

NOTICE
OF
MEETING

CORPORATE OVERVIEW AND SCRUTINY PANEL

will meet on

THURSDAY, 17TH NOVEMBER, 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 SHELIM, 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: 9th November 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

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
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2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To consider the Part I minutes of the meeting held on 12 th September 2022.	7 - 12
4.	<u>CORPORATE PLAN REVIEW</u> To consider the report.	13 - 44
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7.	<u>CUSTOMER JOURNEY, COMMUNICATION AND RBWM APP</u> To consider the briefing note.	115 - 118
8.	<u>WORK PROGRAMME</u> To consider the Panel's work programme for the remainder of the municipal year and the scoping document produced by Councillor Price. To include consideration of items scheduled on the Cabinet Forward Plan .	119 - 122
9.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place, on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of part I of Schedule 12A of the Act."	-

PART II - PRIVATE MEETING

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
i.	<u>PART II MINUTES</u> To consider the Part II minutes from the meeting held on 12 th September 2022. <i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i>	123 - 128

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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:

- a) any unpaid directorships
 - b) any body of which you are a member or are in a position of general control or management and to which you are nominated or appointed by your authority
 - c) any body
 - (i) exercising functions of a public nature
 - (ii) directed to charitable purposes or
 - (iii) one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)
- of which you are a member or in a position of general control or management

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, or a body included under Other Registerable Interests in Table 2 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 financial interest or well-being of a body included under Other Registerable Interests as set out in Table 2 (as set out above and in 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 (referred to in the paragraph above) **affects** the 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

MONDAY, 12 SEPTEMBER 2022

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

Also in attendance: Councillors Andrew Johnson, Samantha Rayner, John Baldwin, Gurch Singh, Phil Haseler, Amy Tisi, Maureen Hunt, David Cannon, Jon Davey and Mandy Brar

Officers: Mark Beeley, Adele Taylor, Emma Duncan and Ian Brazier-Dubber

APOLOGIES FOR ABSENCE

Due to the recent passing of HM The Queen, those present observed a minutes silence.

An apology for absence was received from Councillor G Jones, Councillor Bhangra was attending the meeting as substitute. Councillor Hilton had also submitted his apologies, as one of the Cabinet Members invited to attend the meeting on the call in form.

Councillor Werner said that Councillor Bond would be late to the meeting.

DECLARATIONS OF INTEREST

The Chairman, Councillor Clark, said that he had previously been a member of Cabinet and had also attended meetings of the RBWM Property Company in his role as Cabinet Member for Highways and Infrastructure. He had also sat on the Maidenhead Development Management Committee when the application on St Cloud Way was considered. None of these interests were prejudicial and the Chairman confirmed that he was attending the meeting with an open mind.

Councillor Bhangra and Councillor Walters also confirmed that they had been present at the Maidenhead Development Management Committee meeting where the planning application on St Cloud Way had been considered.

MINUTES

Councillor Price said that on the performance management reports, the Panel had pointed out that they felt some of the information was not accurate. Councillor Price felt that the correct information would be supplied as an action, but this was not reflected in the minutes.

Councillor Werner agreed that this was what he thought was said at the meeting.

Mark Beeley, Democratic Services Officer, said that he was happy to look at the recording of the meeting and amend the minutes if appropriate.

ACTION – Mark Beeley to amend the minutes to accurately reflect the discussion, if appropriate.

Councillor Walters asked what the situation was on the homes bonus scheme.

Adele Taylor, Executive Director of Resources, confirmed that the council was still unaware of what would be happening with the new homes bonus scheme.

The Chairman commented on an action point for the RBWM Property Company, where the Panel had requested to be informed of who the legal advisors for the company were.

Ian Brazier-Dubber, Managing Director of RBWM Property Company, confirmed that the legal advisor was Gowling LLP, who were a nationally recognised top ten law firm.

Mark Beeley added that all updates from actions would be circulated in the actions table to Members of the Panel in advance of the next meeting in November.

Councillor Price said that a report had been considered at the last meeting which contained a number of small changes, it had been suggested that these changes could be highlighted to the Panel in future. She asked if this would be happening.

The Chairman agreed with this and reiterated the idea, which would save Panel Members time.

RESOLVED UNANIMOUSLY: That the minutes of the meeting held on 25th July 2022 were approved as a true and accurate record.

CALL IN - CEDAR TREE HOUSE, WINDSOR

Councillor L Jones was one of the Panel Members who had called in the decision for review. She said that officers recommendation on the Cabinet report had not been accepted and the reasons why this had not been accepted were not detailed or transparent. The decision taken by Cabinet was to sell at a loss, this was taken without considering any other options of sale. The council had an obligation to achieve best value, Councillor L Jones said that she would have preferred to see the report withdrawn at the time, with a future report containing detail of all of the options which could be taken. It was hoped that the Panel would be able to understand why the decision had been made and to refer the matter back to Cabinet for reconsideration.

Councillor Price added that a resident had spoken at the Cabinet meeting and offered another alternative, which was to convert the site into three studio apartments.

Councillor Shelim said that Cedar Tree House was important during the pandemic, however times had changed and the situation had moved on. The house was in the wrong place and there had been a number of complaints about the location, he wanted to support the decision made by Cabinet.

A public speaker, Karin Falkentoft, addressed the Panel. She lived in the property adjoining Cedar Tree House and there were a number of other residents in close proximity to the property. Karin Falkentoft supported the recommendation made by Cabinet, that the house should be sold as a family home. The original proposal which had been suggested by officers would be detrimental to local residents. She was not aware of anyone who felt that making the site into seven units was financially the correct choice. It was important to listen to local residents and businesses.

Councillor Johnson, Leader of the Council and Cabinet Member for Growth and Opportunity, said that the option of three separate flats would be considered along with the potential conversion to a single family dwelling. This was not clear from the draft Cabinet minutes but this was what had been discussed at the meeting. Councillor Johnson was happy for the decision to go back to Cabinet for consideration and that the option for three separate flats would be a consideration. He felt that it was likely to remain as a single family dwelling but all potential sale options should be explored. The sale of Cedar Tree House was at a time of optimum market value.

Councillor Werner felt that the council was faced with the consequences of a financial mistake. The decision needed to be considered thoroughly by Cabinet and he supported the proposal made by Councillor L Jones that the matter was referred back to Cabinet for consideration. It was important that if the council needed to dispose of this asset that it was done so at optimum market value or kept within the council's property portfolio.

Councillor Sharpe said the Panel needed to consider why Cedar Tree House had been purchased, it had been purchased to provide short term accommodation for people in need. The property had been purchased for the right reasons.

Councillor L Jones said that the call in had not occurred because the property was purchased for the wrong reasons. It was purchased for the right reasons but it was in the wrong place, due diligence needed to be put in place on properties that the council bought. The reason why officers recommendation was not agreed by Cabinet needed to be transparent and the options on the sale of the property needed to be explored.

Councillor Davies said that there had been a number of residents concerned about the location of the property. She felt that it would be sustainable as key worker accommodation, all of the options had not been explored and she supported the idea of Cabinet reconsidering the decision.

Councillor Price welcomed the comments made by Councillor Johnson, that the option of splitting the property in to three flats would be considered. However, this was not reflected in the draft minutes of the Cabinet meeting. She reinforced the points made about transparency, which was a key part of the RBWM Corporate Plan. Councillor Price had come across a community strategy and wondered whether this strategy had been given enough thought when purchasing Cedar Tree House.

Councillor Johnson noted the point made by Councillor Davies about key worker accommodation. He had requested that discounted market rent for key workers be included as part of the options appraisal, however, this would not have been an economically viable option. On the comments made by Councillor Werner about the property being a financial mistake, Councillor Johnson responded by saying that the decision had been agreed at Full Council. There had been a significant increase in the inflation of build costs since the property was purchased and an additional £500,000 would need to be added to the budget for any works. There was concern that this would not be the final figure and this was a reflection of the current economic climate. Temporary accommodation was needed in the borough and therefore collective action was needed.

Councillor Shelim said that the council had bought the property to provide temporary accommodation. The property was in the wrong location and Cedar Tree House therefore needed to be used for something else. He could not see how any further investment would be beneficial for the council.

Councillor Price said that Full Council had not approved the decision. The decision had been made by officers and went to Full Council as an urgent decision. RBWM Property Company were experts in property and therefore would be able to make the best decision on what to do with Cedar Tree House.

Councillor L Jones said that Councillor Johnson had agreed with her proposal to take the decision back to Cabinet to look at the options for sale. She would like more information on why the property was not suitable for temporary accommodation, to provide transparency to residents.

Adele Taylor clarified that if the matter was referred back to Cabinet, the report would be the same one which was originally considered. However, further discussion from Cabinet Members could take place at the meeting.

Councillor Story said that it was clear from the report what the risks were of going ahead with £500,000 of expenditure, there was a planning risk, inflation risk and the income reduction risk. He understood why Cabinet had made the decision and gone against the recommendation made by officers.

Councillor Johnson said that he agreed with the way forward suggested by Councillor L Jones. At the Cabinet meeting, the option of Cedar Tree House being converted into three flats had been discussed although this was not reflected in the minutes. It would be useful for Cabinet to discuss the two sale options again, Councillor Johnson thanked scrutiny for their input.

Councillor Walters said that he was happy with the suggestion for the matter to be referred back to Cabinet.

Councillor Werner said a role of scrutiny was to look at process, he suggested that Ward Members should have been consulted before the emergency purchase of Cedar Tree House had taken place.

Councillor Bhangra asked which ward Cedar Tree House was located in.

He was informed that it was in the Eton and Castle ward, represented by Councillor Rayner, Councillor Shelim and Councillor Bowden.

Councillor L Jones suggested that scrutiny should be included in processes where there were significant financial considerations.

The Chairman said that Panel Members were also able to contact Cabinet Members to raise any questions or comments.

Adele Taylor said that the decision taken at Cabinet was not about the purchase of the property. Cabinet had considered the decision on the need for additional capital. She said she was happy to consider the process around decisions with significant financial considerations, circumstances were different when Cedar Tree House was bought because it was an urgent decision. However, in future scrutiny and Ward Members could be consulted.

Councillor Werner said it would be good to bring the decision back to the Panel in future.

Councillor Baldwin commented on the Cabinet minutes which Councillor Johnson had made reference to. The decision on notice from Cabinet had already been made, published and was in the public domain and therefore it was a matter of changing the decision of Cabinet.

Councillor Bond arrived at the meeting.

RESOLVED UNANIMOUSLY: That the Corporate Overview and Scrutiny Panel agreed to refer the matter back to Cabinet, to discuss and reconsider the sale options for Cedar Tree House.

CALL IN - ST CLOUD WAY

Mark Beeley explained that the call in on St Cloud Way would be initially considered in Part I, allowing a public speaker to address the Panel and initial comments from Members to be made. The Panel would then move to Part II for the rest of the discussion.

Councillor L Jones questioned whether the sale of the St Cloud Way site needed to take place at the current time, if it applied with the council's adopted plans and strategies and if the council was getting best value, in terms of finance and the demand for affordable housing.

A public speaker, Mr Andrew Hill, addressed the Panel. He understood that the meeting would move to Part II but private details of the site had been reported in the press. He had a number of questions for officers:

- Was the land currently owned by the council?
- Was the decision to put the land forward for planning permission one taken in conjunction with officers or Members of RBWM?
- Did officers agree that for the press and public to be legitimately excluded from Part II discussions, that the answer needed to be 'no' to the two questions above?
- Did the meeting contain any information which had to be disclosed under the Companies Act?
- Officers needed to ensure that the public interest in maintaining the exemption outweighed the public interest in disclosing the information, Mr Hill asked for confirmation that this was the case.

Emma Duncan, Monitoring Officer and Director of Law, Strategy and Public Health, said that residents were entitled to ask questions at meetings and officers were not obliged to reveal anything which could prejudice the position of the council. She suggested that officers sought legal advice before answers were provided to Mr Hill's questions. Part II was necessary for private discussions, irrelevant of whether some details had been leaked to the press. Emma Duncan was satisfied that the right exemption had been applied in this case.

The Chairman said that a response to the questions raised would be provided to Mr Hill after the meeting.

ACTION – Answers to Mr Hill's questions to be provided after the meeting.

Councillor Johnson said that he was extremely disappointed that information had been leaked to the media, Part II information was confidential for a reason. An unprecedented amount of information and reports had been shared in Part I. This was the third piece of information leaked to the media, all of which was related geographically to St Cloud Way. It damaged the council and also trust in elected Members, along with the relationship the council had with businesses and organisations. Councillor Johnson had assurances from the Conservative Group that they had not leaked the information, it was disappointing that someone wanted to undermine the position of the local authority.

Councillor L Jones felt that the comments made were not needed in scrutiny. She did not feel it was appropriate to have this conversation at the meeting.

The Chairman understood the genuine concerns raised by Councillor Johnson but it was important to consider the matter in hand.

Councillor Baldwin said that he felt that Councillor Johnson was accusing a Member of the Opposition or an officer of the council of leaking the information. He said that a serious investigation should be called, rather than making remarks at scrutiny.

Councillor Johnson said that it undermined the position of the council and the ability of scrutiny to hold the executive to account effectively.

Councillor Werner said that he was upset about the accusation from Councillor Johnson, he had received assurances from the Liberal Democrat Group that they had not leaked the information. Councillor Werner requested an apology from Councillor Johnson.

Councillor Johnson said that he had not made an accusation, he thanked Councillor Werner and Councillor L Jones for their assurances from their respective groups. He was frustrated that this was the third time a leak of confidential information had happened.

The Chairman said that there would be an investigation on the leak, the Panel needed to move to Part II to continue the discussion on St Cloud Way.

A summary of the Part II discussion:

The Panel discussed the land value for the St Cloud Way site which was different to the one which had been put forward in 2017. The Members which had signed the call in form were concerned that the council was not achieving 'value for money' and that the decision to sell the land for the sum stated should be reconsidered. There was also concern that the business plan that had been put together for the construction of Braywick Leisure Centre included selling the land at St Cloud Way for the sum which had been advertised in 2017.

Officers had explained that the land value could change when plans for the development of the site were proposed and finalised, along with when planning consent was granted. The amount of affordable housing planned for a site could also affect the land value, while other impacts on the land value included the increase in construction costs and the current economic climate. RBWM was in a contract with the developers of the site which meant that the land needed to be sold, otherwise the council could incur additional financial penalties. The council had a guarantee that the land could not be sold for a lower amount than the residual land value, while there was also an overage clause to ensure the council benefited from any increase in the sales value of properties on the site.

Members of the Panel questioned the impact of the new land value on the Medium Term Financial Strategy of the council and whether this could have an impact on other projects and services that the council provided.

Officers informed the Panel that schemes should not be factored into plans until they had received planning consent, to ensure that the council did not rely on income which did not then materialise. The capital cashflows were updated throughout the year and slippage also had to be factored into the plan.

After the discussion on the item, it was decided that the council needed to progress with the decision. Members of the Panel requested that background documents were provided showing the original land valuation of the site in 2017, along with the dates where changes to the land value had been taken to Cabinet.

RESOLVED: That the Corporate Overview and Scrutiny Panel took no further action, therefore the decision could be implemented immediately.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1-7 of Part I of Schedule 12A of the Act.

The meeting, which began at 7.00 pm, finished at 9.55 pm

CHAIRMAN.....

DATE.....

Report Title:	Corporate Plan Review & Draft Equality Objectives
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 17 November 2022
Responsible Officer(s):	Rebecca Hatch, Head of Strategy
Wards affected:	All

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REPORT SUMMARY

- This report sets out key changes in context since the publication of the Corporate Plan in November 2021 to inform an annual review of the Plan. It considers how the Plan may be suitably refreshed to ensure that the council remains on course to achieve its vision, objectives and priorities.*
- A key opportunity as part of this review is to strengthen focus on preventing and tackling inequalities. The report outlines draft revised equality objectives (Appendix B) for the council, which will be agreed as part of the refresh.*

1. DETAILS OF RECOMMENDATION(S)

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

- Considers the changes in context.**
- Provides feedback in relation to the draft equality objectives.**

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	Panel Members are invited to provide feedback on the changes in context since publication of the Corporate Plan; and to provide feedback on the draft equality objectives, with recommendations made where appropriate.
Not accept the recommendations in the report.	Panel Members choose not to consider and provide feedback on these items.

Background

- 3.1 The Corporate Plan is a key component of good governance and recognises that the council has to make choices about where it focuses its resources. Adopted in November 2021, the Plan sets out 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. These goals intentionally do not cover the full range of activities and services provided by the council, rather they are focused on addressing the key challenges identified and where the council needs to drive change.
- 3.2 The Plan emerged from an evidence-base and was shaped by consultation in Summer 2021 and a focused “challenge session” by the Corporate Overview & Scrutiny Panel in October 2021. Performance and progress against the Plan’s goals is routinely published to the public-facing [Citizens’ Portal](#) in the interests of transparency and accountability. Performance is shared with the Corporate Overview & Scrutiny Panel on an exception basis. Metrics and activities that meet agreed exceptions criteria – or metrics/activities that do not meet agreed criteria but Officers’ judgement is that scrutiny is merited – are routinely reported to the Panel.
- 3.3 The council, along with all organisations, is susceptible to changing factors in the external environment, such as political, financial, social, technological, legal and regulatory factors. It is essential that the council remains resilient to any changes in the external and internal environment by monitoring and adapting strategic plans when appropriate. Officers are therefore currently reviewing the Corporate Plan in the context of changed factors in both the external and internal environment (see section 3.4 - 3.7); new evidence and insights generated throughout 2022 (see section 3.8 - 3.15); and performance data (see section 3.16 - 3.17).

Key changes in context since the Plan’s adoption

- 3.4 The council’s operating context has changed substantially over the course of the year. In particular, rises in the cost of living have caused challenges for our residents, staff and for the organisation as a whole – with serious impacts for our 2023-24 budget and longer-term financial sustainability. Key changes are summarised below:

Changes in the external context

- 3.5 **Cost of living crisis:** the crisis is affecting many householders across the UK due to a combination of factors including: rises in energy bills, inflation causing increases in prices for necessities like food and fuel, falling incomes and increased interest rates. The economic situation has been exacerbated by the Russian-Ukraine war. Our voluntary and community sector partners are seeing increasing demand for food banks, debt advice and wider support services, and health partners are already severely over-stretched in advance of winter.

- 3.6 **Change in political leadership:** Changes in central government leadership across September and October have generated an uncertain time for local authorities across the country as new plans and policies are developed centrally. September also saw the sad passing of Her Majesty, Queen Elizabeth II, for whom Windsor was the Monarch's main residence.

Changes in the financial context

- 3.7 **Financial:** A number of key financial challenges are impacting on the organisation's short- and medium-term outlook, many of which are the same for the majority of Local Authorities. RBWM continues to suffer additional financial risk due to its low council tax rates and historically low level of reserves, although in recent years these have been strengthened. Our Corporate Plan, Medium Term Financial Strategy (and underpinning Medium Term Financial Plan) mutually inform one another. Finance is both the enabler that allows the council to deliver its Corporate Plan, and the constraint that the council needs to work within as it makes difficult decisions about prioritising resource. This year's budget is particularly challenging. The Corporate Plan priorities and performance provide a framework for making difficult resourcing decisions. In turn, the Corporate Plan and associated delivery plans must reflect the resources available.

New evidence and insights generated throughout 2022

- 3.8 During 2022 the council has benefited from new evidence and insights. Firstly from the RBWM 2022 Residents' Survey, published in October 2022, and through the ongoing phased release of Census 2021 data. The council has also undertaken research on inequalities and disadvantage in the borough through the Inequalities project, in addition to ongoing strengthening of an evidence-based approach to decision-making.
- 3.9 **Residents Survey:** The Residents' Survey 2022, conducted by an independent research provider, interviewed a representative sample of 1,740 residents through both telephony and face-to-face interviews. The Survey provides a wealth of evidence to inform decision-making as well as wider service and policy design. The results of the Residents Survey were published in October 2022, and are attached at Appendix A for reference.
- 3.10 Overall the Survey found high levels of satisfaction with the borough as a place to live (89%), and trust in the council (70%). However, analysis reveals specific cohorts experiencing difficulty, and whose contrasting opinions need to be considered in future strategy. These include:
- residents aged 18-34.
 - residents with Black, Asian or Mixed ethnicities.
 - residents whose activities are limited due to a health condition (henceforth, those with a disability).
 - residents who are not employed (excluding retired).

- 3.11 The findings provide assurance that the Corporate Plan priorities reflect the priorities of residents. When asked what makes the area a good place to live, the borough's parks and nature were the top two responses, and there were high levels of support for Climate Change as a priority for the council (84% agreeing). Roads maintenance and transport issues dominated top areas for improvement, supporting the Corporate Plan priorities around infrastructure; and housing affordability comes through as a key concern for those in younger age groups.
- 3.12 The Survey found that cost of living dominates as the primary concern for respondents (53%) over the next 1-3 years, with 18-34s, renters and ethnic minorities showing the highest levels of concern. 6% of respondents stated that they are finding things quite or very difficult financially. 25% said that they are just getting by. The cost of living rises have become a priority nationwide, since the Plan was agreed last November.
- 3.13 The borough's strong communities come through as a theme: 72% of respondents agree that **people pull together to improve their local area** – and just over a third (36%) of respondents claim they take part in local community groups, activities or events at least once a month. However, engagement in community activities is lower amongst residents aged 75 & over, residents with a disability, and residents who rent from the council, housing association or trust.
- 3.14 **Census 2021:** data is being released in phases by the Office for National Statistics over the course of 2022. From releases to date, however, we do know that RBWM has seen a population increase of 6.2% from 2011 (144,600) to 2021 (153,500). The RBWM increase is lower than the overall increase seen for England (6.6%) and the South East (7.5%) over the same period. Overall the population has aged since the 2011 census and the borough has seen decreases in key population groups 0-4yrs (-14.6%) and 20-44yrs (ranging from -2.1% to -9.5%). There have been increases in the population age-groups, 55-59yrs (+32.3%) and 70-74yrs (+33.2%). A growing and ageing population has implications for demand for services, particularly adult social care. It also has implications for infrastructure planning and the suitability of housing stock to meet changing needs over people's lifetimes.
- 3.15 **Inequalities Project:** The council has also undertaken a cross-council project to strengthen our understanding of inequalities and disadvantage in the borough, in order to support development of a stronger approach to preventing and reducing inequalities. A cross-council team has undertaken a programme of interviews with service-providers, community groups and the Voluntary Sector. Focus groups and interviews with residents are currently under way. This engagement is supplemented by analysis of quantitative data and key statistics. The findings from this project are currently being developed and will be shared with the Panel once they have been finalised. However, the importance of preventative support, and of empowering families and communities, are key themes emerging.

Progress and performance against the Corporate Plan

- 3.16 Performance and progress against the Plan's goals is routinely published to the public-facing [Citizens' Portal](#) in the interests of transparency and accountability. Performance is shared with the Corporate Overview & Scrutiny Panel on an exception basis. With the Corporate Plan focused on delivery over a 5-year period, there are some goals where performance impact cannot yet be definitively determined until further data is made available.
- 3.17 However, key areas of concern highlighted in the most recent performance report as worsening since their last available data-point include increasing numbers of households in temporary accommodation (albeit with an improvement since the last reporting period in the percentage of households in temporary accommodation that is located within the borough). This reflects wider challenges within housing – where rising private rental prices, rising demand for social housing and temporary accommodation (including from increased numbers of refugees), are causing additional pressures on housing stock. This reinforces the Corporate Plan's prioritisation of a ladder of affordable housing.

Implications for the Corporate Plan

- 3.18 The review of the Corporate Plan will not see the overarching objectives and priorities of the council change. However, the review will consider the changes in context and key implications from the new evidence set out in this report. These implications include:
- Reflecting the impacts of Cost of Living rises and the council's response.
 - A greater focus on prevention, both to decrease demand and improve outcomes.
 - Increased emphasis on reducing inequalities, supported by a new set of Equality Objectives (see section 3.20 - 3.23).
 - Increased emphasis on partnership working – including the council's Place Leadership role and stronger engagement with community and voluntary sector partners.
 - Reflection of budgeting decisions and increased financial pressures.
- 3.19 The Panel is asked to review the summary above and to provide their feedback and input.

Revised equality objectives 2022

- 3.20 The Corporate Plan states that we “recognise that we need to better understand the inequalities that affect different groups within the borough, in order to ensure that those experiencing disadvantage and inequality are able to access appropriate, effective and early support within their communities” and

commits to further evidence-gathering and publication of new Equality objectives.

- 3.21 The new evidence and insights generated during 2022 has supported the council in the reformulation of its equality objectives. The council has a legal obligation to publish equality objectives at least every 4 years under the Equality Act 2010 (Specific Duties) Regulations 2011.
- 3.22 Appendix B sets out the draft equality objectives. These have been developed with reference to the 2018 equality objectives and the Local Government Association’s Equality Framework. Priorities identified through the LGA Corporate Peer Challenge have also been incorporated, and relevant equality-related goals from the Corporate Plan. Engagement has also been undertaken with groups including the Disability and Inclusion Forum and KickBack. Feedback from colleagues in relevant service areas has also helped to shape the objectives and ensure that they are measurable and consistent with service objectives.
- 3.23 The final agreed objectives will support the Corporate Plan. Panel Members are invited to share their views on these objectives ahead of their recommendation to Cabinet for adoption.

4. KEY IMPLICATIONS

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

Table 2: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Corporate Plan is reviewed after 12mth to assess changes in external and internal context to ensure it remains relevant.					January 2023
Equality objectives are strengthened to reflect priorities on tackling inequalities.					January 2023

5. FINANCIAL DETAILS / VALUE FOR MONEY

- 5.1 There are no direct financial implications arising from the recommendations of this report. However, as noted, the Corporate Plan priorities and performance provide a framework for making difficult resourcing decisions. In turn, the

Corporate Plan and associated delivery plans must reflect the resource allocations agreed through the Budget process.

6. LEGAL IMPLICATIONS

- 6.1 The Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities to publish equality objectives at least every 4 years.

7. RISK MANAGEMENT

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

Table 3: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
The risk that the council does not meet its legal obligations under the Equality Duty	High	Refreshed objectives and monitoring arrangements adopted	Low

8. POTENTIAL IMPACTS

- 8.1 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.

9. CONSULTATION

- 9.1 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 draft equality objectives have been formulated based on evidence and through engagement with groups including the Disability and Inclusion Forum and KickBack.

10. TIMETABLE FOR IMPLEMENTATION

- 10.1 The full implementation stages are set out in table 4.

Table 4: Implementation timetable

Date	Details
December 2022	Revised Equality Objectives published.
January 2023	Corporate Plan Annual Progress Report and Review shared at Cabinet.

11. APPENDICES

11.1 This report has two appendices:

- Appendix A: Residents Survey Results
- Appendix B: Draft equality objectives

12. BACKGROUND DOCUMENTS

12.1 This report is supported by one background document:

- [Corporate Plan 2021-26](#)

13. 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	04.11.22	
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	04.11.22	07.11.22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Tony Reeves	Interim Chief Executive	04.11.22	07.11.22
Andrew Durrant	Executive Director of Place	04.11.22	07.11.22
Kevin McDaniel	Executive Director of People	04.11.22	07.11.22
<i>Heads of Service (where relevant)</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	04.11.22	07.11.22

REPORT HISTORY

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

Report Author: Rebecca Hatch, Head of Strategy and Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights

2022 RBWM Residents Survey

Headline Results

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Introduction

Our 2022 RBWM Residents Survey was carried out in July and August 2022.

Lake Market Research, working on behalf of RBWM contacted 1740 residents including:

- 1626 by telephone
- 114 face to face in the street

Residents were randomly selected and quotas set to ensure the profile of respondents was representative of the borough.

The survey focused on residents' perception of:

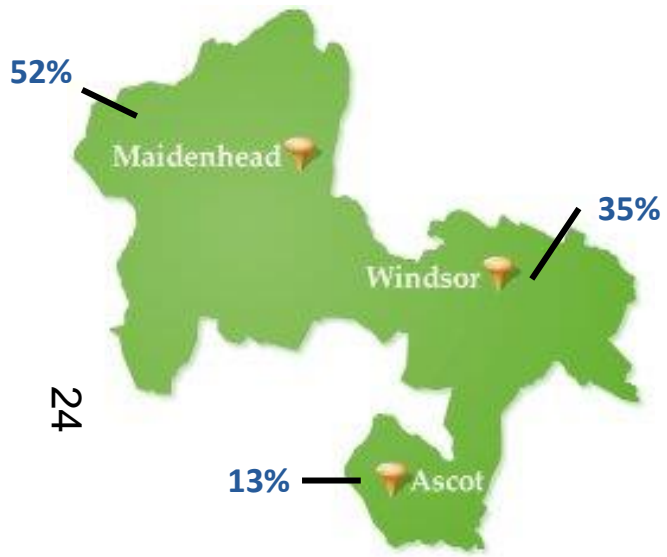
- The Council
- The Community & Local Area – including strengths and challenges
- The Individual - including household concerns & finances, health & wellbeing

We will use the Survey's insights extensively to support our work, including but not limited to:

1. Refreshing our Corporate Plan
2. Developing key evidence bases for council planning and decision making
3. Updating our Service Plans

Profile of residents surveyed

Representative against the following quotas



Age:

- 22% aged 18-34
- 39% aged 35-54
- 27% aged 55-74
- 12% aged 75 & over

Home ownership:

- 68% home owner / buying with mortgage
- 13% rent from council, housing association or trust
- 16% rent from private landlord

Working status:

- 64% working
- 9% not working
- 26% retired

Ethnicity:

- 72% White
- 11% White Other
- 3% Black / Black British
- 10% Asian / Asian British
- 2% Mixed

Gender:

- 50% male
- 50% female

Activities limited due to health condition or illness:

- 15% yes
- 84% no

A Council trusted to deliver its promises

Residents' perceptions of the council are high, and are above the Local Government Association national benchmarks on trust, satisfaction with the council and value for money.



Trust in the Council

70% of respondents said they had a fair amount or a great deal of trust in the RBWM, this was considerably higher than the LGA benchmark of 58% and slightly higher than the 2018 RBWM survey.

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Satisfaction with the Council

66% of those surveyed were very or fairly satisfied with the way the RBWM runs things. This is higher than the LGA benchmark of 63% but shows a decrease from the 74% expressing satisfaction in 2018.



Value for Money

Just over half agree that the council provides value for Money (52%). This is higher than the LGA benchmark of 45%, but lower than the 2018 result of 63%.

The LGA benchmark sees fluctuation in these metrics over time, with an increase in rates at the height of the pandemic, and then fall.

Those who live in Maidenhead, not in work and those with a disability showed lower satisfaction across all three metrics.

Communicating and accessing services

Most residents happy to use our online services

Online services

71% of respondents indicated they would or already access transactional services online.

17% indicated they would not.

Why not? The most common reasons were:

- a preference for alternative means of contact, 21%
- not using the council's online services before, 19%
- concern whether a response would be received online, 16%

Those less likely to use online services include:

- Women
- those over 75,
- those not working
- those with a disability
- social renters.



Receiving communications

Residents top choices for receiving communications about council services and local issues were:



email newsletters, 30%



the council website, 24%



printed information, 19%

The council's social media, and speaking to council staff were the next popular options at 7% each.

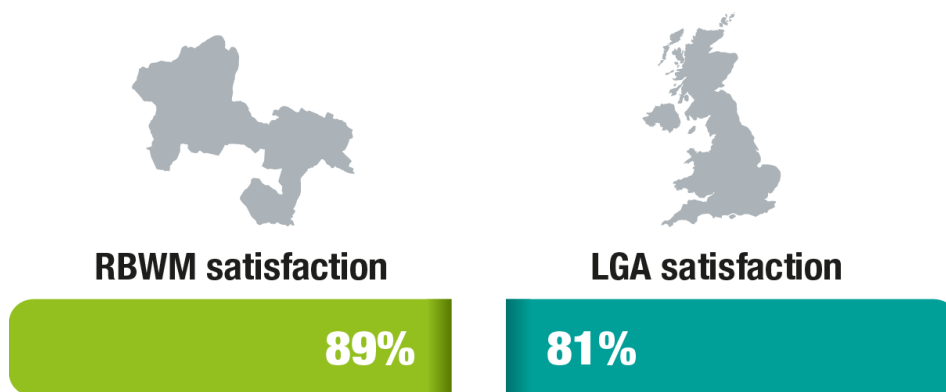
Printed information was a higher priority for residents over 55, those with a disability and those finding it hard financially.

Satisfaction with Local Area as a place to live

Most residents satisfied with the local area

The vast majority of our residents (89%) are satisfied with the area as a place to live. Only 6% of residents are dissatisfied. This is above the LGA benchmark.

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Satisfaction is high across all groups, but is notably lower amongst

- residents living in Maidenhead
- female residents
- residents aged 75 & over
- residents whose activities are limited due to a health condition (henceforth, those with a disability)
- residents renting from the council, housing association or trust

These same groups also tend to score less positively across other questions around satisfaction.

What makes the area a good place to live

The natural environment is key to RBWM Residents

When asked what makes the area a good place to live, the borough's green and open spaces were the top two responses:

- **the quality of parks & open spaces (45%)**
- **access to nature / the countryside (34%)**



Almost **two thirds (66%)** of our residents are **accessing green spaces** at least once a week.

²₀₉ The **vast majority (94%)** consider it **easy to access** quality green spaces in the Borough; 62% find it very easy.

Private renters, 18-34s and disabled residents are **least likely** to say it is very easy to access green spaces.

Concerns about mobility, a lack of car parking facilities and not being able to visit without a car were cited as the key barriers.

More than four in five residents (84%) said that tackling climate change should be a priority for the council.



What needs improving?

Transport and waste are top areas of improvement for residents

The top five things that residents would like to see improved in their local area are focused on transport, waste and high streets.



Road maintenance (28%)



Parking (14%)



Rubbish and refuse collection (19%)



Traffic and congestion (12%)



Town centres/ High Streets / Shopping facilities (14%)



Strength of Community

RBWM Residents have a strong sense of community



Just under three quarters of respondents (72%) agree people pull together to improve their local area.

This was higher than comparable national results of 65%¹.

- 23% of respondents said that community support and helping each other was what makes the area a good place to live (the 3rd highest response).
- ³64% have helped a friend or neighbour over the past year. Helping neighbours and friends is the most common way for people to engage with their community.
- **Almost three quarters (72%) agree that there are opportunities to get involved with community activities.** And just over a third (36%) of respondents claim they take part in local community groups, activities or events at least once a month.
- Engagement in community activities is lower amongst residents aged 75 & over, residents with a disability, and residents who rent from the council, housing association or trust. More than half of these groups do not engage in any community activities.

[1] [Community Life Survey 2020/21 - GOV.UK \(www.gov.uk\)](https://www.gov.uk)

Feelings of Safety – Women’s Safety

Residents feel safe but gender matters

- **97% of Residents feel safe** in their local area in the day, **82% after dark**. These are **higher** than the LGA benchmarks of 95% and 76% respectively.
- However, **women feel less safe than men** both in the day and at night. Whilst similar proportions feel “**safe**” in the day, only 64% of women feel “**very safe**” in the day, compared to 70% of men.

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This gender gap in feeling safe is even more pronounced after dark:



75% of Women feel safe in their local area at night

This is significantly lower for those 75+ & Social Renters



89% of Men feel safe in their local area at night

This is stable across groups, with no group <87%



Concern about anti-social behaviour

ASB is not the primary concern for most residents



Just over a quarter (27%) of residents indicated they are concerned about anti-social behaviour in their local area; 40% are not concerned.

- 32
- For those who are concerned, their top concerns were around groups of young people and drug taking or dealing.
 - 18% of residents felt that low crime and safety makes the local area a good place to live. This is twice the number (9%) who felt that crime and safety is something that needs improving.
 - A lower proportion of under 35s and over 75's indicated they were concerned compared to other age groups. The proportion 'concerned' is comparably higher amongst residents of Windsor, Ascot and the south.

Finances and the Cost of Living

Cost of living a key concern for residents



The cost of living is the biggest concern for residents over the next 1-3 years.

Over half of respondents (53%) named it as their top worry, and over two thirds (70%) of 18-34s.

- Rates of concern were also very high among private renters (74%), social renters (70%), and those who already finding things difficult (95%).
- **Over two thirds say their household is living comfortably financially or doing all right.** Just under a third are just about getting by or finding it difficult. Of these 6% are finding things quite or very difficult. 25% are just getting by.
- There is wide variation across groups. 48% of younger residents (18-34) are just about getting by or finding it difficult, compared to only 15% of over 75s.
- Those who are not working, have a disability, of Black / Asian / Mixed ethnicity and renting socially or privately are also more likely to be just about getting by or finding it difficult.

Loneliness and health

Most residents feel healthy and supported, but loneliness is more common among certain groups.

72%



Just under three quarters (72%) claim they never or hardly ever feel lonely.

12%



12% indicated they feel lonely always, often or some of the time Over a quarter (26%) of those with a disability felt lonely always, often or some of the time, one in five (20%) of those who are not working, and 15% of over 75s.

82%



82% consider their health to be good or very good in general, with rates declining with age, as might be expected. Those who are not working, or who are renting from the council, housing association or trust, also reported more ill health.

Mental health and life satisfaction

Most residents are satisfied with life, but with variations



The majority of respondents (85%) indicated a high level of satisfaction with their life nowadays, rating their satisfaction as at least 7 out of 10.

- However, high satisfaction scores were less common among respondents who are finding it difficult financially (54%) or living with a health condition (61%).
- 29% of residents reported high levels of anxiety about the future. This rose to over half (53%) of those finding it difficult financially.
- Women (35%) were more likely to feel anxious about the future than men (24%).
- The groups most likely to report mental health as one of their key concerns over the next 1-3 years were 18-34s (19%) and social renters (18%). These are at least three times the overall rate of 6%.

Housing

Housing a key concern among younger residents

- Almost a third (31%) of 18-34 year olds cited **access to affordable housing** as one of their biggest concerns over the next 1-3years, much higher than the 13% of all residents.
- 18-44 yr olds were more likely to say they were **considering moving out of the borough** than the 45+ age groups
- 40% of 18-34 year olds cited the affordability of housing as a reason.

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- **Renters (social and private) were more concerned about their household finances.** 74% of social renters and 70% of private renters reported being very or extremely concerned about the rising cost of living.
- 65% of those socially renting and 60% of those privately renting said that financially their households were just about getting by or finding it difficult, compared to 32% of residents overall.



Snapshot – variations by area

Ascot and surrounding areas

- Most satisfied with their local area and with the council.
- Most likely to agree that people pull together to improve the local area.
- Find it less easy to access green spaces.
- Most concerned about rising cost of living.

37

Windsor

- Less likely to feel safe after dark, and more likely to list crime and safety as a concern.
- More likely to state concerns about housing security/affordability.
- Scoring between Ascot and Maidenhead on satisfaction and other key statistics.

Maidenhead

- Residents had significantly lower rates of satisfaction with their local area, satisfaction with and trust in the council, and perceptions of value for money.
- Maidenhead residents were more likely to list over-development / losing the greenbelt as concerns.
- More likely to want to be involved in community activities.
- More likely to visit green spaces at least once per week.
- Less concerned about ASB.

Snapshot – variations by cohort

Analysis reveals specific cohorts experiencing difficulty and whose contrasting opinions need to be considered in future strategy

18 – 34 Year Olds

Responses indicate **high levels of concern about housing, financial security, and mental health & wellbeing** in next 1-3 years.

Not Working (excluding Retired)

Responses indicate higher levels of **loneliness**, and **lower overall health**. **Respondents were** also more likely to be finding it **difficult financially**.

Black, Asian & Mixed Ethnicities

Responses indicate higher levels of concern about **access to housing** and the **cost of living**. Also finding it **harder to access quality green spaces**.

Activities limited due to health condition or illness

Responses indicate lower rates of **life and local area satisfaction** and **higher rates of loneliness**. Plus **lower rates of community engagement**.

APPENDIX B: DRAFT EQUALITY OBJECTIVES

Objective 1 (*understanding and engaging*): Investigate and strengthen our understanding of the nature of inequality, disadvantage, and discrimination in RBWM

Outcome 1: A stronger understanding of the nature of equality, disadvantage, and discrimination in RBWM

1.1 Activities: Strengthen the council's insights and evidence on inequalities and disadvantage

- Develop a stronger, cross-council evidence base on inequality and disadvantage in the borough through Phase 1 of the Inequalities Project.
- Analyse and use information from census, the Residents Survey, to strengthen our understanding of the nature and impact of inequalities.
- Strengthen performance measures on equalities within the Corporate Plan and across Service Plans and contract monitoring.

1.2 Activities: Strengthen relationships with diverse groups in our communities, and specifically those with, or representing those with, protected characteristics

- Build and maintain relationships with groups who reflect the diversity of the community and represent the protected characteristics, including the Disability and Inclusion Forum, the Older Persons' Advisory Forum, KickBack and the interfaith WAM Community Forum.
- Develop a better understanding of the diversity of local faiths and cultures and take advantage of festivals, awareness events and celebration days to celebrate that diversity through external communications and engagement.
- Continue to empower and engage with the community through the Embedding Community Response programme and initiatives such as the World Cafés.

1.3 Activities: Ensure engagement activities are inclusive and provide opportunities for community involvement in decision making

- Support the identification of appropriate stakeholders to contribute to engagement activities that seek to improve equality and inclusion.
- Develop an engagement framework which can be used by RBWM staff to understand the different levels of engagement (i.e. informing, consulting, participating, co-producing) and identify opportunities for community engagement and participation.
- Undertake effective and mutually beneficial engagement activities, with a focus on ensuring that those with protected characteristics and from under-represented communities are encouraged to participate and have their voices heard.
- Communicate information in an inclusive way, taking account of the language and format preferences/needs of different groups

Objective 2 (cultural/organisational change): Acknowledge and respond to the equality impacts of our emerging proposals and seek to mitigate any adverse impacts where possible, whilst maximising positive impacts

Outcome 2: An organisation focused on reducing inequalities

2.1 Activities: Embed a greater awareness of equalities across the organisation

- Promote an evidence-based narrative around inequalities in RBWM and raise the profile of equalities work
- Engage with colleagues and partners to share insights gained from inequalities data gathering and communicate where findings have relevance for a certain service and area of work.

2.2 Activities: Improve the consistency and quality of Equality Impact Assessments (EQIAs) to influence and support decision-making

- Develop comprehensive guidance in relation to EqlA development, including training and support for officers and elected members
- Improve the use of evidence to support EqlAs through an Equalities Evidence Matrix and targeted support to services to ensure equality impacts are assessed and reflected in key decisions
- Ensure that appropriate action plans are developed in cases where EqlAs identify negative equality impacts and monitor the delivery of these mitigating actions
- Review and improve the efficiency of the EqlA development process by grouping relevant papers under a single EqlA, particularly those relating to the budget
- Embed EqlAs into the early development of policies, strategies and related projects to improve their potential impact on decision-making
- Promote the use of EqlAs as iterative documents which should be reviewed and updated over the course of the development and delivery of a policy/strategy/project

2.3 Activities: Establish clear political and officer leadership on equalities

- Elected members demonstrate personal knowledge and understanding of local communities and demonstrate a public commitment to reducing inequality, fostering good community relations and challenging discrimination.
- Provide briefings and reports to councillors, including the Corporate Oversight and Scrutiny Panel, on key equalities issues and activities
- Mandatory equality, diversity and inclusion training is provided for elected members as part of new member induction and on an ongoing annual basis.
- Support members to be more effective in their ward work and aware of the diversity of the communities they represent
- Mandatory attendance on KickBack's Total Respect Training for members of the Corporate Parenting Forum, and attendance encouraged for other officers and Members as part of their role as a Corporate Parent

Objective 3 (*making changes and impact to equality*): Integrate equality considerations into planning and procurement processes, in order to deliver services effectively for all communities

Outcome 3: A council which delivers services effectively for all its communities

3.1 Activities: Ensure that the accessibility of physical and digital spaces and resources is considered in the planning and delivery of policies and services

- Ensure that digital and printed resources continue to meet accessibility requirements
- Consider the impact of the digitisation of key resources and services and aim to mitigate any negative or exclusionary impacts
- Ensure that the Report It tool is effective and inclusive for reporting accessibility issues
- Develop a Customer Strategy which serves all members of our diverse community

3.2 Activities: Strengthen the incorporation of equality considerations within the development of KPIs as part of the pre-procurement process

- Use EqlAs consistently within pre-procurement to ensure that any equality considerations are identified at an early stage
- Ensure that appropriate KPIs are developed and monitored, where potential equality impacts have been identified
- Encourage ongoing monitoring of recruitment-related equality considerations by suppliers and partners

3.3 Activities: Integrate equality objectives into planned service outcomes

- Integrate equality objectives into organisational strategies and plans, including the Corporate Plan and its associated goals
- Demonstrate evidence of a link between equality objectives, business planning and performance management
- Service plans monitored to ensure equality objectives are met, with action taken if risks to achievement are identified

3.4 Activities: Develop a stronger, community-based approach to prevent and reduce inequalities

- Strengthen our approach to preventing and reducing inequalities through community-based solutions as identified in Phase 2 of the Inequalities Project

Objective 4: Reduce inequalities within the borough

Outcome 4: A reduction in inequalities within the borough, focused particularly upon the following outcomes:

4.1 Activities: An increase in the proportion of women and girls who feel safe in the borough, including through a safe, thriving night-time economy.

- Continue the White Ribbon communication campaign and/or work towards White Ribbon accreditation
- Use Residents Survey data to assess women and girls' perception of safety in their local area

4.2 Activities: An increase in the attainment ranking for children in care, SEND and children eligible for Free School Meals (FSM) in GCSE English and Maths.

- Increase the number of children in care, SEND and children eligible for Free School Meals (FSM) achieving Grade 4 English and Maths at GCSE. 2022 data will be used to set the baseline

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

- Increase the percentage of working age learning disabled clients who are living in their own home to 82.4% by 2025 (from a baseline of 72.4% in March 2020)
- Improve outcomes for adults with a learning disability in settled accommodation by improving their safety, reducing their risk of social exclusion and promoting a positive experience of social care

4.4 Activities: Seek to support our vulnerable residents through the cost of living rises, through targeted financial support and practical assistance

- Promote existing sources of support and information, through the Here to Help campaign
- Incorporate socio-economic considerations into EqIAs alongside protected characteristics
- Consider the potential for cost of living rises to create new forms of inequality and exacerbate existing ones

4.5 Activities: Embed accessibility into the planning and design of our streetscape and public spaces

- Engage with communities most likely to experience accessibility issues, specifically people with long term conditions, disabilities and age-related mobility problems, to identify priorities and establish where accessibility improvements have the greatest impact
- Identify an annual allocation of capital funding (amount tbc) to be spent on accessibility priorities
- Incorporate an engagement step into the capital design process, giving the Disability and Inclusion Forum the opportunity to provide feedback on accessibility at the planning stage
- Seek to expand the a4ccessible online accessibility guide to Maidenhead town centre

4.6 Activities: Seek to ensure every child has the best start in life, from a healthy pregnancy through to a healthy life

- Better understand why children and young people in some wards/communities in the borough have worse outcomes than others and work collaboratively to reduce inequalities
- Improve school readiness in disadvantaged children, particularly those who are eligible for Free School Meals
- Reduce differences between wards in the proportion of children who are overweight or obese.

Objective 5 (workforce/HR): Recruit and retain a diverse workforce that reflects the communities we serve and ensure our people feel valued and respected

Outcome 5: A diverse workforce, reflective of the communities we serve, in which all colleagues feel equally valued and respected

5.1 Activities: Continue to encourage and welcome increasing numbers of job applications from candidates with disabilities, who are care leavers, and from the Armed Forces community

- Continue to encourage and welcome job applications from disabled candidates using the Disability Confident Scheme (current accreditation runs until October 2025), which guarantees disabled applicants who meet the minimum job criteria an interview.
- Provide support and opportunities to ex-military and reservists, as holders of the Armed Forces Covenant Gold Award
- Provide training and employment opportunities to Borough care leavers in our capacity as Corporate Parent

5.2 Activities: Seek to understand the needs of employees with protected characteristics through engagement with employee networks and data gathering through staff surveys and personal diversity records

- Continue to support the Council's organisational intelligence capability in relation to protected characteristics data through the update of records of existing employee (which recently saw an 89% response rate) and through information collected about protected characteristics from job applicants as part of the Applicant Tracking System (ATS)
- Improve the number of staff who provide information about their ethnicity and religion. The workforce profile for 21/22 identified that there has been a slight increase in the number of staff who prefer not to provide this information.
- Continue to work with the council's Equality, Diversity and Inclusion staff network to promote a culture of inclusion and to develop wellbeing support relevant to our workforce.

5.3 Activities: Deliver a range of measures to improve opportunities for those who want to combine work with family or caring responsibilities

- Continue to offer a wide range of flexible working options including a flexi-time scheme, part-time working, term-time only working, nine-day fortnights, remote working, and flexible retirement. Since March 2020 the COVID-19 pandemic has resulted in the majority of the workforce working from home and therefore flexibility and employee wellbeing has been at the forefront of supporting all our staff but particularly those with caring responsibilities.
- Continue to support employees who are Foster Carers through additional paid leave and to support families with military connections as an employer holding a Gold Award of the Armed Forces Covenant.
- Maintain the 'family friendly' policies which are part of the Members Allowances scheme, including a Dependants' Carer's Allowance, and maternity, adoption and paternity leave.

5.4 Activities: Explore the use of Reverse Mentoring as a means of promoting awareness of diversity and equality issues among senior management

- Work with the Equality, Diversity and Inclusion staff network to scope the feasibility of a Reverse Mentoring programme, as a mechanism to increase awareness of and accountability for equalities issues among senior RBWM leadership.

Report Title:	Corporate Plan 2021-26 Performance Report (30 Sep-22)
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 17 November 2022
Responsible Officer(s):	Rebecca Hatch, Head of Strategy
Wards affected:	All

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REPORT SUMMARY

- This report provides an update on performance and progress against the Corporate Plan as at 30 September 2022 (Appendix A), highlighting Corporate Plan goals where progress has been made or where there are concerns, based on exceptions criteria.*

1. DETAILS OF RECOMMENDATION(S)

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

- Agrees any areas of performance the Panel considers appropriate to refer for further, more detailed consideration.

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

- 1.1 The Corporate Plan is a key component of good governance and recognises that the council has choices to make about where it focuses its resources. Adopted in November 2021, the Plan sets out 3 overarching objectives – “Thriving communities”, “Inspiring places” and “A council trusted to deliver its promises” – and 50 related goals for achievement over a 5-year period (2021-2026). These goals intentionally do not cover the full range of activities and services provided by the council, rather they are focused on addressing the key challenges identified and where the council needs to drive change.
- 1.2 The Plan emerged from an evidence-base and was shaped by consultation in Summer 2021 and a focused “challenge session” by the Corporate Overview & Scrutiny Panel in October 2021. Performance and progress against the Plan’s goals is routinely published to the public-facing [Citizens’ Portal](#) in the interests of transparency and accountability. Metrics and activities that meet agreed exceptions criteria – or metrics/activities that do not meet agreed criteria but Officers’ judgement is that scrutiny is merited – are routinely reported to the Panel.

Latest performance and progress

- 1.3 The Performance Report set out at Appendix A provides a snapshot of the latest performance against the Plan at 30 September 2022 based on agreed exceptions criteria. This report follows a revised structure following feedback from Panel Members in July.
- 1.4 Since the last Performance Report shared with the Panel in July 2022, and in line with our commitment to do so, additional operational-based metrics have been published to the Portal under a new “Operational focus” page. Appendix A is inclusive of these additional operational metrics where the exceptions criteria has been met. The inclusion of “operational focus” metrics on the Portal is driven by a recognition 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, each of which forms part of the “Council trusted to deliver its promises” objective. These metrics’ inclusion on the Portal is therefore intended to strengthen both transparency and the Panel’s oversight of the “Council trusted to deliver its promises” objective. The intention remains to publish additional metrics to the Portal in this area over the course of the Plan’s life to provide continuing transparency.
- 1.5 Tables 2 – 4 provide an overview of Corporate Plan goals identified as being either an area of concern or area of progress based on the exceptions criteria being met for either metrics or milestones aligned to each goal. Some goals are included at the Strategy, Policy and Performance Team’s discretion as a result of either new data being available or volatility in trends over time. Appendix A provides performance commentary against each of the goals.

Table 2: Thriving communities

Priority	Goal	Progress /concern
Families and individuals are empowered to achieve their ambitions and fulfil their potential	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).	Progress
	Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.	Progress
	Decrease the proportion of adults who feel lonely always / often / some of the time from 21.24%	Progress
	At least 95% of the borough's education settings are judged to be Good or Outstanding	Concern
	An increase in the attainment ranking for children in care, SEND and children eligible for Free School Meals (FSM) in GCSE English and Maths.	Concern
A ladder of housing opportunity, to support better life chances for all	A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.	Concern

Table 3: Inspiring places

Priority	Goal	Progress/ concern
Supporting the borough's future prosperity and sustainability	An increase in the proportion of women and girls who feel safe in the borough, including through a safe thriving night-time economy	Progress
	Reduce public concern about anti-social behaviour in the borough by taking a zero-tolerance approach, using all available enforcement powers	Progress
	Undertake a master planning exercise for central Windsor by 2023 and submit a business case for government funding for identified improvements along Ascot High Street.	Progress
	Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs	Progress
	Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the Borough Local Plan), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.	Progress
	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.	Concern

Quality infrastructure that connected neighbourhoods and businesses and allows them to prosper	Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junctions' improvements.	Concern
Taking action to tackle climate change and its consequences, and improving our natural environment	Enable an increase in renewable energy generation in the borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).	Concern

Table 4: A council trusted to deliver its promises (including Operational Focus)

Area	Goal	Progress/ concern
A council trusted to deliver its promises	The percentage of residents satisfied with the council is above the LGA benchmark	Progress
	The percentage of residents feeling that they trust the council is above the LGA benchmark	Progress
	The percentage of residents feeling that the council offers value for money (VFM) is above the LGA benchmark	Progress
Operational focus	Council tax and business rates collection rates	Progress
	Highways and environmental services	Progress
	Planning applications	Progress
	Waste collection	Progress
	Workforce	Progress
	Benefits claim processing times	Concern
	Customer focus	Concern

Residents' Survey 2022 results

- 1.6 The council's latest Residents' Survey was conducted in July and August 2022. The survey was run in order to provide a robust source of data on residents' perceptions of the council, their communities and individual priorities in order to inform ongoing service provision, policy and strategy.
- 1.7 Lake Market Research, working on behalf of RBWM, contacted 1,740 residents, including 1,626 by telephone and 114 face to face in the street. Residents were randomly selected and quotas were set to ensure the profile of respondents was representative of the borough. The survey focused on residents' perception of:
- The council;
 - The community & local area – including strengths and challenges;
 - The individual - including household concerns & finances, health & wellbeing.

- 1.8 The survey results were published in October 2022 and are available [here](#). Overall, the Survey found that residents' perceptions of the council are high, and above the Local Government Association national benchmarks on trust, satisfaction with the council and value for money. The top five things that residents would like to see improved in their local area are road maintenance, rubbish and refuse collection facilities, town centres/high streets/shopping facilities, parking, and traffic/congestion. The Survey also found that cost of living dominates as the primary concern for respondents (53%) over the next 1-3 years, followed by healthcare access (18%) and environment/climate change (14%).
- 1.9 The survey provides insights into areas for improvement and differing response types by specific cohorts (e.g. specific localities of residence in the borough, working status, home ownership status, and key demographics such as age, gender, ethnicity, and whether activities are limited due to a health condition or illness). We will use the Survey's insights extensively to support the council's work, including but not limited to: refreshing our Corporate Plan, developing key evidence bases for council planning and decision-making, updating our service plans.

2. KEY IMPLICATIONS

- 2.1 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 2026
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 2026

3. FINANCIAL DETAILS / VALUE FOR MONEY

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

4. LEGAL IMPLICATIONS

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

5. RISK MANAGEMENT

5.1 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

6. POTENTIAL IMPACTS

6.1 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.

7. CONSULTATION

7.1 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.

8. TIMETABLE FOR IMPLEMENTATION

8.1 The full implementation stages are set out in Table 7.

Table 7: Implementation timetable

Date	Details
Ongoing	Monitoring of performance and trend information and reporting to the Corporate Overview & Scrutiny Panel.

9. APPENDICES

9.1 This report is supported by one appendix:

- Appendix A: Corporate Overview and Scrutiny Panel Performance Report (Sep-22).

10. BACKGROUND DOCUMENTS

10.1 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](#)

11. 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	04.11.22	
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	04.11.22	07.11.22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Tony Reeves	Interim Chief Executive	04.11.22	07.11.22
Andrew Durrant	Executive Director of Place	04.11.22	07.11.22
Kevin McDaniel	Executive Director of People	04.11.22	07.11.22
<i>Heads of Service (where relevant)</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)		07.11.22

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

17 Nov 2022

Focus of report: Snapshot of performance as at 30 Sep 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 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.
- 1.3 This report provides insight into all performance against the Corporate Plan under agreed exceptions criteria (see Table 1) and based on latest available data as at 30 September 2022. The exceptions 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.
- 1.4 The Team will also exercise judgement outside of the criteria where it may be beneficial to do so – for example, where a performance indicator does not meet agreed exceptions criteria but is showing some volatility then the Team may bring that indicator forward for scrutiny.

Table 1: Criteria

Area of:	Criteria
Concern	Any PI showing as: <ul style="list-style-type: none"> • Red • Amber • Green and worsening for the last 2 consecutive reporting periods. Any activity/milestone that has been marked as Red or Amber for the last 2 consecutive periods and/or tasks that have been aborted.
Progress	Any PI showing as: <ul style="list-style-type: none"> • Green and improving for the last 2 consecutive reporting periods. • Red (Requires improvement) and improving for the last 2 consecutive reporting periods • Amber (just short of target) and improving for the last 2 consecutive reporting periods. Any activity/milestone completed since the last reporting period.

Table 2: Performance reporting key

▲	Red, performance is below the target
●	Amber, performance is below the target but within agreed tolerance thresholds
★	Green, performance is above the target
↓	Performance is worsening in comparison to the last available data-point.
↑	Performance is improving in comparison to the last available data-point.
→	Performance is unchanged from the last available data-point.
	<i>Please note that trend arrows and related assessment of whether performance is worsening or improving are based on the % variance (i.e. the gap) between the actual and target and whether that is getting bigger/smaller over time.</i>

2. Summary overview

2.1 Tables 3-5 provide a summary of the goals against each Corporate Plan objective and priority that are included in this report based on the exceptions criteria outlined at Table 1, or where the Strategy, Policy and Performance Team has exercised judgement for inclusion. Details of performance and supporting narrative are set out in sections 3 (Areas of progress) and 4 (Areas of concern) of this report.

Table 3: Thriving communities

Priority	Goal	Progress /concern
Families and individuals are empowered to achieve their ambitions and fulfil their potential	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).	Progress
	Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.	Progress
	Decrease the proportion of adults who feel lonely always / often / some of the time from 21.24%	Progress
	At least 95% of the borough's education settings are judged to be Good or Outstanding	Concern
	An increase in the attainment ranking for children in care, SEND and children eligible for Free School Meals (FSM) in GCSE English and Maths.	Concern
A ladder of housing opportunity, to support better life chances for all	A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.	Concern

Table 4: Inspiring places

Priority	Goal	Progress/ concern
<p>Supporting the borough’s future prosperity and sustainability</p>	<p>An increase in the proportion of women and girls who feel safe in the borough, including through a safe thriving night-time economy</p>	<p>Progress</p>
	<p>Reduce public concern about anti-social behaviour in the borough by taking a zero-tolerance approach, using all available enforcement powers</p>	<p>Progress</p>
	<p>Undertake a master planning exercise for central Windsor by 2023 and submit a business case for government funding for identified improvements along Ascot High Street.</p>	<p>Progress</p>
	<p>Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs</p>	<p>Progress</p>
	<p>Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the Borough Local Plan), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.</p>	<p>Progress</p>
	<p>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.</p>	<p>Concern</p>
<p>Quality infrastructure that connected neighbourhoods and businesses and allows them to prosper</p>	<p>Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junctions’ improvements.</p>	<p>Concern</p>
<p>Taking action to tackle climate change and its consequences, and improving our natural environment</p>	<p>Enable an increase in renewable energy generation in the borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).</p>	<p>Concern</p>

Table 5: A council trusted to deliver its promises (including operational focus)

Area	Goal	Progress/ concern
A council trusted to deliver its promises	The percentage of residents satisfied with the council is above the LGA benchmark	Progress
	The percentage of residents feeling that they trust the council is above the LGA benchmark	Progress
	The percentage of residents feeling that the council offers value for money (VFM) is above the LGA benchmark	Progress
Operational focus	Council tax and business rates collection rates	Progress
	Highways and environmental services	Progress
	Planning applications	Progress
	Waste collection	Progress
	Workforce	Progress
	Benefits claim processing times	Concern
	Customer focus	Concern

3. Areas of progress

3.1 Thriving communities

Priority: Families and individuals are empowered to achieve their ambitions and fulfil their potential

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
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).	# of attendances at leisure centres (disabled)	Bigger is better	Sep-22	15,752	15,245	★	↑ Improving
			YTD	42,709	85,470	▲	↑ Improving
		<p>Between 1 April and 30 September there have been 42,709 disabled attendances at leisure centres operated by Leisure Focus, just less than half of the target of 85,470 for 2022/23. Year-to-date (YTD) performance is therefore showing as red and improvement continues to be a focus. There has however been improvement over the last 2 consecutive months and in September attendances were 507 (3.33%) above that month's target.</p> <p>Increases in attendances are likely to be on the rise following the relaxation of Covid rules, enabling more sessions to take place, plus improved public perception around safety. There has, however, been targeted action by Leisure Focus' Sports Inclusion and Partnerships Manager, including Disability and Inclusive Activity Week (18-24 June) which saw local sports clubs and activity providers promoting their offer and giving the public opportunity to try out various sporting activities. The activity week was acknowledged to the local Disability and Inclusion Forum and, more recently, the Sports Inclusion & Participation Manager for Leisure Focus attended the Forum's meeting on 3 October to discuss opportunities for joining up Leisure Focus' work with other opportunities across the borough.</p> <p>Overall attendances at leisure centres have been consistently above monthly targets since July, and YTD attendances as at 30 Sep-22 are 1,099,395 (green for the first time this year and 9,395 (0.9%) above target. Attendances for those under medical referrals and those over 60 remain broadly consistent month on month, and these metrics are being baselined for the future application of targets.</p> <p>The Sport, Leisure and Health Development Officer (a 2-year fixed term Public Health funded post) has been appointed and taken up this role in September. This role will assist in increasing participation in a number of target deconditioned markets, working with both the main leisure centre operator and other third sector groups in the community to raise participation levels and support new initiatives that seek to engage residents who may not be active to become active.</p>					

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Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
Increase the percentage of residents who enjoy the borough's green spaces on a regular basis and feel that they are able to access quality green spaces easily.	% of residents who visit the borough's green spaces at least once a week	Bigger is better	Sep-22	66%	Baseline established	-	-
	% of residents who find it very/quite easy to access quality green spaces across the borough	Bigger is better	Sep-22	94%	Baseline established	-	-
<p><i>These indicators are included at the Strategy, Policy and Performance Team's discretion on the basis that new data is available following the completion of the Residents' Survey.</i></p> <p>Consistent with survey responses indicating that quality of parks and open spaces, and access to nature/countryside make the local area a good place to live, the borough's green spaces are well used with 66% claiming they visit at least once a week (25% visit every day). 94% of respondents consider it easy to access quality green spaces in the borough (62% find it very easy).</p> <p>Initial findings show that frequency of visits differs by age, with a higher proportion of residents aged 35-74 visiting frequently. A lower proportion of residents of Black / Asian / Mixed ethnicity and residents who rent visit at least once a week. Lower perceptions of ease of access are observed amongst residents living in Ascot and the South, residents aged 18-34yrs, residents limited due to a health condition, residents of Black / Asian / Mixed ethnicity and residents renting. Concerns about mobility, a lack of car parking facilities and not being able to visit without a car were cited as key barriers. The Residents' Survey 2022 Results Report can be read in full here and analysis of the survey results continues.</p>							

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
Decrease the proportion of adults who feel lonely always / often / some of the time from 21.24%	% of adults who feel lonely often / always / some of the time	Smaller is better	2019/20	21.24%	-	-	-
			Sep-22	12%	-	-	-
<p><i>This indicator is included at the Strategy, Policy and Performance Team's discretion on the basis that new data is available following the completion of the Residents' Survey.</i></p> <p>The Corporate Plan goal is derived from last available data (2019/20: 21.24%) from the Active Lives Adult Survey, by Sport England. Targets have not yet been profiled in anticipation of a more recent data-set being made available from the Active Lives Survey. With no visibility of a release date, this question was also included in the Residents' Survey 2022. The Residents' Survey found that:</p> <ul style="list-style-type: none"> • 72% of respondents never or hardly ever felt lonely • 16% reported occasionally feeling lonely • 12% of adults who feel lonely always, often, or some of the time which was much lower than the Active Lives Survey results from 2019/20 (21.24%). <p>The survey identified groups at higher risk of loneliness. Over a quarter (26%) of residents who are limited in daily activities due to a health condition, 1 in 5 (20%) who are not working, and 15% aged 75 years and older reported that they felt lonely always, often, or some of the time. The Residents' Survey 2022 Results Report can be read in full here.</p> <p>The next steps are to:</p> <ul style="list-style-type: none"> • Better understand the variation in levels of loneliness across the borough with an emphasis on reducing inequalities identified by the residents' survey • Undertake further analysis of the residents' survey to understand what other factors are related to loneliness • Understand best practice to reduce loneliness • Develop an agreed approach to reduce social isolation building on existing work in the council and working with internal and external partners. 							

3.2 Inspiring places

Priority: Supporting the borough's future prosperity and sustainability

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
An increase in the proportion of women and girls who feel safe in the borough, including through a safe thriving night-time economy	% of women who report feeling safe in the borough (during the day)	Bigger is better	Sep-22	97%	Baseline established	-	-
	% of women who report feeling safe in the borough (at night)	Bigger is better	Sep-22	75%	Baseline established	-	-
<p><i>These indicators are included at the Strategy, Policy and Performance Team's discretion on the basis that new data is available following the completion of the Residents' Survey.</i></p> <p>Residents' Survey results show that 97% of residents feel safe or very safe in their local area in the day and 82% after dark. These are higher than the LGA benchmarks of 95% and 76% respectively. Women feel less safe than men at night (75% women, 89% men) and feeling of safety during the day is the same for both (97% women, 97% men). Initial findings show that women's feelings of safety after dark is significantly lower for those aged 75+yrs and social renters. The Residents' Survey 2022 Results Report can be read in full here and analysis of the survey results continues.</p>							

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Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<p>Reduce public concern about anti-social behaviour in the borough by taking a zero-tolerance approach, using all available enforcement powers</p>	<p><u>% of residents who feel concerned about anti-social behaviour</u></p>	<p>Smaller is better</p>	<p>Sep-22</p>	<p>27%</p>	<p>Baseline established</p>	<p>-</p>	<p>-</p>
<p><i>This indicator is included at the Strategy, Policy and Performance Team's discretion on the basis that new data is available following the completion of the Residents' Survey.</i></p> <p>Residents' Survey results show that 27% of residents indicated they are concerned about anti-social behaviour in their local area, 40% are not concerned. For those who are concerned, the top concerns were around groups of young people and drug-taking or dealing. 18% of residents felt that low crime and safety makes the local area a good place to live. This is double the number (9%) who felt that crime and safety is something that needs improving. A higher proportion of residents aged 35-74yrs indicated they were concerned compared to other age groups. The proportion of residents "concerned" is comparably lower amongst residents of Maidenhead (24%) compared to Windsor (30%) and those living in Ascot and the South (32%). The Residents' Survey 2022 Results Report can be read in full <u>here</u> and analysis of the survey results continues.</p> <p>A Community Safety Partnership 3-yr delivery plan (2022-25) has been drafted by the agreed deadline of 30 Sep-22. Sign-off of the Plan by the CSP Board in September has been delayed in light of the sad passing of Her Majesty Queen Elizabeth II and services' involvement in State Funeral arrangements. Sign off is now due at the December 2022 CSP Board and implementation will follow on from this time.</p>							

Goal	Activity/Milestone	Target end date	Status		Commentary
<p>Undertake a master planning exercise for central Windsor by 2023 and submit a business case for government funding for identified improvements along Ascot High Street.</p>	<p>Windsor Master Planning: Develop and host key stakeholder workshop</p>	<p>30 Jun-22</p>	<p>★</p>	<p>Complete</p>	<p>The workshop brought together a focused group of representatives of key stakeholder groups and core members of council teams. The purpose of the workshop was to scope out initial opportunities and constraints, whilst developing a baseline understanding of key information.</p>
	<p>Windsor Master Planning: Develop and host Visioning Charter Workshop</p>	<p>30 Sep-22</p>	<p>★</p>	<p>Complete</p>	<p>Facilitated by the Prince's Foundation, a "Vision for Windsor" workshop was held over 2 days (28-29 Sep) with a wider group of local stakeholders to share their aspirations for the future of Windsor.</p> <p>The workshop was complemented by online public engagement. In light of the sad passing of Her Majesty Queen Elizabeth II, online engagement was extended for 2 weeks beyond the original closure date of 30 Sep-22, meaning that the survey and online engagement activities were available until Sunday 16 October. Two interactive public drop-in sessions were originally planned for early September at Windsor Library, however these were postponed for the same reason to 10-12 November.</p>
	<p>Prepare draft vision and thematic vision statements for Cabinet consideration</p>	<p>Feb-23</p>	<p>-</p>	<p>Not started</p>	<p>Following public engagement sessions in November, a report will be drafted for consideration by Cabinet.</p>

Goal	Activity/Milestone	Target end date	Status		Commentary
Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs	Tender for delivery of Windsor Public Realm Scheme	30 Apr-22	★	Complete	Tender process for scheme-delivery was completed.
	Appointment of a partner/contractor for delivery of Windsor public Realm Scheme	31 Aug-22	★	Complete	Contractor selected.

Goal	Activity/Milestone	Target end date	Status		Commentary
Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the Borough Local Plan), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.	Community engagement on SW Maidenhead Supplementary Planning Document	30 Apr-22	★	Complete	Engagement included 3 online public events concluded in April 2022. A wide range of comments and questions were received.
	Preparation and drafting of the SW Maidenhead Supplementary Planning Document	31 Aug-22	★	Complete	SPD was drafted and consultation on the draft held in July and August 2022.
	Preparation of final SW Maidenhead SPD Planning Document for adoption by Cabinet	31 Dec-22	★	In progress	Comments from the consultation are being reviewed and the SPD updated. The service is looking to take the final SPD to Cabinet for adoption in December 2022.

3.3 A council trusted to deliver its promises

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
			Sep-22				
The % of residents satisfied with the council is above the LGA benchmark	% of residents satisfied with the council	Bigger is better	Sep-22	66%	63% LGA benchmark (Jun-22)	★	Lower than Residents' Survey 2018 (74%)
The % of residents feeling that they trust the council is above the LGA benchmark	% of residents who feel they trust the council	Bigger is better	Sep-22	70%	58% LGA benchmark (Jun-22)	★	Higher than Residents' Survey 2018 (68%)
The % of residents feeling that the council offers value for money (VFM) is above the LGA benchmark	% of residents who feel the council offers value for money	Bigger is better	Sep-22	52%	45% LGA benchmark (Jun-22)	★	Lower than Residents' Survey 2018 (63%)

These indicators are included at the Strategy, Policy and Performance Team's discretion on the basis that new data is available following the completion of the Residents' Survey.

Residents' perceptions of the council are high and are above the LGA national benchmarks for satisfaction, trust and value for money. **Satisfaction:** 66% are satisfied with the way the council runs things and 16% are very satisfied. Satisfaction has reduced from the last Residents' Survey conducted in 2018 (74%).

Trust: 70% indicated they trust the council, only 9% trust the council a great deal and 9% do not trust the council at all. Despite a reduction in overall satisfaction levels, the degree of trust in the council has increased compared to the 2018 Residents' Survey (68%).

Value for money: 52% agree the council provides value for money, only 7% strongly agree and 24% disagree. Consistent with overall satisfaction trends, value for money perceptions have reduced compared to the 2018 Residents' Survey (63%).

Those who live in Maidenhead, those not in work and those whose activities are limited due to a health condition showed lower levels of satisfaction across all 3 indicators. The Residents' Survey 2022 Results Report can be read in full [here](#) and analysis of the survey results continues.

Operational focus: Council tax and business rates

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<u>% of Council Tax collected</u>	Bigger is better	Sep-22	58.52%	58.2%	★	↑ Improving
	This indicator is green and has been on an upward trend for the last 2 consecutive reporting periods. The overall collection rate (net of any adjustments for discounts and exemptions) as at 30 Sep-22 is 58.52% against the target for the period of 58.2%. This equates to £61,716,395 collected, the highest amount in cash terms for the period in the last 4yrs. However, the requirement to credit accounts with unclaimed sums of £150 in respect of Energy Rebates will be inflating this figure as many of the residents affected by this will be requesting refunds, which will be processed in October.					
<u>% of Non Domestic Rates (Business Rates) collected</u>	Bigger is better	Sep-22	56.99%	58.00%	●	↑ Improving
	This indicator is amber and has been on an upward trend for the last 2 consecutive reporting periods. The overall collection rate (net of any reliefs awarded) as at 30 Sep-22 is 56.99% against the target for the period of 58%. This equates to £44,881,849 collected, the highest amount in cash terms since 2019/20 (Sep-20: £53,432,610). The net collectible debit continues to be affected by Covid reliefs. During September £4.9m of Covid Additional Relief funding was credited to 2021/22 accounts. This will result in some businesses requesting refunds or for sums to be carried forward into the current year, should they have already discharged their 22/23 liability.					

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Operational focus: Highways and environmental services

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<u>% of 24hr orders responded to on time</u>	Bigger is better	Sep-22	100%	98%	★	→ No change
		YTD	100%	98%	★	→ No change
	The council is responsible for maintaining a safe highway network for all road-users across the 603km of roads and 800km of footway, inclusive of 26,000 road drains, in the borough. It is also responsible for ensuring public highways, council car parks and public toilets are kept clean and useable. The council's delivery partner, Volker Highways, is contracted to deliver these functions for the council and related indicators track the contractor's responsiveness to safety defects on the highway network and timely resolution of street-cleansing orders. YTD performance for responsiveness to safety defects is 100% (56/56), showing continuous success.					

Operational focus: Planning applications

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
% of major planning applications processed in time	Bigger is better	Sep-22	100%	65%	★	↑ Improving
		YTD	75%	65%	★	↑ Improving
% of minor planning applications processed in time	Bigger is better	Sep-22	67.6%	70%	●	↑ Improving
		YTD	66.5%	70%	●	↑ Improving
% of other planning applications processed in time	Bigger is better	Sep-22	84.4%	85%	●	↑ Improving
		YTD	83.5%	85%	●	↑ Improving
<p>The processing of all types of planning applications has shown continuous improvement across quarters 1 and 2. Between 1 April and 30 September, a total of 12/16 (75%) major applications, 107/161 (66.5%) minor applications, and 645/772 (84.4%) other applications have been processed in time. The improvements in all types of applications being processed in time reflect recent successful recruitment so that the number of vacant posts has been significantly reduced. This has eased workload pressures for Development Management staff. Further improvements are being made as part of service wide improvements to speed up the decision-making process.</p>						

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Operational focus: Waste collection

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
Average # of missed collections per 100,000 collections	Smaller is better	Sep-22	15.83	60	★	↑ Improving
		YTD	18.36	60	★	↑ Improving
<p>The council is responsible for the collection of household waste and recycling across more than 65,000 properties in the borough through its delivery-partner, Serco. There are in excess of 175,000 collections per week (including refuse bins, recycling bins, garden waste bins and food waste). This indicator is green and has been on an upward trend for the last 2 consecutive reporting periods, showing continuous success against target.</p>						

Operational focus: Workforce

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<u>% voluntary turnover (YTD)</u>	Staying on plan is best	Sep-22	6.16%	6.45%	★	↑ Improving
		YTD	6.16%	6.45%	★	↑ Improving
	<p>Voluntary turnover includes those who choose to resign or retire and is calculated by dividing the number of voluntary leavers by the average headcount (headcount at start and end of the period divided by 2). It is acknowledged that some staff-churn is healthy for any organisation and so this measure is configured as a trajectory of reasonable expectation and with appropriate tolerance-bandings both above and below the trajectory line. This indicator is green and across August and September has tracked closer towards the target trajectory line. In common with all councils, there are a number of professional roles that the council has always found hard to recruit to, due to national shortages, however the wider pressures in the jobs market now means that roles that have previously been easy to fill are now struggling to attract candidates. Therefore, our focus is on retaining our existing workforce through making the council a good place to work through offering a set of Values that employees can relate to, flexibility, a range of support and services evidencing that we care about our employees wellbeing and an excellent range of benefits.</p>					

4. Areas of concern

4.1 Thriving communities

Priority: Families and individuals are empowered to achieve their ambitions and fulfil their potential

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
At least 95% of the borough's education settings are judged to be Good or Outstanding.	% of early years nurseries with a current (or inherited) Good or Outstanding grade	Bigger is better	Sep-22	93.2%	95%	●	↑ Improving
			<p>The latest available performance (Sep-22) is 93.2% (55/59) against a target of 95%, marginally improving from Jun-22 (92.9%, 52/56). Whilst performance is flagging as amber, there are currently no concerns in relation to performance. 1 Nursery school has dropped from Good to Requires Improvement and 6 nurseries have not had an inspection. 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".</p> <p>This Corporate Plan goal also tracks performance of borough schools' Ofsted ratings. Latest performance shows that 97% (64/66) of borough schools have a Good/Outstanding rating.</p>				

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Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
An increase in the attainment ranking for children in care, SEND and children eligible for Free School Meals (FSM) in GCSE English and Maths	SEN Support: % of children achieving English and Maths at Grade 4	Bigger is better	Jul-22	48.1%	-	-	Higher than last comparable results (2018/19: 40.8%)
	EHCP: % of children achieving English and Maths at Grade 4	Bigger is better	Jul-22	14.9%	-	-	Lower than last comparable results (2018/19: 20.3%)
	Free School Meals: % of children achieving English and Maths at Grade 4	Bigger is better	Jul-22	46.3%	-	-	Lower than last comparable results (2018/19: 46.6%)
	Disadvantaged: % of children achieving English and Maths at Grade 4	Bigger is better	Jul-22	49.4%	-	-	Lower than last comparable results (2018/19: 51.8%)
<p><i>These indicators are included at the Strategy, Policy and Performance Team's discretion on the basis that attainment results were published on 25 October 2022 for the 2021/22 Academic Year. Please note that published results for 2019/20 and 2020/21 include grades awarded to students when exams were cancelled as a result of the Covid-19 pandemic. Schools were given flexibility to decide how to assess their pupils' performance and GCSE grades were determined by teachers based on a range of available evidence ("teacher-assessed grades"). Results for 2019/20 and 2020/21 are therefore not comparable to earlier or later years and so comparison is made here with the 2018/19 Academic Year. The latest 2021/22 results provide a baseline from which a target-trajectory can now be profiled.</i></p> <ul style="list-style-type: none"> • SEN support cohort: RBWM is currently a top-quartile local authority. • EHCP cohort: Performance for RBWM is currently in the second quartile. Our aspiration is to be in the top quartile. • Free School Meals cohort: Performance for this year places RBWM in the second quartile nationally. Our aspiration is to be in the top quartile. • Disadvantaged: Performance for this year places RBWM in the second quartile nationally. Our aspiration is to be in the top quartile. • Attainment results for our Children in care cohort are not yet available. <p>We are introducing training for all schools in Quality First Teaching through a phased approach with the full programme available from Spring term 2023. Quality First Teaching is a style of teaching that emphasises high quality, inclusive teaching for all pupils in a class. Quality first teaching includes differentiated learning, strategies to support SEN pupils' learning in class, on-going formative assessment and many others.</p>							

Priority: A ladder of housing opportunity, to support better life chances for all

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.	% of households in temporary accommodation that is located within the borough	Bigger is better	Sep-22	42.9%	45%	●	↑ Improving
		<p>There is a range of temporary accommodation both within and outside of the borough. Whilst the focus remains on reducing the overall number of households in temporary accommodation, where temporary accommodation is required, we are making every effort to ensure that households are accommodated in temporary accommodation within the borough. Performance at 30 Sep-22 was 42.9% (100 / 233), an improvement on August (40.5%, 92 / 227). The number of households in temporary accommodation has shown a month on month increase across July (218), August (227) and September (233).</p> <p>Since the Covid-19 pandemic the pressure on the front-line homeless service has increased, with the two main reasons for homelessness being friend/parental eviction and end of private rented sector accommodation, resulting in additional temporary accommodation placements. The pressure on the service has been ongoing due to the results of the pandemic, the increase in the cost of living, and the additional pressure of housing Ukrainian families.</p>					

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4.2 Inspiring places

Priority: Supporting the borough's future prosperity and sustainability

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
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.	Claimant count (all persons aged 16+)	Smaller is better	Sep-22	2,100	1,815	▲	↓ Worsening
		<p>The latest published claimant count at the time of this report's preparation is 2,100 against a target for September of 1,815. Whilst the claimant count has been reducing month on month since Feb-22, and therefore heading in the right direction, the % variance between actual and target has been increasing month on month since May-22. This means that the pace of reduction is slower than our anticipated target profile, i.e. performance shows as worsening month on month because the gap between actual and target gets bigger month on month from May. As at Sep-22 the actual variance to target is 285 (2,100 actual vs 1,815 target) and this is equivalent to 15.7% variance to target.</p> <p>The Sep-22 claimant count for other LAs respectively is: Bracknell Forest (1,650), Wokingham (1,720), West Berkshire (2,115), Reading (4,370), Slough (4,990) and Buckinghamshire (9,010) with trends for each since Apr-22 remaining broadly stable. The claimant count is affected by many factors. The Economic Growth Service is working proactively and has formed an Employment, Skills and Training working group, which is designed to coordinate activity across the borough and ensure that data and intelligence is shared between stakeholders. Additionally, earlier this year central government announced a new national programme focused on improving adult numeracy skills ("Multiply"). RBWM submitted an investment plan and funding was received in September 2022. This has broadened the scope of the Employment, Skills and Training programme. We are currently in Year 1 delivery of the "Multiply" programme, working to improve adult numeracy skills within the borough. The team has also been working with partners, and other areas of the council to deliver regular jobs fairs in both Windsor and Maidenhead to support businesses who are seeking to recruit and job seekers in the borough.</p> <p>This goal also monitors the gap in employment rate between those with a learning disability and the overall employment rate (latest data 2020/21 59.5% and reduced from 2019/20 63.4%) and the % of young people who are not in education, employment or training (16-17yr olds) (latest data 2020/21 1.5%, unchanged from 2019/20).</p>					

Priority: Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper

Goal	Activity/Milestone	Target end date	Status		Commentary
<p>Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junctions' improvements.</p>	<p>Delivery of A308/Holyport Road Junction</p>	<p>31 Mar-23</p>	<p>●</p>	<p>In progress</p>	<p>The team is conducting design work on the A308/Holyport Road junction but estimates that this will be installed in summer 2023 and not March, due to the need to co-ordinate delivery with other projects along the A308 corridor.</p>

Priority: Taking action to tackle climate change and its consequences, and improving our natural environment

Goal	Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<p>Enable an increase in renewable energy generation in the borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).</p>	<p><u>Renewable electricity generation (MWh)</u></p>	<p>Bigger is better</p>	<p>Dec-21</p>	<p>12,629.9</p>	<p>19,200</p>	<p>▲</p>	<p>Lower than last comparable results (Dec-20: 14,053.7)</p>
<p>The latest available data (Dec-21) has recently been published by the Department for Business, Energy & Industrial Strategy and shows the total MWh of renewable electricity generation to be 12,629.9. This is 6,570.06MWh (34.22%) below our profiled target of 19,200 and therefore flagging as red (requires improvement).</p> <p>As this is the first year for which we have a target in place, an assessment of whether performance is improving or worsening compared to 2020 data is not possible (i.e. because there was no target for 2020 we cannot say definitively whether the gap between actual and target has increased/worsened or decreased/improved when comparing 2021 to 2020). As an overall direction of travel however, it is of note that the amount of renewable electricity generation (MWh) in 2021 is lower than 2020 (14,053.7).</p> <p>It is important to note that overall renewable energy capacity in the borough has increased. Renewable generation is linked to weather and there was reduced wind and sunshine hours in 2021. Overall generation across the country was down 9.3%. despite an overall increase in capacity of 3.7%. The council has been running its Solar Together collective purchasing scheme this year which has enabled residents to install solar panels on their property. There was big interest in the scheme with over 1150 households in the Borough expressing an interest. The council also continues to install renewable generation capacity on its properties with new solar arrays being installed as part of the schools' upgrades programme.</p>							

4.3 A council trusted to deliver its promises

Operational focus: Benefits claims

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<u>Average # of days to process changes in circumstances (Housing Benefits)</u>	Smaller is better	Sep-22	4.98	5.00	★	↓ Worsening
		YTD	3.87	5.00	★	↓ Worsening
<p>This indicator is green but performance has worsened for the last 2 consecutive periods, and therefore meets the criteria for inclusion under “Areas of concern”. The Department for Work and Pensions has re-commenced the Housing Benefit Accuracy Initiative for the current financial year which requires specific cases to be reviewed, when chosen by them. This has resulted in additional activity at a time when resources have been under pressure due to an inability to recruit experienced staff. The council also reports the <u>average # of days to process new claims for Housing Benefits</u>. This indicator is amber and has been on a continuous improvement trend month on month since April, with the exception of September performance worsening in comparison to August (Sep: 12.78 days, Aug: 10.61 days). Based on trends to date since April, however, the overall picture for 2022/23 to date for processing new claims is positive and heading in the right direction.</p>						

Operational focus: Customer focus

Indicator	Preferred direction	Latest data		Target	Status	Trend compared to last available data
<u>% of calls answered within 2mins (monthly)</u>	Bigger is better	Sep-22	59.9%	80%	▲	↓ Worsening
		YTD	73.5%	80%	●	↓ Worsening
<u>% of calls abandoned after 5 seconds (monthly)</u>	Smaller is better	Sep-22	9.8%	4%	●	↓ Worsening
		YTD	6.6%	4%	●	↓ Worsening
<p>Year to date performance for these indicators is amber (short of target) and performance has worsened over the last 2 consecutive periods. Between 1 April and 30 September, a total of 67,329 calls (excluding those calls abandoned within 5 seconds) have been received to the Customer contact centre. 49,514 (73.5%) of these calls have been answered within 2 minutes, below the target of 80%. 4,467 (6.6%) of these calls have been abandoned after 5 seconds.</p> <p>The contact centre has seen an increase in vacancies during this time primarily due to staff leaving because of career advancement or relocation. However, it has proven difficult to recruit to these positions. Several Government initiatives have also impacted on the call volumes during this time e.g. the Household Support Fund, Energy Rebates and the potential waste collection strike.</p>						

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Report Title:	Annual Complaints and Compliments report (Corporate) 2021/22
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Rayner, Cabinet Member for Business, Corporate & Resident Services, Culture & Heritage, Windsor and RBWM Armed Forces Champion
Meeting and Date:	Corporate Overview and Scrutiny Panel – 17 November 2022
Responsible Officer(s):	Adele Taylor, Executive Director of Resources and S151 and Nikki Craig, Head of HR, Corporate Projects and IT
Wards affected:	None



REPORT SUMMARY

The purpose of the report is to share with Overview and Scrutiny the annual complaints and compliments report for 2021/22 before it is published on the council's website. Whilst Local Authorities are not required to produce an annual report on complaints relating to corporate activities, and are only required to on those submitted about adults and children's services, this report details all compliments and complaints made by or on behalf of customers, that are investigated under the:

- Adults Statutory Complaints process
- Children's Statutory Complaints process
- Children's Corporate Complaints process
- RBWM's Formal Corporate Complaints policy

1. DETAILS OF RECOMMENDATION(S)

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

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

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

Options

Table 1: Options arising from this report

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

2.1 The council’s complaints and compliments report is compiled annually. There is a statutory requirement to publish information on adult and children’s complaints and compliments and the report for April 2021 – March 2022 will be published in October 2022 (Appendix 1). Whilst there is no requirement to publish information on complaints about other services provided by the council, the decision has been taken to include this information in the annual report. This captures all the information about complaints and compliments to the council, ensures transparency and provides an opportunity to ensure we maximise the learning opportunities from any outcomes from the complaints.

2.2 The report contains details of:

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

Overview of all complaints to the council

2.3 There are a number of complaints processes and the one invoked will depend on the service and the reason for a complaint being made. See appendix B of Appendix 1.

2.4 Table 2 compares the number of complaints received across the council for 2021/22 with the figures for 2020/21.

Table 2: All complaints received

	2021/22	2020/21
Adult statutory complaints	22	12
Children complaints (statutory)	13	14
Children complaints (corporate)	62	34
Complaints about other services	302	339
Total complaints	399	398

Complaints to services considered by Corporate Overview and Scrutiny Panel

2.5 Whilst all complaints are included in Table 2, the complaints to be considered at People Overview and Scrutiny Panel are for Corporate services only.

Top 5 service areas for Corporate complaints

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

Table 3: Top 5 service area complaints

Service area	Percentage	Number
Waste Management	24%	73/302
Revenue and Benefits	15%	44/302
Planning Services	15%	44/302
Housing Services	10%	30/302
Car Parks and Parking	10%	29/302

2.7 The number of complaints received across the council (excluding Adults and Children’s) is 302, of which 50% were upheld or partially upheld at stage 1, compared to 2020/21 when 63% were upheld or partially upheld.

Themes of complaints

2.8 The reason for the highest number of Formal Corporate complaints received in 2021/22 was “Situation / incident handled incorrectly” (19% 56/302).

Timeliness of complaint responses

2.9 Across the council, timeliness of Formal Corporate complaint responses being provided at Stage 1 has reduced to 46% (139/203) in 2021/22 from 64% (216/338) in 2020/21. Appendix 1, 7.9.

Complaints made to and decisions made by the LGSCO

2.10 Appendix 1, 2.7 and 2.9 shows the number of complaints made to the LGSCO in 2021/22 and 2020/21. Also included are the number of decisions made by the LGSCO. Enquiries that were made in 2021/22, but had no decision made within that year will be included in the decisions reported in subsequent years.

2.11 As well as specific feedback given by the Ombudsman on remedies and service improvement recommendations, an overview of services’ learnings from upheld or partially upheld complaints are included in Appendix 1, 3.8 and 6.11.

Overview of all compliments to the council

2.12 The number of compliments received across the council in 2021/22 and 2020/21 is shown in Appendix 1, 2.11, which illustrates an overall decrease by 8.8% in compliments received.

3. KEY IMPLICATIONS

3.1 For 2021/22 only one indicator was met. Unfortunately meeting timescales and complaints being upheld by the LGSCO were unmet. For the current financial year, improvements in all of these could indicate progress in delivery of solutions:

Table 8: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Reduced percentage of upheld complaints	60 -100%	59%	50-58%	<50%	31 March 2023
Increased percentage of complaints completed within timescales	0 - 60%	61%	62-75%	>75%	31 March 2023
Reduced percentage of complaints to the	70 - 100%	69%	50-68%	<50%	31 March 2023

LGSCO are upheld					
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4. FINANCIAL DETAILS / VALUE FOR MONEY

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

5. LEGAL IMPLICATIONS

- 5.1 The publishing of children's and adult complaints reports is statutory, however the council considers it good practice to report on all complaints received.

6. RISK MANAGEMENT

- 6.1 None

7. POTENTIAL IMPACTS

- 7.1 Equalities. There are no implications under the equality act arising from this report.
- 7.2 Climate change/sustainability. There are no climate change or sustainability implications arising from this report.
- 7.3 There are no data protections/GDPR implications arising from this report as no personal data has been processed.

8. CONSULTATION

- 8.1 Consultation has happened with CLT July to September 2022 and will be presented to Overview and Scrutiny panels in November 2022.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 N/A. The annual report will be published on the Council website in November 2022.

10. APPENDICES

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

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by LGSCO Annual Letter (see Appendix 1). These are the annual summary of statistics on the complaint on complaints made to the

Local Government and Social Care Ombudsman about the authority for the year ending 31 March 2022. The annual letters and corresponding data tables were published on LGSCO website on 31 July 2022.

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory:</i>		<i>Statutory Officers (or deputy)</i>	
Adele Taylor	Executive Director of Resources/S151 Officer	18.10.22	
Emma Duncan	Monitoring Officer and Director of Law Strategy and Public Health	18.10.22	
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	18.10.22	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	18.10.22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	18.10.22	18.10.22
<i>Directors</i>			
Duncan Sharkey	Chief Executive	18.10.22	
Andrew Durrant	Executive Director of Place	18.10.22	
Kevin McDaniel	Executive Director of People Services	18.10.22	
<i>Heads of Service</i>			
Nikki Craig	Head of HR, Corporate Projects and IT	18.10.22	18.10.22

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

Decision type:	Urgency item?	To follow item?
For information	No	No
Report Author: Vanessa Faulkner, Service Lead – HR People Services, 01628685622		



Royal Borough of Windsor and Maidenhead

Annual Complaints and Compliments Report 2021-22

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1. Introduction

- 1.1. This annual report covers the period 1 April 2021 to 31 March 2022, and details all compliments and complaints made by or on behalf of customers that are investigated under the:
 - Adults Statutory Complaints process
 - Children’s Statutory Complaints process
 - Children’s Corporate Complaints process
 - RBWM’s Formal Corporate Complaints policy
- 1.2. Local Authorities are required under statute to report complaints submitted on adults and children’s services, however whilst they are not required to produce an annual report on complaints relating to corporate activities, the compliments and complaints team produces an annual report detailing the volumes of all complaints and compliments, including insights into response rates and the reasons for complaints. This allows the council to assess how residents experience the council in its entirety and can inform service improvement.

2. Summary of Activity

- 2.1. In 2021/22 the council received 1,556 contacts from customers that were initially logged as complaints. This is a 31.2% decrease in contacts to the compliments and complaints team from 2020/21 (2,267 contacts in 2020/21). Contacts that were not progressed as complaints were signposted to an alternative means of resolution, for example a service request or via an alternative appeals process, such as parking appeals or statutory tribunals or were withdrawn.
- 2.2. The total volume of complaints progressed through Stage 1 of the specific complaints process that they followed was 399 in 2021/22, an increase on 2020/21 (398) Stage 2 and 3 complaints are escalations of Stage 1 complaints and so are not counted as new complaints.
- 2.3. Table 1 summarises the total volumes of complaints at Stage 1 and breakdown by outcome in 2021/22 in comparison to 2020/21 for each process (Adults, Children’s Statutory, Children’s Corporate and RBWM Formal Corporate). A green arrow indicates a positive outcome, and a red arrow indicates a less favourable outcome when compared to last year.
- 2.4. From Table 1 it can be seen that the percentage of complaints upheld or partially upheld in 2021/22 has been less for all processes namely, Adults Statutory (50% in 2021/22, 66% in 2020/21), Children’s Statutory (54% in 2021/22, 71% in 2020/21), Children’s Corporate (53% in 2021/22, 68% in 2020/21), RBWM Formal Corporate (50% in 2021/22, 63% in 2020/21). Overall, the percentage of complaints upheld or partially upheld in 2021/22 was 50% and less than 2020/21 (65%).
- 2.5. The timeliness to respond within timescales has reduce across all processes, except for Children’s Statutory, namely Adults Statutory (32% in 2021/22, 58% in 2020/21), Children’s Statutory (69% in 2021/22, 50% in 2020/21), Children’s Corporate (44% in

2021/22, 50% in 2020/21), RBWM Formal Corporate (46% in 2021/22, 64% in 2020/21), making the overall percentage of complaints responded to within timescales lower in 2021/22 (46%) when compared to 2020/21 (62%). (Table 1)

Table 1: 2021/22 Summary of Complaints at Stage 1 by each process

Process	No. of complaints	Upheld	Partially Upheld	Not Upheld	No Finding	In Progress at the time of reporting	Upheld or Partially Upheld	Responded to within timescales
Adults Statutory	22 ↑ 2020/21 (12)	27% ↓ 2020/21 (33%)	23% ↓ 2020/21 (33%)	45% ↑ 2020/21 (33%)	0% ↔ 2020/21 (0%)	5%	50% ↓ 2020/21 (66%)	32% ↓ 2020/21 (58%)
Children's Statutory	13 ↓ 2020/21 (14)	0% ↔ 2020/21 (0%)	54% ↓ 2020/21 (71%)	38% ↑ 2020/21 (21%)	0% 2020/21 (7%)	8%	54% ↓ 2020/21 (71%)	69% ↑ 2020/21 (50%)
Children's Corporate	62 ↑ 2020/21 (34)	6% ↓ 2020/21 (12%)	47% ↓ 2020/21 (65%)	35% ↑ 2020/21 (24%)	0% ↔ 2020/21 (0%)	12%	53% ↓ 2020/21 (68%)	44% ↓ 2020/21 (50%)
RBWM Formal Corporate	302 ↓ 2020/21 (339)	27% ↓ 2020/21 (43%)	23% ↑ 2020/21 (20%)	40% ↑ 2020/21 (35%)	0% 2020/21 (3%)	10%	50% ↓ 2020/21 (63%)	46% ↓ 2020/21 (64%)
Overall	399 ↑ 2020/21 (398)	23% ↓ 2020/21 (39%)	27% ↑ 2020/21 (26%)	39% ↑ 2020/21 (33%)	0% 2020/21 (1%)	11%	50% ↓ 2020/21 (65%)	46% ↓ 2020/21 (62%)

Reasons and outcomes

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

Local Government Social Care Ombudsman (LGSCO)

2.6. The Local Government Social Care Ombudsman (LGSCO) received 52 complaints and enquiries about the council in 2021/22, an increase on 2020/21 (31).

2.7. Table 2 sets out complaints and enquiries received by LGSCO by different categories in comparison to last year. This table shows that those received by LGSCO in 2021/22 have increased in all services except Environmental Services & Public Protection & Regulation and Highways & Transport Housing when compared to 2019/20.

Table 2: 2021/22 Complaints and enquiries received by LGSCO: Comparison with previous years' (data received from LGSCO in July 2022. Covering letter in Appendix A).

Year	Adult Care Services	Benefits & Tax	Corporate & Other Services	Education & Children's Services	Environmental Services & Public Protection & Regulation	Highways & Transport	Housing	Null / Other	Planning & Development
2021/22	5	5	5	13	6	3	5	1	9
2020/21	2	3	1	5	8	4	3	0	5

2.8. The Ombudsman made 51 decisions in 2021/22 in comparison to 33 decisions in 2020/21.

2.9. Table 3 breaks down the decisions made by outcome. After detailed investigations, 71% of decisions were upheld, an increase from 2020/21 (69% upheld). The 10 complaints that were investigated and upheld were in relation to:

- Adult Social Care (1)
- Corporate & Other Services (1)
- Education and Children Services (1)
- Planning & Development (2)
- Housing (3)
- Environmental Services & Public Protection & Regulation (2)

Table 3: 2021/22 Decisions made by outcome: Comparison with 2020/21

Year	Advice Given	Closed after initial enquiries	Incomplete/ Invalid	Referred back for local resolution	Detailed investigation Upheld	Detailed investigation Not Upheld	Percentage Upheld
2021/22	1	23	2	11	10	4	71%
2020/21	1	7	1	11	9	4	69%

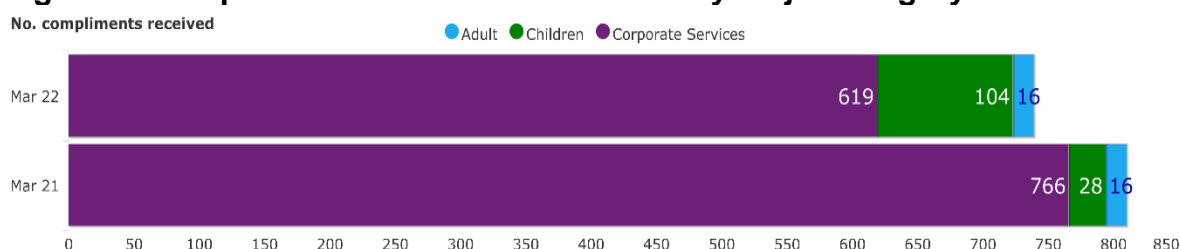
Improvements in working with LGSCO and other parties

2.10. The Compliments and Complaints team continue to be members of SRCMG (South Region Complaints Manager Group) which meets quarterly and is used to raise concerns or queries and support each other on a need basis.

Compliments

2.11. Compliments are fed back to the relevant service areas to ensure that due recognition is given to staff and that learning is shared and disseminated across teams. In 2021/22 a total of 739 compliments were received, 8.8% decrease on 2020/21 (810). Figure 1 shows the breakdown of compliments by major category (Adults, Children, Corporate Services). For the purpose of this report, "Corporate Services" refers to compliments that were received by all services other than those within adult and children's services.

Figure 1: Compliments received: Breakdown by major category

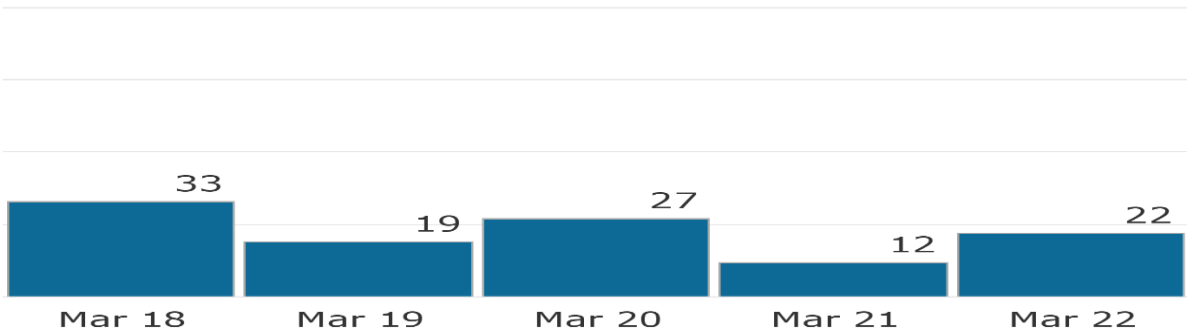


3. Statutory Adults Complaints Process

Complaints received

3.1. Figure 2 shows the volumes of adults' complaints in the last 5 years. There has not been a sustained decrease in the number received since 2017/18. 22 complaints were received in 2021/22, a 54% increase on 2020/21, which had the lowest volume of complaints received over the last 5 years.

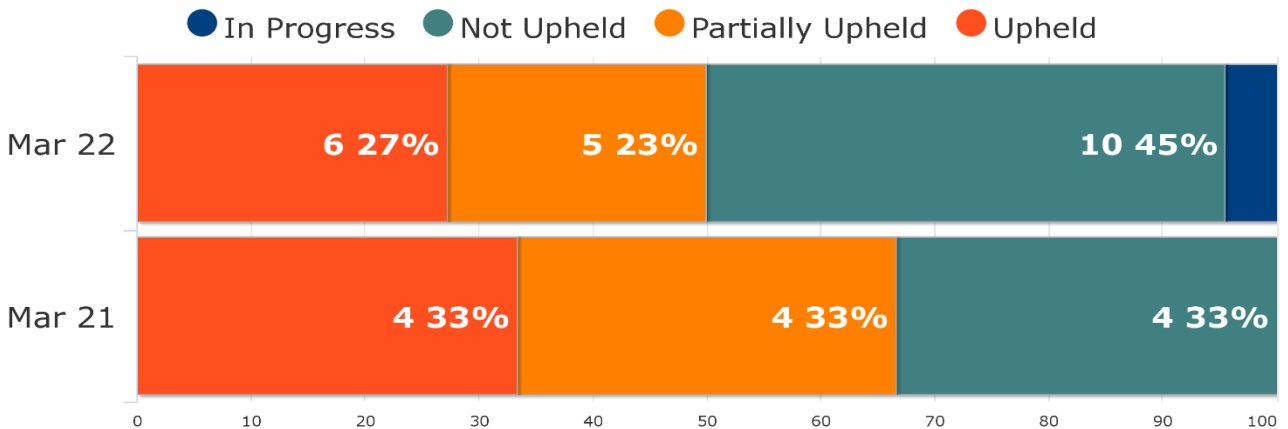
Figure 2: Adults' complaints volumes: Annual trends



3.2.

3.3. Figure 3 shows the breakdown of adults' complaints by outcome in 2021/22 compared to 2020/21. In 2021/22 both the percentage of complaints upheld (27%) and partially upheld (23%) are higher than 2020/21 (upheld 33% and partially upheld 33%).

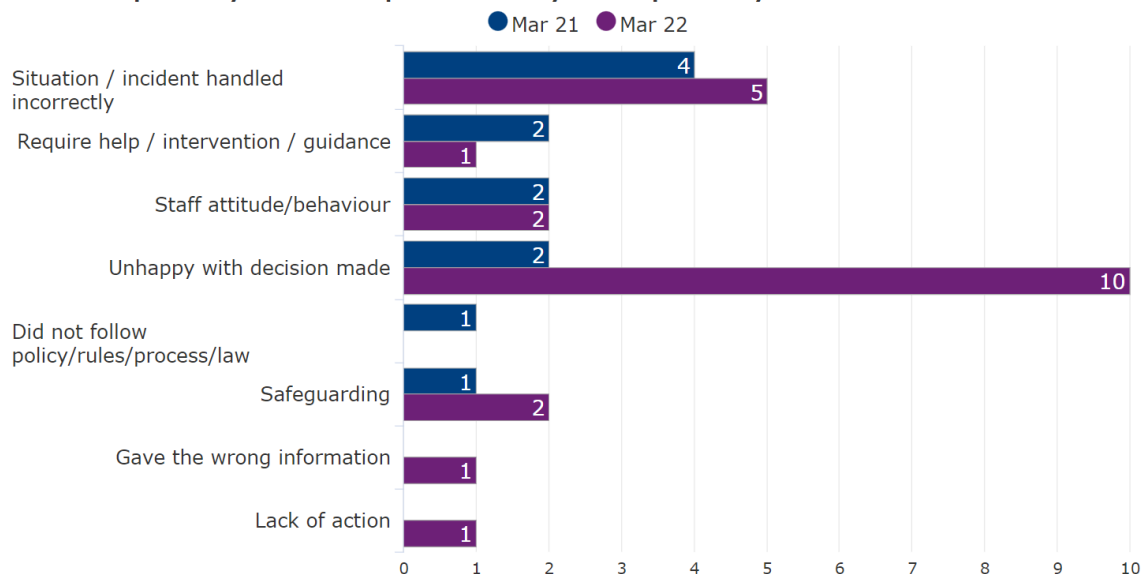
Figure 3: Adults complaints by outcome



3.4. Figure 4 sets out the volume of adult's complaints made by reason in 2021/22 compared to 2020/21. It is unfortunate to note that in 2021/22 complaints have been recorded by a greater number of reasons (7) in comparison to 2020/21 (6). The number of complaints made in 2021/22 (22) is more than in 2020/21 (12).

Figure 4 Adults complaints by reason

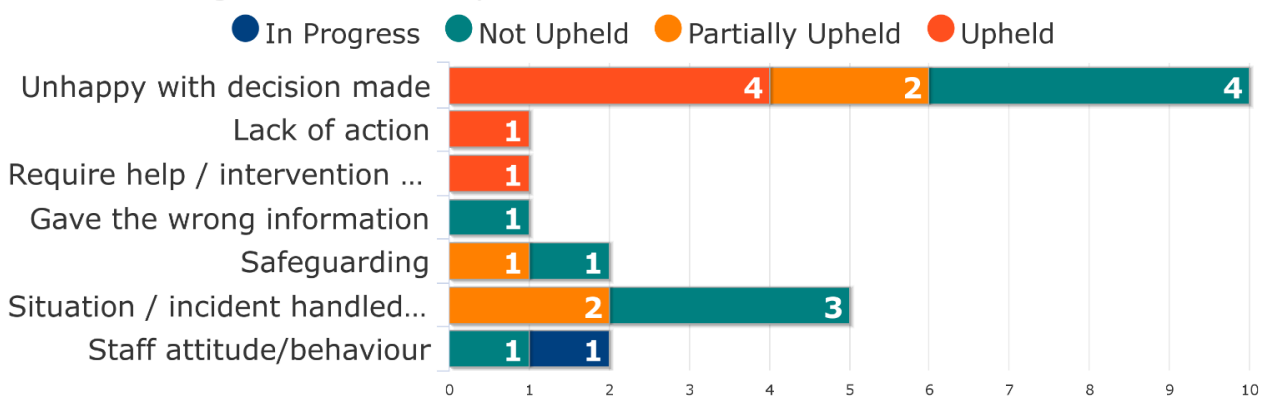
Adults Complaints by reason: Comparison of this year's to previous year's



3.5. At the time of data extraction, out of 22 complaints, 21 had an outcome recorded and 1 was in progress with an outcome not yet reached.

3.6. Figure 5: Adults complaints outcome by reason

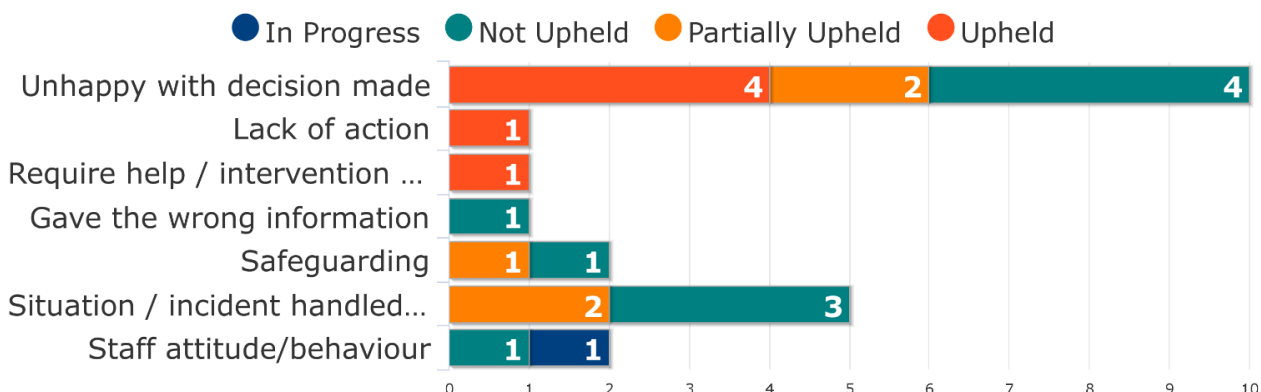
In the descending order of number upheld



3.7. shows the outcome of adult's complaints by reason. It can be seen that 60% (6/10) of the complaints against the 'Unhappy with decision made' (top reason) were upheld/partially upheld.

Figure 5: Adults complaints outcome by reason

In the descending order of number upheld



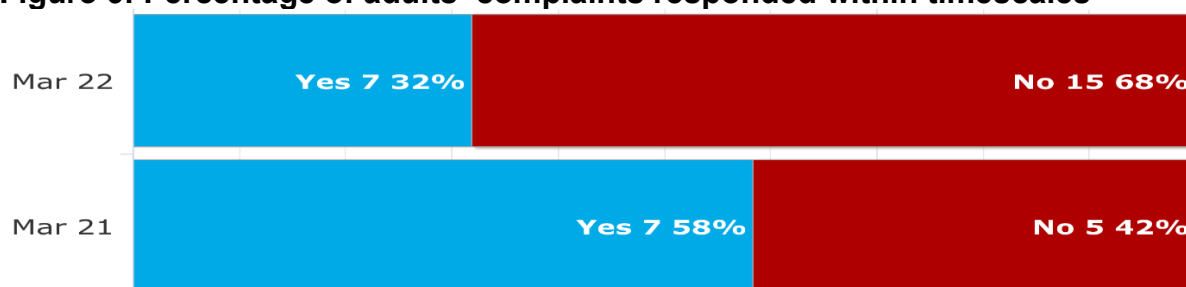
Timeliness

3.8. Although there is no specified time limit for statutory complaints about adult social care, the council's target for responding to adult services complaints is 10 working days which can be extended to 20 working days. If a response is not provided within 20 working days, the Complainant will be informed and provided with a response timeline. The final response will be provided within three months, and often within a shorter timescale.

3.9.

3.10. Figure 6 shows that in 2021/22 the percentage of complaints responded to within timescale is 32% (7/22), a reduction on 2020/21 (58% 7/12). Steps to negate any further reduction will be made by Optalis as detailed in their learnings in section 4.7.

Figure 6: Percentage of adults' complaints responded within timescales



Compliments

3.11. In 2021/22, Adults received 16 compliments, the same as 2020/21 (16). Whilst many are received, staff sometimes fail to record the compliments they receive; however they do obtain them and are regularly encouraged to log them.

Learnings from complaints – Adults

3.12. Listed below are some of the learnings from the adult's complaints:

Adult Social Care (Optalis)

Timeliness:

There has been an overall reduction in meeting timescales for response over the period. A new reminder system is in place to ensure that extensions are arranged for complex complaints or where needed. Informal training is in place for service managers and specific training to be given to individual staff where required.

Number of complaints:

This is a fluctuating picture although a downward trend is emerging over recent years including a big reduction at the beginning of COVID period. There is no clear rationale for the overall trend. **There were 2 complaints with Actions Monitoring in place:**

Complaint 1:

Complaint related to a case awaiting allocation of new Social Worker which took longer than expected.

Response: The response confirmed that this was due to a large influx of referrals at the time.

Actions:

- We have changed how we allocate cases; we now hold a weekly meeting to discuss cases waiting allocation of a worker. This helps in prioritising and managing risks with cases awaiting allocation.
- We are also reviewing our direct payment process towards providing additional training/support to staff.

Complaint 2:

This complaint related to the communication between a member of staff, the individual and the family receiving the service.

Actions:

- Manager spoke to member of staff and recorded the concerns raised by the individual and their father in supervision notes.
- Staff member will receive training with regards to their communication skills.

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

Summary

- 4.1. 2021/22 saw a total of 75 children's complaints. Table 4 summarises the volume of complaints received and the Stage 1 outcome in comparison to 2020/21. 2021/22 saw 53% of complaints upheld or partially upheld, lower than 2020/21 (81%) and 44% of complaints responded to within timescales (29% 2020/21). Details on Children's Statutory and Children's Corporate complaints can be found in sections 5 and 6.

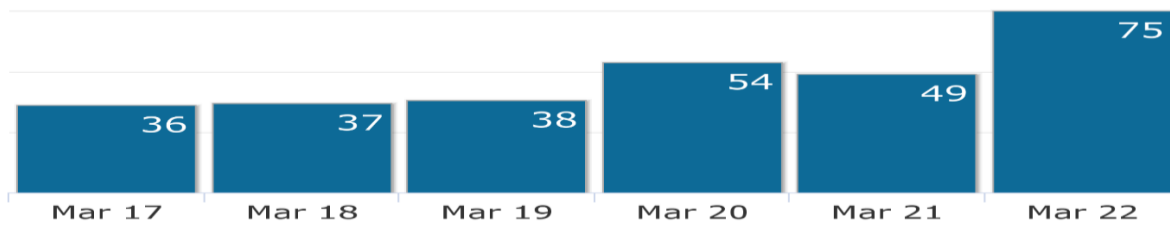
Table 4: Children's Complaints (Statutory and Corporate): Summary of Complaints at Stage 1

No. of complaints	Upheld	Partially Upheld	Not Upheld	No Finding	In Progress at the time of reporting	Upheld or Partially Upheld	Responded to within timescales
75 ↑ 2020/21 (48)	5% ⇔ 2020/21 (5%)	48% ↓ 2020/21 (67%)	39% ↑ 2020/21 (23%)	0% 2020/21 (2%)	11%	53% ↓ 2020/21 (81%)	44% ↑ 2020/21 (29%)

Complaints received

- 4.2.
- 4.3. Figure 7 shows the total volume of children's complaints in the last 6 years. There has been some fluctuation in volumes and in 2021/22 75 complaints were received, a 65% increase on 2020/21 volumes (49).
- 4.3. Of the 75 complaints, 17% (13/75) were statutory and 83% (62/75) were corporate.

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



Compliments

- 4.4. In 2021/22 children's services received 104 compliments, 76 more than 2020/21 (28). The teams within the organisation continue to be encouraged to share compliments they receive with the compliments and complaints team so that they can be logged. Achieving for Children (AfC) have been proactive in logging their compliments over the past year.

5. Children's Statutory Complaints

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

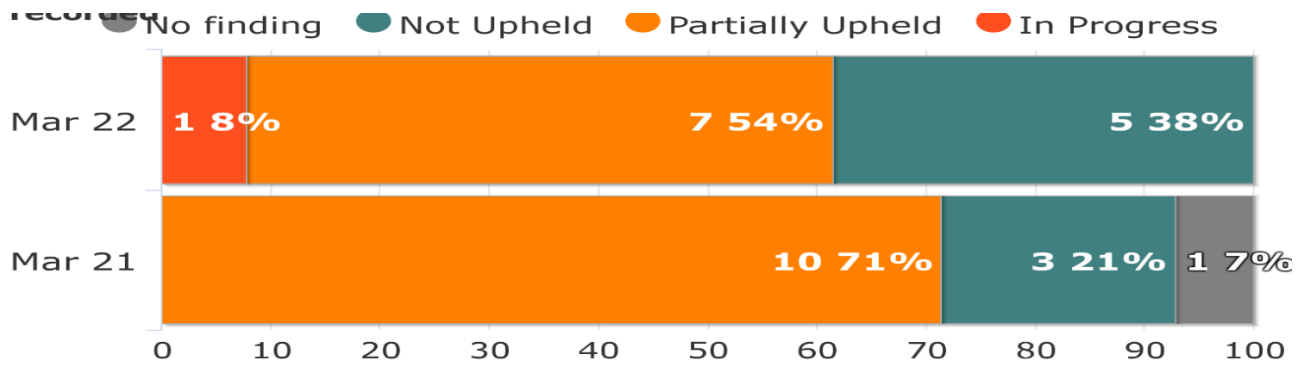
- Children in need
- Looked after children
- Special guardianship support
- Post-adoption support

- 5.2 In 2021/22 there were 13 statutory complaints which is 7.1% less than 2020/21 (14).

Stage 1 Outcome

- 5.3. At the time of data extraction, all 13 children's statutory complaints had an outcome recorded. Further breakdown of children's statutory complaints shows that none were upheld, 54% (7/13) partially upheld, 38% (5/13) not upheld and 8% (1/13) was in progress (Figure 8).

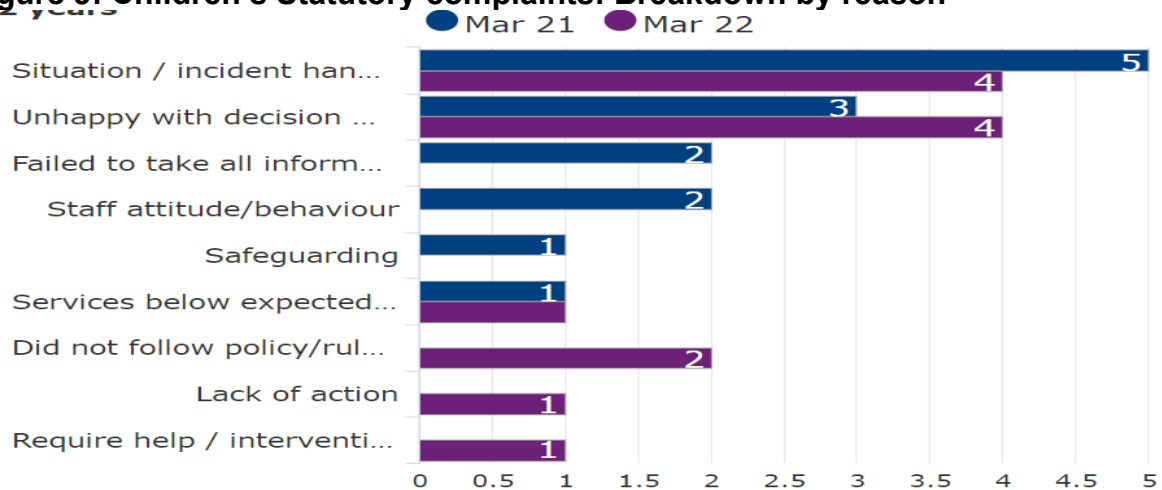
Figure 8: Children's Statutory Complaints by Stage 1 outcome



Reasons and outcome

5.4. Figure 9 shows the breakdown of children’s statutory complaints by reasons. 2021/22 saw statutory children’s complaints being recorded by the same number, but sometimes different reasons (6) as 2020/21, both years with only 5 or less complaints recorded by each of the reasons. The 2021/22 reasons with most complaints was “Situation/incident handled incorrectly” and “Unhappy with decision made” which were both 31% (4/13).

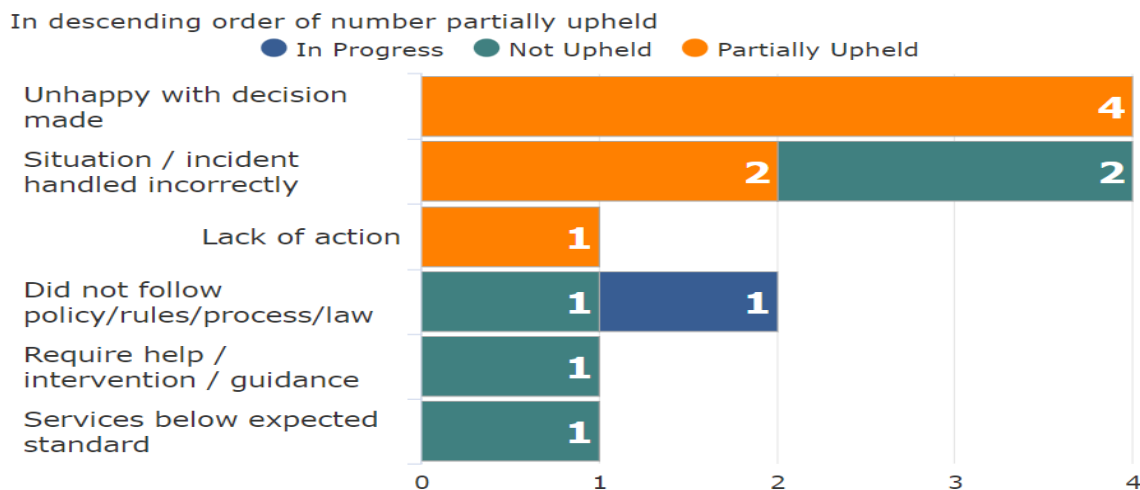
Figure 9: Children’s Statutory complaints: Breakdown by reason



5.5.

5.6. Figure 10 breaks down Stage 1 outcomes by reasons. It is noteworthy that none of the complaints were upheld. Out of the 4 partially upheld complaints, “Unhappy with decision made was the one reason where 100% of complaints made were partially upheld.

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



Stage 1 Timeliness

5.7. The timescale for dealing with children’s statutory Stage 1 complaints is 10 working days. However, this can be extended to 20 working days for more complex complaints or if additional time is required. The timeliness of response for statutory complaints in 2021/22 was 69% (9/13) an increase from 2020/21 by 2 (50% 7/14) (Figure 11).

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

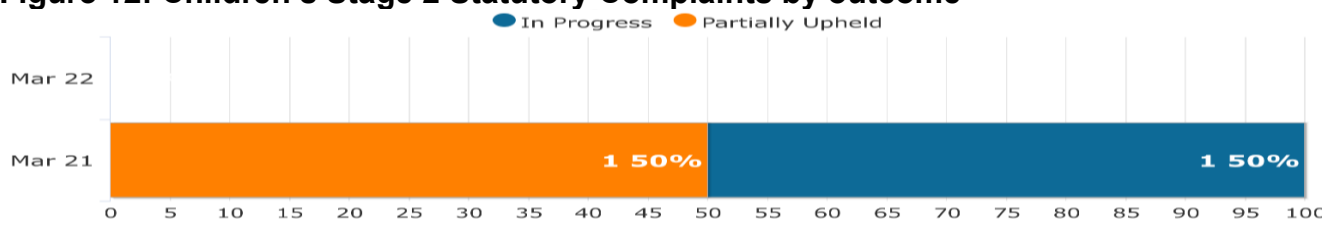


Stage 2 Outcome

5.8. At Stage 2, the complaints are investigated by an independent investigating officer (IO) who will work with an independent person (IP).

5.9. In 2021/22 there were no complaints progressed to Stage 2, however there was one complaint from 2020/21 that was still in investigation stages and had not completed the process.

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



Stage 2 timescales

5.10. The timescale for dealing with children’s statutory Stage 2 complaints is 25 to 65 working days from the date the agreed statement of complaint has been agreed with the customer, IO and IP. During 2021/22, there were zero new Stage 2 complaints submitted.

Stage 3 complaints

5.11. At Stage 3, complaints are reviewed to ensure correct processes were followed at each stage by a panel comprising of three people, one of which will be appointed as the chair who is independent of the service that the complaint is about. The panel produces a written report of what was discussed and provides recommendations for the resolution of the issues. One complaint progressed to Stage 3. There was a Stage 1 complaint made in January 2021, which then escalated to a Statutory Stage 2 with an IO and IP, this was then progressed to a Stage 3 panel review meeting which took place in December 2021.

6. Children’s Corporate Complaints

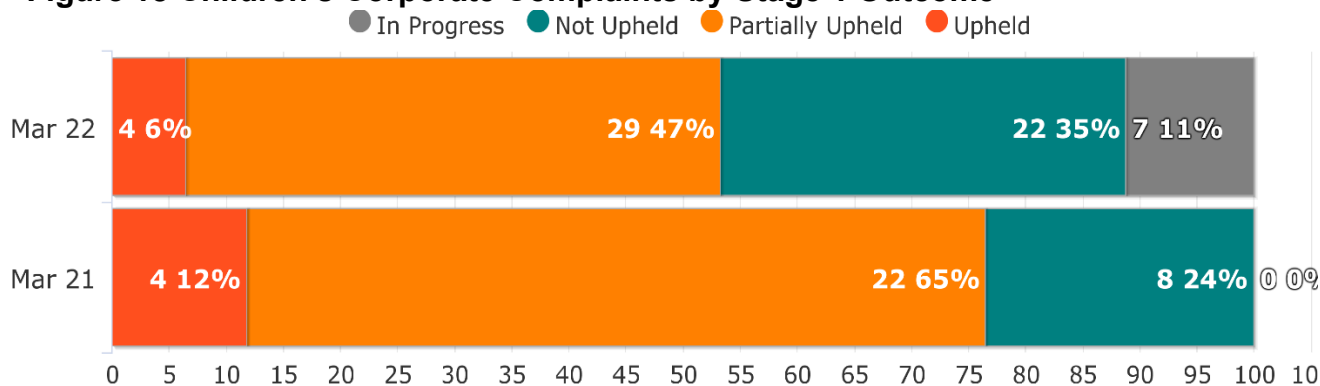
6.3. Children’s complaints that are not taken through the statutory process will follow the corporate complaint route. In 2021/22 there were 62 corporate complaints, 27 more than 2020/21 (35).

Stage 1 Outcome

6.4. In 2021/22, 55 complaints had a Stage 1 outcome recorded and 7 were in progress. Further breakdown shows 6% (4/62) were upheld, 47% (29/62) partially upheld, 35% (22/62) not upheld, and 11% (7/62) in progress.

6.5. Figure 13 shows breakdown of complaints at Stage 1 by outcome. There has been a lower proportion of children’s corporate complaints upheld (6%) when compared to 2020/21 (12%), and a lower proportion of complaints partially upheld 47% (2020/21 65%).

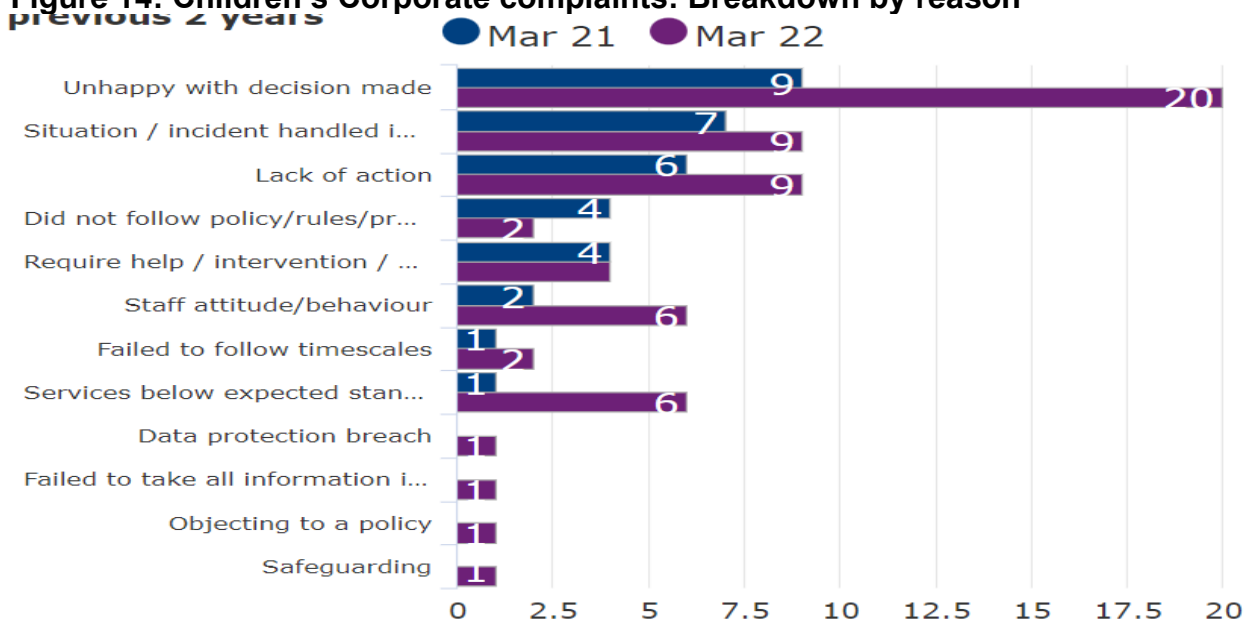
Figure 13 Children’s Corporate Complaints by Stage 1 Outcome



Reasons and Outcome

6.6. Figure 14 shows the breakdown of children’s corporate complaints made by reasons. 2021/22 saw children’s corporate complaints being recorded by more reasons (12) when compared to 2020/21 (8). The top 2 reasons in 2021/22 were “Unhappy with decision made” (32% 20/62), “Situation/incident handled incorrectly” (15%, 9/62) and “Lack of Action” (15% 9/62).

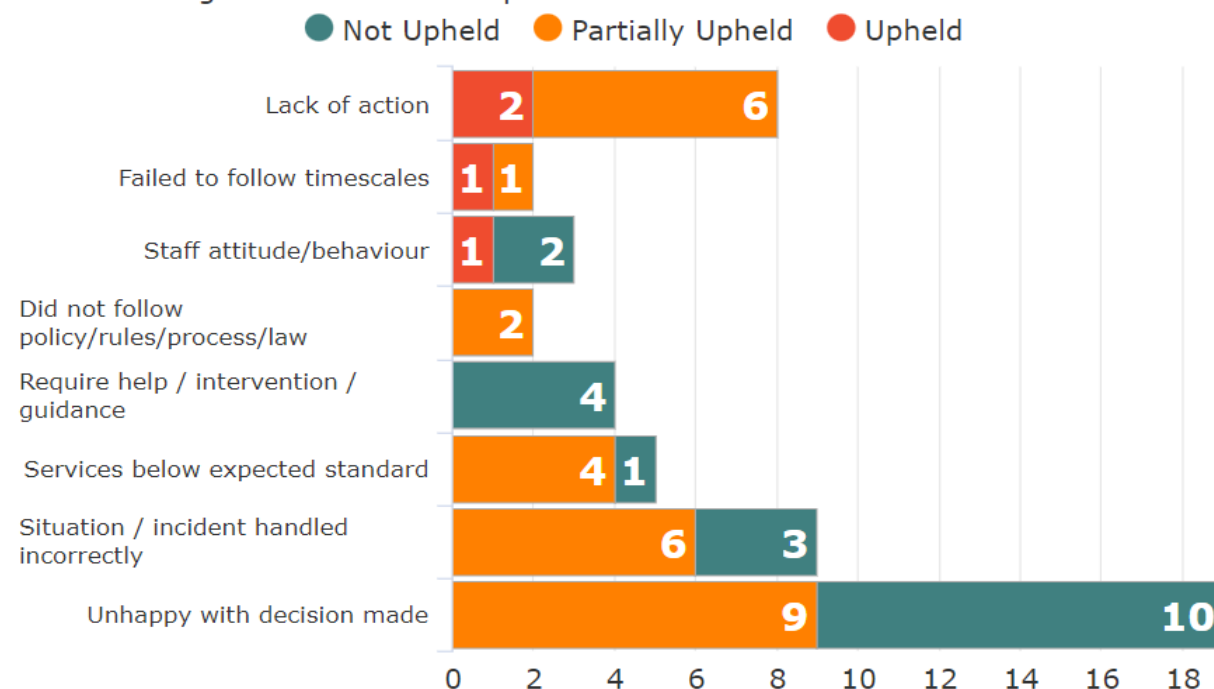
Figure 14: Children’s Corporate complaints: Breakdown by reason



6.7.

6.8. Figure 15 shows the breakdown of outcome at Stage 1 by different reasons. Looking at the number of complaints upheld/partially upheld for the top 3 reasons, 43% (9/19) were partially upheld against “Unhappy with decision made”, 67% (6/9) were upheld/partially upheld against “Situation/incident handled incorrectly” and 100% (8/8) were partially upheld against “Lack of Action”.

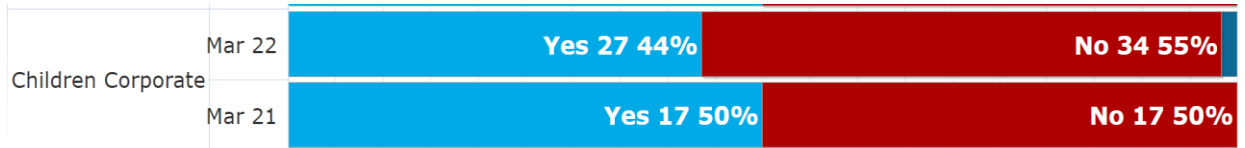
Figure 15: Children’s Stage 1 Corporate Complaints outcome by reason
In descending order of number upheld



Stage 1 Timeliness

6.6 The timescale for dealing with children’s corporate Stage 1 complaints is 20 working days. However, this can be extended by 10 working days for more complex complaints or if additional time is required. There has been a decrease in timeliness of response for corporate complaints in 2021/22 (44% 27/62) in comparison to 2020/21 (50% 17/34).

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



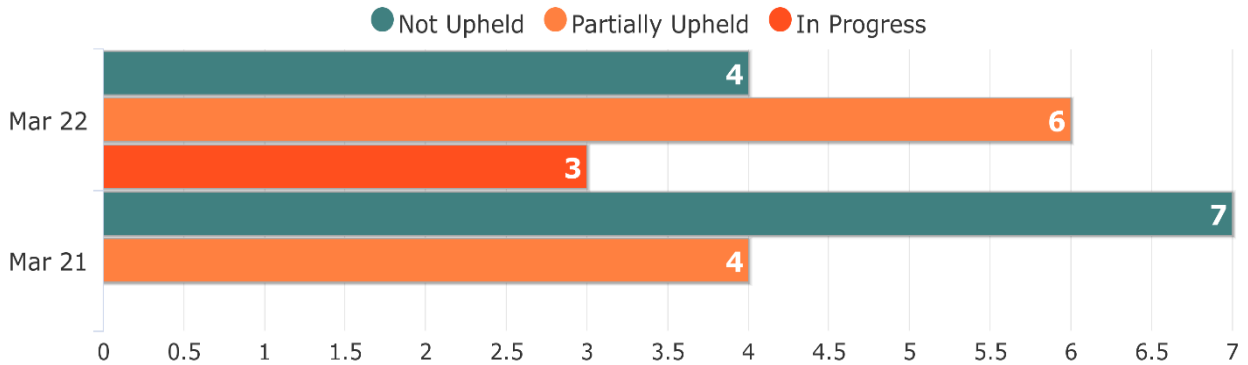
Stage 2 Outcome

6.7 Out of the 62 children’s corporate complaints 13 (21%) had progressed to Stage 2 which is 2 more than 2020/21 (32% 11/32).

6.8

6.9 Figure 17 breaks down the Stage 2 children’s corporate complaints by outcome showing that none were upheld, 46% (6/13) partially upheld and 31% (4/13) not upheld. This is very positive outcome when compared to 2020/21 where 36% of Stage 2 complaints were partially upheld.

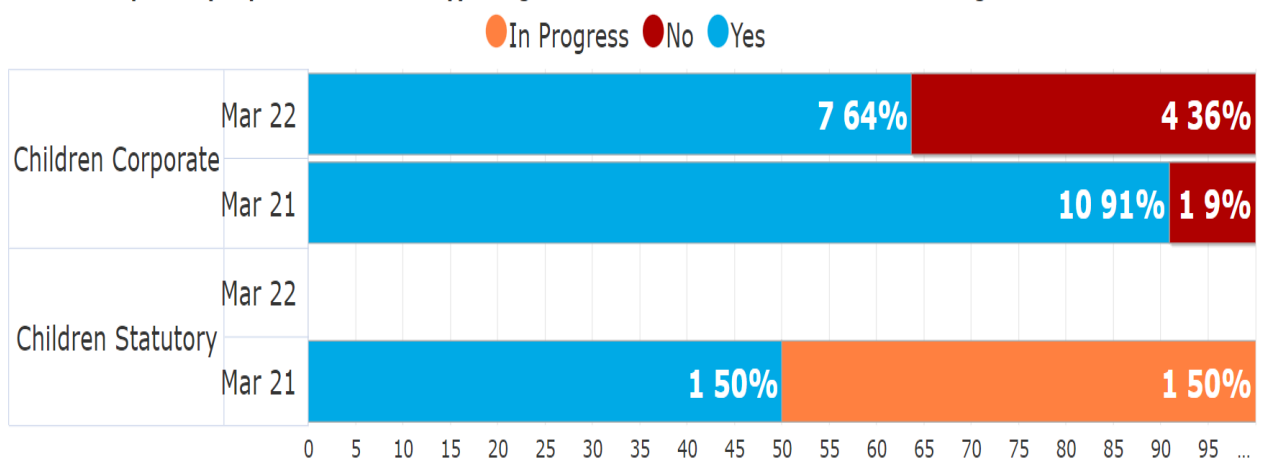
Figure 17: Children’s Stage 2 Corporate Complaints by outcome
Children's Corporate Complaints where Stage 2 Outcome has been recorded



Stage 2 Timeliness

6.10. The timescale for dealing with children’s corporate Stage 2 complaints is 20 working days. The percentage of Stage 2 children’s corporate complaints responded to within timescale was 64% (7/11) a considerable decrease from 2020/21 (91% 10/11).

Children Complaints (Corporate and Statutory) : Stage 2 within timescales: Number and Percentage



Learnings from complaints - Children's

6.11 Listed below are some of the learnings from the children's complaints:

Children's Services (Achieving for Children)

In the last year there has been some significant across service learning from some complaints in particular. This has included:

- Regular workshops/meetings between the Complaints/Compliments Team and service staff (see below)
- Dedicated work on how to do a good complaint response.
- Regular meeting between the Complaints/Compliments Team and the AfC Director of Children's Services
- Training programme with staff on the quality of assessments. This included differentiating fact from professional opinion, analysis, evidencing statements made in assessments.
- New enhanced process for quality assuring assessments in order to identify and resolve errors in assessments
- Training with staff on enhanced communication with service users, particularly when there has been a change in circumstances.

We have completed a piece of work, on the back of a complaint, on completing an aide memoire for staff on the points in a case where parents/carers should be informed and updated.

7. RBWM Formal Corporate Complaints Process

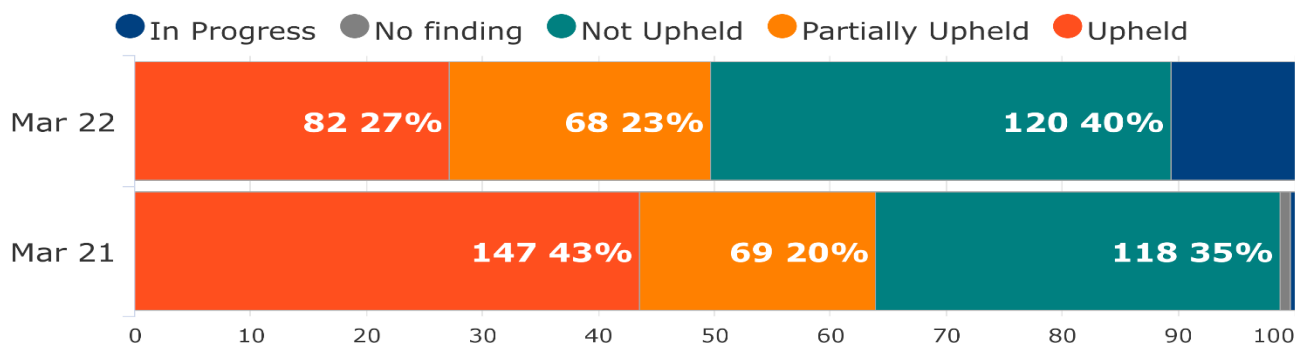
- 7.1. In 2021/22 76% (302/399) of all complaints were progressed under the formal corporate complaints process. This is a decrease on 2020/21 (85%, 339/400).

Stage 1 Outcome

- 7.2. At the time of data extraction for preparation of this report, 302 complaints had a Stage 1 outcome recorded, 32 (11%) were in progress and an outcome had not yet been reached.
- 7.3. Figure 18 shows the breakdown of Stage 1 complaints by outcome recorded. 27% (82/302) complaints were upheld (43% in 2020/21), 23% (68/302) partially upheld (20% in 2020/21), 40% (120/302) not upheld (35% in 2020/21), 0 where there was no finding, (1% in 2020/21) and 11% (32/302) in progress, (0.3% in 2020/21).
- 7.4. 2021/22 saw a lower proportion of complaints upheld/partially upheld (50%) when compared to 2020/21 (64% upheld/partially upheld).

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

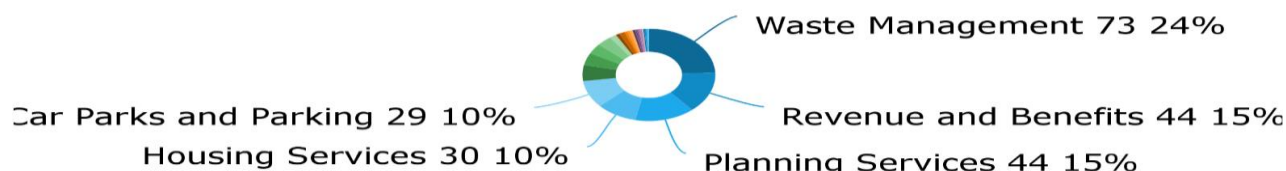
RBWM Complaints: Stage 1 Outcome Recorded



Top 5 service areas for complaints

7.5. Figure 19 shows the top 5 service areas for customer complaints in 2021/22 of which Waste Management is the highest (24%, 73/302) followed by Revenue and Benefits and Planning Services (15%, 44/302), Housing Services (10%, 30/302, and Car Parks (10%, 29/302).

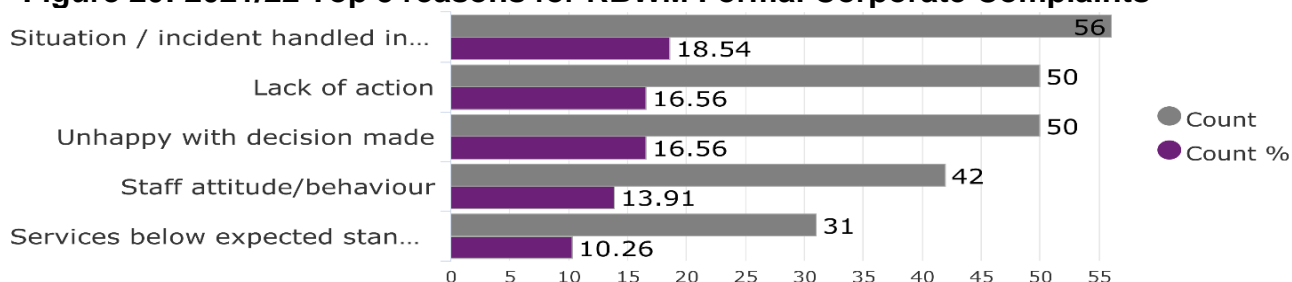
Figure 19: Top 5 service areas for RBWM Formal Corporate Complaints received



Reasons and outcomes

7.6. Figure 20 highlights the top 5 reasons for customer complaints in 2021/22 with the highest number of complaints being recorded against “Situation / incident handled incorrectly” (19% 56/302).

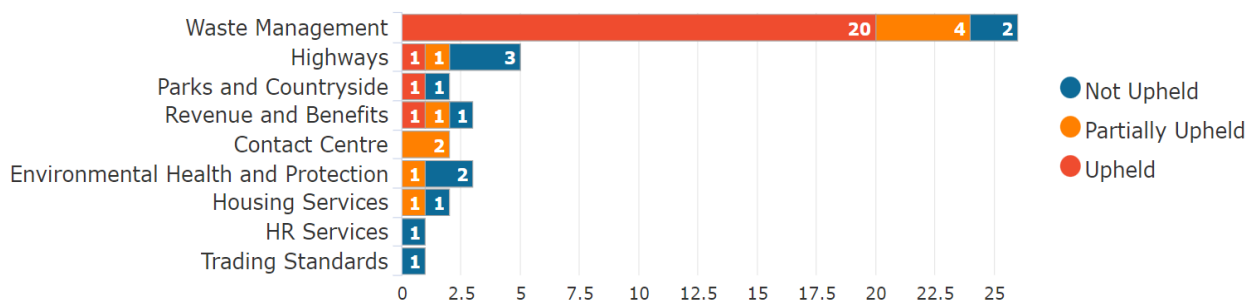
Figure 20: 2021/22 Top 5 reasons for RBWM Formal Corporate Complaints



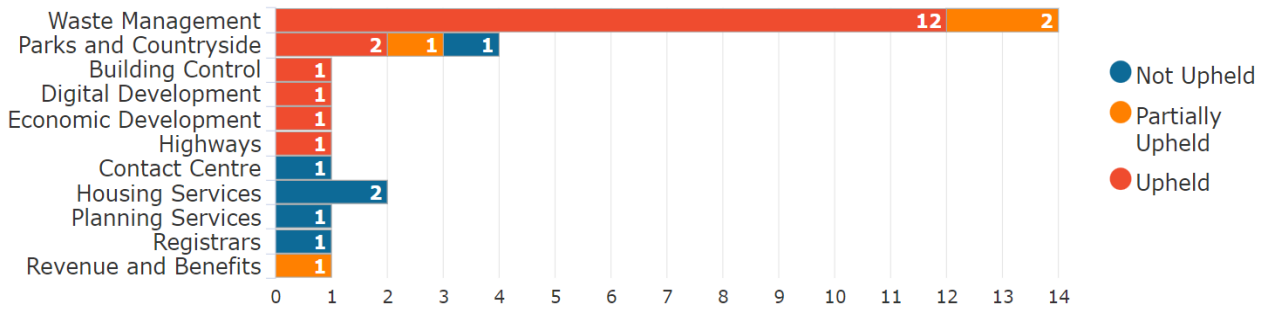
7.7. Figure 21 shows the breakdown of Stage 1 complaints outcome by the reason for the complaint. The Top 3 reasons where the most complaints were upheld/partially upheld are “Lack of action” (24), “Services below expected standard” (14) and Situation / incident handled incorrectly” (16).

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

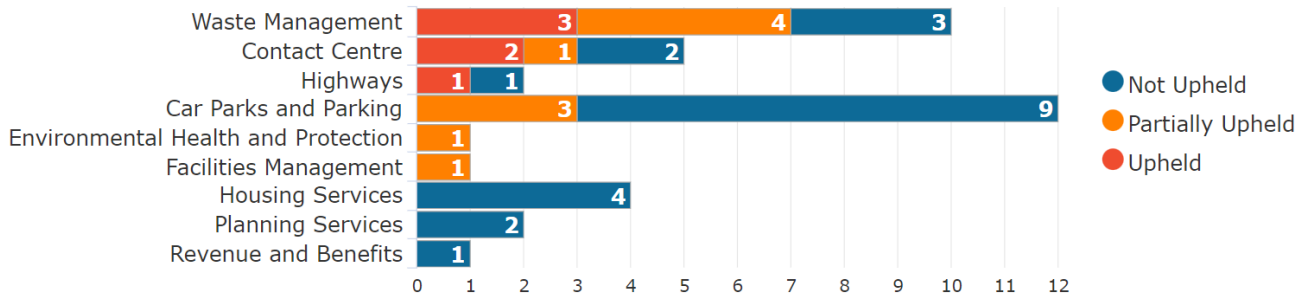
RBWM Formal Corporate Complaints due to "Lack of Action": Service areas where Stage 1 Outcome recorded as Not Upheld/Partially Upheld/Upheld



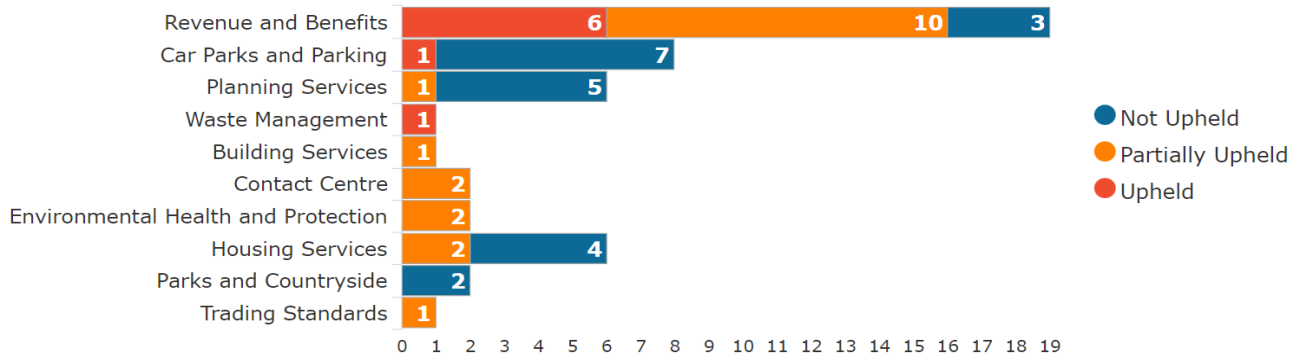
RBWM Formal Corporate Complaints due to "Services below expected standard": Service areas where Stage 1 Outcome recorded as Not Upheld/Partially Upheld/Upheld



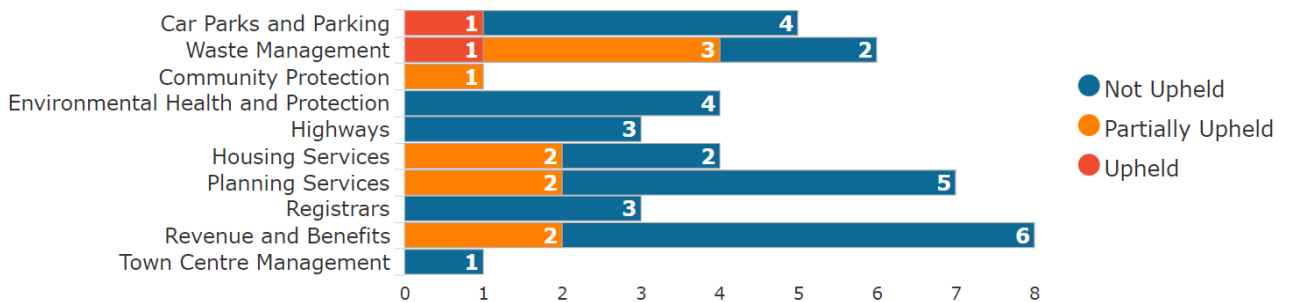
RBWM Complaints due to "Staff Attitude/behaviour": Service areas where Stage 1 Outcome recorded as Not Upheld/Partially Upheld/Upheld



RBWM Complaints due to "Situation/Incident handled incorrectly": Service areas where Stage 1 Outcome recorded as Not Upheld/Partially Upheld/Upheld



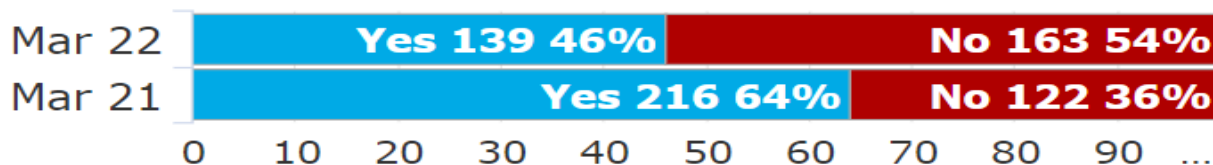
RBWM Complaints due to "Unhappy with decision made": Service areas where Stage 1 Outcome recorded as Not Upheld/Partially Upheld/Upheld



Timeliness at Stage 1

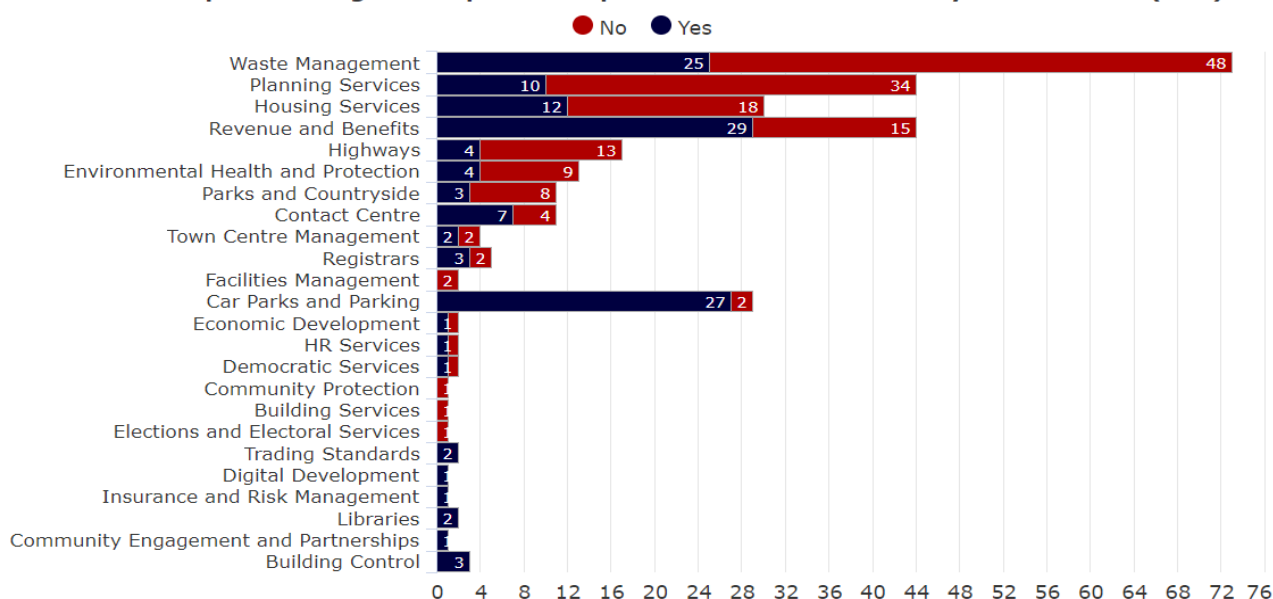
7.8. The timescale for responding to a Stage 1 RBWM formal corporate complaint is 20 working days.

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



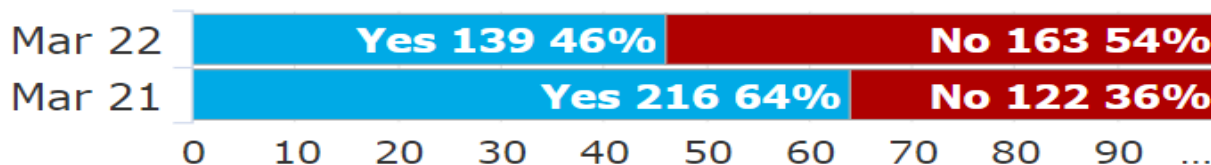
7.10. Figure 23 shows the service areas who have consistently not responded to Stage 1 complaints within timescales are Housing Services (60%), Waste Management (66%), Environmental Health and Protection (69%), Parks and Countryside (73%), Highways (76%) and Planning Services (77%).

Figure 23: Services and their responses within timescales
RBWM Complaints: Stage 1 complaints responded within timescales by service areas (YTD)



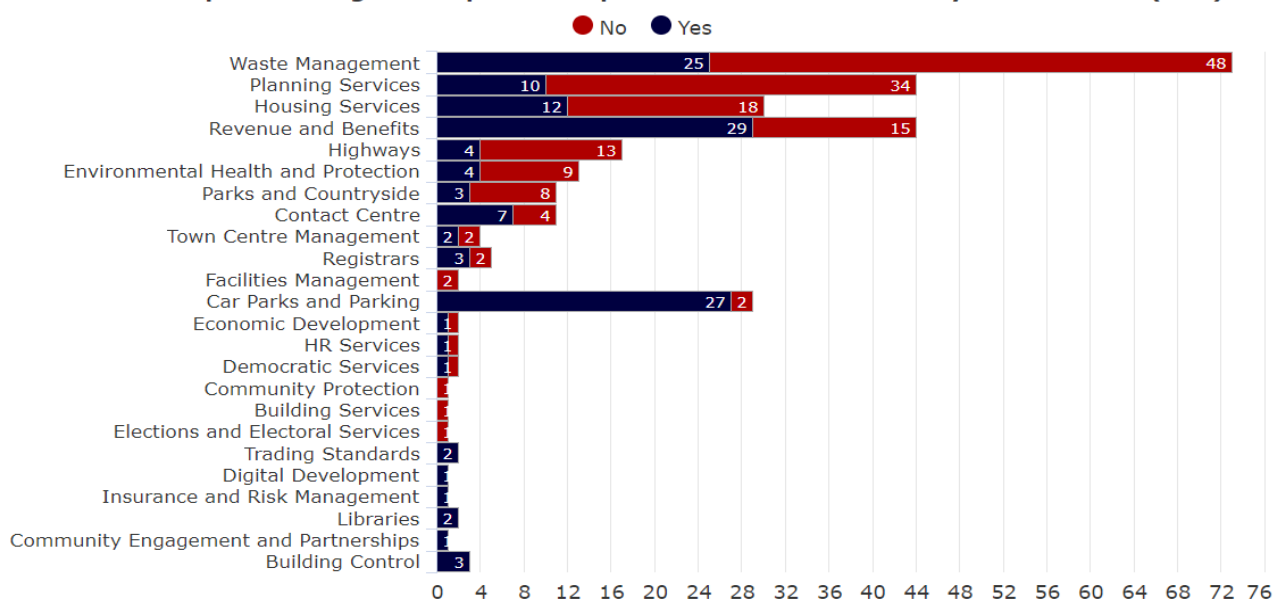
7.11. shows a reduction in the percentage of complaints responded to within timescale (46% 139/302 in 2021/22) in comparison to 2020/21 (64% 216/338).

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



7.12. Figure 23 shows the service areas who have consistently not responded to Stage 1 complaints within timescales are Housing Services (60%), Waste Management (66%), Environmental Health and Protection (69%), Parks and Countryside (73%), Highways (76%) and Planning Services (77%).

Figure 23: Services and their responses within timescales
RBWM Complaints: Stage 1 complaints responded within timescales by service areas (YTD)



Stage 2 RBWM Formal Corporate Complaints

7.13. If a complainant feels certain areas have not been addressed after receiving a response at Stage 1 of the corporate complaints process, they may request a review by the director of the service. In 2021/22 16% (49/302) of Stage 1 complaints progressed to Stage 2, a slight decrease from 2020/21 (17%, 56/338).

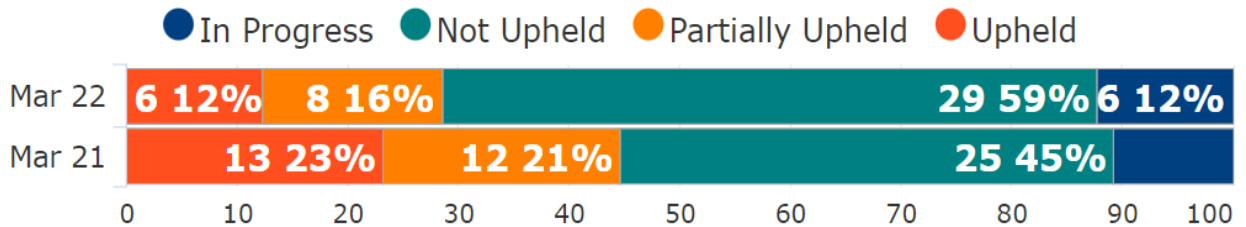
7.14. Breaking down the 49 Stage 2 complaints, 6 (12%) were upheld, 8 (16%) were partially upheld, 29 (59%) were not upheld and 6 (12%) were “In Progress” (

7.15.

7.16. **Figure 24).**

7.17. Even though 2021/22 saw an increase in the volumes of complaints progressing to Stage 2, only 29% of them were upheld/partially upheld when compared to 2020/21 (45%).

Figure 24: RBWM Formal Corporate Stage 2 complaints by outcome recorded

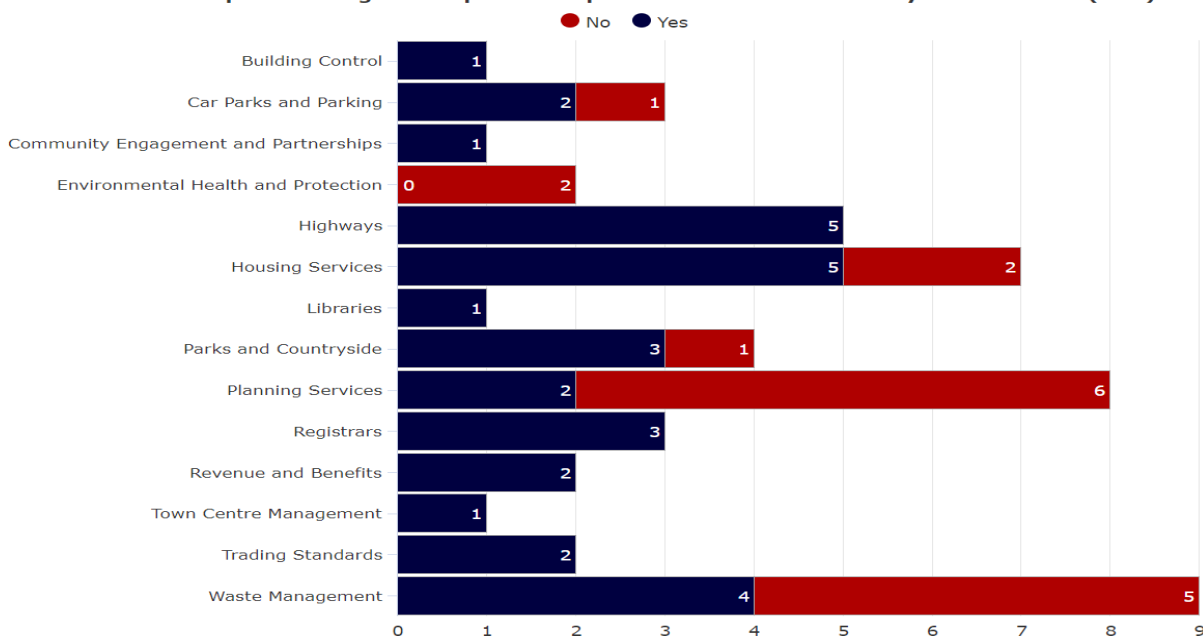


Timeliness at Stage 2

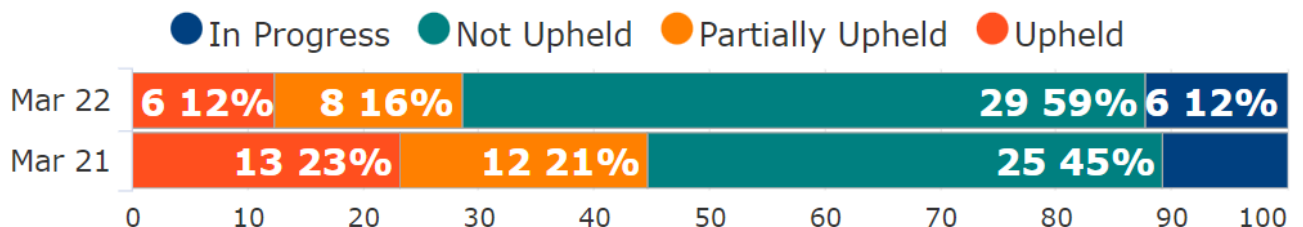
7.18. The percentage of complaints responded to within timescales at Stage 2 is 65% (32/49), less than 2020/21 (88% 49/56). Timeliness of response at Stage 2 is better than at Stage 1, this could be because there are fewer complaints progressing to Stage 2. Additionally, the timescale for response at Stage 2 is 20 working days whereas at Stage 1 is 20 working days, with a possible 10 day extension.

7.19. The service areas who have consistently not responded to Stage 2 complaints within timescales are Waste Management (56%), Planning Services (75%) and Environmental Health and Protection (100%).

RBWM Complaints: Stage 2 complaints responded within timescales by service areas (YTD)

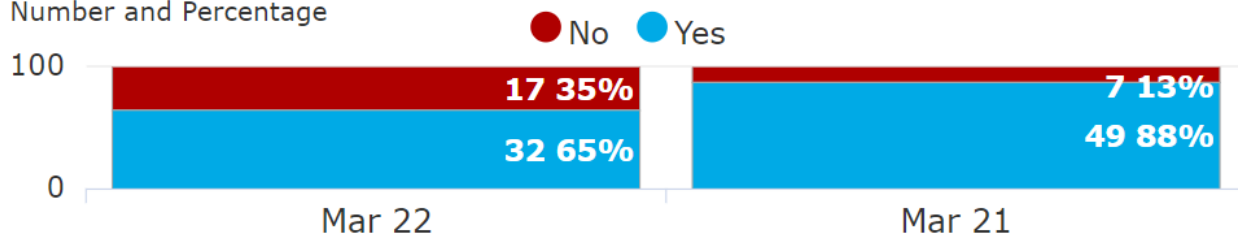


RBWM Complaints: Stage 2 Outcome Recorded



RBWM Stage 2 complaints responded to within timescale

Number and Percentage



Learnings from complaints - RBWM Formal Corporate Complaints

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

Waste Management / Environmental Services

The waste service is one that impacts on every resident and household, as a result the number of complaints received by this service area would be expected to be high in comparison with other some service areas. A major service change was implemented in October 2021 whereby fortnightly refuse collections were introduced, any such service change can result in increased enquiries and complaints. However, the total number of complaints has decreased from 120 for 2020/21 to 73 for 2021/22 which is very positive under such circumstances.

The Environmental Services area has expanded but continues to have resourcing issues which have had an impact on some response times. Recruitment is currently underway to address some of the resourcing impact.

Following the review of any complaint, recommendations are made to improve service delivery and customer experience. The team work closely with the Complaints team to monitor progress and reduce the number of complaints not responded to within the set timeframes.

Planning

Over the course of the year there have been a number of vacancies within the department which has impacted the timeliness of responses. These are now filled so that response times can improve over the next year. Vacancies have also impacted the speed of determination of applications and communication from officers which was a repeating theme in the complaints received. Following these complaints recommendations have been implemented to improve communication between officers and applicant/agents as well as internally. Additional monitoring has also been put in place to ensure that applications are being determined in time as far as possible.

Parking / Car parks management

The team work closely with the Complaints team to monitor progress and reduce the number of complaints not responded to within the set timeframes. Following the review of any complaint, recommendations are made to improve service delivery and customer experience. The number of 'not upheld' responses remain high in comparison to the number received. The total number of Stage 1 and 2 complaints received by the service (33) is less than the compliments received (34).

Trading Standards

Following the review of any complaint, recommendations are made to improve service delivery and customer experience, a sample of those recommendations are listed below:

1. Online forms have been implemented across the service area to enable applicants to apply online
2. All day workshop was held with the transformation team to fully understand the customer persona and amend the customer journey to reflect the learning

Governance

Although the number of complaints within the service area is low (5) and none were escalated to Stage 2, better communication is needed amongst the management team to ensure the appropriate officer to provide a response is identified in a timely manner.

Revenues, Benefits, Libraries and Resident Services

The Revenues and Benefits service saw a large increase in the volume of work being received, particularly in relation to Council Tax, as the Covid restrictions eased. Residents who had not previously been able to move properties, for various reasons, started to do so resulting in some work being outstanding for longer periods. In addition, enforcement action began again with the Magistrates courts permitting hearings for liability orders again in order to secure the outstanding debts. Such recovery action inevitably results in increased volumes of complaints.

Waste

The waste service is one that impacts on every resident and household, as a result the number of complaints received by this service area would be expected to be high in comparison with other some service areas. A major service change was implemented in October 2021 whereby fortnightly refuse collections were introduced, any such service change can result in increased enquiries and complaints. However, the total number of complaints has decreased from 120 for 2020/21 to 73 for 2021/22 which is very positive under such circumstances. There have also been a total of 174 compliments for the waste service which shows how successfully the changes were implemented.

The Environmental Services area has expanded but continues to have resourcing issues which have had an impact on some response times. Recruitment is currently underway to address some of the resourcing impact.

Following the review of any complaint, recommendations are made to improve service delivery and customer experience. The team work closely with the Complaints team to monitor progress and reduce the number of complaints not responded to within the set timeframes.

Housing

Following the review of any complaint, recommendations are made to improve service delivery and customer experience, a sample of those recommendations are listed below:

1. Due to the pressures on front line service delivery, an extension is being sought on timelines for responding to complaints to manage customer expectations
2. All day workshop was held with the transformation team to fully understand the customer persona and amend the customer journey to reflect the learning
3. As a result of the complaints received within the housing service, a post has been created to ensure a 360-degree approach to learning and development. This includes an ongoing sample of cases being reviewed on a regular basis, with any learning shared across the team through formal training sessions, and procedures and policies updated to reflect the lessons learnt. This approach will also be taken for any complaints reviewed, any MP enquiries received and formal requests for review on applications.

The intention is for this post to provide a similar service across Environmental Health and Trading Standards moving forward.

Environmental Health

Following the review of any complaint, recommendations are made to improve service delivery and customer experience, a sample of those recommendations are listed below:

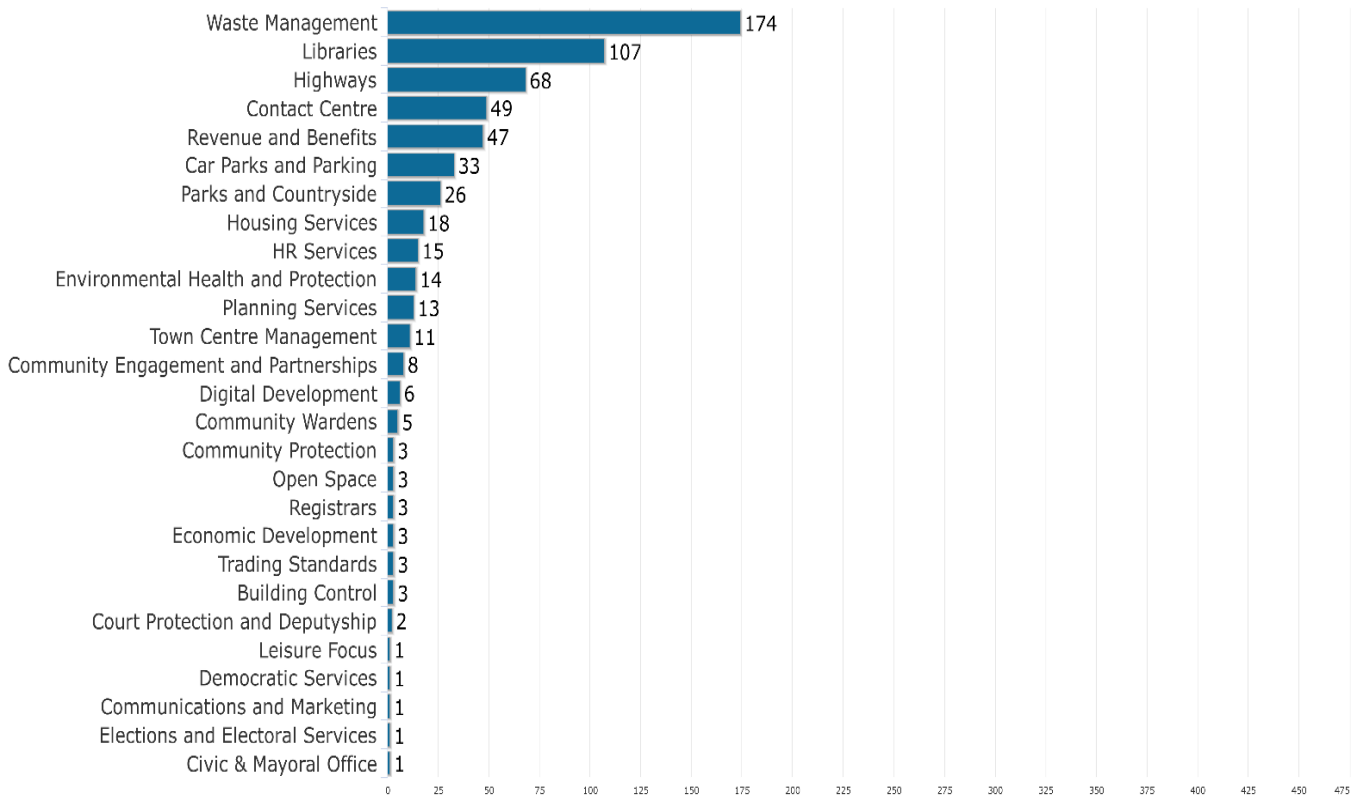
1. Amended our standard letter to residents complaining about noise to include a section on neighbourhood disputes including recommending residents call the police if their neighbour is displaying violent, threatening, harassing or abusive behaviour.
2. If a response cannot be provided within the agreed authority timelines, a holding response should be sent, explaining the circumstances surrounding any delay.
3. Complainants will be given written confirmation explaining why their noise complaint was closed.
4. All day workshop was held with the transformation team to fully understand the customer persona and amend the customer journey to reflect the learning

8. Compliments received

- 8.1. In 2021/22 RBWM Corporate services received 619 compliments which is a reduction when compared to 2020/21 (766).
- 8.2. Figure 24 sets out the volume of complaints received by teams. The team in receipt of the most compliments was Waste Management (28%, 174/619), followed by Libraries (17%, 107/619) and Highways (11%, 68/619).

Figure 25: Compliments received by teams 2021/22

Compliments received (Corporate Services)



9. Appendix A: LGSCO Annual Review 2022 letter

20 July 2022

By email

Mr Sharkey
Managing Director
Royal Borough of Windsor and Maidenhead Council

Dear Mr Sharkey

Annual Review letter 2022

I write to you with your annual summary of complaint statistics from the Local Government and Social Care Ombudsman for the year ending 31 March 2022. The information offers valuable insight about your organisation's approach to complaints. As such, I have sought to share this letter with the Leader of your Council and Chair of the appropriate Scrutiny Committee, to encourage effective ownership and oversight of complaint outcomes, which offer such valuable opportunities to learn and improve.

Complaint statistics

Our statistics focus on three key areas that help to assess your organisation's commitment to putting things right when they go wrong:

Complaints upheld - We uphold complaints when we find fault in an organisation's actions, including where the organisation accepted fault before we investigated. We include the total number of investigations completed to provide important context for the statistic.

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

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

Finally, we compare the three key annual statistics for your organisation with similar authorities to provide an average marker of performance. We do this for County Councils, District Councils, Metropolitan Boroughs, Unitary Councils, and London Boroughs.

Your annual data, and a copy of this letter, will be uploaded to our interactive map, [Your council's performance](#), on 27 July 2022. This useful tool places all our data and information about councils in one place. You can find the detail of the decisions we have made about your Council, read the public reports we have issued, and view the service improvements your Council has agreed to make as a result of our investigations, as well as previous annual review letters.

Supporting complaint and service improvement

I know your organisation, like ours, will have been through a period of adaptation as the restrictions imposed by the pandemic lifted. While some pre-pandemic practices returned, many new ways of working are here to stay. It is my continued view that complaint functions have been under-resourced in recent years, a trend

only exacerbated by the challenges of the pandemic. Through the lens of this recent upheaval and adjustment, I urge you to consider how your organisation prioritises complaints, particularly in terms of capacity and visibility. Properly resourced complaint functions that are well-connected and valued by service areas, management teams and elected members are capable of providing valuable insight about an organisation's performance, detecting early warning signs of problems and offering opportunities to improve service delivery.

I want to support your organisation to harness the value of complaints and we continue to develop our programme of support. Significantly, we are working in partnership with the Housing Ombudsman Service to develop a joint complaint handling code. We are aiming to consolidate our approaches and therefore simplify guidance to enable organisations to provide an effective, quality response to each and every complaint. We will keep you informed as this work develops, and expect that, once launched, we will assess your compliance with the code during our investigations and report your performance via this letter.

An already established tool we have for supporting improvements in local complaint handling is our successful training programme. We adapted our courses during the Covid-19 pandemic to an online format and successfully delivered 122 online workshops during the year, reaching more than 1,600 people. To find out more visit www.lgo.org.uk/training.

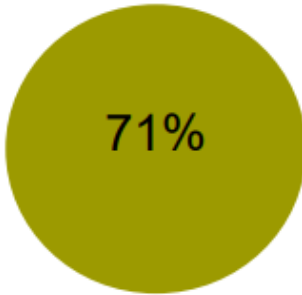
Yours sincerely,



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

Royal Borough of Windsor and Maidenhead Council
For the period ending: 31/03/22

Complaints upheld



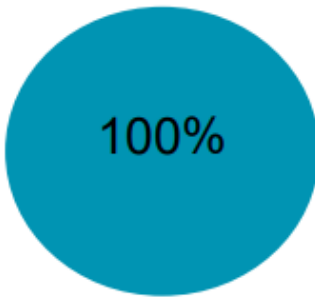
71% of complaints we investigated were upheld.

This compares to an average of 64% in similar organisations.

10 upheld decisions

Statistics are based on a total of 14 investigations for the period between 1 April 2021 to 31 March 2022

Compliance with Ombudsman recommendations



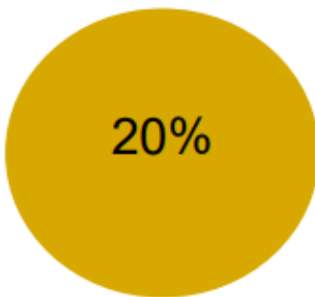
In 100% of cases we were satisfied the organisation had successfully implemented our recommendations.

This compares to an average of 99% in similar organisations.

Statistics are based on a total of 9 compliance outcomes for the period between 1 April 2021 to 31 March 2022

- Failure to comply with our recommendations is rare. An organisation with a compliance rate below 100% should scrutinise those complaints where it failed to comply and identify any learning.

Satisfactory remedy provided by the organisation



In 20% of upheld cases we found the organisation had provided a satisfactory remedy before the complaint reached the Ombudsman.

This compares to an average of 12% in similar organisations.

2 satisfactory remedy decisions

Statistics are based on a total of 10 upheld decisions for the period between 1 April 2021 to 31 March 2022

10. Appendix B: Council's complaints process and procedures

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

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

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

- The formal corporate complaints process contains two stages
- The adult complaints process contains one stage
- The children's complaints process contains three stages

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

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

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

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

Quality assurance

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

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

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

Complaints processes – March 2022

Incoming concern: Received via online form, email, telephone call or face to face contact. However received, all complaints are logged on the complaints database (Drupal) for monitoring and tracking.

Once logged the complaint is acknowledged within 3 working days and customer informed whether this will be taken as a complaint and if so, under which complaints process

Stages	Adult services complaints	Children’s services complaints	Formal Corporate complaints	Not within the formal complaints process
Stage 1	Statutory No specific timescale but aim to respond within 10 working days. Response from Service Manager or higher.	Statutory Up to 10 working days. Can agree extension for a further 10 working days. Response from Head of Service.	Up to 20 working days. Can agree extension for a further 10 working days. Response from Head of Service.	N/A
Stage 2	N/A	Statutory 25-65 working days. Completed by independent complaints investigators and report produced. Adjudicating letter in response to report completed by Children’s Director of Social Care.	Up to 20 working days. Review of stage 1 complaint and response by Director.	N/A
Stage 3	N/A	Statutory Stage 3 independent panel. Up to 70 working days. Panel of three independent members who produce a report. Letter in response to the report completed by the Directors of Children’s Services.	N/A	N/A
LGSCO	Can complain to the Local Government and Social Care Ombudsman	Can complain to the Local Government and Social Care Ombudsman	Can complain to the Local Government and Social Care Ombudsman	N/A
Alternative appeal process	N/A	N/A	N/A	Customer given timescales for response

11. Appendix C: National and legislative context – March 2022

Formal corporate complaints

The council's formal corporate complaints policy is discretionary and has been developed based on the Local Government and Social Care Ombudsman's guidance 'Effective complaint handling for Local Authorities' – October 2020'.

Adult services

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

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

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

Children's services

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

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

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

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

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Subject:	Customer Journey, Communication and RBWM App
Reason for briefing note:	To update Corporate Overview and Scrutiny Panel
Responsible Officer(s):	David MacFarlane, Transformation and Digital Service Lead
Senior leader sponsor:	Nikki Craig, Head of HR, Corporate Projects and IT
Date:	7 November 2022

SUMMARY

This briefing note provides an update to the Corporate Overview and Scrutiny Panel on the item suggested by a resident for discussion in 2021 about the development of an RBWM app. It also seeks to inform how improved technologies are positively supporting the customer journey and will continue to be developed to support as communication tools.

The work detailed within the note being undertaken by the Digital Development team is different to the development of an RBWM app but will achieve the same results in the customer journey and experience.

1. Digital Development at the Royal Borough

- 1.1 In 2021, a suggestion topic was made by a resident to the Corporate Overview and Scrutiny Panel about whether RBWM could or should develop an RBWM app, the Panel asked that the then Head of Transformation look in to this further. Although it has been concluded not to develop a specific RBWM app, the work on the Council's website, both front and back end, will achieve the same results for the customer journey.
- 1.2 In August 2022, as part of the restructure following the departure of former Executive Director of Adults Health and Housing, the transformation teams in RBWM were realigned. Those working on community transformation were moved under the Executive Director of Place, Andrew Durrant, those responsible for the transformation in adult social care and with the adult social care system were moved under the Executive Director of People Services, Kevin McDaniel, and the teams responsible for corporate transformation, including digital, were moved under the Executive Director of Resources, Adele Taylor. In moving the Corporate Transformation team into the Resources directorate and under the Head of HR, Corporate Projects and IT, benefits of alignment with other corporate teams of IT and projects can be maximised.
- 1.3 The Digital Development team are a core part of Corporate Transformation at the Royal Borough and consist of 4 FTE. They administer and support both the Content Management System (CMS) and Customer Relationship Manager (CRM) elements of the Royal Borough website and our customer interactions.
- 1.4 The CMS primarily contains web-content, whilst the CRM manages forms, transactions and communication between internal systems and services. Both

systems are built in open-source software Drupal, which is used by 31 other local authorities to complete similar tasks.

2. **CMS and CRM**

- 2.1 LocalGov Drupal is a publicly owned asset that was chosen to deliver a better digital experience for residents, improve service outcomes, and save money in comparison to other similar software solutions. Our Digital Development team join others across a wider community of local authority developers to create a shared pool of code, resources, research, and expertise. This allows them to apply features developed in other boroughs to our own systems, by offering the same in return. By working together in this way partnering local authorities can refine this asset and ensure multi-council access to excellent software, whilst keeping costs low.

Current Work

- 2.2 The team work support colleagues across the council in keeping their service's digital content up to date, as well as ensuring that customers can access the services they need via our website and associated forms. The team spend the significant majority of their time updating content, building, fixing and amending forms, and ensuring existing elements are working as they should. For example, the team was responsible for responding to Operation London Bridge and updating all the website content and interactions that were managed as part of that.
- 2.3 Additionally the team work on adding new features, ensuring that all content meets accessibility standards, and improving digital tools that help services to support customers. Examples include automating green waste, FOI and waiver, and taxi licence processes.

Future Work

- 2.4 Like any software, Drupal needs regularly updating to ensure that it is safe, secure, and so that we can make the most of newly developed features and tools. Therefore, the team are currently concluding an end-to-end review of all modules built in Drupal, to determine what work is needed over the next 12-18 months. The results of this review will help the team understand how resource can be best deployed to maximise the performance of our systems.
- 2.5 An area of particular focus is modifying our digital content and services so that they can be seamlessly accessed via smartphone. The recent resident survey has told us that local people increasingly want to access our services online and, on the go, making mobile compatibility of digital services a key priority. To date, the team have ensured that the website, webforms and customer account are all accessible via mobile devices. Further refinements to more complex areas, such as 'report it' maps and enhancements to the My RBWM account are proposed areas for further work. By delivering the recommendations of the end-to-end review and enhancing our smartphone capabilities, the team will deliver a safe, secure, and fluid digital experience for customers, however they choose to access Royal Borough services. This is different to the development of an app but will achieve the same results in the customer journey.

3. **Customer Journey**

- 3.1 Led by Louise Freeth, Head of Revenues, Benefits, Library and Resident Services, work is being scoped on improvements to the customer journey to include all services of the Council and all forms of customer service and customer interactions. This will involve working closely with the digital and IT teams in the same directorate as well as across the whole Council.

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WORK PROGRAMME - CORPORATE OVERVIEW AND SCRUTINY PANEL

EXECUTIVE DIRECTORS	<ul style="list-style-type: none"> • Tony Reeves (Interim Chief Executive) • Adele Taylor (Executive Director of Resources and S151 Officer) • Emma Duncan (Monitoring Officer and Director of Law and Governance) • Andrew Durrant (Executive Director of Place) • Kevin McDaniel (Executive Director of People)
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: 14th DECEMBER 2022

ITEM	RESPONSIBLE OFFICER
Budget 2023/24	Andrew Vallance , <i>Head of Finance</i>
Work Programme	Mark Beeley , <i>Democratic Services Officer</i>

MEETING: 30th JANUARY 2023

ITEM	RESPONSIBLE OFFICER
Corporate Plan 2021-26 Performance Report	Rebecca Hatch , <i>Head of Strategy</i>
Work Programme	Mark Beeley , <i>Democratic Services Officer</i>

MEETING: 3rd APRIL 2023

ITEM	RESPONSIBLE OFFICER
Work Programme	Mark Beeley , <i>Democratic Services Officer</i>

ITEMS SUGGESTED BUT NOT YET PROGRAMMED

ITEM	COMMENTS
Update reports on the Transformation Programme	<i>Suggested by Cllr Werner – scoping document to be drafted.</i>
Resident Scrutiny Suggestion – Physical separation of resident services & library services	<i>Suggested by a resident – report will be considered by the Panel in 2023.</i>

Royal Borough of Windsor and Maidenhead

Overview and Scrutiny Panels

Scrutiny Review – Scoping and Planning Document

Title of the Review	The delivery of equalities, diversity and inclusion within the council and the community
Panel Name	Corporate Overview & Scrutiny Panel
Panel Members	Councillors Clark, Story, G Jones, Sharpe, Shelim, Walters, Bond, Davies, L Jones, Price and Werner
Support Officer(s)	Rebecca Hatch – Head of Strategy Ellen McManus-Fry – Equalities Officer Mark Beeley – Democratic Services and Scrutiny Officer
Lead Member(s)/Officer(s) Identify a nominated: - Elected Member - Lead Officer	Councillor Helen Price Ellen McManus-Fry – Equalities Officer
Relevant Cabinet Member	Councillor Samantha Rayner
Purpose of the Review <ul style="list-style-type: none"> • Specify exactly which Outcome(s) the review is examining? • Also being clear what the review is not looking at • What is the Scrutiny Review seeking to achieve? • Where possible refer to VFM issues of service cost, service performance and/or customer satisfaction. 	To consider the delivery of equalities, diversity and inclusion across the council, this would be done in two parts: <ul style="list-style-type: none"> • A review of the Equality Impact Assessment. • A refresh of the Equality Objectives.
Criteria for Selection <ul style="list-style-type: none"> • Why has this particular topic been considered to be a priority issue for scrutiny? 	Ensuring that equalities, diversity and inclusion is delivered across the council would: <ul style="list-style-type: none"> • Amplify the voices and concerns of the public. • Help to drive improvement in public services.

<ul style="list-style-type: none"> • Which of the criteria promoted by the Centre for Governance and Scrutiny does it satisfy? 	<ul style="list-style-type: none"> • Ensure fairness and transparency. <p>The suggested topic is included as a core principle of the new Corporate Plan and is therefore of strategic importance to the council. The Panel would ensure that an equalities process has been properly implemented and add value by providing comments on areas which could be improved.</p> <p>As this is a new project, no other review work has been undertaken which is likely to result in duplication.</p>
<p>Terms of Reference</p>	<p>The Panel would be briefed at regular intervals on the progress of the equalities programme. These briefings would take place outside of formal meetings.</p> <p>If Panel Members identified a specific area which they wished to bring to scrutiny, a scoping document could be prepared.</p>
<p>What are the anticipated outcomes of the review?</p> <p>Key Lines of Enquiry</p> <p>Sources of Information/Evidence</p> <p>What factors / outcomes will demonstrate that this Scrutiny Review has been a success?</p>	<p>The Panel would provide oversight of the process and can provide comments and feedback to officers.</p> <p>Any areas of concern or of specific interest could then be brought to the Panel as a separate issue for scrutiny.</p>
<p>Resource & budget requirements;</p> <ul style="list-style-type: none"> • specialist staff • any external support • site visits • consultation • research 	<p>N/A</p>
<p>Corporate Risks associated with this Review?</p> <p>Identify any weaknesses and barriers to success</p>	<p>N/A</p>

<p>Who will receive the review conclusions and any resultant recommendations?</p>	<p>Relevant officers will consider and review comments made from Panel Members to make improvements to the process.</p> <p>The Panel would receive any reports which had been considered to require additional scrutiny.</p>
<p>What is the Review Timescale? • Identify key meeting dates and any deadlines for reports, recommendations or decisions.</p>	<p>The Panel would be briefed at regular intervals across the year on progress.</p>
<p>How could a review be publicised?</p> <p>Do we need to publicise the review to encourage community involvement? • What sort of media coverage do we want? (e.g. Flyers, leaflets, radio broadcast, press release, etc.)</p>	<p>Noted on the work programme.</p>
<p>Completed by/ Date:</p>	<p>21st October 2022</p>
<p>Approved by Scrutiny Panel / Date:</p>	<p>To be considered by the Corporate Overview & Scrutiny Panel in November 2022.</p>

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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