

# Infrastructure Overview and Scrutiny Panel

## 2020-21 End of Year Data and Performance Report

April 2020 – March 2021

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## 1. Executive Summary

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

## 2. Interim Council Strategy: Delivery of priorities

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

PRIORITY:	COVID-19 OBJECTIVES
Item	Achievements and key milestones
<p><b>Response (immediate)</b></p>	<p><b>Community response and Clinically Extremely Vulnerable (CEV) Residents:</b> Official shielding was lifted for more than 8,000 residents – some 6% of the population – in April 2021. This brought to an end an innovative community partnership protecting our CEV residents from Covid-19. From the outset of the first lockdown in March 2020 a coordinated team of staff, drawn from all services in the council, maintained regular contact with residents who were shielding and took any appropriate action to ensure that these individuals’ needs were met.</p> <p>A <a href="#">public-facing online directory of Covid-19 Support Groups</a> was quickly developed to direct residents to community-based support options for particular needs, and a series of financial grants were provided to community groups for their ongoing projects of collecting prescriptions, running shopping services and befriending schemes. A new, flexible digital telephony solution was set up from April 2020 to support redeployed staff’s long-term contact with CEV residents and over 20,000 calls were made. A new database (Lyon) was developed to manage interactions with CEV residents and anyone seeking help and support in the community. Lyon also enabled registration of individuals wishing to volunteer their time to the community effort and enabled the council to make required data returns to central government.</p> <p>Local community hubs of public sector partners (including GPs and social prescribers), faith groups, charities, businesses, Elected Members, and local neighbours were established and worked in unison to support local need. We gave these local hubs practical and financial help to get up and running, and the power to make decisions themselves as they were better suited to know exactly what their communities needed. In total, the support covered 374 days and was delivered by more than 150 council staff, backed up by more than 1,000 volunteers, 150 community information champions and 70 community groups.</p> <p>The Winter Support scheme provided £45,000 to seven local groups to support vulnerable families and individuals through the worst of the cold weather. A further £230,000 was distributed through food vouchers to families registered for free school meals to cover Christmas, winter half-term and Easter holiday times. These vouchers supported 2,037 unique children in the borough.</p>
<p><b>Response (immediate)</b></p>	<p><b>Outbreak Control Plan and Local Outbreak Engagement Board:</b> The <a href="#">Outbreak Control Plan Summary</a> was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. The plan was produced in collaboration with the NHS and Public Health to guide our response to the ongoing Covid-19 pandemic, to put in place measures to identify and contain outbreaks and to protect the public’s health. The first public meeting of the Local Outbreak Engagement Board was held on 18 January 2021. The Engagement Board convenes monthly and is a subgroup of the Health</p>

	and Wellbeing Board, established to provide public-facing engagement and communication for outbreak response.
<b>Response (immediate)</b>	<b>Community Influencers and Community Information Champions:</b> In October 2020 a new “community influencers” group was established with representatives from across various RBWM departments, including Achieving for Children, Libraries and Environmental Health. The group’s aim is to communicate key Covid-19 messages to the wider community, whilst targeting messaging to specific demographic groups based on analysis of key data-sets. The group launched its “Community Information Champion” scheme in November 2020, through which members of the community can volunteer themselves to receive regular information from the council regarding Covid-19 and then share this information with their family, friends and other contacts. This approach ensures greater transmission of key Covid-19 messages across the community where other council communication methods may not have reached. Champions can also feedback to the council any questions or requests for clarity from the community. This two-way relationship helps the council to refine its Covid-19 messages and to also dispel any myths that may be circulating regarding the virus. To date, a network of 150 Champions has been established.
<b>Recovery (long-term)</b>	The council has worked in partnership with organisations across the Thames Valley to develop a recovery framework across the region. A set of actions for Berkshire is being developed to enable sharing of best practice and coordination of activity where it is most appropriately undertaken at a county-level.  <b>RBWM Recovery Strategy:</b> On 24 September 2020 Cabinet approved the <a href="#">RBWM Recovery Strategy</a> (targeted at borough-level) to move into delivery phase. The strategy sets out the council’s approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses
<b>Recovery (long-term)</b>	<b>Local Contact Tracing Service:</b> The council set up a local contact tracing service which started operating in November 2020 to complement the national NHS Test and Trace service. Operating 7 days a week, the service reaches out to residents who have tested positive for Covid-19 but who have not been successfully contacted by the national NHS Test and Trace system. The purpose of LCT is to ensure they get in touch with as many positive cases as possible, to aid them in their isolation and in order to obtain details of their contacts and specific high-risk locations that they visited, therefore potentially reducing further transmission within the community and the spread of covid-19. As of the end of March 2021 there were 847 cases in total which had been contacted by the LCT team, which amounted to 1,290 calls.
<b>Recovery (long-term)</b>	<b>Lateral flow tests:</b> From 8 February 2021 rapid Covid-19 test centres opened in Braywick Leisure Centre and Windsor Leisure Centre, offering 30-minute lateral flow tests (LFDTs) initially to people working in public-facing roles who do not have Covid-19 symptoms. The purpose of the tests is to identify asymptomatic carriers of the virus. In the first week of operation 1,210 people were tested across both sites.  Following an announcement by the Prime Minister in April 2021, anyone is now able access the LFDT at the centres, or to pick up a home-testing kit or get a rapid Covid-19 test at Braywick or Windsor Leisure Centre as

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	lockdown restrictions are eased. A mobile unit now provides for the public to collect home-testing kits is also operating from the Ascot Racecourse carpark on Mondays and Wednesdays, 8-12pm. The arrangements for the LFDT centres at Braywick and Windsor Leisure Centres is provisionally set until 30th June , however this is kept under review as progress along the government Roadmap is tracked and restrictions are eased. It is expected that home testing kits will continue to be available after this date, but the details of the arrangements for the various strands of community-based testing are continuing to evolve.
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<b>PRIORITY:</b>	<b>INTERIM FOCUS OBJECTIVES 2020-21</b>
<b>Item</b>	<b>Achievements and key milestones</b>
<b>Revised Service Operating Plans</b>	<p>As part of the organisational recovery strategy, service-level step-up plans were implemented, as were changes to existing operating models to allow services to continue in a socially-distanced and safe way. One example has been our new alternative operation in the library service to be able to provide a Covid-safe environment. We introduced a phased opening up of services, focussing on a “click and collect” and “click and deliver” service initially alongside a resumption of home-delivery services. There has been a further opening up of services in two main sites including bookable access to PCs and browsing for books to ensure there is a balance between accessing services whilst protecting the health and wellbeing of our residents and staff.</p> <p>A key concern of the last 12 months has been the disruption to household waste and recycling collections. The impact on residents has had a knock-on effect on the volume of calls to the customer contact centre and the online “report it” function. The council continues to work with its contractor to improve the service and bring in strategies to help with climate change.</p>
<b>Transformation Strategy</b>	<p>The <a href="#">Transformation Strategy 2020-2025</a> was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. The strategy’s development responds to key challenges surrounding the council’s financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. The Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (culture, environment, prevention, digital, process redesign and finance).</p> <p>Action plans by which to deliver the Strategy are presently being developed. Whilst Covid-19 has impacted progress, a number of projects have been implemented, proving that design and innovation can be done quickly and in an agile fashion. Asset Based Community Development methods have been used to deliver the Embedding Community Response project in Clewer and Dedworth. This project has created a blueprint for the council to work with communities to co-produce and co-design ways of delivering community projects. As the year progresses this will be rolled out in all areas of the borough. The Transformation Team is also engaging with other strategies to inform and understand how the framework can help with delivery of corporate plans.</p>

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

<p><b>PRIORITY:</b></p>	<p><b>REVISED MEDIUM TERM FINANCIAL STRATEGY</b></p>
<p><b>Item</b></p>	<p><b>Achievements and key milestones</b></p>
<p><b>Revised Medium Term</b></p>	<p>An extraordinary Council meeting was held on the 14 October 2020 to discuss a refreshed Medium Term Financial Strategy. The actual strategy</p>

<b>Financial Strategy</b>	had not been changed (other than to update any factual changes around dates and technical updates) but the financial modelling was updated to reflect the latest information as we currently know it, changes in assumptions around central government funding, inflation assumptions and other emerging issues. This formed the start of the budget-setting process for 2021/22 and the supporting Medium term financial plan. The draft budget for 2021/22 was discussed at Cabinet on 17 December 2020 and subsequently published on 22 December 2020 for consultation. This draft budget was also considered by all Overview and Scrutiny Panels in January 2021 and approved at Full Council on 23 February 2021.
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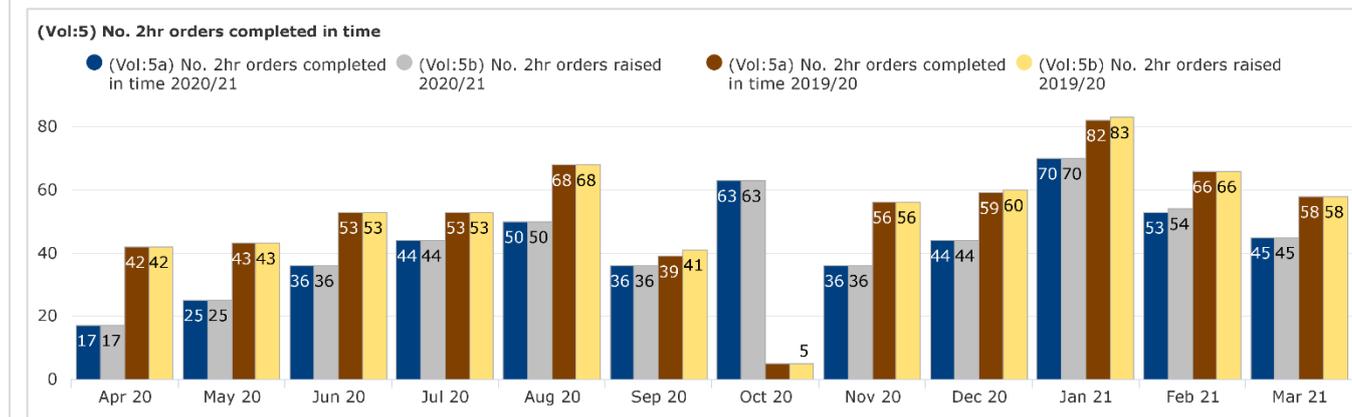
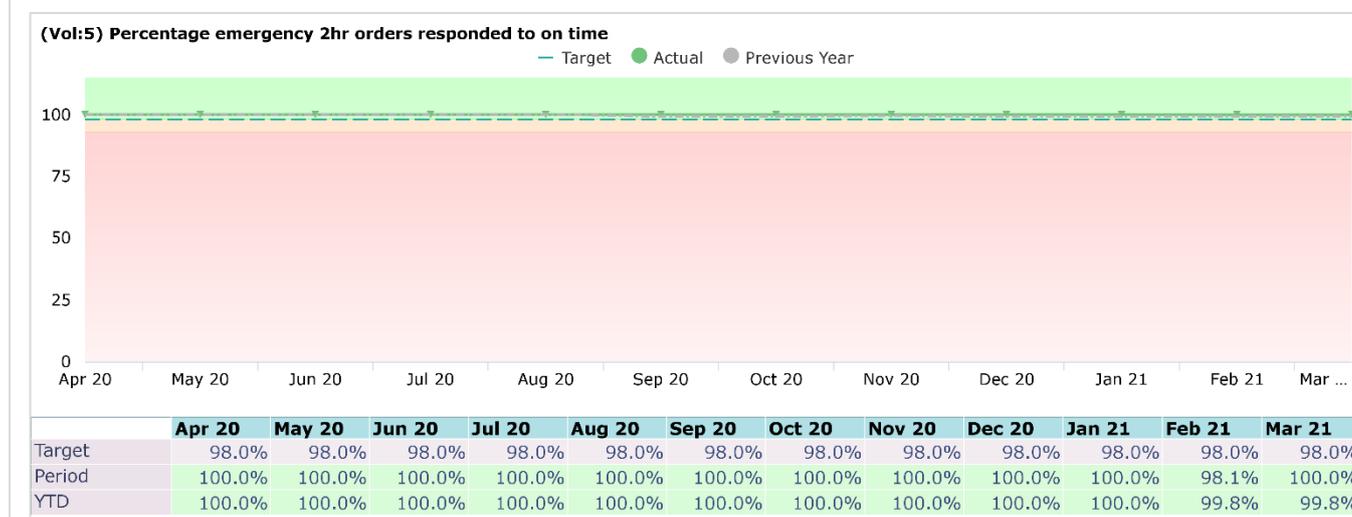
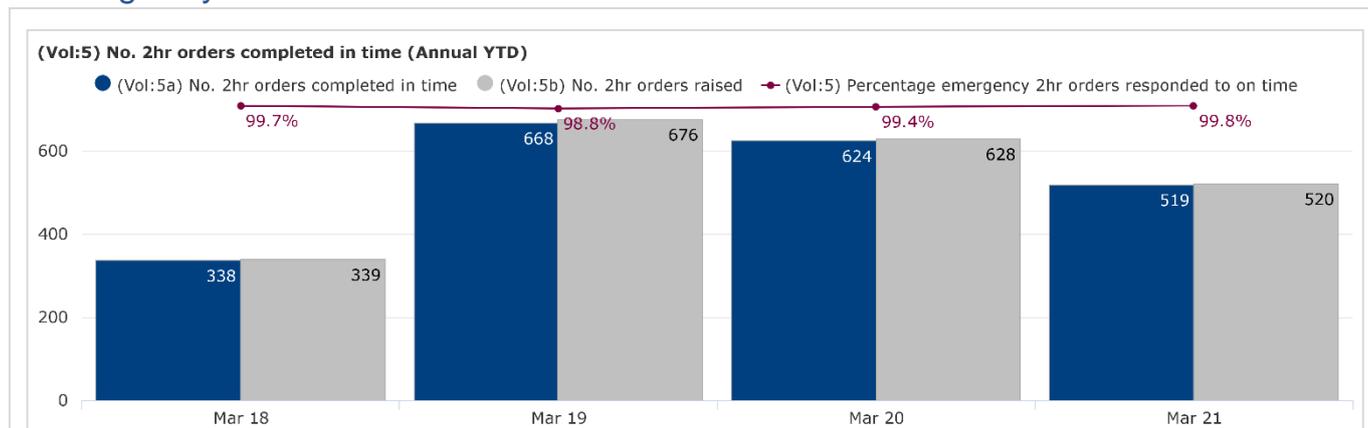
### 3. Service Performance Summary Report (YTD)

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

	<b>Green (Succeeding or achieved)</b>	<b>Amber (Near target)</b>	<b>Red (Needs improvement)</b>	<b>Non Targeted measure</b>
Percentage emergency 2 hr orders responded on time (Highways)	X			
No. homeless households in temporary accommodation				X
No. households where prevention duty has been ended successfully	X			
Monthly Footfall: Maidenhead Town Centre	X			
Monthly Footfall: Windsor Town Centre	X			
Percentage of Major Planning Applications processed in time	X			
Percentage of Minor Planning Applications processed in time	X			
Percentage of "Other" Planning Applications processed in time		X		
<b>TOTAL (8)</b>	<b>6</b>	<b>1</b>	<b>0</b>	<b>1</b>

## 4. Commissioning – Infrastructure: Performance Trends

### 4.1. Highways



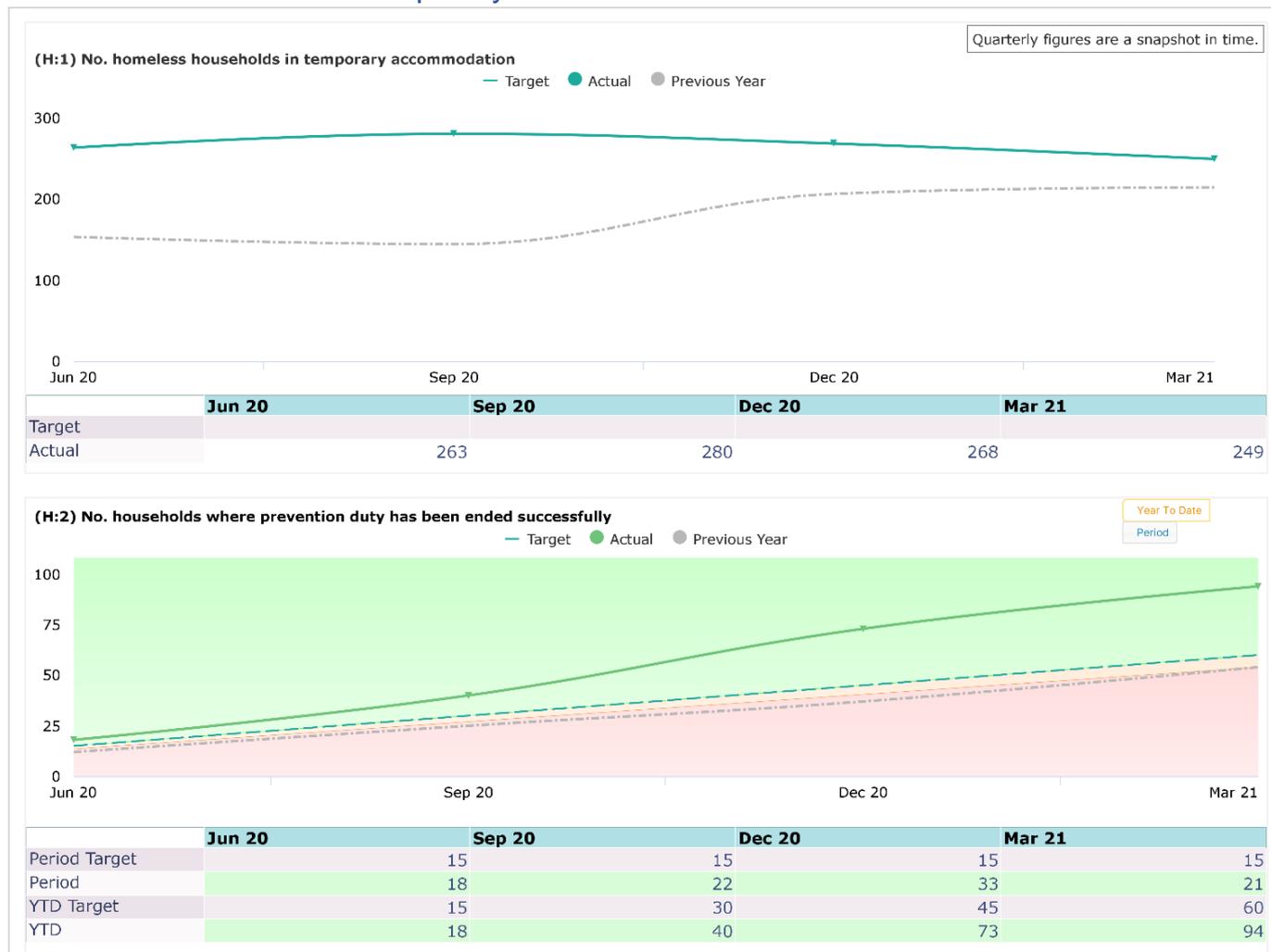
#### Q4 Commentary

The target for this measure is 98% with red flag raised if performance is equal to/below 93%.

The aim of this indicator is to ensure the maintenance of a safe highway network for all road-users by monitoring the contractor's responsiveness to urgent safety hazards. The end of year position is 99.8% (519/520), above target by 1.8, and the highest annual performance of the last 4-year period.

## 5. Housing: Performance Trends

### 5.1. Homelessness and temporary accommodation



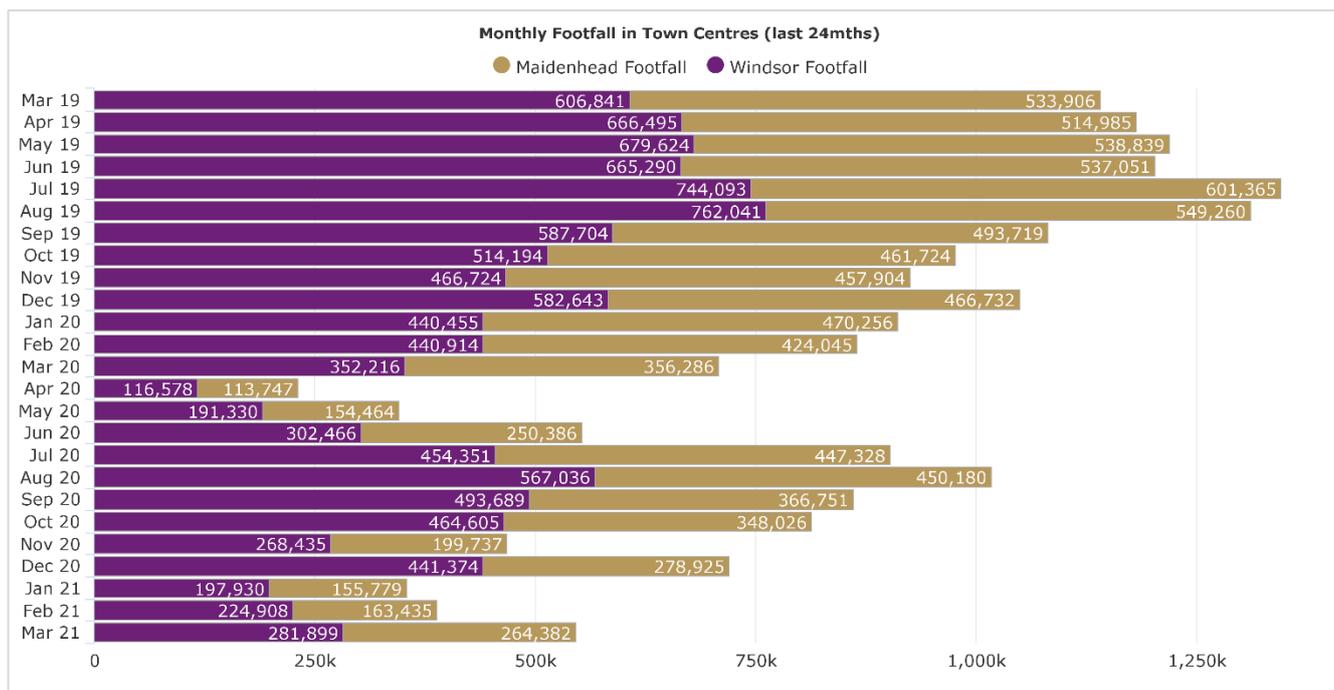
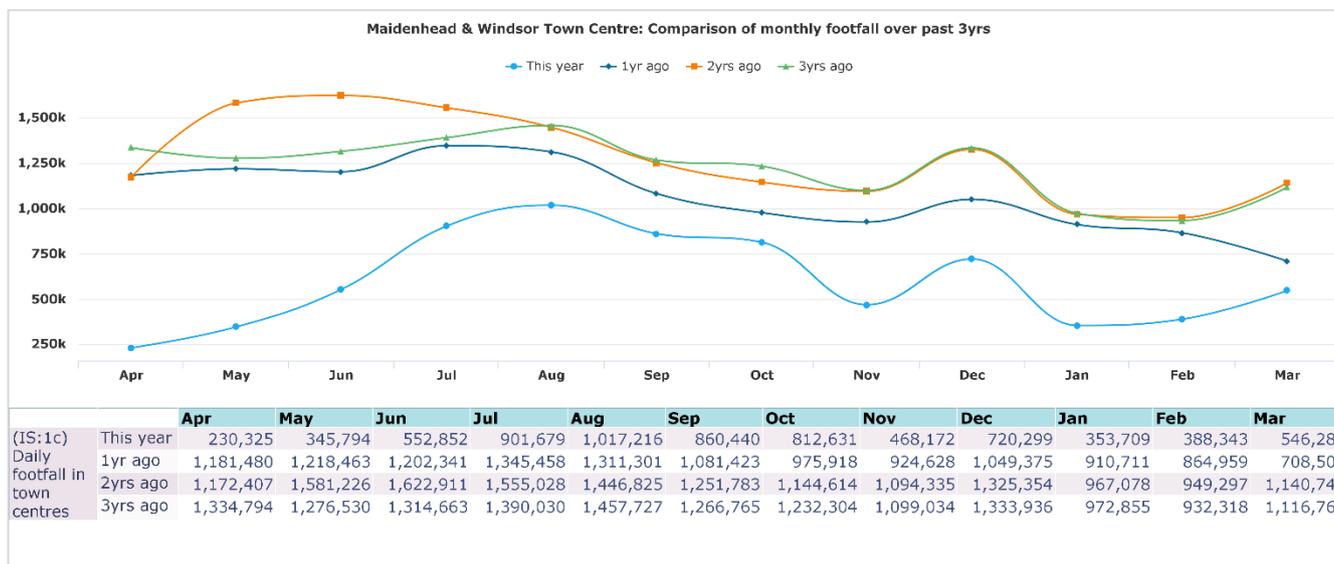
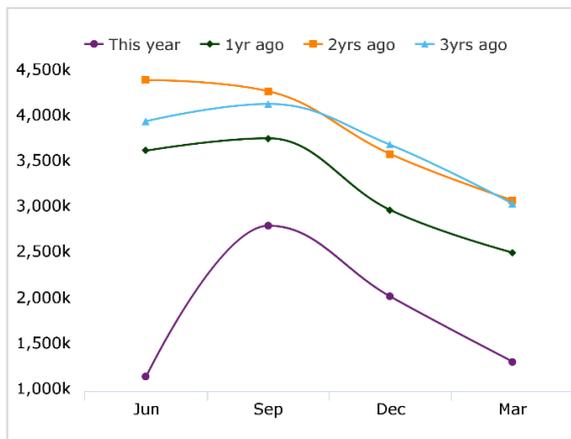
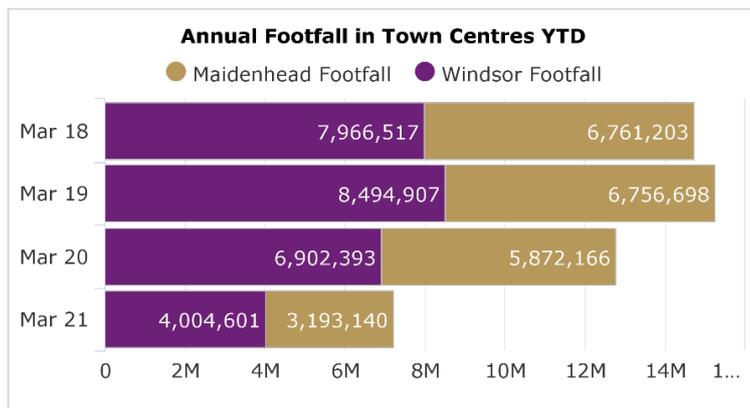
#### Q4 Commentary

**(H:1) No. homeless households in temporary accommodation: (249)** Temporary accommodation is provided to households when they have approached the local authority and are deemed to be homeless with no other housing options. Local authorities will monitor numbers of households (and types) in temporary accommodation with a view to reducing numbers quarter by quarter. Due to central government’s request that all households accommodated during the Covid-19 *Everyone in* campaign remain in accommodation until a longer-term accommodation solution is found temporary accommodation numbers are high and targets cannot currently be set. However, it is encouraging to note that the figures are steadily decreasing since September 2020. Target-setting will be reviewed in the next financial year.

**(H:2) No. households where prevention duty has been ended successfully (94)** *The year-end target for this measure is 60 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The target and tolerance thresholds are unchanged from 2019/20. Please Note: The Q1 figures have been changed from 15 to 18 (both exceeding targets). As part of the housing options role, officers are constantly looking at ways to prevent homelessness and support households into accommodation options. Prevention duty has been very successful and above target for the entire year.*

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

### 6.1. Footfall in Town Centres (combined)

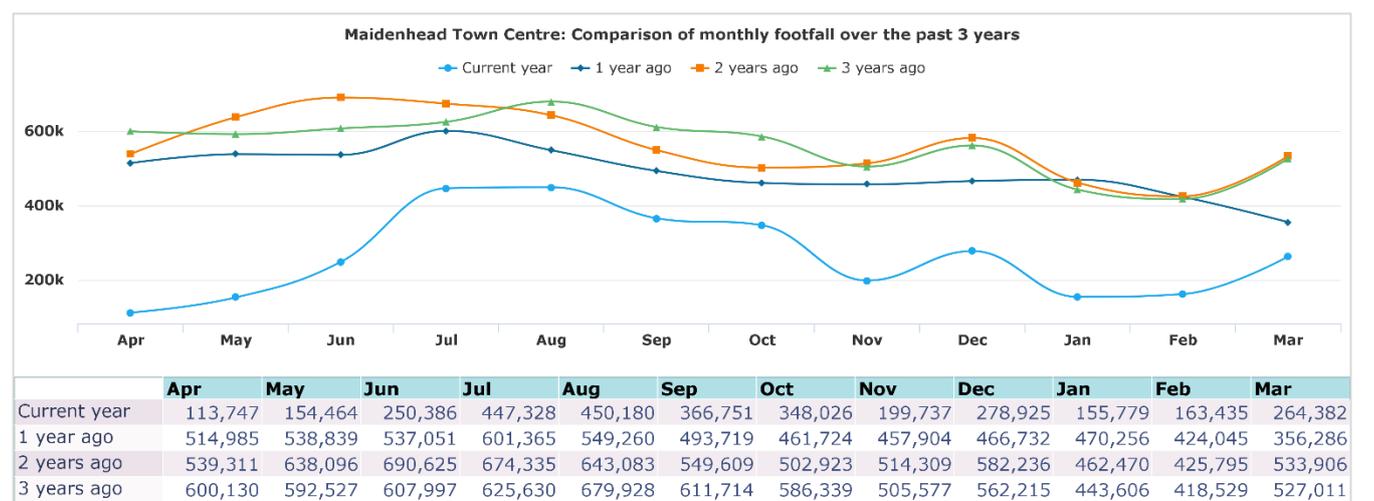
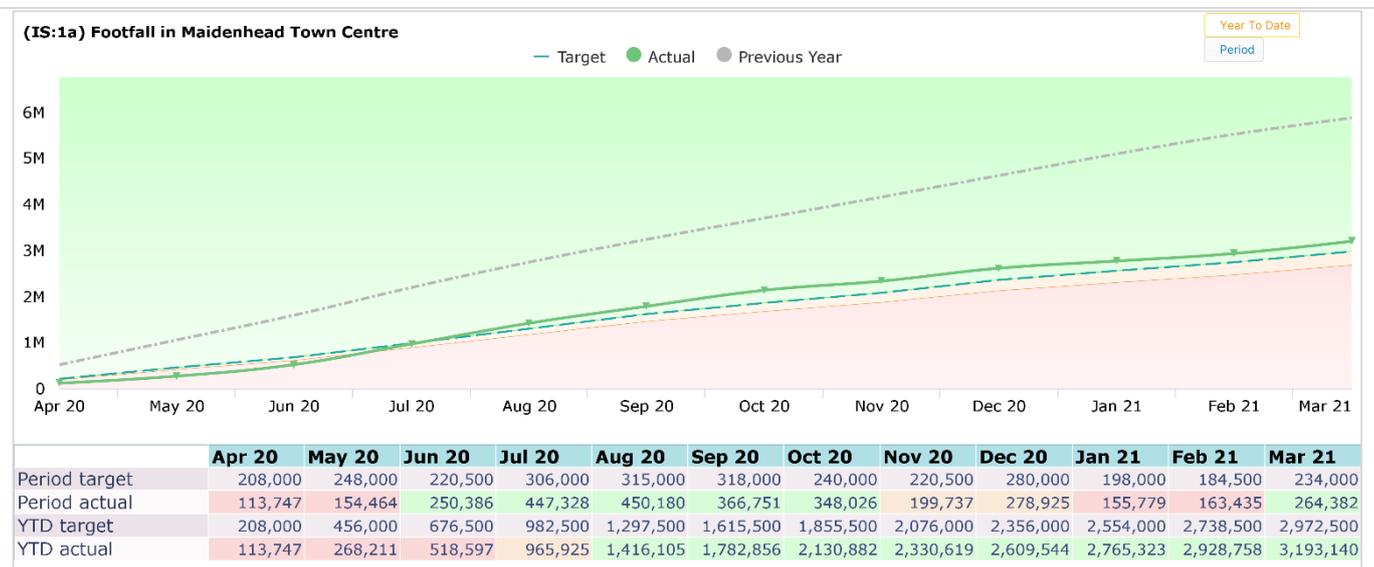


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Throughout 2020/21 lockdown restrictions as a result of the Covid-19 pandemic have substantially impacted footfall in town centres (Windsor and Maidenhead) and the combined footfall (7,197,741) constitutes 56.3% of total footfall in 2019/20 (12,774,559). Peak footfall occurred in August 2020 (1,017,216 combined) which coincided with the central government initiative “Eat out to help out”, targeted to support the hospitality industry’s recovery.

There is a clear evidence-base emerging that, prior to Covid-19, consumer spending patterns are continuing to move away from physical goods (more inclined to online shopping) and towards leisure experiences, including eating and drinking. Consumer behaviours are likely to change further after this pandemic which will likely have an overall impact on footfall figures. On 24 September 2020 Cabinet approved the RBWM Recovery Strategy (targeted at borough-level) to move into delivery phase. The strategy sets out the council’s approach to supporting residents and businesses, promoting the commercial centres of the borough as a safe place to visit and focussing on retaining local spend whilst there may still be reticence to go further afield.

### 6.2. Maidenhead Town Centre footfall



### Q4 Commentary

From the outset of the pandemic monthly footfall targets were re-profiled to reflect the economic climate and the lockdown restrictions in place from 23 March 2020. The year-end target for Maidenhead was set at 2,972,500, a 49.4% reduction on the 2019/20 outturn of 5,872,166, and with a 10% tolerance. This target has always been acknowledged as a reasonable expectation

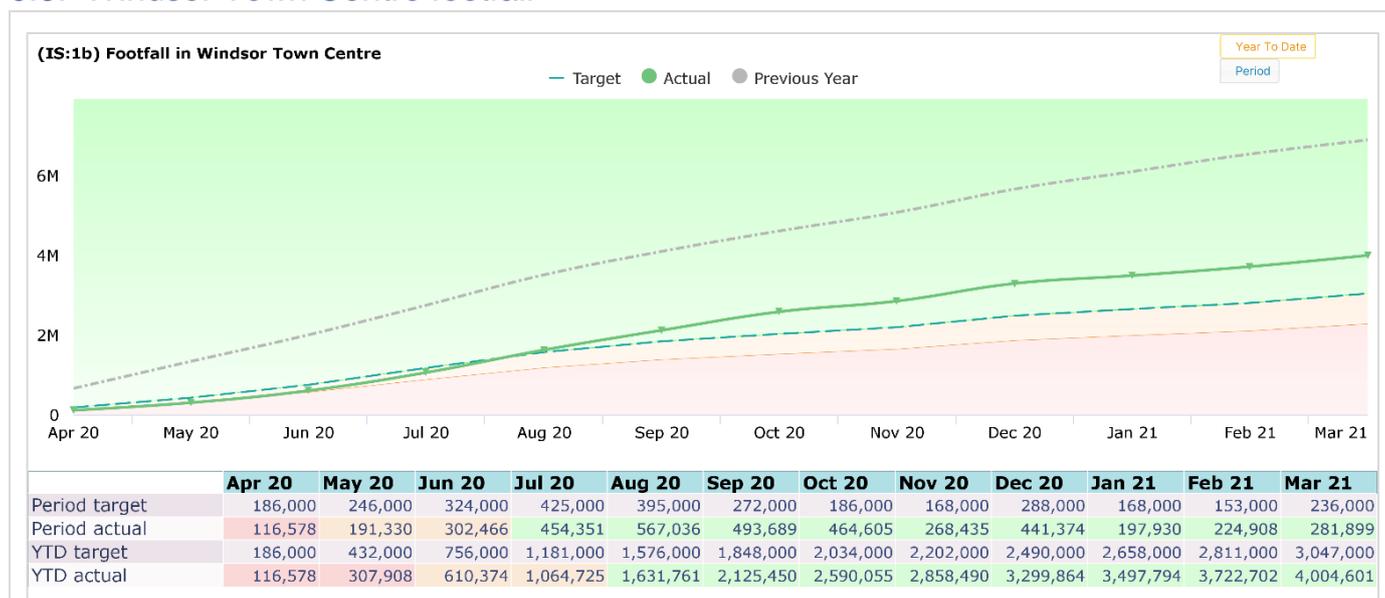
against which to track emerging trends rather than a definitive statement of success/failure owing to the uncertainty of the pandemic’s progression.

At the close of 2020/21 total footfall for Maidenhead in 2020/21 was 3,193,140, above target by 220,640, but constituting 54.4% of 2019/20 total footfall (5,872,166). Maidenhead footfall figures are particularly influenced by volumes of office-workers. With home-working options now a likely ongoing feature of businesses across the country, the reliance on online shopping generated by lockdown restrictions, and both actual and perceived disruption to Maidenhead town centre as a result of regeneration schemes, the challenges to the local economy and town centre are acute.

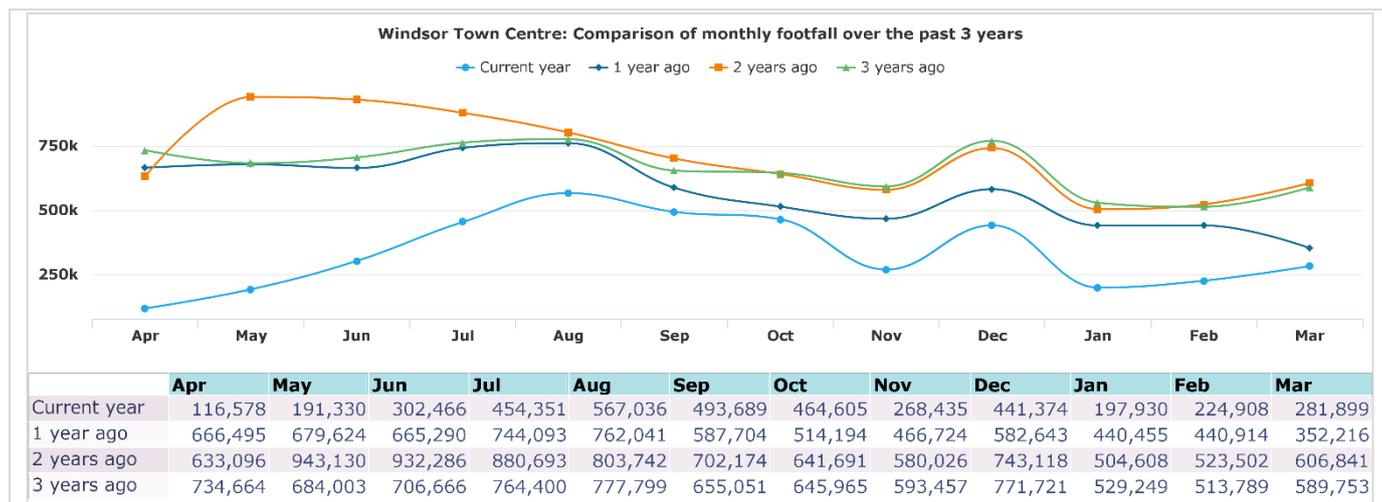
It is encouraging however that Maidenhead’s monthly footfall trends broadly follow those of previous years, albeit at lower volumes. A strong “shop local” sentiment has emerged throughout the pandemic, supported at a local level by a range of online campaigns including “Shop Local, Support Local”, “Independents Day” and “Rediscover Your Royal Borough”. Whilst the local programme of Christmas events was not possible, a borough-wide Christmas brochure was produced to encourage residents to support local businesses and to promote events and activities that were still able to take place. Free parking options were also introduced in July and December 2020 to help stimulate the local economy. As town centre regeneration plans continue there will be a further loss of retail units in the short term with an expected further corresponding reduction in footfall. Despite the disruption to the town as a result of the regeneration schemes either already underway or planned, the end result will be a redeveloped town centre where people will want to be, and this will help to restore overall footfall for the town.

This is a challenging time for the economy generally and town centres particularly, as businesses work to meet covid-secure requirements within a global mood of caution about the virus’ potential transmission. The RBWM Recovery Strategy promotes the commercial centres of the borough as a safe place to visit, focussing on retaining local spend whilst there may still be reticence to go further afield. The local business community is being offered toolkits and training via My Royal Borough and a programme of digital training will be launched to upskill local businesses and create opportunities for businesses to succeed.

### 6.3. Windsor Town Centre footfall



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### Q4 Commentary

From the outset of the pandemic monthly footfall targets were re-profiled to reflect the economic climate and the lockdown restrictions in place from 23 March 2020. The year-end target for Windsor was set at 3,047,000, a 55.9% reduction on the 2019/20 outturn of 6,902,393, and with a 25% tolerance to take account of the pandemic's impact on the tourist industry and related restrictions on international travel. This target has always been acknowledged as a reasonable expectation against which to track emerging trends rather than a definitive statement of success/failure owing to the uncertainty of the pandemic's progression.

At the close of 2020/21 total footfall for Windsor in 2020/21 was 4,004,601, above target by 957,601, but constituting 58% of 2019/20 total footfall (6,902,393). Whilst also subject to the challenges presented by increased home-working options and online shopping, Windsor's footfall is heavily influenced by the tourist trade, which itself has been severely impacted by the pandemic through the closure of visitor attractions. International travel (supporting approximately 30% of footfall) and the business conference offer from hotels in the town (supporting approximately 33% of footfall) have also been hit hard by the pandemic. The volume of coach park users in 2020/21 has only been 165 in comparison to 19,597 in 2019/20; a reduction by 99%.

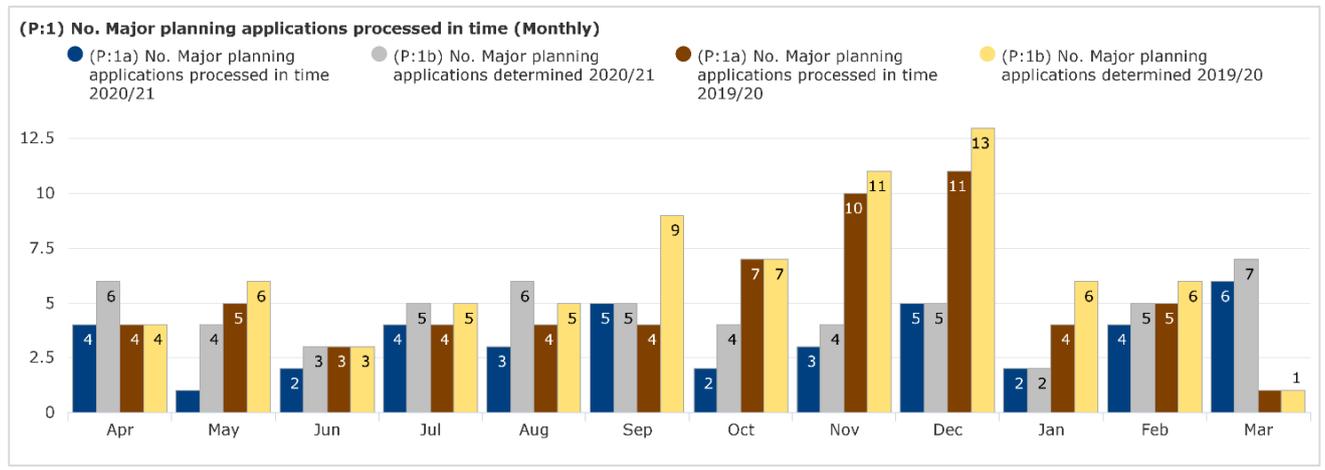
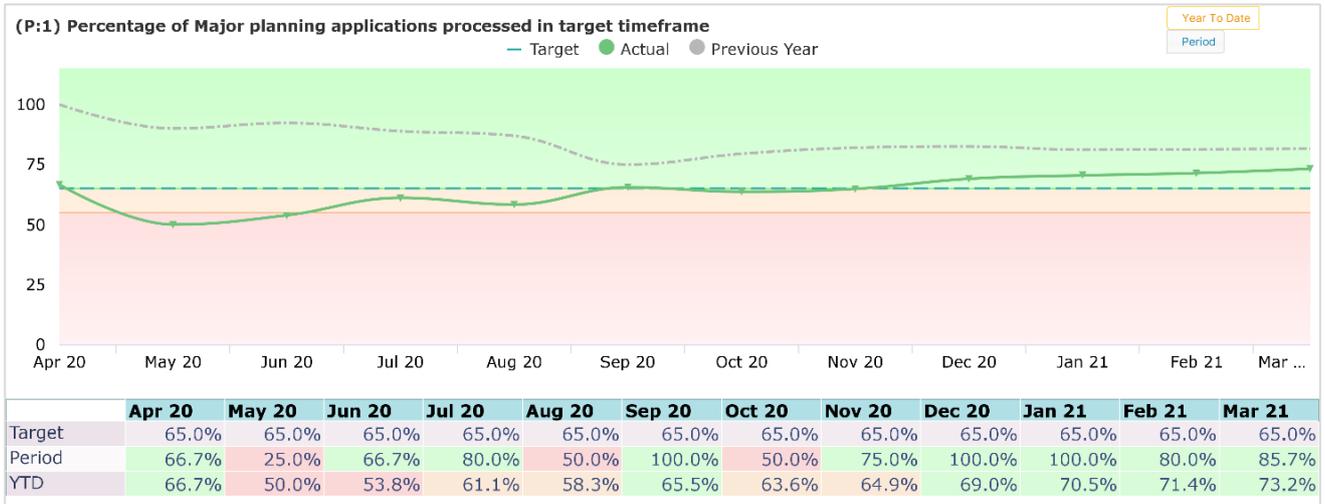
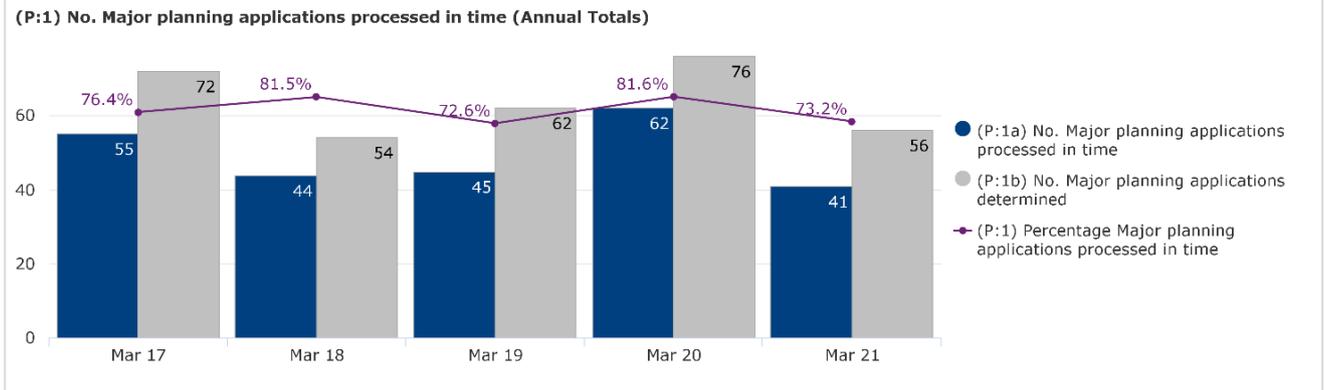
This is a challenging time for the economy generally and town centres particularly, as businesses work to meet covid-secure requirements within a global mood of caution about the virus' potential transmission. It is encouraging, however, that Windsor's monthly footfall trends broadly follow those of previous years, albeit at lower volumes, and October footfall particularly (464,605) reached close to October monthly footfall for the previous year (514,194). As outlined at 6.2 of this report, the promotion of the "shop local" message, free parking options and the offer of a "toolkit" and training for local businesses have been delivered throughout the year to stimulate the local economy and create opportunities for local businesses to succeed. The RBWM Recovery Strategy continues to promote the commercial centres of the borough as a safe place to visit and focusing on retaining local spend.

### Ascot Town Centre

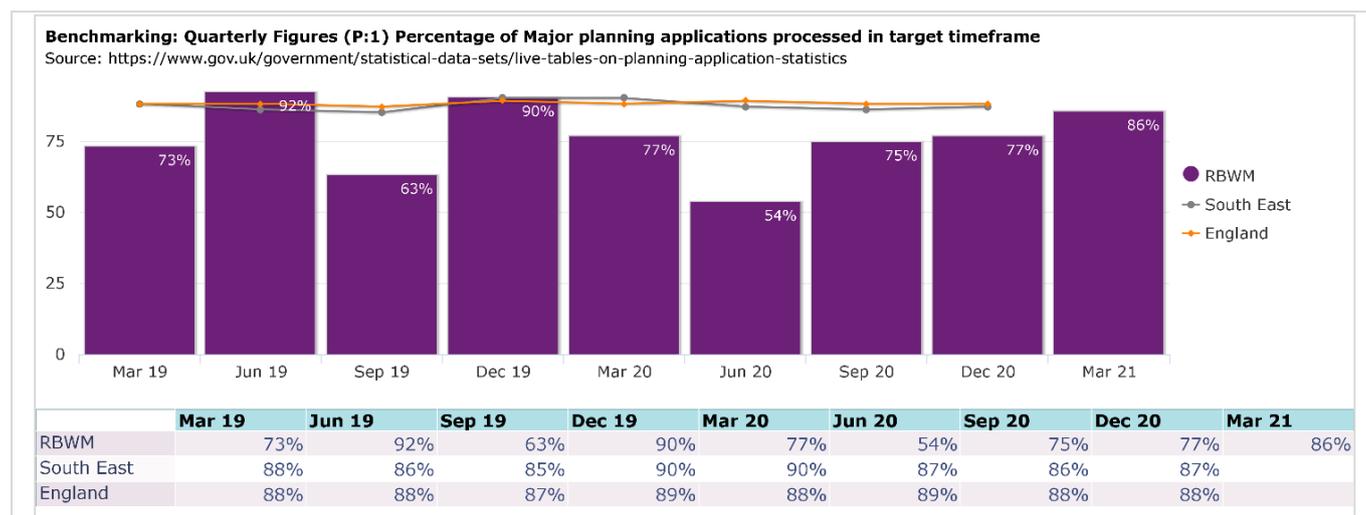
There are currently no footfall counters in Ascot high street and the surrounding commercial centres. The return of racing at Ascot Racecourse will have a strong impact on footfall into the high street and the associated increase in spend. The vacancy rate for Ascot in general is low (between 3–7%) when compared to the main town centres of the borough (Windsor, 13%). When the remaining unlocking phases of the National road-map have been delivered it will provide the recovery team with better evidence as to who has survived and plan accordingly.

## 7. Planning: Performance Trends

### 7.1. Planning Applications: Major



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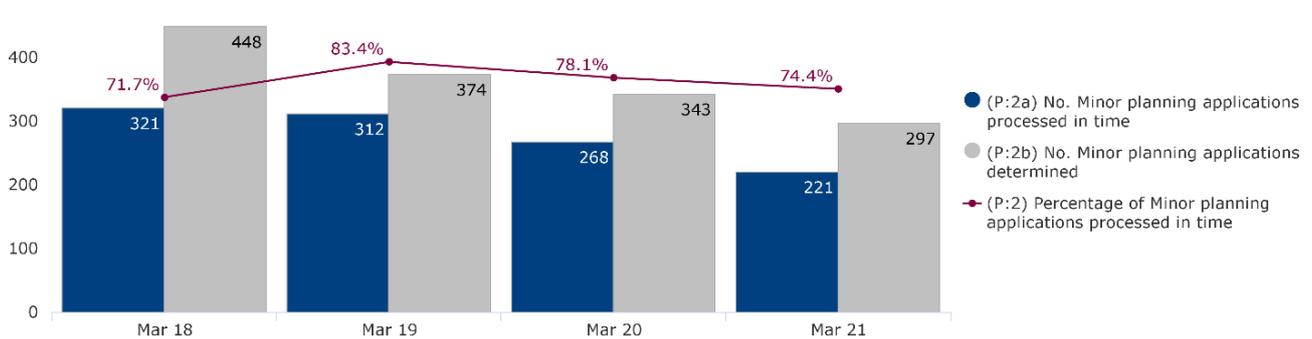
### Q4 Commentary

*The target for this measure is 65% with red flag raised if performance is equal to or below 55%.*

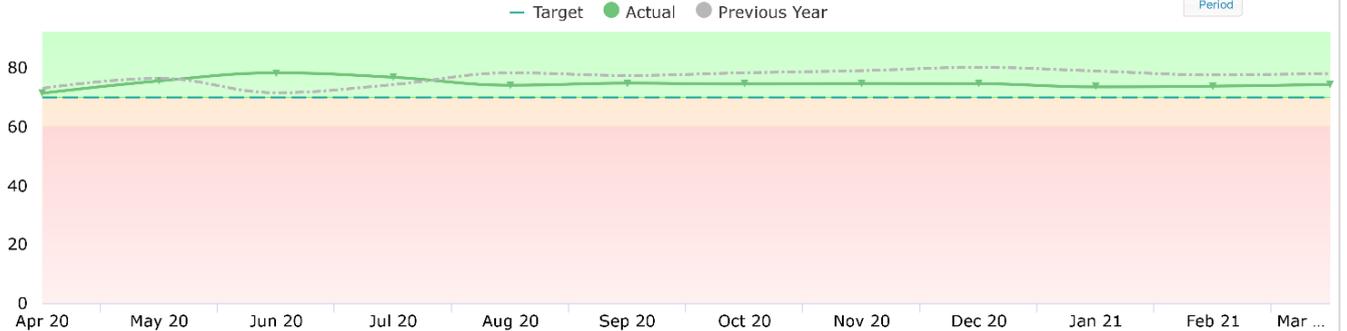
As at the end of Q4 year-to-date performance stands at 73.2% (41/56), above target by 8.2 but lower than year-to-date performance in 2019/20 (81.6%, 62/76). YTD performance has been mostly impacted by Q1 (Apr-Jun) when performance fell below target and outside of tolerance (53.8%, 7/13). This is partly attributed to a change in working arrangements as a result of the Covid-19 pandemic, as well as a number of applications being determined for which it was not possible to agree extensions to the deadline. The total number of applications determined in 2020/21(56) is fewer than 2019/20 (76) and could be attributed to the uncertainties of Covid-19 pandemic and its associated restrictions. Benchmarking data available up to the end of Q3 2020/21 shows council's performance steadily improving from the Q1 position narrowing the gap between council and South East and England performance.

7.2. Planning Applications: Minor

(P:2) No. Minor planning applications processed in time (Annual Totals)

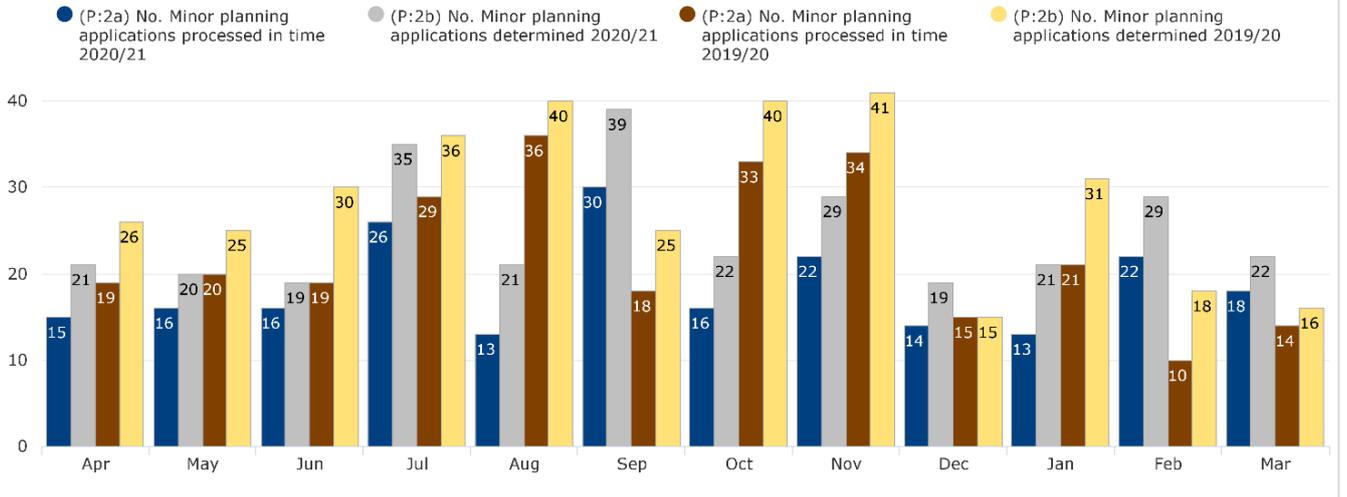


(P:2) Percentage of Minor planning applications processed in target timeframe



	Apr 20	May 20	Jun 20	Jul 20	Aug 20	Sep 20	Oct 20	Nov 20	Dec 20	Jan 21	Feb 21	Mar 21
Target	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%	70.0%
Period	71.4%	80.0%	84.2%	74.3%	61.9%	76.9%	72.7%	75.9%	73.7%	61.9%	75.9%	81.8%
YTD	71.4%	75.6%	78.3%	76.8%	74.1%	74.8%	74.6%	74.8%	74.7%	73.6%	73.8%	74.4%

(P:2) No. Minor planning applications processed in time (Monthly)



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**Benchmarking: Quarterly Figures (P:2) Percentage of Minor planning applications processed in target timeframe**

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



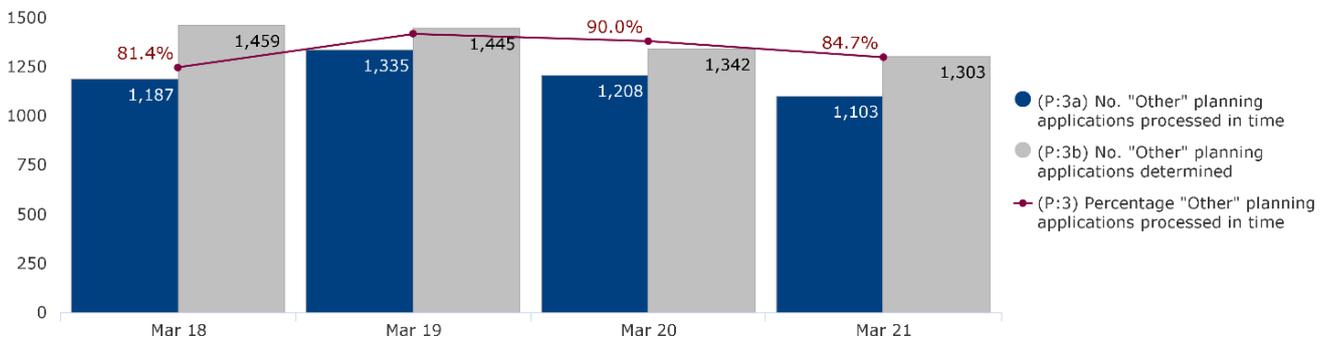
## Q4 Commentary

The target for this measure is 70% with red flag raised if performance is equal to or below 60%.

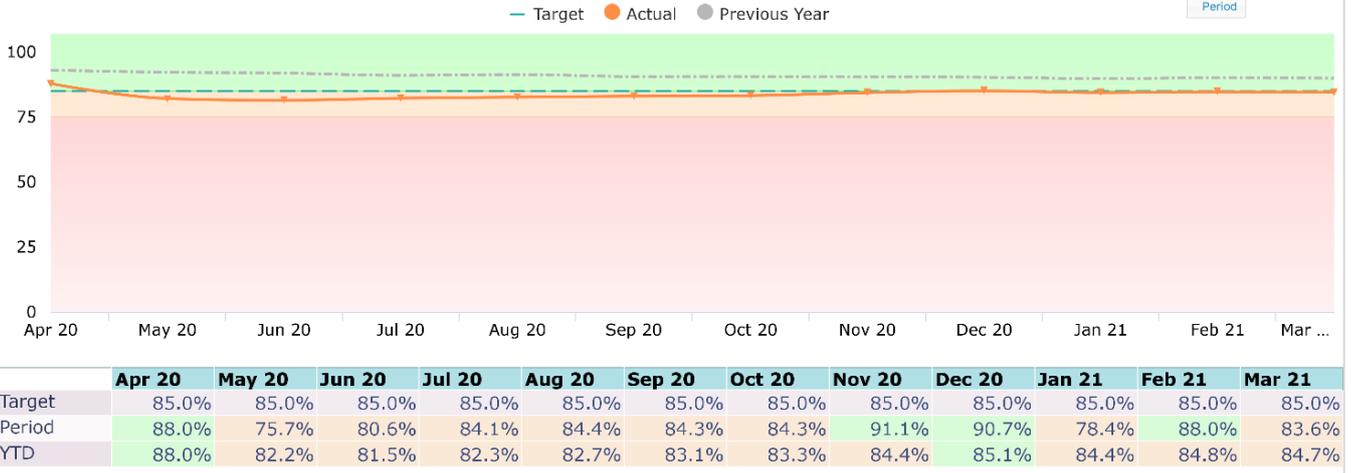
As at the end of Q4 year-to-date performance stands at 74.4% (221/297), above target by 4.4 only slightly lower than year-to-date performance in 2019/20 (78.1%, 268/343). Monthly performance has remained above target for most of the year (10/12 months) showing no major concerns. Comparison of volumes of minor applications being determined in the last three years shows a general decline in number. Benchmarking data available up to the end of Q3 shows that quarterly performance is below South East and England performance for 2020/21.

## 7.3. Planning Applications: Other

**(P:3) No. Other planning applications processed in time (Annual)**

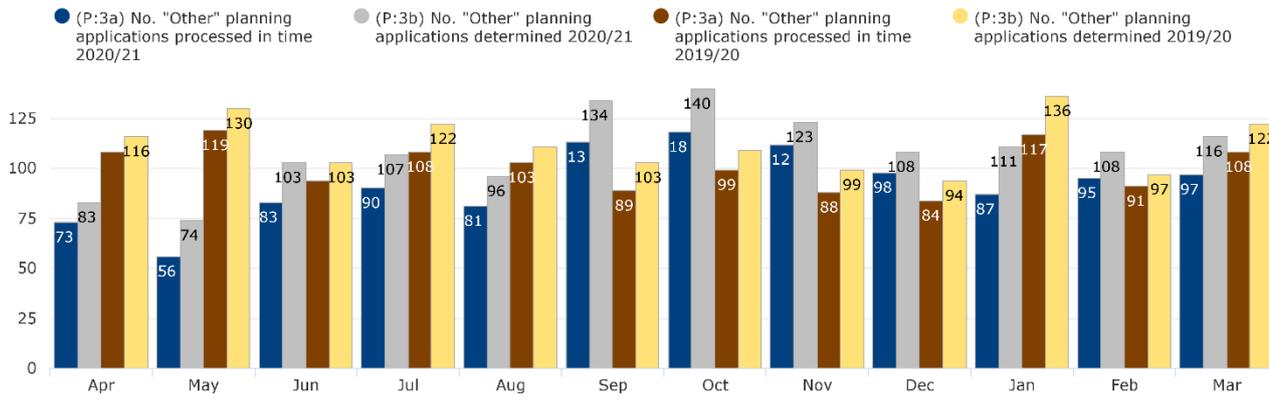


**(P:3) Percentage of Other planning applications processed in target timeframe**



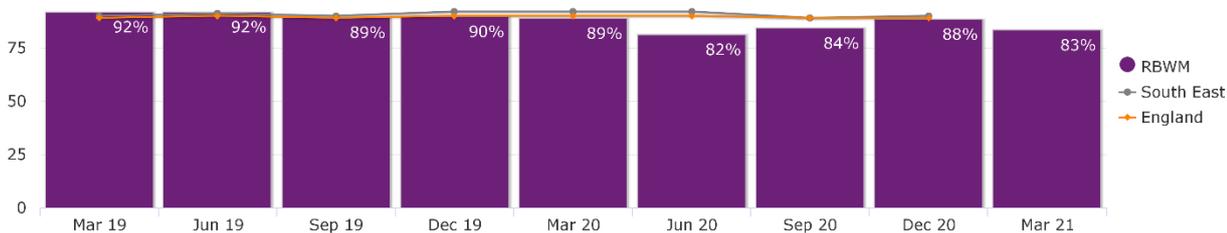
# Infrastructure Overview & Scrutiny Panel: 2020/21 End of Year Data & Performance Report

(P:3) No. Other planning applications processed in time (Monthly)



Benchmarking: Quarterly Figures (P:3) Percentage of Other planning applications processed in target timeframe

Source: <https://www.gov.uk/government/statistical-data-sets/live-tables-on-planning-application-statistics>



	Mar 19	Jun 19	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20	Mar 21
RBWM	92%	92%	89%	90%	89%	82%	84%	88%	83%
South East	90%	91%	90%	92%	92%	92%	89%	90%	
England	89%	90%	89%	90%	90%	90%	89%	89%	

## Q4 Commentary

*The target for this measure is 85% with red flag raised if performance is equal to or below 75%.*

As at the end of Q4 year-to-date performance stands at 84.7% (1,103/1,303), slightly lower than target by 0.3 though within tolerance for this measure and lower than year-to-date performance in 2019/20 (90%, 1,208/1,342). This is due to vacancies which have arisen during the year and for which successful recruitment has recently been completed to support performance improvement in 2021/22. The volume of incoming applications is broadly consistent with 2019/20 volumes. Benchmarking data is available up to the end of Q3 2020/21 shows that quarterly performance is broadly in line with South East and England performance.

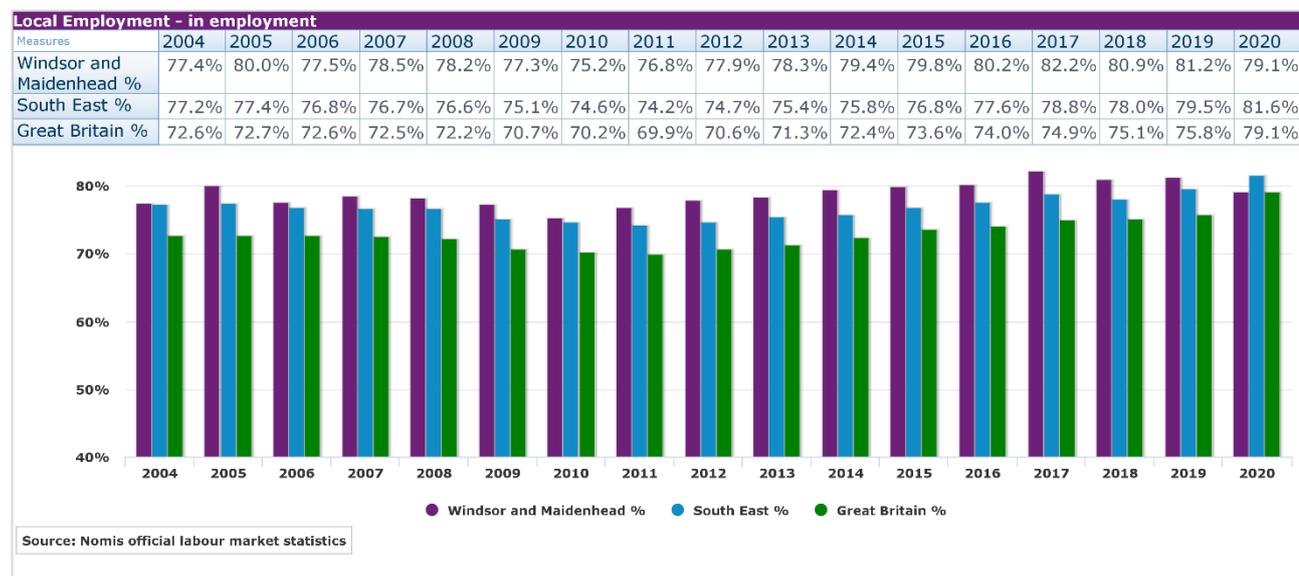
## 8. Business Intelligence: Local employment trends

8.1 This section includes the most recent Local Employment data available from the Nomis Official Labour Market Statistics.

### Economically active



### In employment



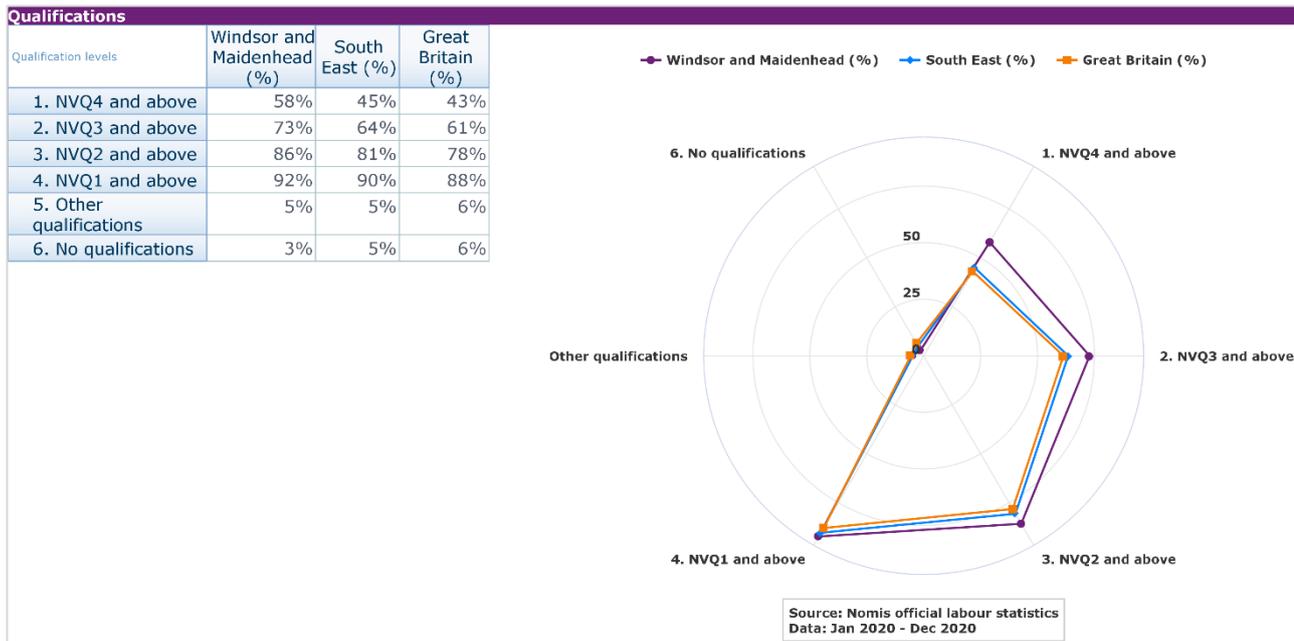
## Unemployed



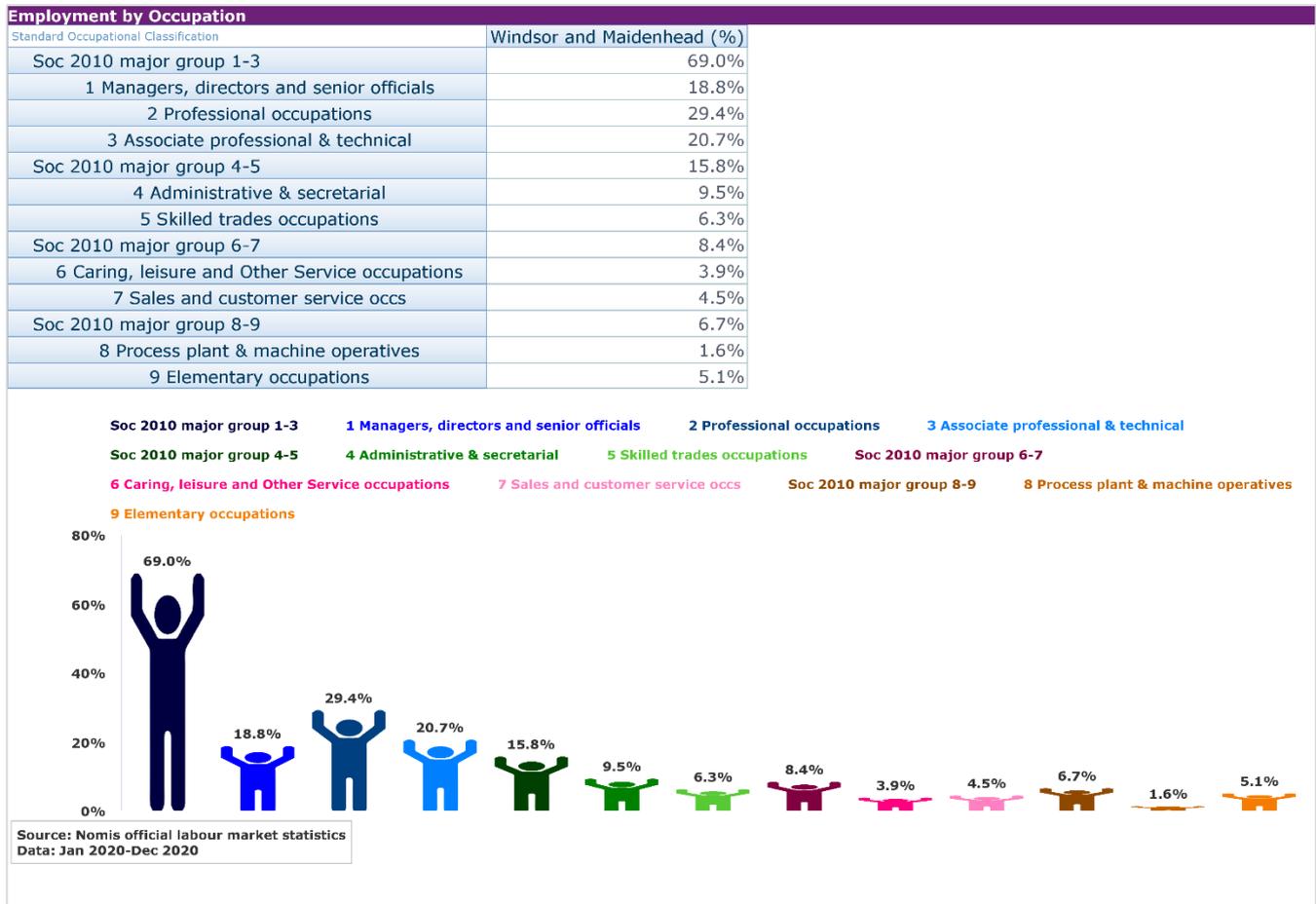
## Gross weekly pay



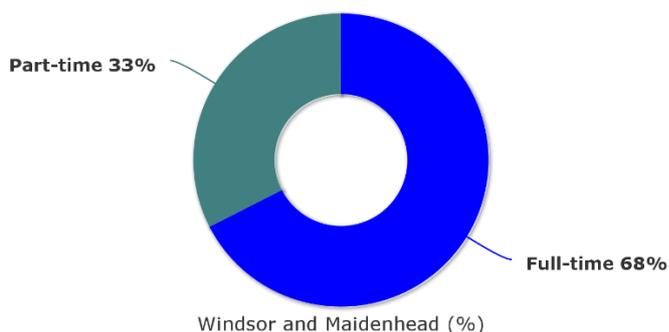
## Qualifications



## Employment by occupation and industry



**Windsor and Maidenhead: Employee jobs (2019)  
with percentage breakdown of full/part time**



Source: Nomis official labour market statistics

**Local Employment - employee jobs by Industry**

Measure	Windsor and Maidenhead (%)	South East (%)	Great Britain (%)
B : Mining and quarrying	0.2%	0.1%	0.2%
C : Manufacturing	3.0%	6.6%	8.0%
D : Electricity, gas, steam and air conditioning supply	0.7%	0.4%	0.4%
E : Water supply; sewerage, waste management and remediation activities	0.5%	0.8%	0.7%
F : Construction	7.2%	5.3%	4.9%
G : Wholesale and retail trade; repair of motor vehicles and motorcycles	15.7%	16.4%	15.0%
H : Transportation and storage	1.5%	4.5%	4.9%
I : Accommodation and food service activities	9.6%	7.7%	7.7%
J : Information and communication	10.8%	5.7%	4.3%
K : Financial and insurance activities	1.8%	2.7%	3.5%
L : Real estate activities	1.8%	1.4%	1.7%
M : Professional, scientific and technical activities	13.3%	9.1%	8.8%
N : Administrative and support service activities	6.0%	8.4%	8.9%
O : Public administration and defence; compulsory social security	1.5%	3.2%	4.4%
P : Education	9.6%	10.0%	8.7%
Q : Human health and social work activities	8.4%	12.9%	13.1%
R : Arts, entertainment and recreation	5.4%	2.3%	2.5%
S : Other service activities	3.0%	2.4%	2.0%