewed – as property pipelines need to cover years ahead so regular changes to objectives (or KPIs) would stymie progress.	Client Officer / PropCo Chair	Proposal Dec 21	Complete	Reflected in the PropCo Business plan that was agreed with Cabinet in May 2022
4. Consider the use of Value for Money savings in the performance measures or objectives	Agreed. Will be incorporated into no.3	As no. 3	As no. 3	Complete	Reflected in the PropCo Business plan that was agreed with Cabinet in May 2022
5. Reviews and agrees a new Shareholder Protocol, particularly focussing on the following areas:					

<p>a. Identify where the Shareholder function is performed (e.g., sub- set of Cabinet, individual 'client' member or other mechanism)</p>	<p>Agreed. In the future the shareholder function will be undertaken by Cabinet as part of their formal public meeting process. Consequent amendments will be made to Terms of Reference and the Shareholder Protocol.</p>	<p>Head of Legal</p>	<p>Done</p>	<p>N/A</p>	<p>N/A</p>
<p>b. Ensure there is no cross over of membership between the PropCo Board and the Shareholder function (though invited attendance of officers at PropCo Board meetings would be beneficial)</p>	<p>Agreed. Since the resignation of the previous Chair of the Board there has been no crossover and will not be going forward. It has been agreed with the Board that the Executive Director of Place will be invited to Board meetings as an observer to ensure better tactical and operational coordination between the Council and the PropCo.</p>	<p>Executive Director, Place (PropCo Chair)</p>	<p>Done</p>	<p>N/A</p>	<p>N/A</p>

<p>c. Clarify where key decisions should be made</p>	<p>Agreed. A revised scheme of powers/delegation will be prepared in line with existing officer delegation. This will clarify what decisions are reserved to Cabinet as the Shareholder, to the Client Officer and to the Board (who may further delegate to the Managing Director). Certain delegations to the Client Officer (ex officio) will be added to the Scheme of Delegation. This new scheme of delegation will also include delegations regarding the management of the Council's properties and related budgets (see I below).</p>	<p>Client Officer / Monitoring Officer</p>	<p>Nov 21</p>	<p>Work ongoing</p>	<p>Revised shareholder protocol is being fully reworked to reflect latest best practice including consideration of latest CIPFA best practice publication on management of publicly owned companies (Released June 2022)</p>
<p>d. Clarify Member and officer roles with respect to the PropCo i.e., Members setting strategic direction/objectives and monitoring the performance against these; officers as their advisers</p>	<p>Agreed. The new Shareholder Protocol will clarify this in full, in line with the suggestions in the 31ten report.</p>	<p>Client Officer / Monitoring Officer</p>	<p>As per 1</p>	<p>Complete</p>	
<p>e. Establish an officer 'client-side' function with a clear remit to advise the Shareholder and Council on PropCo activities.</p>	<p>Agreed. The Chief Executive will ensure a Client Officer function is built into the Council structure. The Executive Director of Resources will undertake this key role.</p>	<p>Chief Executive</p>	<p>Done</p>	<p>Complete</p>	<p>Executive Director of Resources has taken on this role as of April 2022</p>

<p>f. Task and direct the PropCo on an annual cycle through the Business Plan. Any changes should come through the Cabinet as agreed in the decision-making framework</p>	<p>Agreed. The authority to operate the Company will be vested through the approved Business Plan to the Board and any general delegations in the Shareholder Protocol. Minor changes will be agreed by the Client Officer with any significant changes being taken back to Cabinet.</p>	<p>Client Officer</p>	<p>N/A</p>	<p>N/A</p>	<p>Reflected in the PropCo Business plan that was agreed with Cabinet in May 2022</p>
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<p>g. Use the annual Business Plan cycle to approve all scheme development and funding requirements within year only for changes or additional schemes seeking approval in year</p>	<p>Agreed. The Business Plan will contain all planned significant schemes (such schemes where appropriate to have already been considered through the Capital Review Group). In year amendment will be taken to Cabinet after consideration by the Capital Review Group.</p>	<p>Client Officer</p>	<p>N/A</p>	<p>N/A</p>	<p>Will be reflected annually in PropCo Business Plan</p>
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<p>h. Allow sufficient time for scrutiny at full Council of all PropCo activities including the development of the annual objectives and the approval of the Business Plan. This may require separate approval points for example agree annual objectives and then separately agree how they will be achieved (Business Plan)</p>	<p>Agreed in part. Property is an executive function of the Council so is not within Full Council's purview for decision making. Therefore, objectives must be agreed by the Cabinet. However, PropCo will be asked to produce an annual report of its activities and performance which will be taken to Scrutiny to ensure transparency of the operation.</p>	<p>Client Officer / PropCo Chair</p>	<p>N/A</p>	<p>N/A</p>	<p>Will be reflected annually in PropCo Business Plan</p>
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	<p>i. Review the relationship of the PropCo with Property Services to ensure that the arrangement allows for a proper arms-length relationship between the Council and the PropCo whilst providing for the optimal tax position.</p>	<p>Agreed. There are several options to achieve this alignment and staff are being consulted about preferences in August. Whatever arrangement is decided it will be necessary to ensure suitable delegation to PropCo/Property Services to enable operational delivery. The current arrangement is not tax efficient but resolving the position of the Property Service function will resolve this issue.</p>	<p>Chief Executive / Monitoring Officer / Head of Human Resources,</p>	<p>Dec 21</p>	<p>Complete</p>	<p>Complete following consultation with staff affected.</p>
109	<p>6. Run training for Members on role of the shareholder function and any new governance arrangements going forward.</p>	<p>Agreed. This will be incorporated into the Member Training Programme.</p>	<p>Monitoring Officer</p>	<p>Mar 22</p>	<p>TBC</p>	<p>Will form part of this year's Member training programme</p>

	<p>7. Review and specify the reporting frequency and requirements of PropCo activities within the Council to ensure that the Shareholder function can be effectively performed and that sufficient milestones exist to hold the PropCo Board to account for delivery.</p>	<p>Agreed. This will be determined as per previous entries.</p> <p>A new suite of milestones and key performance indicator will be developed for agreement and used to hold the PropCo to account for delivery.</p>	<p>Client Officer</p> <p>Head of Strategy / Client Officer / Managing Director</p>	<p>As per 3</p>	<p>Sept 22 (for new checks against CIPFA best practice)</p>	<p>Revised shareholder protocol is being fully reworked to reflect latest best practice including consideration of latest CIPFA best practice publication on management of publicly owned companies (Released June 2022)</p>
	<p>8. Review the risks to the Council of the PropCo on a quarterly basis as a key part of the Shareholder function, and this should be reflected in the Shareholder Protocol</p>	<p>Agreed in part. There is merit in the Council regularly reviewing the risks of the PropCo however to do so on a quarterly basis would make this the most regular item on</p>	<p>Client Officer</p>	<p>Mar 22</p>	<p>Sept 22 (for new checks against CIPFA best</p>	<p>Revised shareholder protocol is being fully reworked to reflect latest best practice including consideration of latest CIPFA best practice</p>

	<p>Cabinet's agenda except for finance updates. This would be disproportionate therefore the frequency of risk review is to be six monthly. Risk associated with individual projects will also be included in any relevant Cabinet papers as well as the risk framework.</p> <p>This will be reflected in the revised Shareholder Protocol.</p>	Head of Legal			
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WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

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

MEETING: 4th OCTOBER 2022

ITEM	RESPONSIBLE OFFICER
Corporate Plan Review	Key Officers
Corporate Plan 2021-26 Performance Report	Rebecca Hatch, Head of Strategy
Annual Complaints and Compliments Report	Nikki Craig, Head of HR, Corporate Projects & IT
Customer Journey, Communication and the RBWM App	Dan Brookman, Head of Transformation
Work Programme	Panel Clerk

MEETING: 14th DECEMBER 2022

ITEM	RESPONSIBLE OFFICER
Budget 2023/24	Andrew Vallance, Head of Finance
Work Programme	Panel Clerk

MEETING: 30th JANUARY 2023

ITEM	RESPONSIBLE OFFICER
Corporate Plan 2021-26 Performance Report	Rebecca Hatch, Head of Strategy
Work Programme	Panel Clerk

MEETING: 3rd APRIL 2023

ITEM	RESPONSIBLE OFFICER
Work Programme	Panel Clerk

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	COMMENTS
The delivery of Equality, Diversity & Inclusion within the community and Council	<i>Suggested by Cllr Price – scoping document to be drafted.</i>
Update reports on the Transformation Programme	<i>Suggested by Cllr Werner – scoping document to be drafted.</i>

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