

Report Title:	2021/22 Q2 Data & Performance Report
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Infrastructure Overview and Scrutiny Panel, 18 January 2022
Responsible Officer(s):	Andrew Durrant, Executive Director of Place, Hilary Hall, Executive Director of Adults, Health and Housing, Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth, Tracy Hendren, Head of Housing and Environmental Health, Adrien Waite, Head of Planning, Alysse Strachan, Head of Neighbourhood Services.
Wards affected:	All

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Royal Borough
of Windsor &
Maidenhead

REPORT SUMMARY

This report presents the 2021/22 Q2 Data & Performance Report, which sets out the council's progress in relation to the strategic priorities of the Interim Council Strategy in the period 1 July – 30 September 2021.

1. DETAILS OF RECOMMENDATION(S)

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

- i) **Notes the 2021/22 Infrastructure Overview and Scrutiny Panel Q2 Data & Performance Report in Appendix A.**
- ii) **Requests relevant Cabinet Members, Directors and Heads of Service to maintain focus on improving performance.**

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

Options

Table 1: Options arising from this report

Option	Comments
Accept the recommendations in this report. This is the recommended option	This will allow continuing insight into the delivery of the council's agreed priorities in order to aid decision-making and maintain focus on continuous improvement.
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

Option	Comments
	council's ability to make informed decisions and seek continuous improvement.

- 2.1 Appendix A sets out the Q2 Data & Performance Report. The report provides insights into progress in the period July – September 2021 against the priorities set out in the Interim Council Strategy. It details the council's ongoing response to and recovery from the COVID-19 pandemic, and also provides key updates in relation to major workstreams, such as the Transformation Strategy, Environment and Climate Strategy, alongside corporate developments relating to Council Governance, the People Strategy and Medium-Term Financial Strategy.
- 2.2 Throughout the period there has been considerable activity in relation to the council's Recovery Strategy, with a series of campaigns launched to provide reassurance to visitors returning to visit our local towns, and to promote the borough as a destination to residents and domestic tourists. Q2 saw the return of some large-scale events to the borough, including Royal Ascot as a government test event and the Royal Windsor Horse Show. A programme of business support training is also in development for roll-out in Q3.
- 2.3 The council has otherwise made good progress throughout the period in the delivery of other priorities under the Interim Council Strategy, despite the ongoing challenges of the pandemic. Key highlights include the council securing a further £165k of grant funding from the Low Carbon Skills fund that will enable Heat Decarbonisation Plans to be developed across the majority of the council's built estate. We have also been engaging key stakeholders on our draft Biodiversity Action Plan and launching the "Big Conversation" on walking and cycling infrastructure in the borough. In September, Cabinet approved the formation of the RBWM Climate Partnership to bring together public, private and community organisations to shape and deliver our Environment & Climate Strategy. A communication campaign was launched in preparation for the switch to fortnightly waste collections from October, a change which supports the aims of the Environment and Climate Strategy by placing greater emphasis on recycling household waste.
- 2.4 Q2 also saw the launch of a public consultation to invite feedback in relation to the draft Corporate Plan framework. This feedback helped shape the final Plan which went before the Corporate Overview and Scrutiny Panel in October 2021 as part of a formal "challenge session", before going to Full Council in November 2021 where it was approved for adoption.
- 2.5 It is acknowledged that this reporting period has also seen the formal end of the Clinically Extremely Vulnerable (CEV) Programme (sometimes known as Shielding) by central government. For 18 months the Royal Borough delivered, at peak, support to 8,000 residents, by 143 staff, via 80 community organisations and using a network of over 1,000 volunteers. COVID-19 data leads now continue to work with other services to ensure that sensitive data held to support the CEV Programme is now cleansed or deleted, in line with agreements with relevant central government departments. RBWM has reviewed its Outbreak Control Plan to ensure its continuing relevance, and

updates on progress will be presented to the Local Outbreak Engagement Board. The council continues to support local contact tracing.

- 2.6 The impact of COVID-19 continues to be felt in a number of areas of the council’s operations, and this has been reflected in the council’s performance indicators. For example, despite the hard work and commitment of officers to reduce homelessness, the ongoing impact of COVID-19 is reflected in the slow decrease in the number of homeless households in temporary accommodation. It is, however, encouraging to note that, with only 1 exception, all performance indicators are on target at the close of Q2 (see Table 2). Of particular note is the footfall volumes in town centres, and at the end of Q2 year-to-date (Apr-Sep-21) footfall in Maidenhead is at 90.1% of footfall volumes for the same period in 2019/20 (pre-pandemic). Similarly, Windsor footfall year-to-date (Apr-Sep-21) volumes are at 81.7% of footfall volumes for the same period in 2019/20.

Table 2: Summary KPI Q2 2021-22

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)	Non- Targeted measure
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 emergency 2 hr orders responded on time (Highways)	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		
TOTAL (8)	6	1	0	1

- 2.7 Following the adoption of the Corporate Plan 2021-26 by Full Council on 23 November 2021, Officers are now working to develop underpinning Service Delivery Plans and a new performance management framework (PMF) to report against the Corporate Plan. This refresh has provided an opportunity to rethink the ways in which the council uses performance information and on 16 December 2021 Cabinet approved proposals to refine and evolve current reporting structures. The new arrangements focus particularly on improving transparency by way of a public-facing online dashboard (“Citizen’s Portal”) setting out the PMF. Members will be able to use the Citizen’s Portal to review performance information across the council and identify issues for further investigation and scrutiny.
- 2.8 Cabinet has agreed that the Corporate Overview and Scrutiny Panel should take overarching responsibility for reviewing the council’s performance against the Corporate Plan. This will enable scrutiny of the council’s performance as a whole, thereby providing greater strategic oversight of overall performance and preventing a siloed approach. The Corporate Overview & Scrutiny Panel will receive reports by exception, focusing on areas of concern – or where there has been significant progress. The Panel will then refer performance issues to relevant topic-based Scrutiny Panels for their further consideration, where appropriate. For example, an issue with delivery of a major transport programme would be referred to the Infrastructure Overview and Scrutiny Panel, or concerns with performance on Early Help would be referred to Adult’s, Children and Health Overview and Scrutiny Panel, in accordance with their specialism and remit. These changes aim to build up a Member-led and data-guided process of performance scrutiny and agenda-setting, across all Panels, leading to increased impact of the scrutiny function. The Corporate Overview & Scrutiny Panel will be considering the new performance arrangements and their role within it at their meeting on 26 January 2022.
- 2.9 Work to develop Service Delivery Plans and a new PMF is underway, and the new PMF will not be in place until 1 April 2022. In the interim, it is acknowledged that continuing visibility of performance is essential in the interests of good governance and transparency. Q3 marks the Council’s formal transition from agreed strategic priorities set out in the Interim Council Strategy to those set out in the new Corporate Plan, and therefore a single “Interim Q3 Data & Performance Report” will be prepared for circulation to all Overview and Scrutiny Panels. The format of this Interim Q3 Report will be developed by Officers.

3. KEY IMPLICATIONS

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

Table 3: Key Implications

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

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
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.			From 31 March 2022

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no direct financial implications arising from the recommendations.

5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 4.

Table 4: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
Poor performance management practices resulting in lack of progress towards the council's agreed strategic priorities and objectives.	HIGH	Robust performance management within services to embed a performance management culture and effective and timely reporting. Enhanced ability of Members to scrutinise performance issues through the new performance framework arrangements, leading to more effective challenge and greater impact.	LOW

7. POTENTIAL IMPACTS

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

8. CONSULTATION

- 8.1 Ahead of their approval by Cabinet on 16 December 2021, the proposals in relation to the new and interim performance reporting arrangements were discussed with Directors, Statutory Officers, the Corporate Leadership Team, the Cabinet Member for Corporate & Resident Services, Culture & Heritage and Windsor, the Leader of the Council and the Chairs of each Overview and Scrutiny Panel.

9. TIMETABLE FOR IMPLEMENTATION

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

Table 5: Implementation timetable

Date	Details
January – March 2022	New Service Delivery Plans and PMF developed by Services, in close collaboration with the Strategy, Policy and Performance team. Q3 Interim Data & Performance Report delivered to all Overview and Scrutiny Panels.
April 2022	All Service Plans agreed and uploaded into InPhase. Formal start of new performance management arrangements. Target start date for Citizens Portal to go-live.

10. APPENDICES

- 10.1 This report is supported by one appendix:

- Appendix A: Infrastructure Overview and Scrutiny Panel Q2 Data & Performance Report.

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by two background documents:

- [Corporate Plan 2021-26](#)
- [Cabinet Proposals for future performance reporting arrangements](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputy)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	17.12.21	23.12.21
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	17.12.21	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Andrew Durrant	Executive Director of Place	17.12.21	05.01.22
Hilary Hall	Executive Director of Adults, Health and Housing	17.12.21	17.12.21
<i>Heads of Service (where relevant)</i>			
Chris Joyce	Head of Infrastructure, Sustainability and Economic Growth	17.12.21	24.12.21
Tracy Hendren	Head of Housing and Environmental Health	17.12.21	
Adrien Waite	Head of Planning	17.12.21	
Alysse Strachan	Head of Neighbourhood Services	17.12.21	23.12.21
<i>External (where relevant)</i>			
N/A			

REPORT HISTORY

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

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Infrastructure Overview and Scrutiny Panel

Q2 2021-22 Data and Performance Report

July – September 2021

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1. Executive Summary

- 1.1 This report provides insights into progress against the priorities set out in the Interim Council Strategy in the period April – September 2021. The Interim Council Strategy 2020/21 was approved by Cabinet on 30 July 2020 in recognition of the significantly changed operating context that resulted from the global pandemic. The priorities are:
- **Covid-19 objectives:** focusing on the immediate response, long-term recovery, and new service requirements.
 - **Interim Focus Objectives 2020-21:** focusing on revised service operating plans, development of the Transformation Strategy, Climate Strategy, Governance, and People Plan.
 - **Revised Medium Term Financial Strategy:** focusing on the impact of Covid-19, economic downturn, and government policy.
- 1.3 This report is structured to provide insight into the delivery of the Interim Strategy's priorities (section 2). Performance of measures previously reported to the Infrastructure Overview and Scrutiny Panel are also included on the basis that these measures provide some insights into service delivery. These measures are grouped in this report by the lead service.
- 1.4 The council has recently agreed a new Corporate Plan 2021-26 to articulate the council's priorities and strategic direction for the next 5-year period. A new performance management framework is now being developed to report against the Corporate Plan.

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 2021/22 to date.

PRIORITY:	COVID-19 OBJECTIVES
Item	Achievements and key milestones
<p>Response (immediate)</p>	<p>Community response and Clinically Extremely Vulnerable (CEV) Residents: Local Authority COVID-19 Data Leads have now been asked by the Department for Levelling Up, Housing and Communities, NHS Digital and DHSC to formally conclude operations under the Clinically Extremely Vulnerable (CEV) programme (sometimes known as Shielding) although they still need to be careful.</p> <p>For 18 months the Royal Borough delivered, at peak, support to 8,000 residents, by 143 staff, via 80 community organisations and using a network of over 1,000 volunteers. The Amazon Connect telephony system was delivered at pace to support this and continues to provide services in Adult Social Care and for thousands of ongoing Test and Trace contacts. The Lyon 2.0 community management system was built, tested and deployed in response to this. Further work to the platform is now a key component of corporate transformation given its pandemic success and utility.</p> <p>COVID-19 data leads continue to work with other services to ensure that this sensitive data is now sensitively cleansed or deleted, in line with agreements with the departments outlined above. Continued use of some of this data (as appropriate) may be used in future Health and Social Care prevention work. Learnings in this area continue to support the development of a Data Strategy, in line with future corporate aspirations.</p>
<p>Response (immediate)</p>	<p>Outbreak Control Plan and Local Outbreak Engagement Board: The Outbreak Control Plan Summary was published on the RBWM website on 30 June 2020 in line with national instruction from the Department of Health and Social Care. It has more recently been updated in December 2021. The plan was produced in collaboration with the NHS and Local Authority 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.</p> <p>The Local Outbreak Engagement Board is a subgroup of the Health and Wellbeing Board, established to provide public-facing engagement and communication in relation to Covid-19. The Board meets monthly in public. On 6 October 2021 the Government published an updated Contain Framework: COVID-19 contain framework: a guide for local decision-makers. In this document the Government highlights that “the country is learning to live with COVID-19, and the main line of defence is now vaccination rather than lockdown”. In light of this publication, we are revisiting our Outbreak Control Plan to update it and ensure it remains relevant. Updates on the progress of this work will be presented to the Local Outbreak Engagement Board.</p>
<p>Response (immediate)</p>	<p>Community Influencers and Community Information Champions: In October 2020 a new “community influencers” group was established with</p>

	<p>representatives from various RBWM departments, including Achieving for Children, Libraries and Environmental Health. The group’s aim is to communicate key Covid-19 messages to the wider community, whilst targeting messaging to specific demographic groups based on analysis of key datasets. The group launched its “Community Information Champion” scheme in November 2020, through which members of the community can volunteer themselves to receive regular information from the council regarding Covid-19 and then share this information with their family, friends, and other contacts. This approach ensures greater 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 over 150 Champions has been established. Anyone interested to join the network is encouraged to get in touch via volunteer@rbwm.gov.uk.</p> <p>A new Covid Engagement Officer was recruited, jointly funded by Public Health and the council, to support a wide range of COVID related engagement activities. There has also been the opportunity to vaccinate residents within their localities, with vaccinations being offered on the mobile testing unit.</p> <p>Engagement with communities to mitigate the rise in infections and cases remains a key priority for the council and its partners.</p>
<p>Recovery (long-term)</p>	<p>The RBWM Recovery Strategy sets out the council’s approach to supporting residents and businesses, empowering communities to thrive and building lasting partnerships with businesses.</p> <p>During Q1 2021-22 activity was focussed on supporting businesses and residents through the government roadmap to reopening which continued through Q2. The campaign “Don’t Let Your Guard Down” was launched to provide reassurance to visitors returning to visit our local towns and the messaging was continued in Q2. Social media channels were used to promote the borough as a destination to residents and domestic tourists. Businesses were offered promotional opportunities through My Royal Borough, Make Maidenhead and Visit Windsor with “shop local” campaigns being run across all channels. Innovative “Tech For Good” tools were used in the form of “Hello Lamp Post”, which lets people talk to street objects and share their thoughts on the high streets and what they want to see in their town centres. All comments are then considered as part of the local recovery plan. This initiative has been rolled out in Windsor with over 4,500 responses to date and there are plans to introduce it in Maidenhead in Q3 to help raise awareness of the regeneration of the town centre and what is happening across the different sites.</p> <p>Q2 saw the return of some large-scale events to the borough including Royal Ascot as a government test event and the Royal Windsor Horse Show.</p> <p>RBWM have been working in partnership with the DWP and other partners to launch a Youth Employment Hub in Maidenhead library which will provide targeted support to young people aged 18-24 in receipt of</p>

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	<p>Universal Credit. Further work is being done to work with employers, education providers and other partners to ensure those looking for employment have the right skills to match the current vacancies. The tourism and hospitality sector are currently finding recruitment particularly difficult.</p> <p>The team is currently developing a Christmas campaign for the borough which will include a programme of events and marketing to attract visitors to our town and villages. A programme of business support training is also being developed which will be rolled out in Q3.</p>
<p>Recovery (long-term)</p>	<p>Local Contact Tracing Service: The council set up a local contact tracing service which started operating in November 2020 to complement the national NHS Test and Trace service. Operating 7 days a week, the service reaches out to residents who have tested positive for Covid-19 but who have not been successfully contacted by the national NHS Test and Trace system. The service introduced a text messaging service in June 2021.</p> <p>RBWM switched to “Local 0” at the end of June 2021. The “Local 0” resulted in RBWM residents that have tested and recorded positive being contacted by a local tracer rather than a tracer working nationally. The purpose of this shift is to:</p> <ul style="list-style-type: none"> • reduce the time before the resident is contacted, and hence further potential cases identified. • allow for a better understanding of types of cases in our borough. • provide a more efficient and proactive approach to identifying trends and taking appropriate action <p>The opening hours were extended from 10am – 4pm to 9am – 5pm, 7 days a week to support the increased volumes of tracing calls being handled by the RBWM tracing service. This adoption of the Local 0 option reflects the national ambition to have more calls ‘handled’ locally to increase the overall effectiveness of contact tracing. This change dramatically increased the number of cases RBWM handled and a recruitment drive was put in place in order to support the extended service and increased level of capacity necessary. In broad terms the switch to Local 0 resulted in a doubling of the numbers of calls being undertaken by the RBWM tracing team. This increased volume was further extended when the schools returned and a revised arrangement with the national service was implemented whereby half of the borough was reverted to the national service whilst the other half remained with the Local 0 arrangements. This set up is being actively reviewed in Q3, although the steady increase in overall rates in October suggest the current half way alternative may need to remain in place, further details will be provided in Q3 reports. The overall volumes of local contact tracing cases in Q2 completed by the team was 2,593 cases/4,954 calls (in Q1 the volume was 301 cases/526 calls). This significant increase in volumes is due to the Local 0 approach.</p>
<p>Recovery (long-term)</p>	<p>Lateral Flow Device Tests: In February 2021 rapid Covid-19 test centres were opened in RBWM at Braywick Leisure Centre and Windsor Leisure Centre, offering Lateral Flow Device Tests (LFDTs) with 30-minutes waiting time for results. These test-sites were initially aimed at people</p>

	<p>working in public-facing roles who do not have Covid-19 symptoms and were not able to work from home. The purpose of the tests was to identify asymptomatic carriers of the virus. This limited service was extended in April 2021 so that anyone was able to access the LFDT at the centres, or to pick up a home-testing kit or get a rapid Covid-19 test at Braywick or Windsor Leisure Centre as lockdown restrictions were eased. In addition to the leisure centre test-sites, a mobile testing offer was started at Ascot Racecourse and deployed at a number of other locations to seek to encourage more people to take regular tests.</p> <p>As the availability of test-kits was extended to other options, including the Pharmacy collect and the online home delivery service, the operating hours were adjusted at both leisure centres to reflect ongoing demand. This saw the Lateral Flow Test (LFT) sites reduced to 2 booths at each site and moved to revised delivery areas to allow the leisure centres to reuse the original spaces for leisure income generating activities. The revised operation, implemented in Q1 May 2021, was still able to deliver the service to meet the ongoing demands.</p> <p>The mobile unit visited a number of outlying locations to seek to increase overall testing and offered assisted testing as well as distributing Community Collect kits. The mobile unit was also used to support “pop up” vaccination opportunities at locations being agreed with the NHS.</p> <p>During Q2, 2,938 LFTs were completed (Q1: 6,329); these were carried out at Windsor Leisure Centre, Braywick Leisure Centre and via the mobile unit. 3,262 Community Collect kits have been distributed (Q1: 5,823) via 9 channels including the mobile unit, Windsor Information Centre, and the 5 leisure centre reception areas.</p>
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PRIORITY:	INTERIM FOCUS OBJECTIVES 2020-21
Item	Achievements and key milestones
Revised Service Operating Plans	As part of the organisational recovery strategy, services have made changes to existing operating models where necessary to continue to deliver services with customers being at the centre of it. One example has been the Library Transformation Strategy . This strategy is the outcome of the public library consultation and focuses on facilitating and coordinating, via community groups and other partners, a range of services for everyday life to meet community needs. One such example is the select and deliver service supported by volunteers to ensure all residents are able to access library services regardless of mobility, disability or distance from a static library or any other barrier.
Transformation Strategy	The Transformation Strategy 2020-2025 was unanimously approved by the Cabinet Transformation Sub-Committee on 22 September 2020. The strategy’s development responds to key challenges surrounding the council’s financial position and builds upon the strong foundations of innovation and community-empowerment that quickly developed in response to the Covid-19 pandemic. The Strategy aims to deliver radical changes to the way in which the council operates and identifies 6 key areas for transformation (culture, environment, prevention, digital, process redesign and finance).

	<p>Action plans by which to deliver the Strategy are at sign-off stage with quarterly Cabinet Transformation Sub-Committee meetings being added to the corporate diary. Whilst Covid-19 has impacted progress, a number of projects have been implemented, proving that design and innovation can be done quickly and in an agile fashion. Asset Based Community Development methods have been used to deliver the Embedding Community Response (ECR) project in Clewer and Dedworth. This project has created a blueprint for the council to work with communities to co-produce and co-design ways of delivering community projects.</p> <p>In April 2021, the next phase of 'Embedding Community Response', was launched in Maidenhead, with the creation of five subgroups working directly with communities and partners.</p> <p>The RBWM Together Engagement site has launched and this will be used as an integrated tool for community engagement and empowerment.</p> <p>The ECR pilot in Clewer and Dedworth will start to establish a partnership with libraries to extend the concept across the rest of Windsor. The Maidenhead project has started to develop partnerships to address some of the health inequalities affecting disadvantaged communities.</p> <p>A successful bid to the NHS Charities fund has given us the opportunity to innovate a joined-up health, social care, and community initiative called 'Wellbeing Circles'. The programme refers individuals in need, for wrap-around support led by the community (Maidenhead Magpies) but backed up by the council and NHS in a unified approach. Whilst needs differ across the individuals, the support being offered is similar. Supporting the vision of enabling people to remain independent for longer, this project will also test some of the technology enabled care systems available on the market to embed digital solutions as part of the personalised care.</p> <p>The Wellbeing Circles has successfully been extended with additional funding to continue this beyond the pilot project.</p> <p>Successful engagement with the BAME groups has enabled us to create a series of Health and Wellbeing workshops at the Friday prayers with the Mosque. This is a real breakthrough for RBWM as we have not only included our mobile test unit as a partner, going forward Social Prescribing and Public Health will be joining us. A joint bid will be put forward to Berks Get Active together with the Mosque and The Maidenhead Rowing club. Engagement with the Mosque will also enable us to work with the BAME Carers support groups at the Mosque. We will be extending these engagement sessions with the South Indian community going forward. Monthly radio campaigns with Asian Star have been established to engage key communities across RBWM.</p> <p>The new digital platform EngagementHQ platform has been launched successfully and over 70 projects are now being developed across council services. This will improve engagement with surveys, consultations, service design and development, both externally and internally with staff. Work to structure and formalise the RBWMTogether page is ongoing, as the platform continues to expand to new areas.</p> <p>Development of the Lyon 2.0 community engagement platform continues, having been used by over 100 staff to support 8,000 vulnerable individuals</p>
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	<p>in the community during the pandemic. Further funding bids have been written and interviewed for (awaiting result), to be able to develop this platform for further corporate uses. In conjunction with Health and Voluntary and Community Sector partners, the platform is being developed following its success during the pandemic to aid transformation towards a prevention model in key service areas.</p> <p>Continued research and analysis into the corporate use of data continues, as the Borough aspires to producing its first Corporate Data Strategy. A proof of concept delivered by Amazon AWS has now been agreed in principle, to demonstrate the data potential that RBWM currently holds. As this is a new type of project for the Royal Borough, it cuts across traditional service boundaries, with quicker, more agile working relationships being developed to deliver this to maximum effect.</p>
<p>Environment and Climate Strategy</p>	<p>The Council has made good progress against the action plan. Key achievements have included securing a further £165k of grant funding from the Low Carbon Skills fund that will enable Heat Decarbonisation Plans to be developed across the majority of the Council’s built estate including 19 schools, 10 libraries, the Town Hall and the Guildhall.</p> <p>We have also been engaging key stakeholders on our draft Biodiversity Action Plan and launching the “Big Conversation” on walking and cycling infrastructure in the borough.</p> <p>Cabinet approved the formation of the RBWM Climate Partnership in September which will bring together public, private and community organisations to shape and deliver our Environment and Climate Strategy for the borough.</p> <p>A communication campaign was launched in preparation for the switch to fortnightly waste collections from October, a change which supports the aims of the Environment and Climate Strategy by placing greater emphasis on recycling household waste.</p>
<p>Governance</p>	<p>A new full-time Monitoring Officer and Deputy Director of Law and Strategy joined the Council in February 2021 to lead a new Governance, Law and Strategy Directorate and to bolster the council’s governance capability.</p> <p>The focus of the Directorate since February 2021 has been to develop robust processes and systems to enhance decision-making and performance and to develop a culture to support this.</p> <p>Key areas of focus in Q1 and Q2 have been as follows:</p> <p>Identifying and responding to key governance issues: The Statutory Officers Group consisting of the Head of Paid Service, S151 Officer, Monitoring Officer and deputies oversee the governance framework and meet regularly to discuss issues of concern and monitor the progress and actions contained in the Annual Governance Action Plan.</p> <p>In Q1 the Council’s governance environment has been tested against the Centre for Governance and Scrutiny’s new Risk and Resilience Framework, which builds on the CIPFA’s “Delivering Good Governance”. Key areas of work have been identified and incorporated into the plan for the current year Annual Governance Statement (AGS).</p>

	<p>The AGS itself has been revised to reflect best practice, and an Action Plan identifying key governance themes is in place. The items identified for action are being progressed and monitored through the Statutory Governance Officer Group and will be reviewed quarterly by the Audit and Governance Committee.</p> <p>Member Code of Conduct: A new Code of Conduct has been adopted and Members trained. Training has also been provided to Parish Councils. Members have also been given training on social media usage.</p> <p>Corporate Plan: The Corporate Plan is a key document in terms of delivering outcomes for our residents and communities and measuring performance. The development of the plan is following an evidence-based approach and has been through public consultation. The draft plan was considered by the Corporate Overview and Scrutiny Panel in October in a “challenge session” and was approved by Cabinet for referral to Full Council in November.</p> <p>Communications and engagement: Consultation best practice guidance has been developed and circulated and builds on a more rigorous process that has been introduced on Equality Impact Assessments (EQIAs). A new Communication Protocol and Engagement Strategy is in the process of being developed. An e-newsletter is being produced for Parishes to foster closer working and better outcomes for residents. A Communication Team Protocol has been developed and will be considered by the Constitution Working Group at their next meeting in October.</p> <p>Constitution: The Constitution has been reviewed and updated during the year. There is a greater focus on using the rules of debate to support effective decision-making. The Constitution Working Party is due to meet to consider proposed changes to the Constitution.</p> <p>Following the CIPFA financial governance reviews, detailed action plans were developed in relation to finance and pension fund governance and these have continued to be monitored and reviewed throughout the year. All actions for the finance governance review have been started and almost all actions completed in year. For the pensions action plan, these are reported to the Pensions Fund Committee and over half have already been completed and the rest are expected to be completed to the timelines agreed.</p> <p>Council meeting arrangements: An evaluation of meeting arrangements was also undertaken, with a hybrid model of physical and virtual meeting arrangements agreed by Full Council in September for the remainder of the municipal year. The new arrangements ensure the council’s legal requirement to hold decision-making meetings in person are met, but acknowledges the key benefits afforded by virtual meetings as experienced throughout the pandemic – including greater transparency and increased public engagement – by retaining the option to continue non-decision-making meetings in a virtual format.</p>
<p>People Plan</p>	<p>The council’s appraisal process was relaunched in June 2021. Now called “Connect”, forms have been updated that support the scoring of objectives as well as the review of how work is undertaken in line with our values of:</p> <ul style="list-style-type: none"> • Invest in strong foundations

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	<ul style="list-style-type: none"> • Empowered to improve • One team and vision • Respect and openness. <p>The new format has been used by the Chief Executive and Directors in their recent end of year reviews and across all levels in the organisation. The next stage will be to move the process online and into the HR Information System “iTrent”.</p> <p>The updated People Strategy and People Activity Plan have now been finalised following feedback from Corporate Leadership Team, Ambassador group and Equality, Diversity and Inclusion network and are due to be shared with all employees in October.</p>
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PRIORITY:	REVISED MEDIUM TERM FINANCIAL STRATEGY
Item	Achievements and key milestones
<p>Revised Medium Term Financial Strategy</p>	<p>The Medium-Term financial strategy was refreshed and approved during 2020/21 and was approved at Full Council on 23 February 2021 as part of setting the budget for 2021/22.</p> <p>At Cabinet in July, an update on the medium-term financial plan was considered that set the financial criteria necessary to commence the development of the 2022/23 budget, according to the agreed strategy.</p> <p>Any revisions to the strategy will be considered throughout the budget setting process for 2022/23.</p>

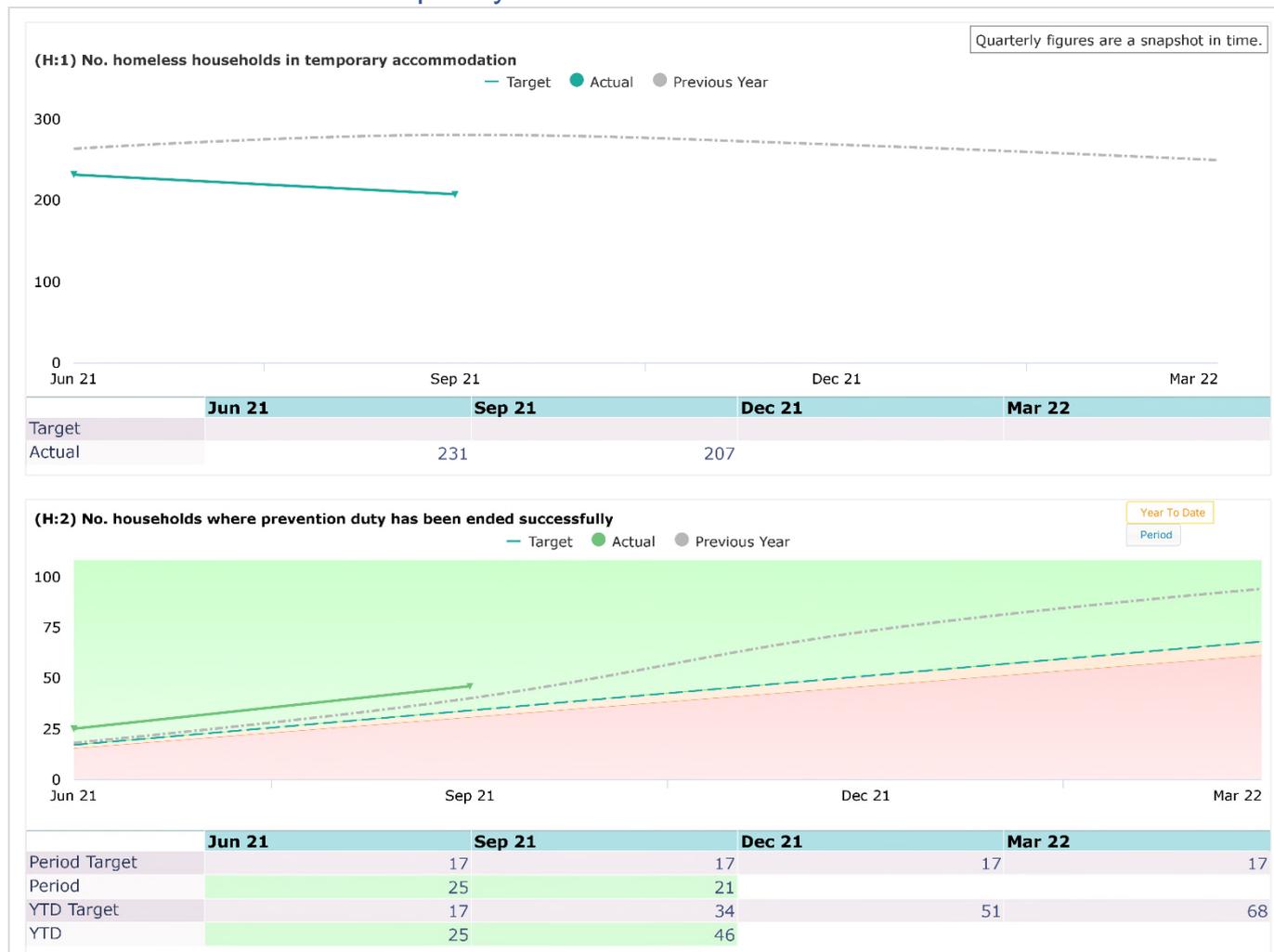
3. Service Performance Summary Report (YTD)

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

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)	Non- Targeted measure
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 emergency 2 hr orders responded on time (Highways)	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		
TOTAL (8)	6	1	0	1

4. Housing: Performance Trends

4.1. Homelessness and temporary accommodation



Q2 Commentary

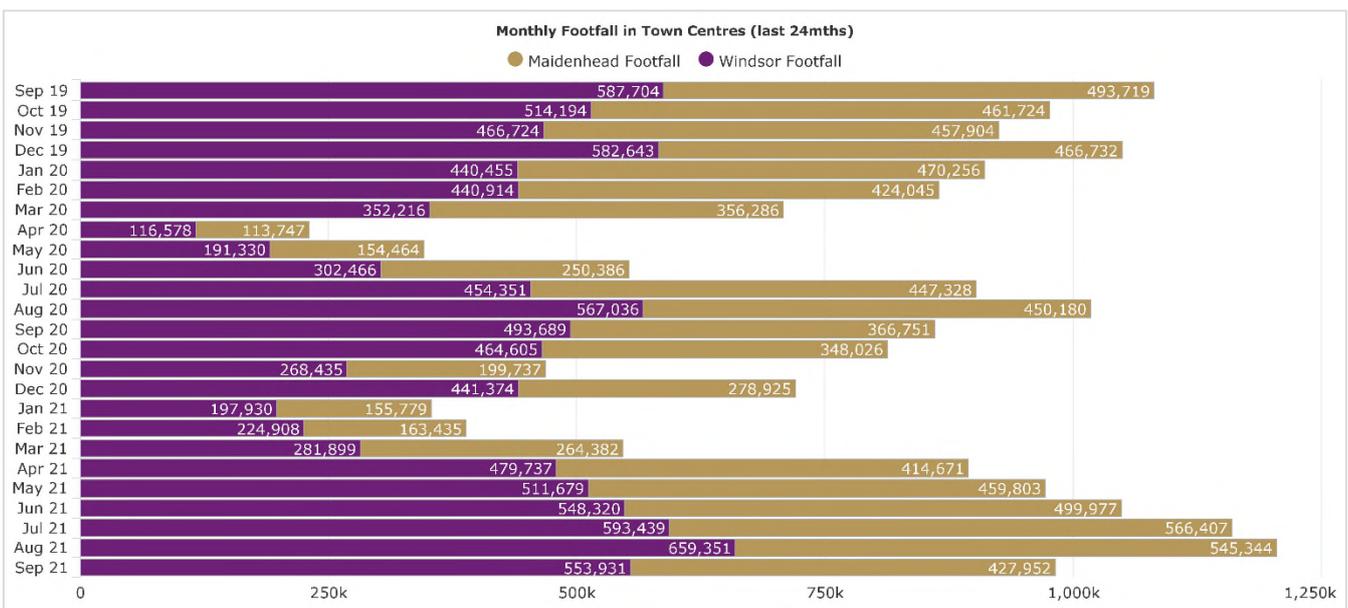
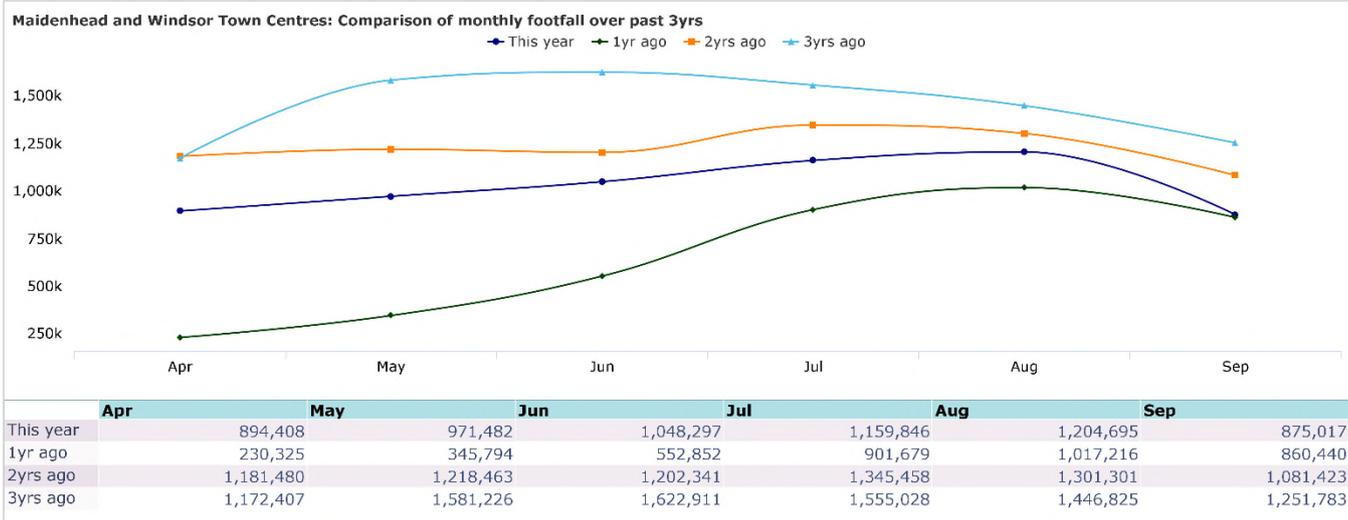
(H:1) No. homeless households in temporary accommodation: (207) Temporary accommodation is provided to households when they approach the local authority and there is reason to believe the household is in priority need or vulnerable and homeless. Numbers of households in temporary accommodation are monitored, including types of accommodation and whether in or out of Borough, with a view to reducing numbers quarter by quarter. Despite the hard work and commitment of officers to reduce homelessness, the ongoing impact of Covid-19 is reflected in the slow decrease in numbers; hence this measure continues to be untargeted. As at Q2 21/22 the number of homeless households in temporary accommodation stands at 207 which is 73 less than same period in 20/21 (280).

(H:2) No. households where prevention duty has been ended successfully (46) The year-end target for this measure is 68 with a red flag raised if figures are at/fall below 10% of the target. This target is 8 more than 2020/21 (year-end target of 60) and the service has set itself a challenge after having exceeded targets consistently for all quarters in 2020/21. Despite the impact of Covid 19, the Housing Options officers are continually preventing and relieving homelessness through a range of measures which include enabling applicants to retain their existing accommodation or providing alternative accommodation options. This has meant that the households where homelessness has been prevented under the council's Prevention duty

has continued to be successful and is above the target (34) in Q2 by 12 households. It is also 6 households more than same period in 20/21 (40).

5. Infrastructure, Sustainability and Economic Growth: Performance Trends

5.1. Footfall in Town Centres (combined)

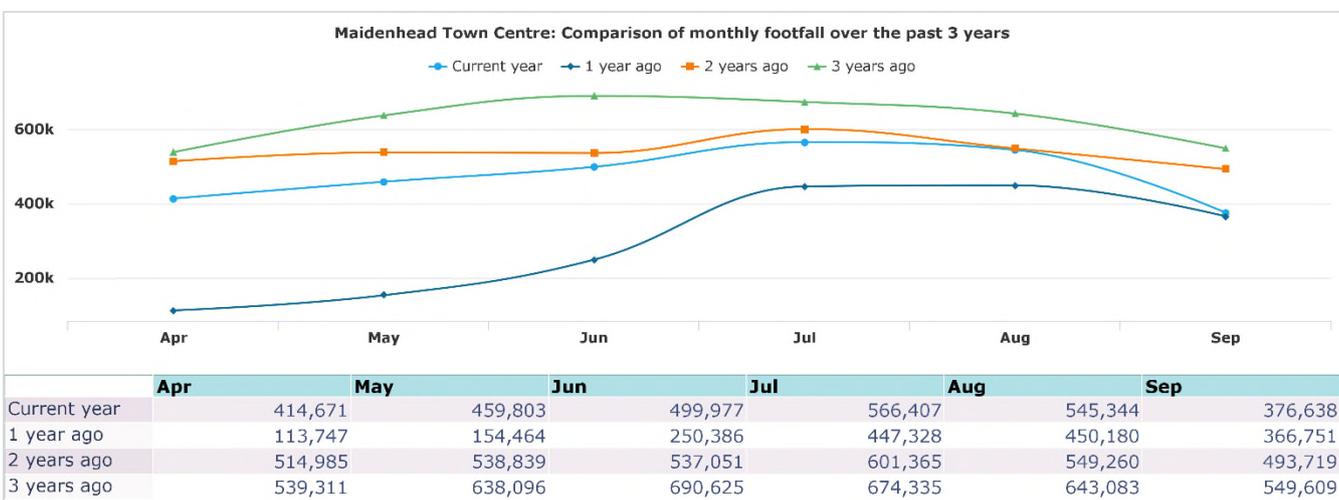
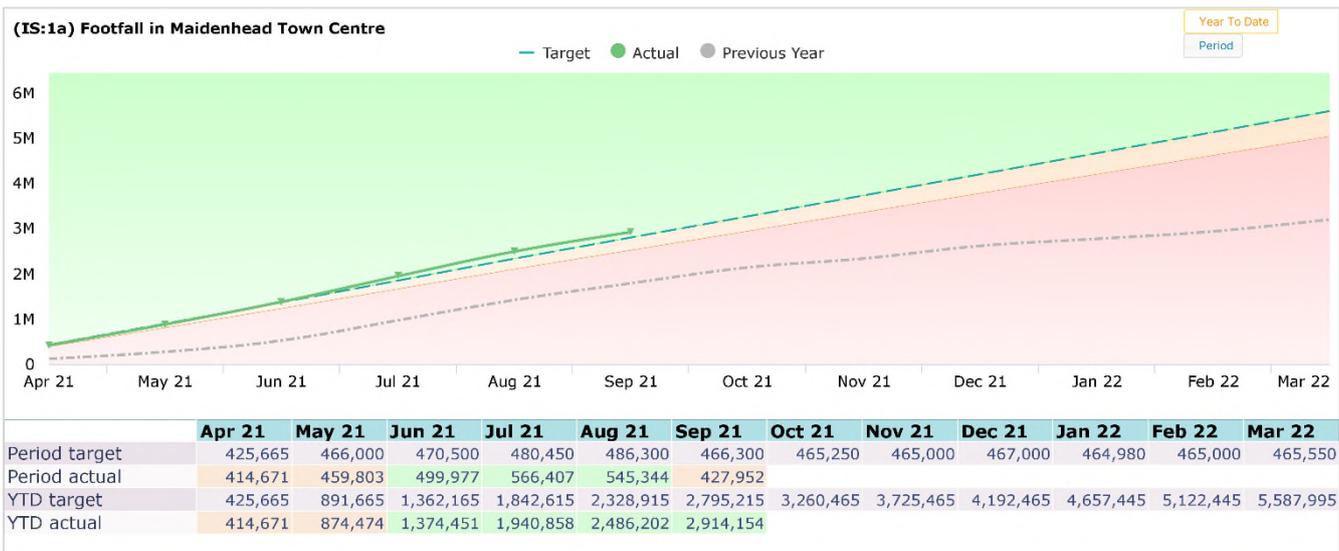


Q2 Commentary

Phased lifting of lockdown restrictions since 8 March 2021 has seen an increase in footfall in town centres (Windsor and Maidenhead) with a combined footfall of 6,260,611.

Consumer behaviours are likely to change after this pandemic (more inclined to online shopping) and towards leisure experiences, including eating and drinking which will likely have an overall impact on footfall figures. In Q2, activities continued to focus on supporting businesses and residents as the economy started to open up with restrictions being lifted. The “Don’t Let your Guard Down” campaign, an effective and engaging method to communicate the public health message to follow guidelines, was launched in Q1 and continued its messaging through Q2. The team is currently developing a Christmas campaign for the borough which will include a programme of events and marketing to attract visitors to our town and villages.

5.2. Maidenhead Town Centre footfall



Q2 Commentary

The year-end target for Maidenhead is set at 5,587,995, a 75% increase on the 2020/21 outturn of 3,193,140 and with a 10% tolerance. This target has been acknowledged as a reasonable expectation against which to track emerging trends due to the various ways in the which the pandemic has impacted day to day life and business operations, rather than a definitive statement of success/failure.

At the close of Q2 footfall for Maidenhead was 2,914,154, above the target of 2,795,215 by 118,939. This constitutes 90.1% (2,914,154/ 3,235,219) of the footfall figures by end of Q2 2019/20 (pre Covid-19), which is encouraging. With the phased lifting of restrictions footfall in Maidenhead has steadily risen with August footfall (545,344) coming very close to the pre-pandemic footfall figures in August 2019 (549,260).

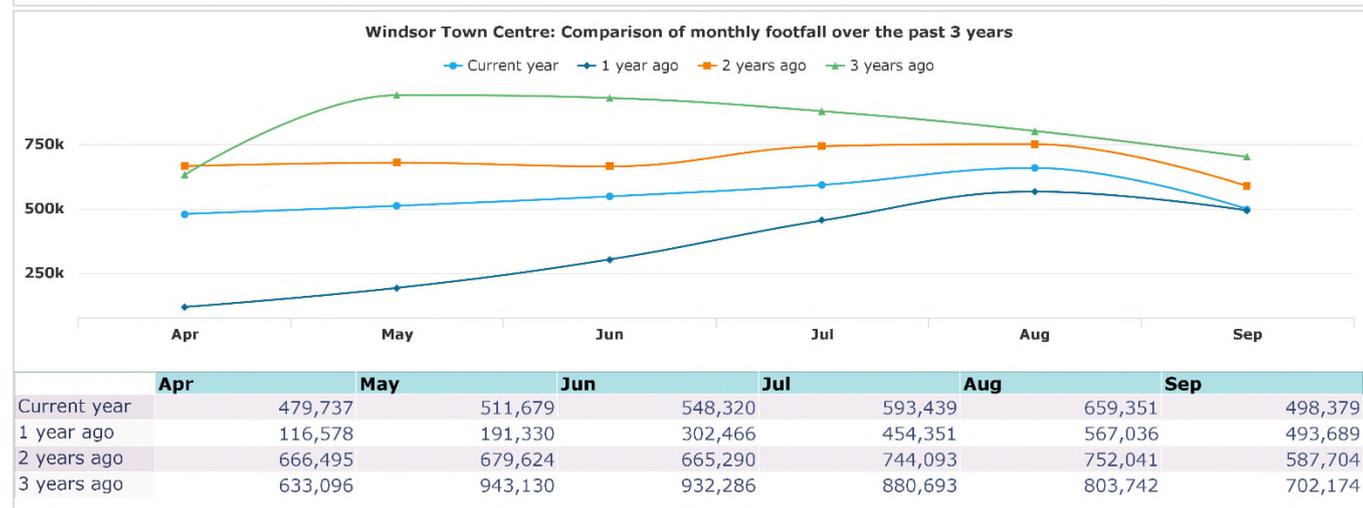
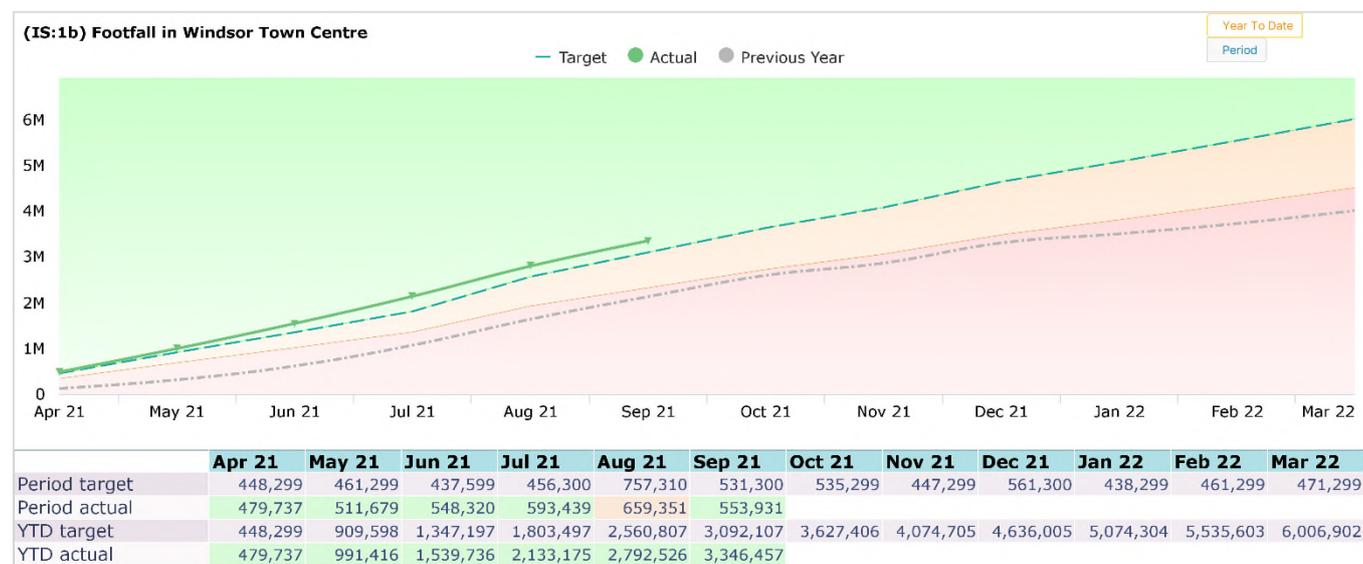
The Economic Growth Team has reached out to businesses and residents via various channels like Visit Windsor, Make Maidenhead and Enjoy Maidenhead, My Royal Borough, delivering a reopening and recovery marketing plan. With international travel restrictions still in place, campaigns focussed on attracting domestic tourism to the borough. The campaign included both online/social media content and physical branding throughout our town centres with the messaging "Don't Let Your Guard Down" to reiterate the public health message.

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Maidenhead footfall is largely influenced by volumes of officer workers. With home-working options now a likely ongoing feature of businesses across the country, this will impact the footfall figures. There is, however, an emerging trend of increased footfall at weekends compared to weekdays and, building on the strong “shop local” sentiment that has emerged throughout the pandemic, local people are starting to support independent businesses.

Following the rollout of “Hello Lamp Post”, an innovative platform to support decision-making based on customer-driven business intelligence, in Windsor, the initiative will also be launched in Maidenhead in Q3. This will help raise awareness of the regeneration of the town centre and provide information on what is happening across the different sites.

5.3. Windsor Town Centre footfall



Q2 Commentary

The year-end target for Windsor is set at 6,006,902, a 50% increase on the 2020/21 outturn of 4,004,601, and with a 25% tolerance to take account of the pandemic’s impact on the tourist industry and related restrictions on international travel which largely influences Windsor’s footfall. This target is acknowledged as a reasonable expectation against which to track emerging trends rather than a definitive statement of success/failure since the impact of the pandemic can still be felt in many areas of travel and business.

At the close of Q2 2021/22 total footfall for Windsor was 3,346,457, above target of 3,092,107 by 254,350. This constitutes 81.7% (3,346,457/ 4,095,247) of the footfall figures by end of Q2 in 2019/20 (pre Covid-19) 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. International travel (supporting approximately 30% of footfall) and the business conference offer from hotels in the town (supporting approximately 33% of footfall) have been hit hard by the pandemic and might not see a significant increase until next summer 2022-23. The volume of coach park users up to Q2 2021/22 has been 864. This constitutes only 6.6% (864 /13,002) of 2019/20 users for the same period (pre-pandemic volumes).

Windsor has reintroduced a number of street markets and traders back into the town centre and commercial promotions have re-started. Plans are in place to deliver an Autumn-Winter programme of live events in the town centre, including annual Pumpkin Party, Christmas Light Switch on, Ice rink, Reindeer Parade and Living Advent Calendar. This has been supported with continued online and social media activity to ensure residents and visitors are aware of the offers available. To support high street recovery, a "tech for good" engagement tool called "Hello Lamp Post" was rolled out which allows people to talk to street objects via a scanned QR code and provide feedback. More than 4,500 responses have been received so far. This enables the Recovery Team to gain customer-driven business intelligence to support decision-making.

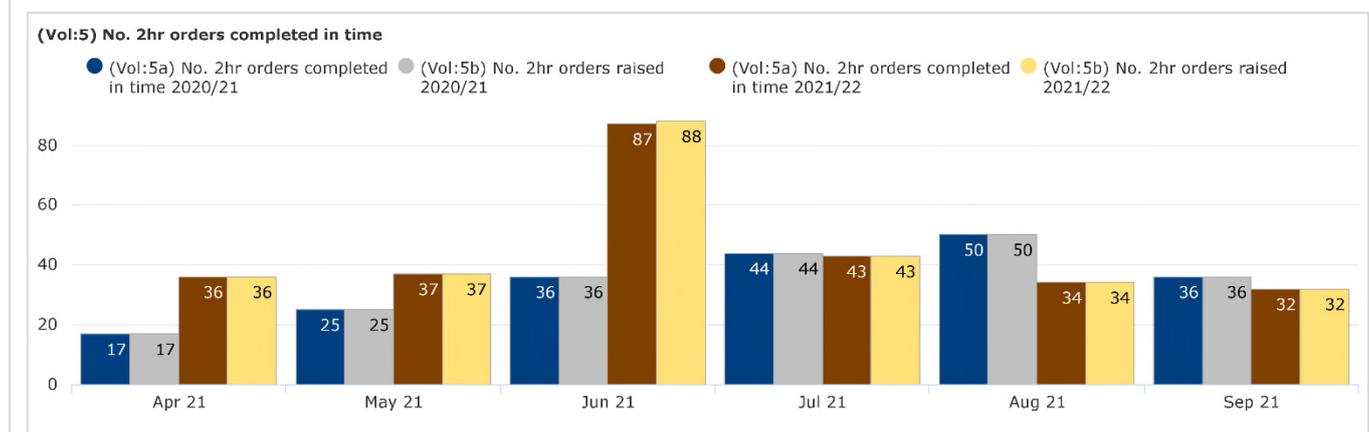
The step-by-step lifting of restrictions since March 2021 has seen a steady increase in the footfall that follows the trends of previous years, albeit in lower volumes. The planned Christmas events and Christmas shopping are expected to see an increase in footfall in Q3.

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 and Royal Windsor Horse Show has had a strong impact on footfall into the high street and the associated increase in spend. In the last quarter, Ascot Racecourse has successfully hosted a number of race day events, most notably the return of Royal Ascot which saw a restricted attendance of 12,000 per day (usually 60,000 per day), and the Royal Windsor Horse Show which saw a restricted audience of 4,000 people per day. However, customer experience levels were very high based on customer feedback from the Ascot Racecourse Authority. Ascot Racecourse are slowly rebuilding their events programme and have a number of key non-racing events planned for autumn and the Christmas period, including their annual firework show and Christmas racing in December.

6. Neighbourhood Services: Performance Trends

6.1. Highways



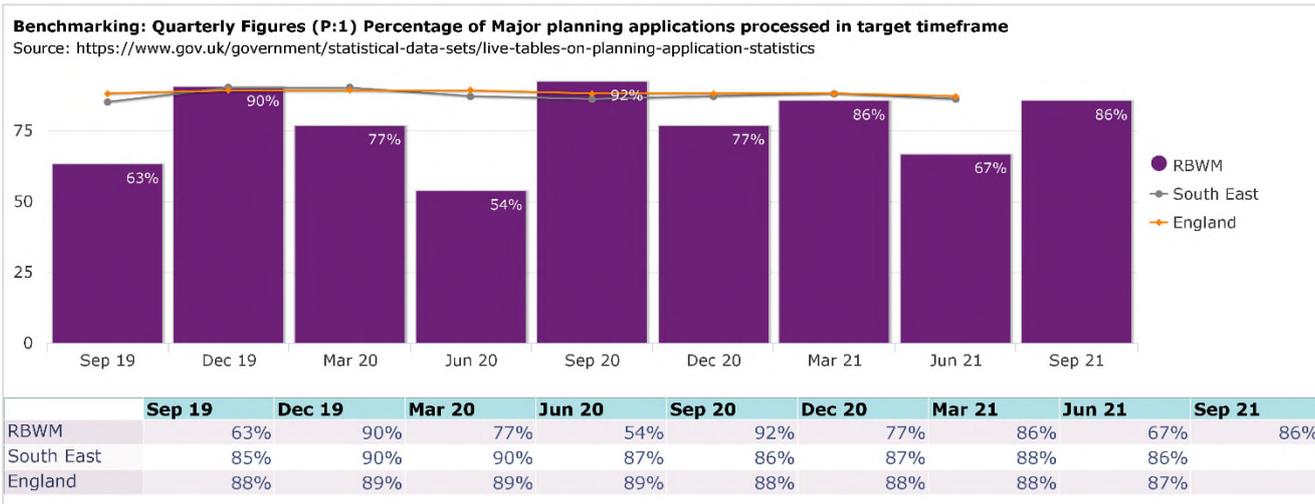
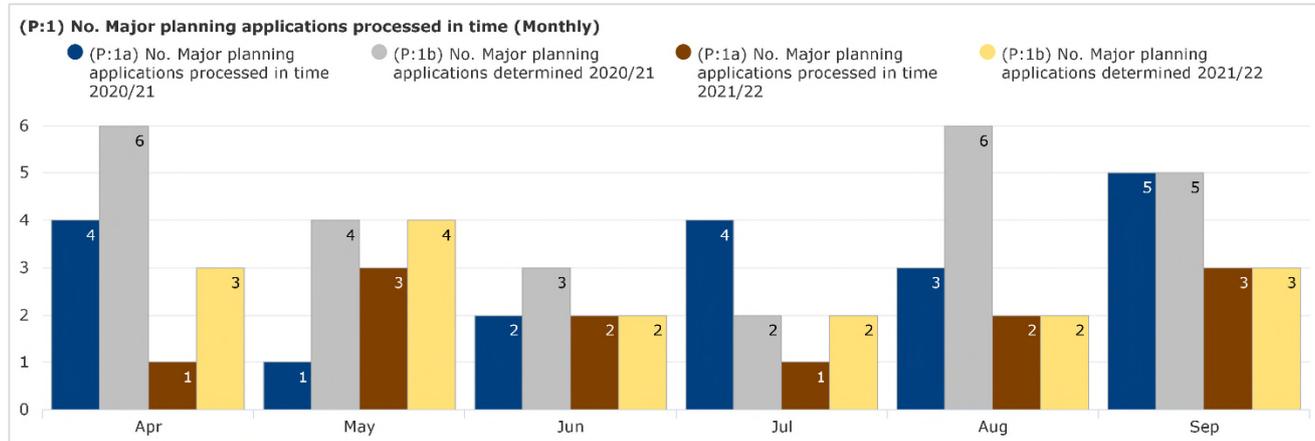
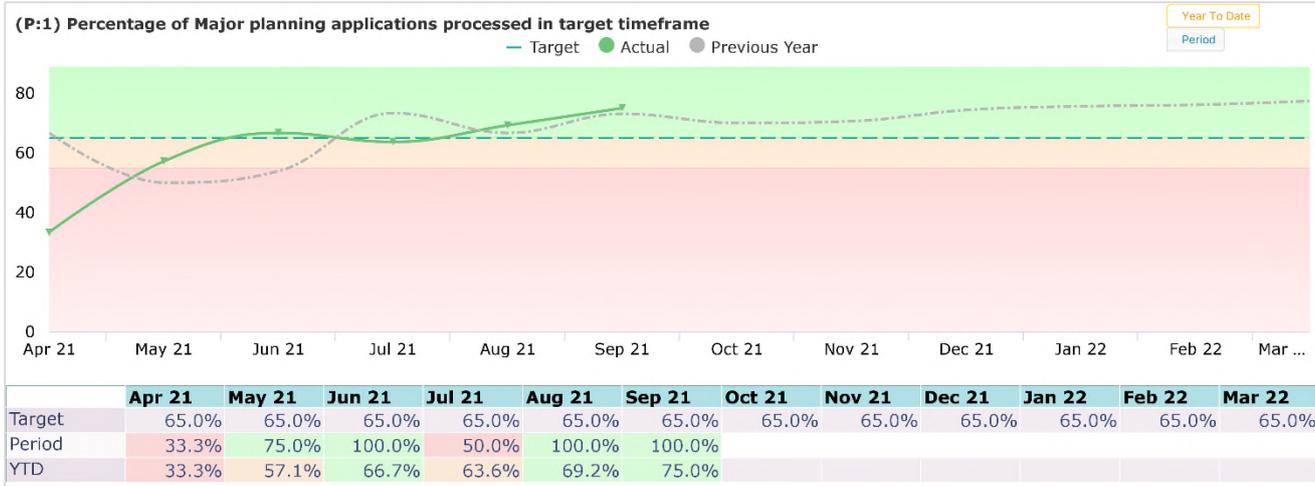
Q2 Commentary

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. At the close of Q2 year-to-date performance is 99.6% (269/270), above target (98%) by 1.6. The total volume of 2hr orders raised in Apr-Sep (270) is higher than 2020/21 volumes for the same period (208), and this is due to increased volumes in Q1 2021/22 (161) compared to 78 in Q1 2020/21. This increase could be attributed to floods in early June 2021 leading to a high number of orders raised, coupled with an increase in road users as lockdown restrictions were eased from March 2021. The team appropriately directs other resources during such times when there is a prolonged and high number of call-outs to complete the defects within 2hrs. Encouragingly, the number of 2hr orders raised in Q2 2021/22 (109) is less compared to the same period in 2020/21 (130).

7. Planning: Performance Trends

7.1. Planning Applications: Major



Q2 Commentary

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

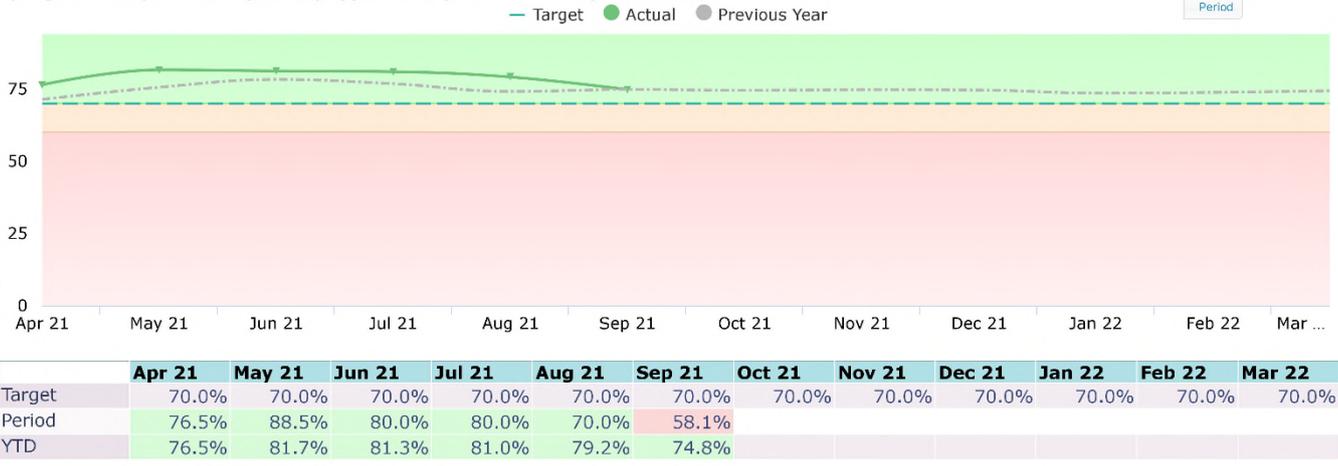
At the end of Q2 2021/22 year-to-date performance stands at 75% (12/16), above target by 10 and higher than the YTD performance at the close of Q2 2020/21 (73.1%, 19/26). Monthly performance has been 100% in 3/6 months. The total number of applications determined in 2021/22 (16) is fewer than 2020/21 (26) and could be attributed to a reduction in the number of

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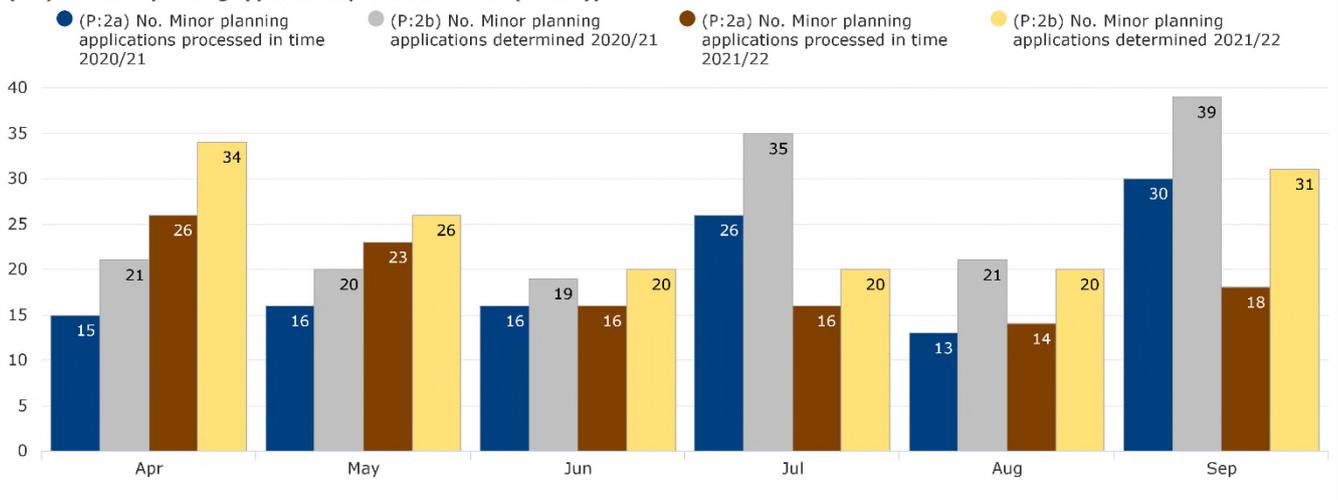
major applications submitted over the last year. Benchmarking data available up to the end of Q1 2021/22 shows fluctuations in council's performance in 2020/21 having come close to South East and England's performance in Q4 2020/21 and dropping in Q1 2021/22. This could be attributed to low numbers of major applications which skews the percentages. However, council performance has improved in Q2 2021/22.

7.2. Planning Applications: Minor

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

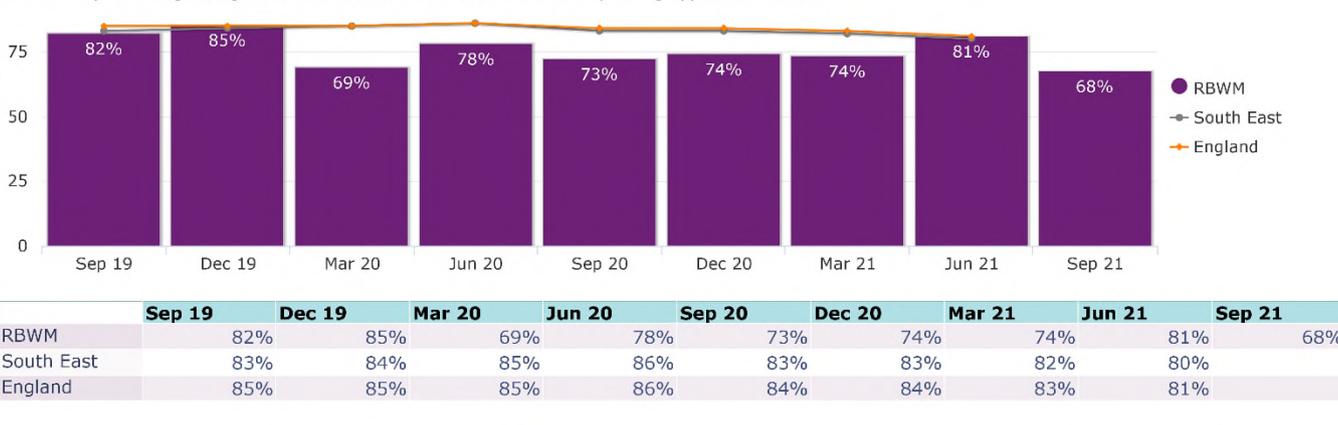


(P:2) No. Minor planning applications processed in time (Monthly)



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>

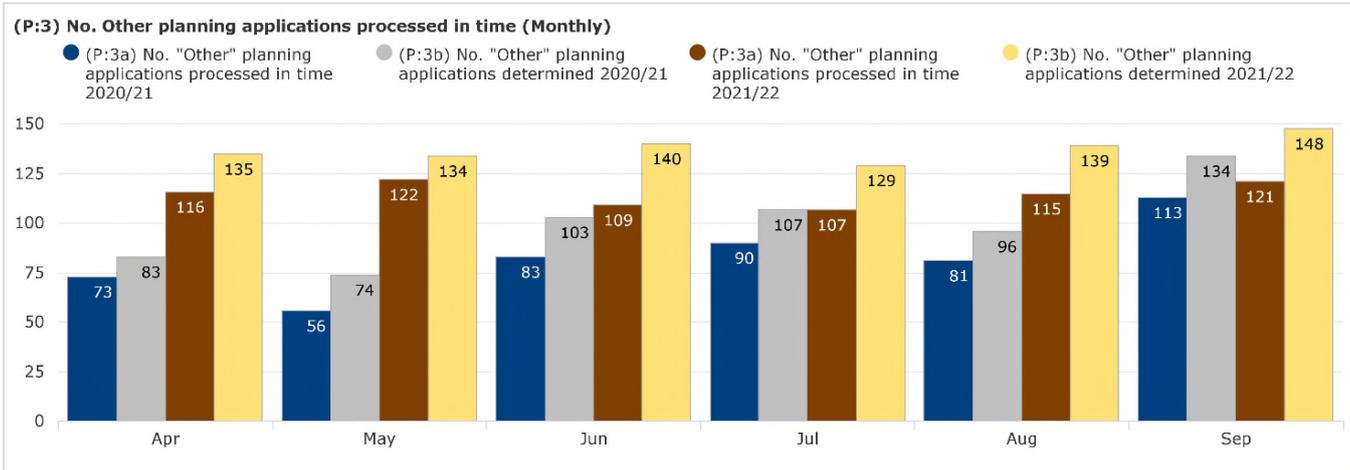
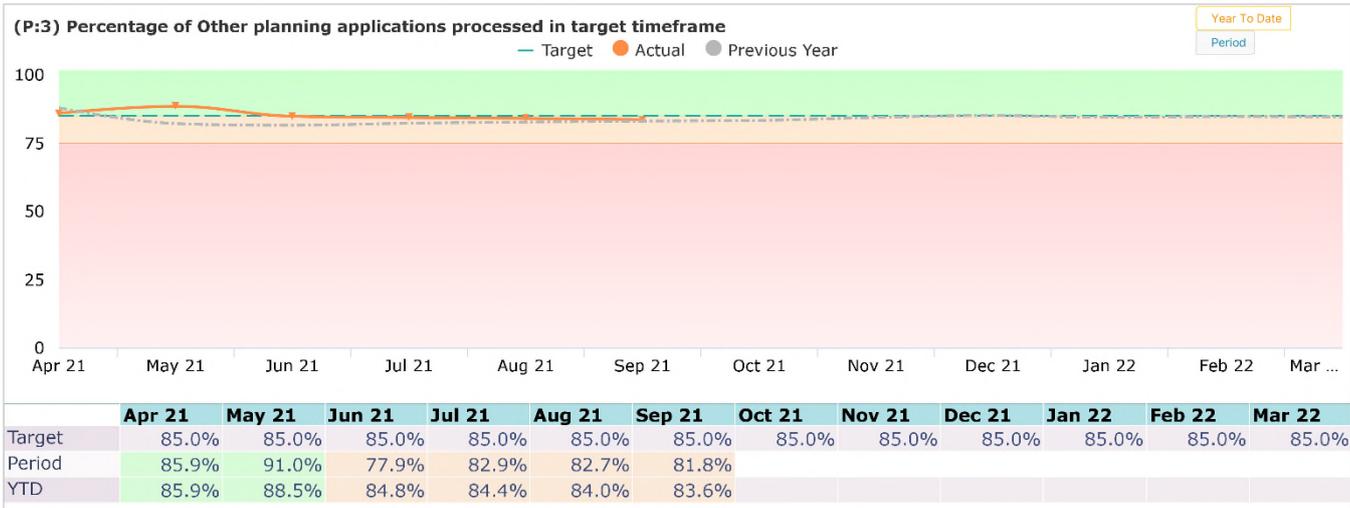


Q2 Commentary

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

At the end of Q2 2021/22 year-to-date performance stands at 74.8% (113/151), above target by 4.8 and the same as YTD performance at the close of Q2 2020/21 (74.8%, 116/155). Monthly performance has remained above target for most of the period (5/6 months) showing no major concerns. The fall in performance in September 2021 reflects current workload pressures within the department due to vacancies which remain unfilled. Benchmarking data available up to the end of Q1 2021/22 shows that even though quarterly performance was below South East and England performance for 2020/21, it has improved equalling England's performance and above South East for Q1 2021/22.

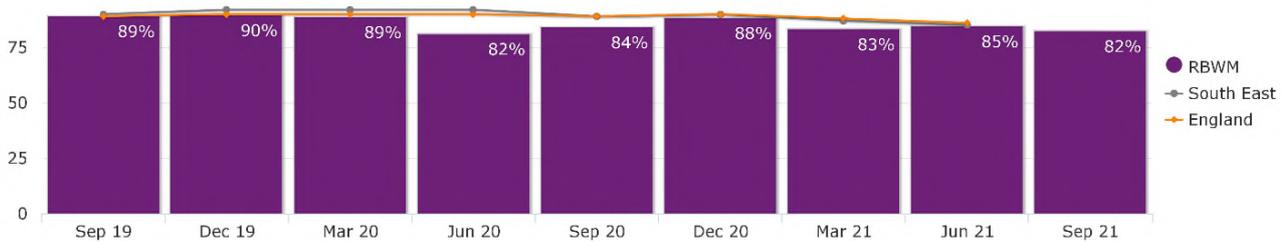
7.3. Planning Applications: Other



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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>



	Sep 19	Dec 19	Mar 20	Jun 20	Sep 20	Dec 20	Mar 21	Jun 21	Sep 21
RBWM	89%	90%	89%	82%	84%	88%	83%	85%	82%
South East	90%	92%	92%	92%	89%	90%	87%	85%	
England	89%	90%	90%	90%	89%	90%	88%	86%	

Q2 Commentary

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

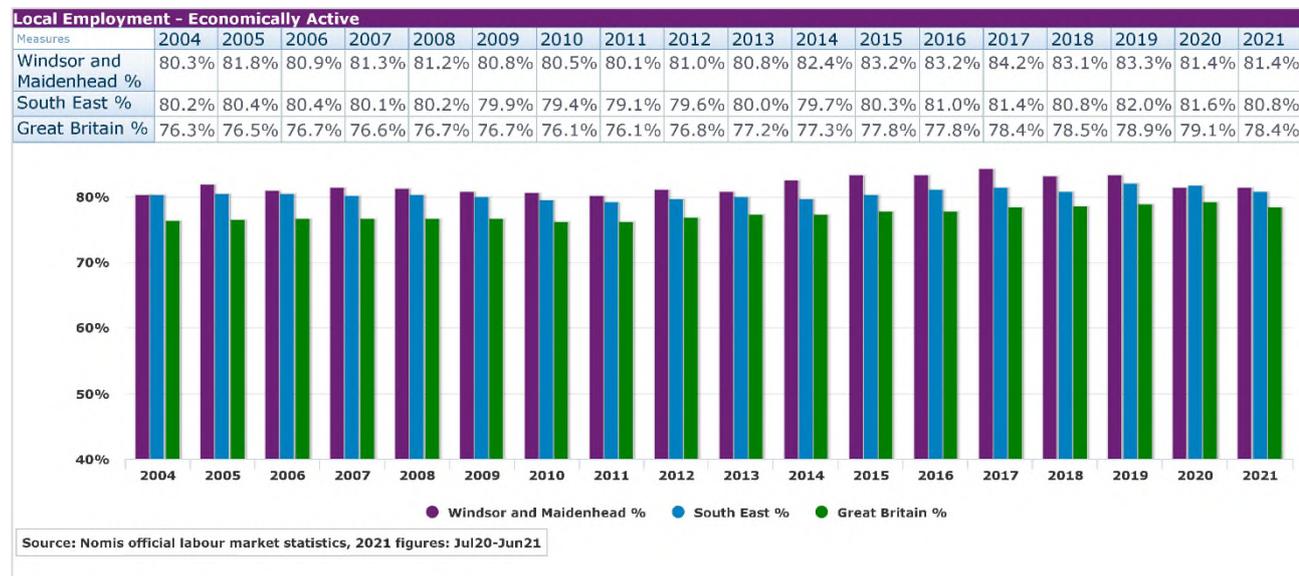
At the end of Q2 year-to-date performance stands at 83.6% (690/825), marginally lower than target by 1.4 though within tolerance for this measure. Performance is however higher than 2020/21 Q2 (83.1%, 496/597). Recent performance reflects current workload pressures within the department due to vacancies which remain unfilled, alongside an increased number of householder applications being submitted. It must be noted that the volume of applications determined at the end of Q2 (825) is higher by 38.2% than 2020/21 (597) which is reflective of the increased number of applications submitted towards the end of 2020/21.

Benchmarking data is available up to the end of 2021/22 Q1 shows that quarterly performance is in line with South East and England performance for Q1.

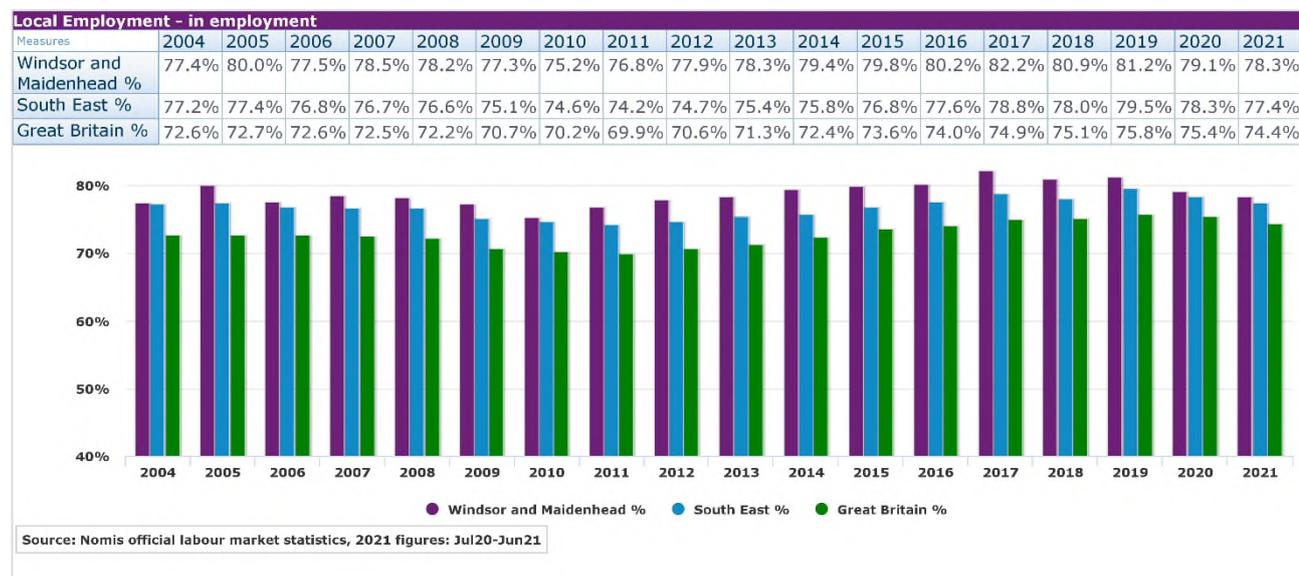
8. Business Intelligence: Local employment trends

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

Economically active

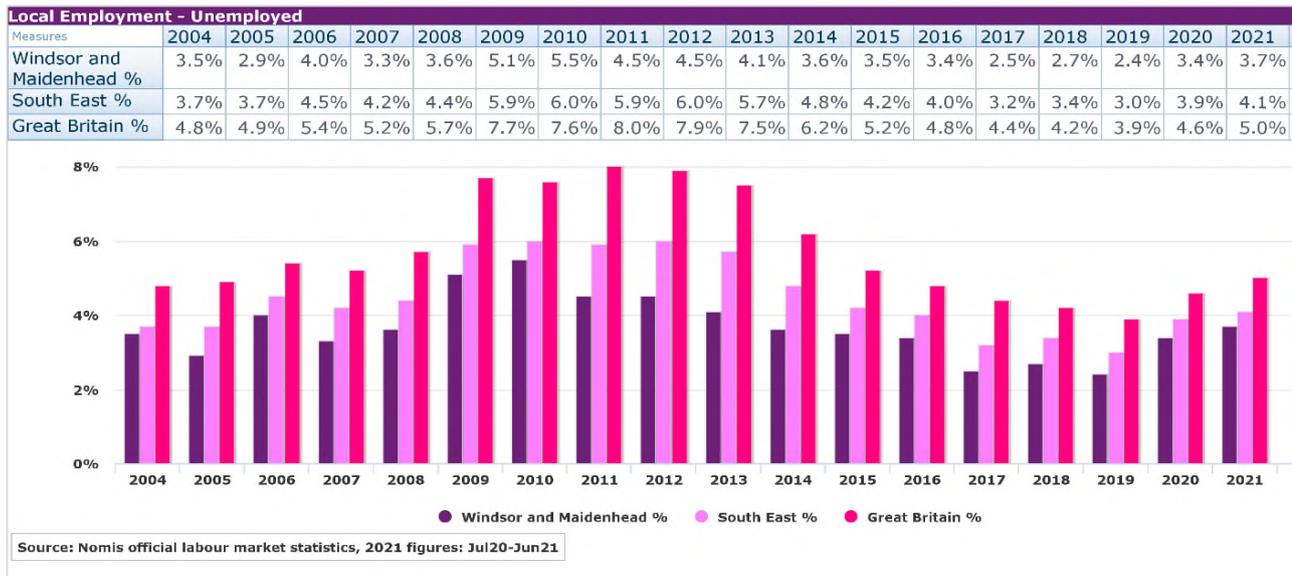


In employment



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Unemployed

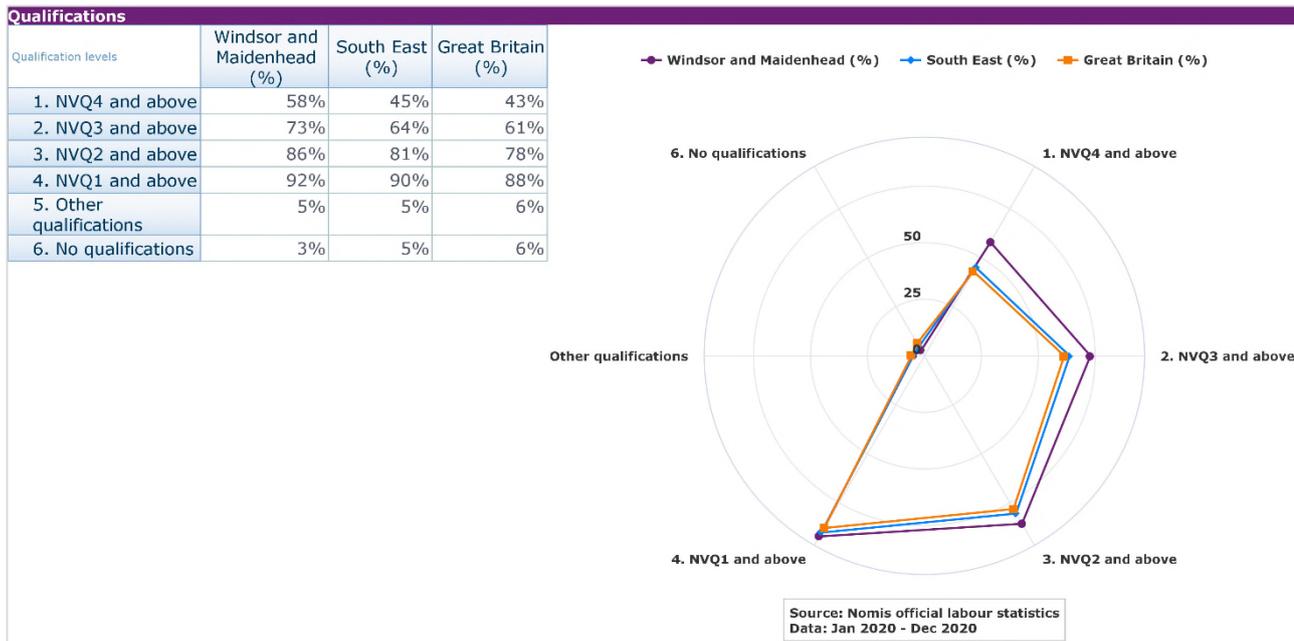


Gross weekly pay

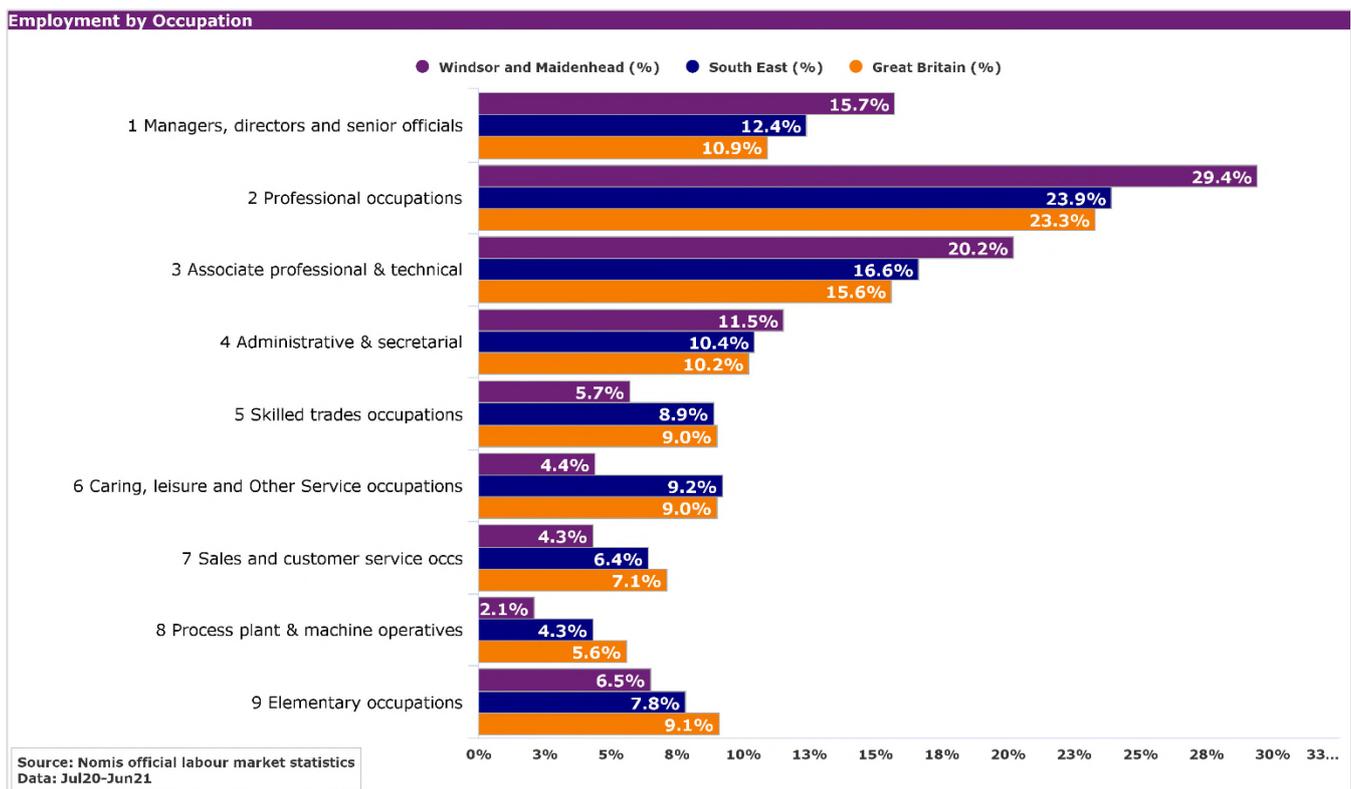


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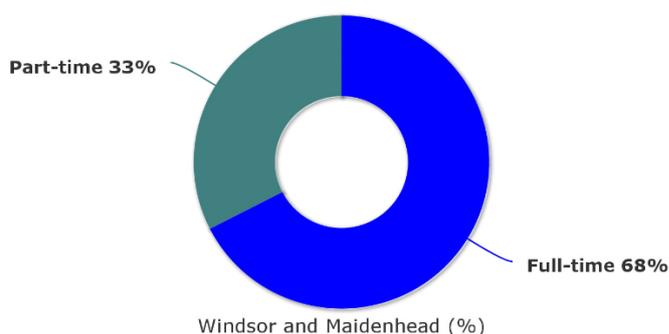
Qualifications



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%