

Report Title:	2021/22 Q2 Data & Performance Report and future performance reporting arrangements
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	
Meeting and Date:	Corporate Overview and Scrutiny Panel, 26 January 2022
Responsible Officer(s):	Adele Taylor, Executive Director of Resources Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy
Wards affected:	All

## REPORT SUMMARY

1. *The report acknowledges the new performance reporting arrangements agreed by Cabinet on 16 December 2021 following the adoption of the new Corporate Plan 2021-26 by Full Council on 23 November 2021. It provides further detail in relation to the role of the Corporate Overview & Scrutiny Panel and forms an opportunity to discuss with Officers the practicalities of the new arrangements going forward.*
2. *This report also 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 Corporate Overview and Scrutiny Panel notes the report and:

- i) Notes the new and transitional performance reporting arrangements as agreed by Cabinet on 16 December 2021 (section 2.1 – 2.5) and the role of the Corporate Overview & Scrutiny Panel within these arrangements (section 2.6 – 2.12).
- ii) Notes the 2021/22 Corporate Overview and Scrutiny Panel Q2 Data & Performance Report in Appendix A.

### 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. <b>This is the recommended option</b>	This will allow continuing insight into the delivery of the council's agreed priorities and the transition to new performance management arrangements that strengthen existing arrangements.

Option	Comments
Not accept the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council's agreed priorities impedes the council's ability to make informed decisions and seek continuous improvement.

### **Future performance reporting arrangements (April 2022 onwards)**

- 2.1 The new Corporate Plan, as adopted by Full Council on 23 November 2021, sets out the council's new strategic priorities for the period 2021-26. The Plan provides clear goals for achievement over this 5-year period.
- 2.2 Officers are now working to develop a new performance management framework (PMF) to report against the Corporate Plan, and the measures and milestones within new underpinning Service Delivery Plans. This will mark a shift in the focus of performance reporting, from an emphasis on operational performance to a focus on the achievement of the agreed Corporate Plan goals. Operational performance metrics and management information will continue to be monitored within the performance framework, recognising the importance of continuing transparency in relation to service-delivery performance.
- 2.3 This refresh has provided an opportunity to rethink the ways in which the council uses performance information to drive improvements and accountability, and consideration has been given to how current reporting structures may be refined and evolved
- 2.4 The objectives of the new performance management framework have been determined as follows:
- 2.4.1 **Improve transparency and accountability** to Elected Members, the public and stakeholders on delivery against the Corporate Plan goals, ongoing service-delivery performance and delivery of major programmes.
  - 2.4.2 **Strengthen Member scrutiny of council performance** in order to provide stronger challenge and insight, and to strengthen democratic governance.
  - 2.4.3 **Strengthen the collective ownership and oversight of council performance** among the Executive and Corporate Leadership, embedding the use of performance data to identify and resolve performance issues.
  - 2.4.4 **Improve the use of performance data and programme management within services**, so that services are using performance information routinely to monitor and improve performance and to address emerging issues.
- 2.5 New performance management arrangements, were agreed by Cabinet on 16 December 2021, in order to better achieve these objectives. These are set out in Table 2.

**Table 2: New arrangements**

<b>Objective</b>	<b>New arrangements</b>
<b>Improve transparency and accountability</b> to Elected Members, the public and stakeholders on delivery against the Corporate Plan goals, ongoing service delivery performance and delivery of major programmes	<p>Develop a new <b>Citizen's Portal</b> using the InPhase application. This will take the form of a public-facing online dashboard, which will show progress against</p> <ul style="list-style-type: none"> <li>- all Corporate Plan goals</li> <li>- major infrastructure and transformation programmes</li> <li>- key operational performance measures.</li> </ul> <p>In addition, we will produce and publish an <b>Annual Report</b> on the council's performance, highlighting key achievements and issues.</p>
<b>Strengthen Member scrutiny of council performance</b> in order to provide stronger challenge and insight, and to strengthen democratic governance.	<p><b>Corporate Overview and Scrutiny Panel</b> to take on overarching responsibility for scrutinising progress on delivery of the Corporate Plan and wider council performance, to provide a stronger external challenge function.</p> <p><b>All Scrutiny Panels</b> to undertake in-depth reviews into specific performance issues, according to their expertise and remit. Issues will be selected based on performance data.</p>
<b>Strengthen the collective ownership and oversight of council performance</b> among the Executive and Corporate Leadership, embedding the use of performance data to identify and resolve performance issues.	<p><b>Regular performance and risk meetings and performance updates through Lead Member briefings.</b></p> <p>These will report by exception and embed a stronger focus on providing challenge and problem-solving. This is line with the council's Corporate Values, and the "empowered to improve" value in particular.</p>
<b>Improve the use of performance data and programme management within services</b> , so that services are using performance information routinely, to monitor their own performance and to address emerging issues	<p>A programme of <b>capacity building</b> will be delivered to strengthen our performance culture and use of performance information to drive improved progress and performance as part of routine internal management, and to identify emerging issues early. All Service Delivery Plans and related performance data will be uploaded on to the <b>InPhase system</b>.</p>

#### **The role of Corporate Overview & Scrutiny Panel within the new arrangements**

- 2.6 The Corporate Plan sets out clear objectives and 50 specific goals for the council over the period 2021-26. The role of Scrutiny is to hold the council to account for delivering the Corporate Plan, to identify and explore delivery challenges, and to make recommendations for improving performance, where appropriate.

- 2.7 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.
- 2.8 To enable the Corporate Overview and Scrutiny Panel to fulfil this role, the Panel will receive quarterly performance reports as a standing agenda item. Reporting will be by exception, focusing the Panel's attention on areas where there are challenges, or where there has been significant progress. These reports will be published and available to all Scrutiny Panels.
- 2.9 In addition, Panel members will be encouraged to review the data on the Citizen's Portal. This new, public-facing, performance dashboard will share performance information across all goals, major programmes and key operational performance metrics, and will enable Members and the public to review progress and identify issues independently.
- 2.10 Using this information, the Corporate Overview and Scrutiny Panel will be supported to discuss the council's performance and to identify areas where there are challenges. Where there are performance issues in specific areas, it is expected that the Corporate Overview and Scrutiny Panel will make a recommendation to the relevant Scrutiny Panel, suggesting that they undertake an in-depth review. 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. The Corporate Overview and Scrutiny Panel will continue to take the lead on corporate issues, which are included within the Plan under the "Council trusted to deliver" objective.
- 2.11 Where a Panel decides to look at an issue in more depth, officers will provide further data and support for their review. These reviews will delve into the data, explore performance challenges and make recommendations for improvements.
- 2.12 The new performance management arrangements will help to ensure that Scrutiny's work programme is informed by evidence and focused on improving the council's performance. The work programme of all Scrutiny Panels will be Member-led and guided by data. This is part of the wider development of the Scrutiny function to increase value and impact.

## **Q2 Data & Performance Report**

- 2.13 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.

- 2.14 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 in development for roll-out in Q3.
- 2.15 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.
- 2.16 Considerable work has also been undertaken in the period in relation to testing the council's governance environment 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. 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 of 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.
- 2.17 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.
- 2.18 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 sensitively 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.

- 2.19 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, collection rates for Non Domestic Rates (NDR) is currently showing as behind target and outside tolerance. However, the measures are significantly affected by a number of national relief schemes that were announced in March 2021 after measures had been agreed that in some cases required businesses to be rebilled part way through the financial year to comply with national requirements. This means comparative performance to prior years and the anticipated profile of business rate collection will be different this year. For some businesses, this will have meant that they had not had to make any payments towards business rates since April 2020 but will be expected to now make payments from 1 July, albeit at a lower rate than pre-pandemic. They are now expected to make payments whilst still recovering from the impacts of lockdown restrictions. The Revenues team will assist wherever possible with individual businesses around payment arrangements but our focus still needs to be balanced with securing funds due, particularly given we don't retain a significant proportion of the funds ourselves. Available benchmarking data shows that the non-domestic collection rates for Windsor and Maidenhead are higher than England and Unitary authorities for the last two years 2019/20 and 2020/21.

**Table 4: Summary KPI Q2 2021-22**

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
Percentage of Council Tax collected		X	
Percentage of non-domestic rates (Business Rates) collected			X
Percentage of calls answered within 2 minutes	X		
Percentage of calls abandoned after 5 secs		X	
No. visits (physical and virtual) to libraries	X		
Average days to process new claims (Housing Benefits)	X		
Average days to process changes in circumstances (Housing Benefits)	X		
Percentage online forms submitted by (customer/residents)	X		
Percentage voluntary turnover (YTD)	X		
<b>TOTAL (9)</b>	<b>6</b>	<b>2</b>	<b>1</b>

## **Transitional arrangements for performance reporting for the period (23 November 2021 – 31 March 2022)**

- 2.20 Whilst work to develop Service Delivery Plans and a new PMF is underway, 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 the new PMF will not be in place until 1 April 2022. 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. An Annual Report will be produced to reflect on 2021/22 as a whole.

### **3. KEY IMPLICATIONS**

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

**Table 5: Key Implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
The council is on target to deliver its priorities	< 100% priorities on target	100% priorities on target			From 31 March 2022
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 6.

**Table 6: Impact of risk and mitigation**

<b>Risk</b>	<b>Level of uncontrolled risk</b>	<b>Controls</b>	<b>Level of controlled risk</b>

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
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## 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 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 7.

**Table 7: 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: Corporate 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:</i> <b>Statutory Officers (or deputy)</b>			
Adele Taylor	Executive Director of Resources/S151 Officer	06.01.22	17.01.22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	06.01.22	06.01.22
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Duncan Sharkey	Chief Executive	06.01.22	10.01.22
Hilary Hall	Executive Director of Adults, Health and Housing	06.01.22	17.01.22
<i>Heads of Service (where relevant)</i>			
Nikki Craig	Head of HR, Corporate Projects and IT	06.01.22	18.01.22
Daniel Brookman	Head of Transformation	06.01.22	17.01.22
Louise Freeth	Head of Revenue, Benefits, Library and Resident Services	06.01.22	17.01.22
<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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# **Corporate 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 Corporate OSP 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
Response (immediate)	<p><b>Community response and Clinically Extremely Vulnerable (CEV) Residents:</b> 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>
Response (immediate)	<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. 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: <a href="#">COVID-19 contain framework: a guide for local decision-makers</a>. 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>
Response (immediate)	<p><b>Community Influencers and Community Information Champions:</b> In October 2020 a new "community influencers" group was established with representatives from various RBWM departments, including Achieving for</p>

	<p>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 <a href="mailto:volunteer@rbwm.gov.uk">volunteer@rbwm.gov.uk</a>.</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>
<b>Recovery (long-term)</b>	<p>The <a href="#">RBWM Recovery Strategy</a> 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>

	<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>
<b>Recovery (long-term)</b>	<p><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 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"> <li>• reduce the time before the resident is contacted, and hence further potential cases identified.</li> <li>• allow for a better understanding of types of cases in our borough.</li> <li>• provide a more efficient and proactive approach to identifying trends and taking appropriate action</li> </ul> <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>
<b>Recovery (long-term)</b>	<p><b>Lateral Flow Device Tests:</b> 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</p>

	<p>waiting time for results. These test-sites were initially aimed at people 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
<b>Revised Service Operating Plans</b>	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 <a href="#">Library Transformation Strategy</a> . 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.
<b>Transformation Strategy</b>	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>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>
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	<p>Development of the Lyon 2.0 community engagement platform continues, having been used by over 100 staff to support 8,000 vulnerable individuals 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>
<b>Environment and Climate Strategy</b>	<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>
<b>Governance</b>	<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".</p>

	<p>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><b>Member Code of Conduct:</b> 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><b>Corporate Plan:</b> 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><b>Communications and engagement:</b> 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><b>Constitution:</b> 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><b>Council meeting arrangements:</b> 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>
<b>People Plan</b>	The council's appraisal process was relaunched in June 2021. Now called “Connect”, forms have been updated that support the scoring of

	<p>objectives as well as the review of how work is undertaken in line with our values of:</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>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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<b>PRIORITY:</b>	<b>REVISED MEDIUM TERM FINANCIAL STRATEGY</b>
Item	Achievements and key milestones
<b>Revised Medium Term Financial Strategy</b>	<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)

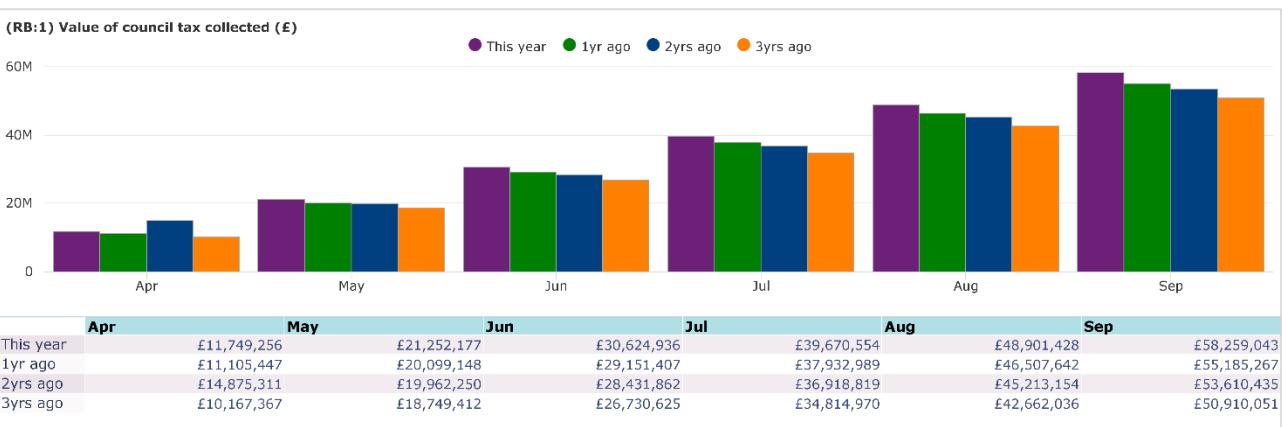
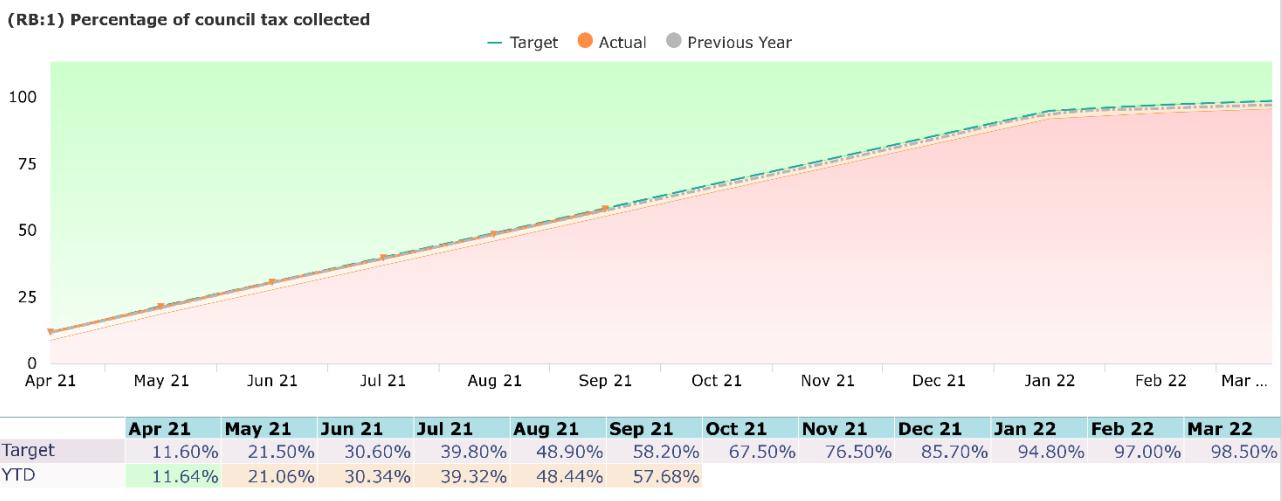
- 3.1 Performance of measures previously reported to the Corporate Overview and Scrutiny Panel are set out here on the basis that these measures provide some insights into service delivery (priority 2).

	Green (Succeeding or achieved)	Amber (Near target)	Red (Needs improvement)
Percentage of Council Tax collected		X	
Percentage of non-domestic rates (Business Rates) collected			X
Percentage of calls answered within 2 mins	X		
Percentage of calls abandoned after 5 secs		X	
No. visits (physical and virtual) to libraries	X		
Average days to process new claims (Housing Benefits)	X		
Average days to process changes in circumstances (Housing Benefits)	X		
Percentage online forms submitted by (customer/residents)	X		
Percentage voluntary turnover (YTD)	X		
<b>TOTAL (9)</b>	<b>6</b>	<b>2</b>	<b>1</b>

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### 4. Revenue, Benefits, Library and Resident Services

#### 4.1 Council Tax



#### Benchmarking: (RB:1) Percentage of council tax collected



Source: <https://www.gov.uk/government/statistics/collection-rates-for-council-tax-and-non-domestic-rates-in-england-2020-to-2021>

#### Q2 Commentary

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

At the close of Q2 performance of this measure stands at 57.68%, below target (58.20%) by 0.62 and within tolerance for the measure, however higher than the collection rates for Q2

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2020/21 (57.37%). The value of council tax collected by the close of September 2021 (£58,259,043) is the highest collection value in the last 3 years in cash terms, at £3.07m more than Q2 2020/21.

Available benchmarking data shows that the council tax collection rates for Windsor and Maidenhead have been more than England and Unitary authorities consistently for the last three years 2018/19, 2019/20 and 2020/21.

### 4.2 Business Rates



**Benchmarking: (RB:2) Percentage Non Domestic Rates Collected**

RBWM Unitary Authorities England



Source: <https://www.gov.uk/government/statistics/collection-rates-for-council-tax-and-non-domestic-rates-in-england-2020-to-2021>

## Q2 Commentary

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

At the close of Q2 performance for this measure stands at 51.01% below the target (58.00%) by 6.99% outside the tolerance and less when compared to Q2 2020/21(58.11%).

The net collectible debit (NCD) increased by £10.5m between May and June as a direct result of the announcement in the March budget that the Expanded Retail Relief and Nursery Relief would drop from 100% to 66%, with the introduction of cash caps affecting larger businesses, with effect from 1 July 21. Although the start date is after Q1, the change had to be actioned in Q1 in order to take effect from 1 July 21. This increase in the NCD obviously impacts on the calculation of the collection rate.

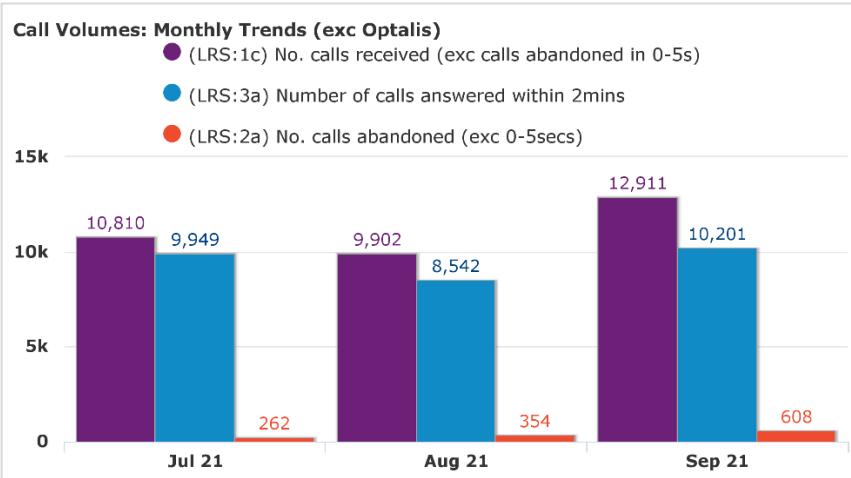
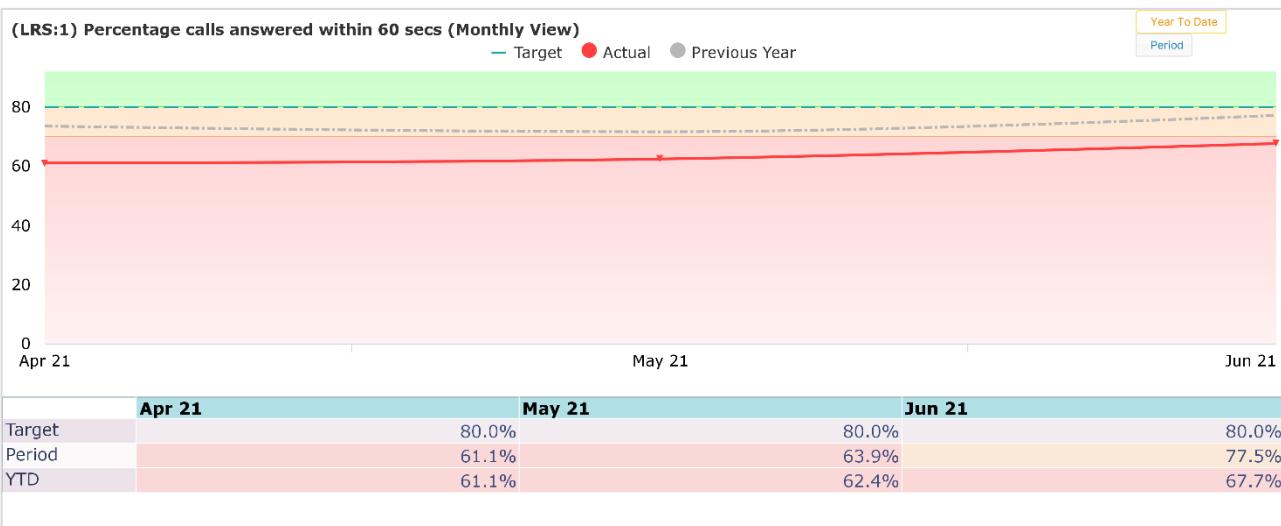
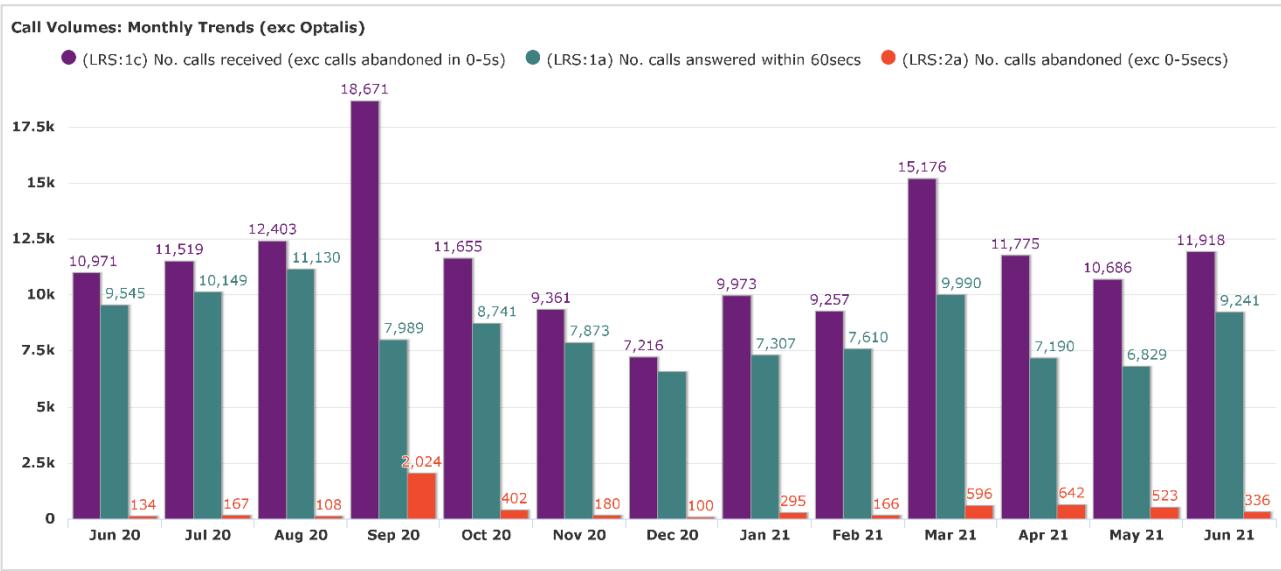
Due to the legal requirement to provide at least 14 days clear notice prior to any payment being requested by instalment, the majority of the affected businesses were not requested to make a payment until 1 August 21, the effects of this change have significantly impacted collection rate for Q2. Positively, the amount of non-domestic rate collected at the close of September 2021 (£ 32,992,369) is £1.85m more than the amount collected by September 2020 (£31,139,042)

It should also be borne in mind that these are businesses who have not been required to make any payments towards business rates since April 2020 and will now be expected to make payments while many are still recovering from the effects of the various lockdown restrictions. The Revenues team will assist as much as possible, e.g., if a business is in hardship and wishes to negotiate an alternative payment arrangement, but ultimately the focus will be on securing the funds due.

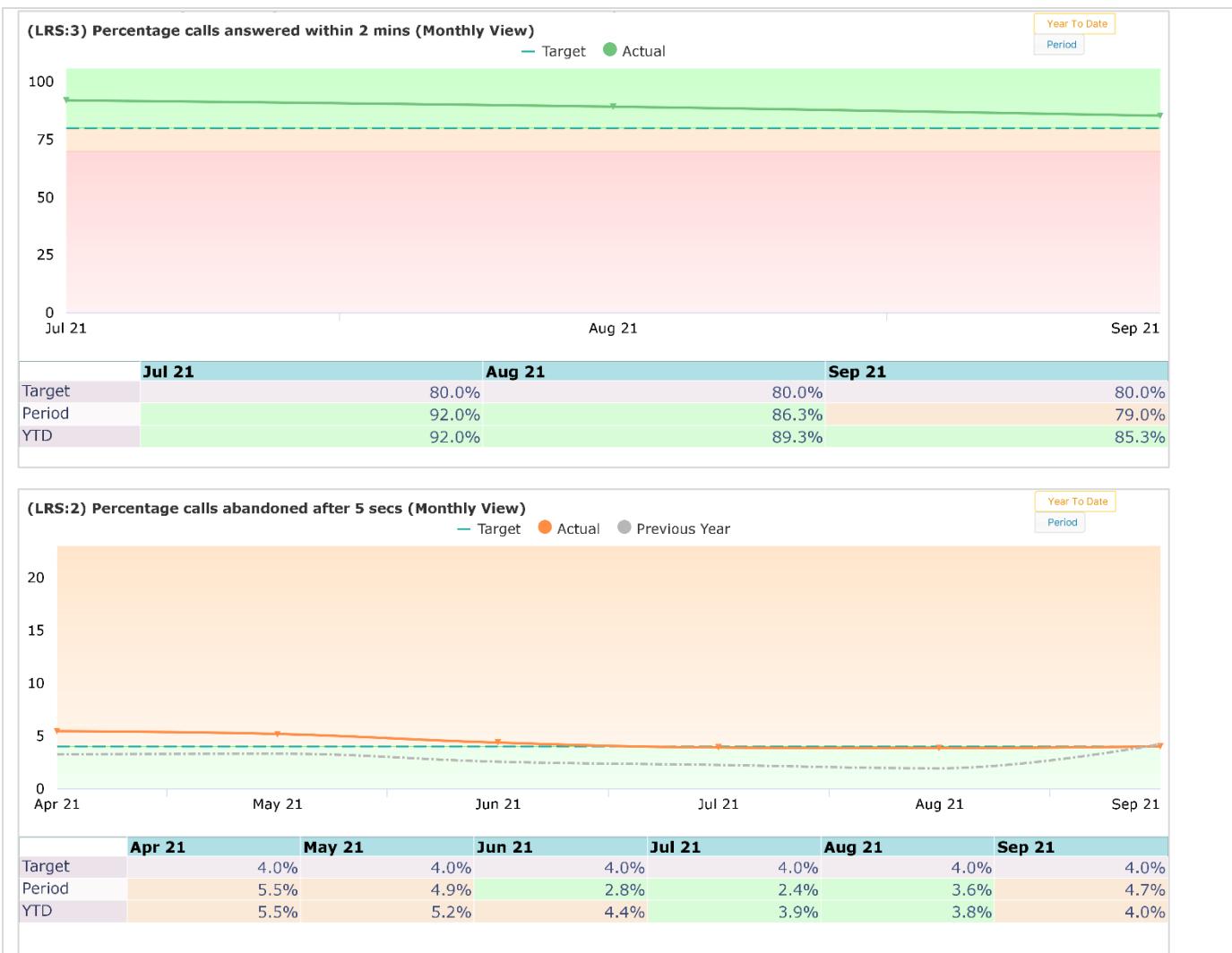
Available benchmarking data shows that the non-domestic collection rates for Windsor and Maidenhead are higher than England and Unitary authorities for the last two years 2019/20 and 2020/21.

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### 4.3 Customer contact centre calls



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### Q2 Commentary

The monthly and year-end target for percentage calls answered within 60 seconds is 80%. A red flag is raised if percentage is at/falls below 70%. The monthly and year-end target for percentage calls abandoned (excluding calls abandoned within 0-5 seconds) is 4% and red flag is raised if percentage is at/exceeds 20%. The measure “percentage of calls within 60 seconds” puts the staff under pressure to resolve calls quickly rather than necessarily appropriately. In order to respond to customer queries effectively and to the best of their satisfaction, a new measure “percentage of calls answered within 2 minutes” (the next available time interval in the telephony system) has been introduced from July 2021. The monthly and year-end target for percentage calls answered within 2 minutes is 80%. A red flag is raised if percentage is at/falls below 70%. The previous measure percentage of calls answered within 60s is effective until the period of Q1.

The total volume of calls to the contact centre up to the end of Q2 was 68,002, a reduction by 6.7% for the same period in 2020/21 (72,912 calls). At the close of Q1 2021/22 the service has answered 67.7% (23,260/34,379) calls within 60 seconds, below the 80% target. At the close of Q2, the service has answered 85.3% (28,692/33,623) calls within 2 mins, above the target of 80%. The percentage of calls abandoned after 5 seconds is 4.01% (2,770/68,002), marginally short of target (4%) but within tolerance for the measure.

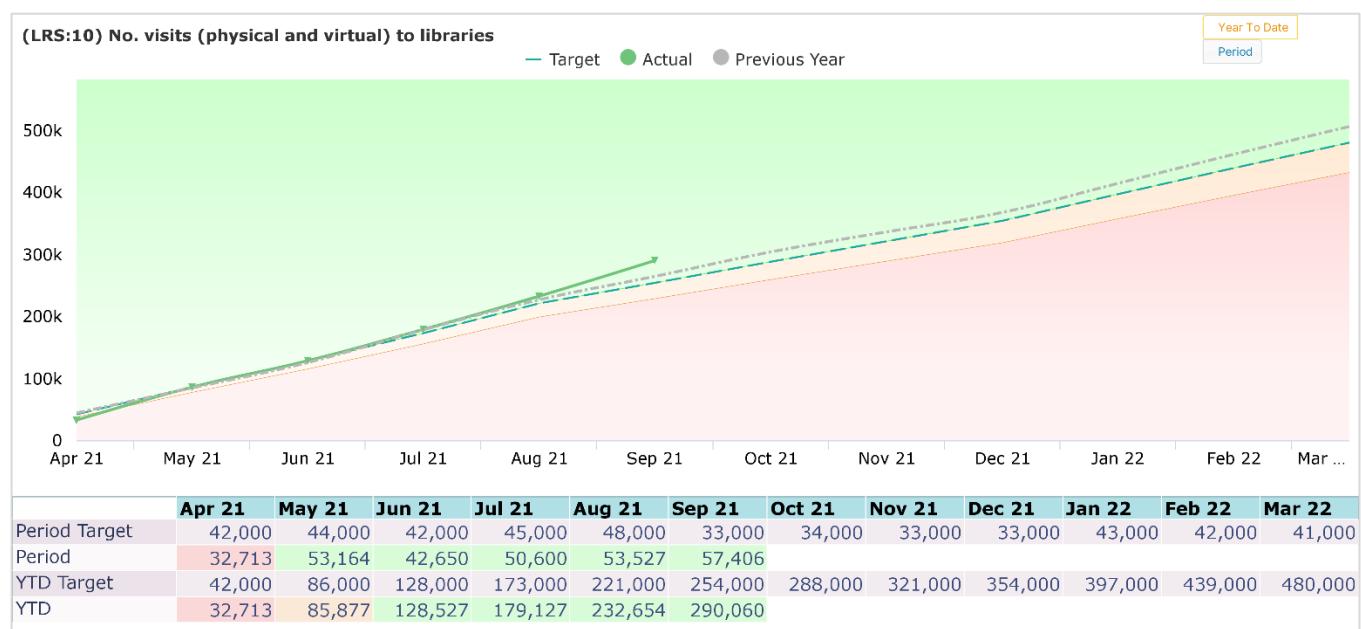
As the lockdown restrictions eased, staff were very busy working to get the libraries open again for the public whilst also maintaining their digital offerings. The service also saw an increase in the volume of calls regarding council tax and benefits, elections and school admissions in Q1

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when compared to the same period last year which has impacted the performance of metrics in the beginning of Q1. However, the service has steadily improved from the April position. The service also saw an increase in the call volumes regarding council tax, building control, parking and school transport in Q2 when compared to same period in 2020/21.

Since its introduction in March 2021 the new telephony system is embedding well and allows full integration of different contact methods – including webchat, email and social media – therefore streamlining the Call Centre and ensuring customers are dealt with in a uniform way regardless of whichever contact option they choose.

### 4.4 Library visits

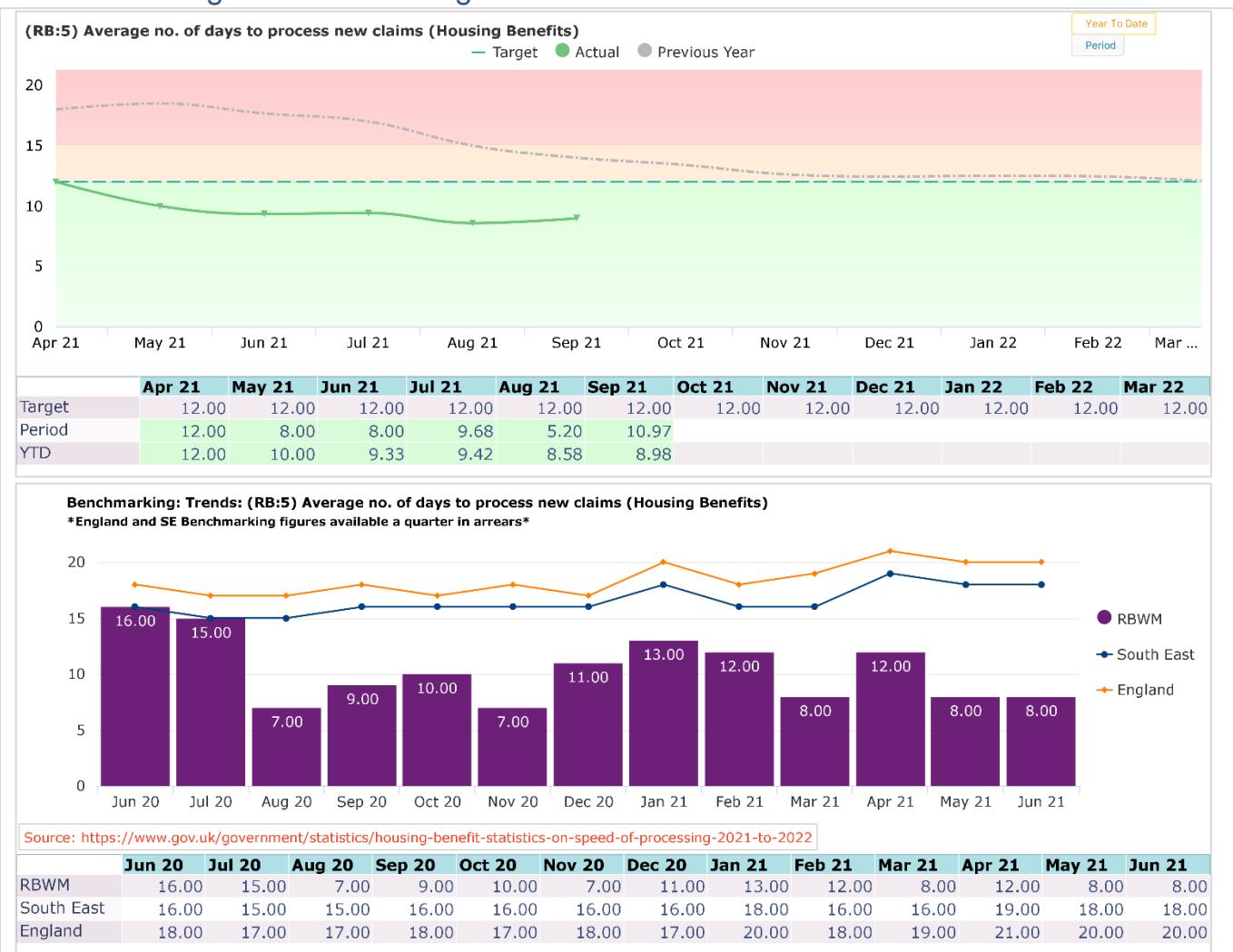


### Q2 Commentary

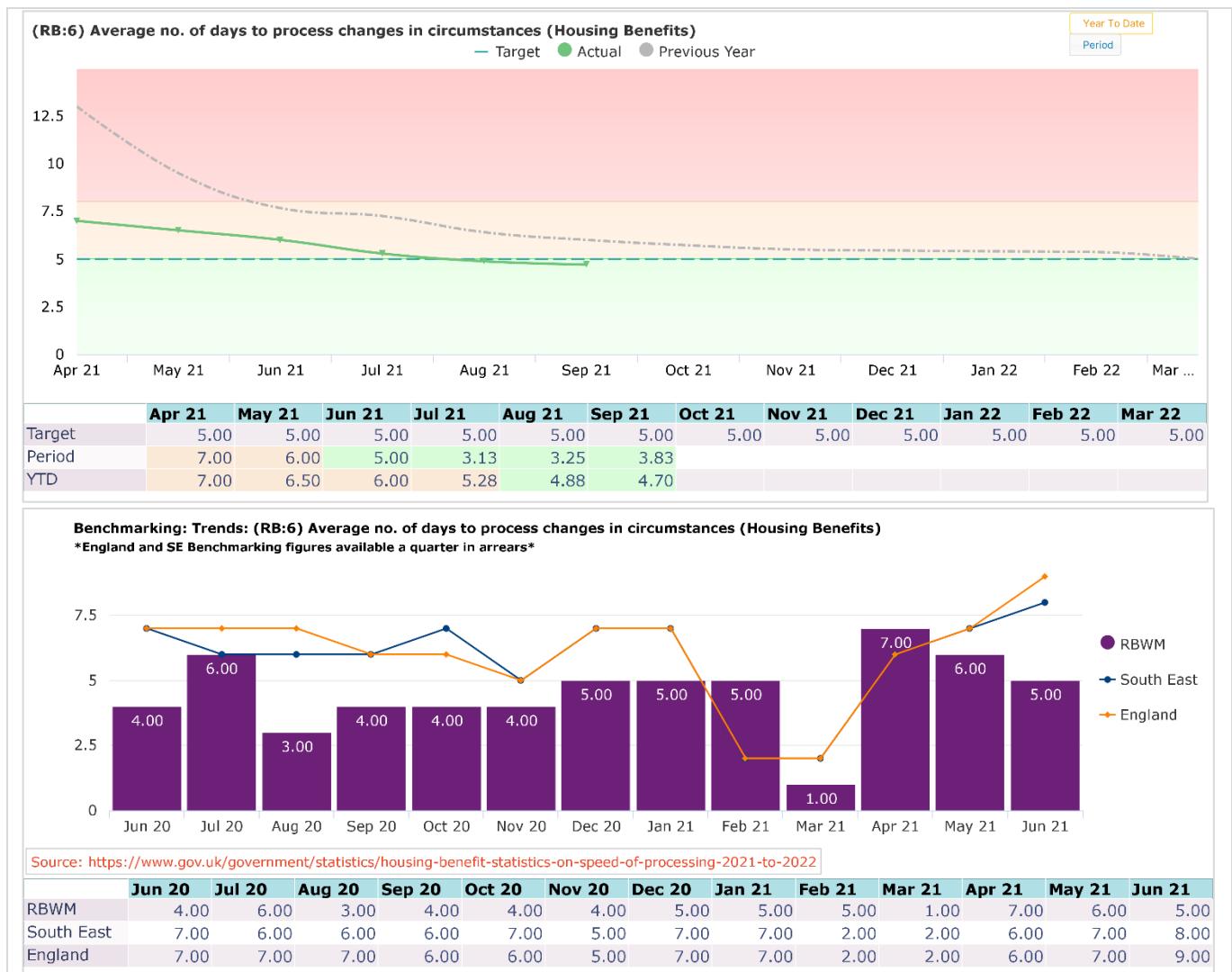
The year-end target for this measure is 480,000 and profiled monthly. A red flag is raised if volumes are at/fall below 10% of the target. The target is a 40% reduction on the 2020/21 target (800,000). Customer behaviours have changed during lockdown with many resorting to other forms of entertainment like online gaming or increased levels of watching TV and other online video services. It is acknowledged that these targets will help understand customer behaviours post-Covid and are a reasonable expectation to achieve as opposed to being definitive statement of success/failure.

At the close of Q2, the number of visits to libraries is 290,060, above target (254,000) by 36,060 and higher than Q2 2020/21(264,457) by 9.6% albeit in lower volumes compared to 2 years ago and pre-pandemic. Alongside the variety of digital offers like video-streaming service (Kanopy), online video tutorials (Niche Academy), academic journals and research papers (Access to Research), online university courses (Future Learn), free courses on basic IT skills (Learn my Way), and Encyclopaedia Britannica, the service has also introduced a free online resource - Complete Business Reference Advisor (COBRA) – for business start-ups and small firms. This provides a number of practical guides on how to get started in any industry sector. The Summer Reading challenge, plus a variety of activities for all age groups like Lego-building sessions, Animal craft, Storytime session, photography exhibition, were rolled out. This resulted in an increase in the number of visits in Q2. The “Knit and Natter” group was also re-introduced. The libraries will be staying open on revised operating timetables, agreed with parishes and partners, and informed by patterns of service usage, that took effect from Monday 27 September. Accessibility of the service is further bolstered by an expanded Select and Deliver/Home Library Service led by dedicated local volunteers, plus the digital offer. The impact of the revised operating hours on the number of visits remains to be seen in Q3.

#### 4.5 Processing times for housing benefits



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### Q2 Commentary

Please note that Q1 2021/22 figures for both measures have been updated following the official data-release by the Department for Work and Pensions. The Q1 YTD figure for RB:5 has been updated from 8.59 (green) to 9.33 (green). The Q1 YTD figure for RB:6 has been updated from 5.68 (amber) to 6 (amber).

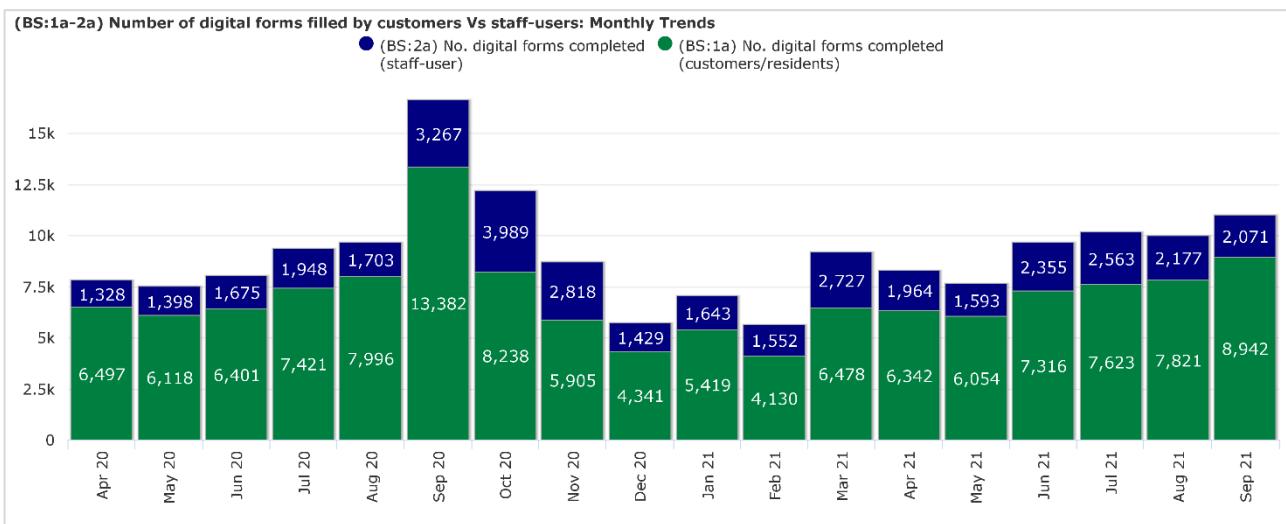
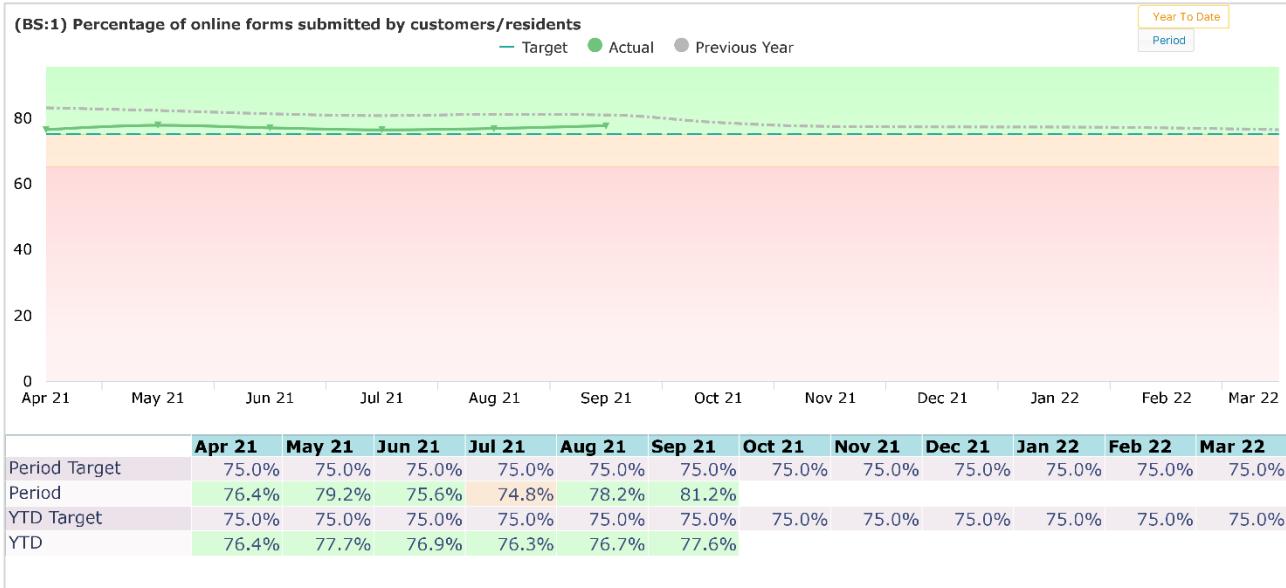
Based on internal reports, at the close of Q2 the year-to-date performance for average number of days to process new claims is 8.98 days, below the target of 12 days. The average number of days to process changes in circumstances claims is 4.70 days, also below the target of 5 days.

Available benchmarking data up to the end of June 2021 shows that RBWM is performing better than South East and England figures for both measures (please note that South East and England benchmarking figures are available a quarter in arrears).

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## 5. Transformation

### 5.1. Digital Customer Interactions



#### Q2 Commentary

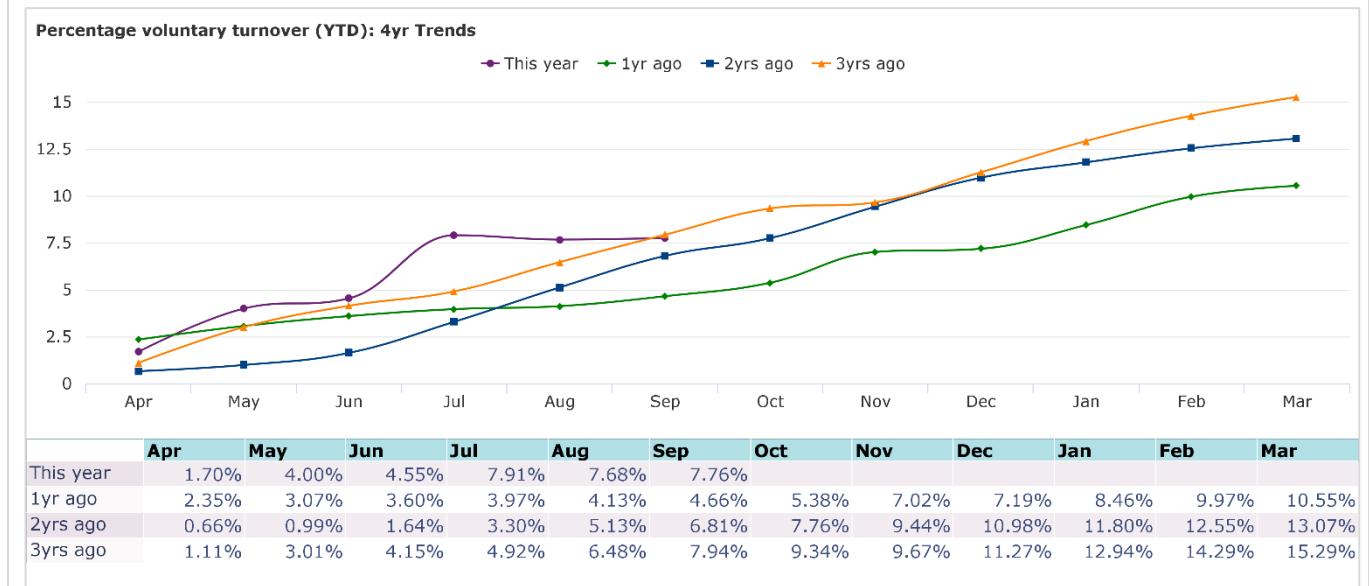
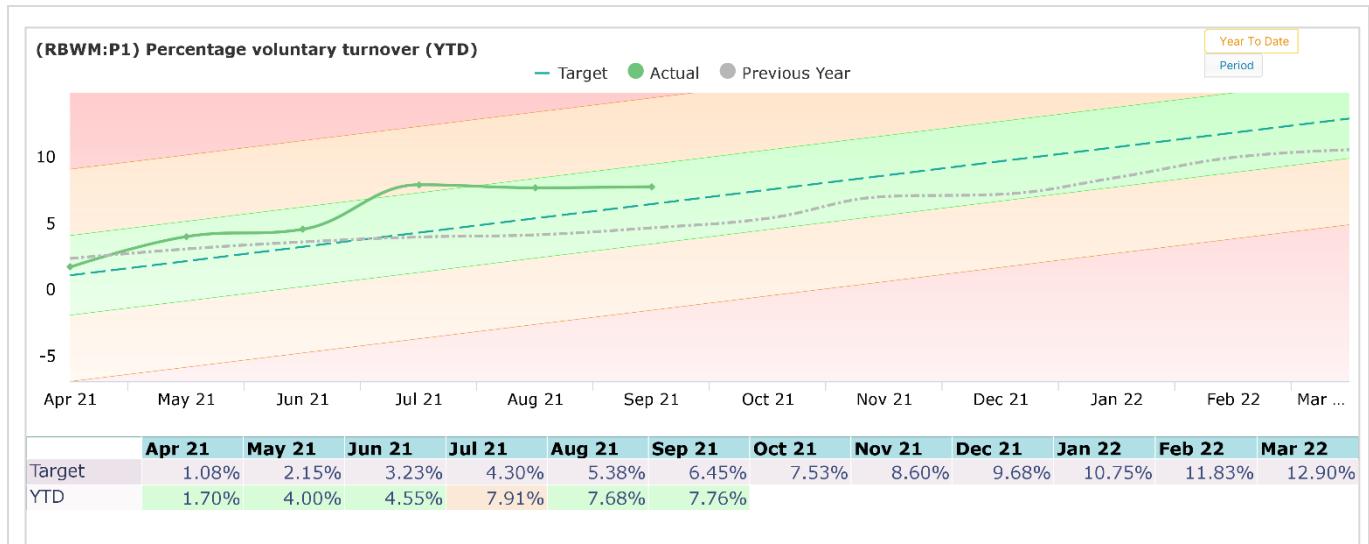
The monthly and year-end target is 75% with a red flag raised if percentage is at/falls below 65%.

The service tracks the volume of digital forms submitted through the council's website with a distinction being made as to whether the form was completed by a staff member or a customer/resident. Therefore, this measure monitors the take-up of digital self-service across our customers/residents and ease of accessibility of the council website's digital offer. At the close of Q2 the percentage of online forms submitted by customers/residents is 77.6% (44,098/56,821) and stands above target (75%) by 2.6.

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### 6. Royal Borough of Windsor and Maidenhead

#### 6.1 Voluntary turnover



**Year to date Percentage voluntary turnover: RBWM, Directorate and Service figures (as at September 2021)**

Service Area	Headcount	Voluntary turnover - YTD Percentage
Commissioning - People	14	0%
Commissioning - Public Health	7	0%
Housing and Environmental Health Services	59	12.07%
Transformation	13	0%
<b>Adults, Health and Housing (including director and support)</b>	<b>96</b>	<b>6.93%</b>
Communications and Marketing	13	22.22%
Governance	28	13.79%
Strategy	4	25%
Law	9	0%
<b>Governance, Law and Strategy (including director and support)</b>	<b>56</b>	<b>15.24%</b>
<b>Chief Executive (including CE and support)</b>	<b>4</b>	<b>22.22%</b>
Neighbourhood Services	29	9.16%
Communities	21	5%
Infrastructure, Sustainability and Economic Growth	39	2.70%
Planning	57	12.84%
Property Services	6	0%
<b>Place (including director and support)</b>	<b>155</b>	<b>8.15%</b>
Finance	48	8.16%
Human Resources, Corporate Projects and IT	60	3.45%
Revenues, Benefits, Library and Resident Services	131	6.47%
<b>Resources (including director and support)</b>	<b>241</b>	<b>6.05%</b>
<b>Royal Borough of Windsor and Maidenhead</b>	<b>552</b>	<b>7.76%</b>

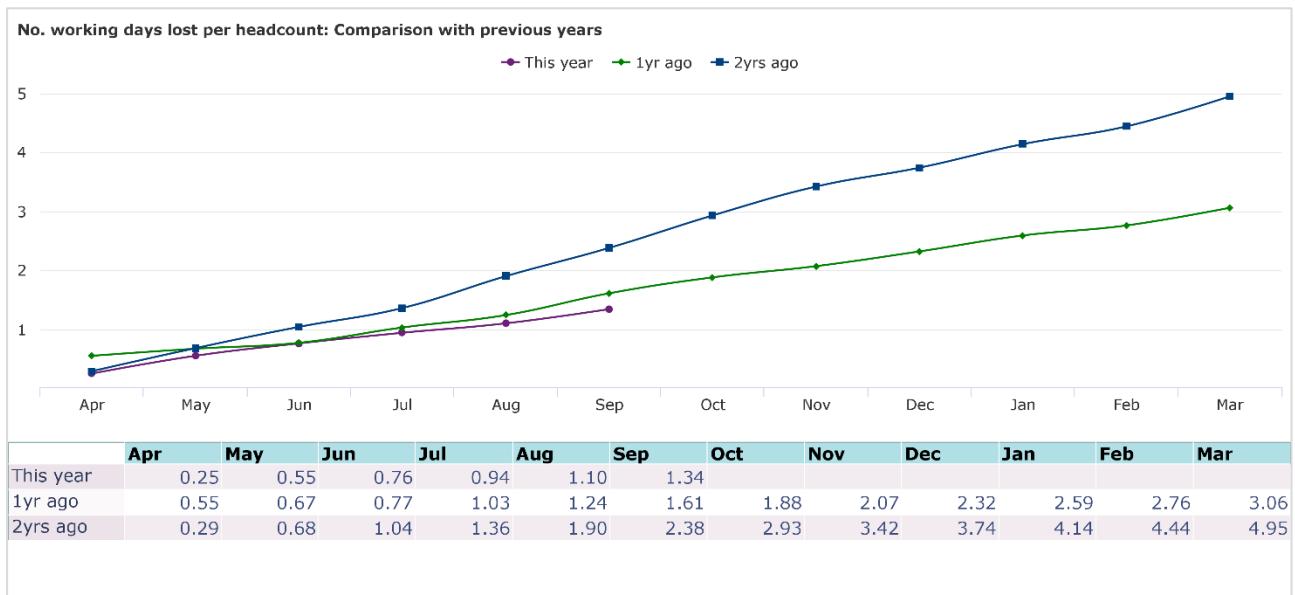
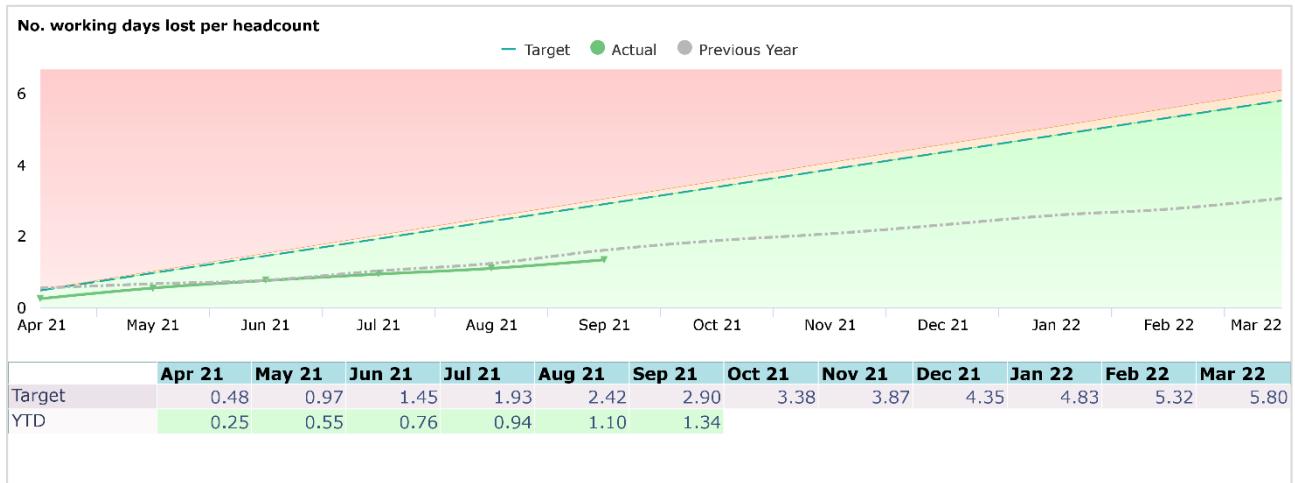
### Q2 Commentary

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

At the end of Q2 the year-to-date percentage voluntary turnover for RBWM is 7.76% and tracks consistently within the profiled tolerance thresholds. A comparison with the previous year shows a slight increase in voluntary turnover. This is likely to be attributable to staff feeling less concerned about moving roles now, whereas last year we were at the peak of the pandemic with much uncertainty, and as a result less movement.

## 7. Business Intelligence: RBWM Sickness Absence

- 7.1 Sickness absence reporting is based on working days lost per headcount. At the close of Q2, working days lost due to sickness per headcount is 1.34 and within the target of 2.90. Comparison with the last two years shows working days lost per headcount to be fewer this year, which could be attributed to staff continuing to work from home. In the past, staff may have needed to take sick leave however the increased flexibility means that they may be able to continue working from home if they are well enough to do so.



## **8. RBWM Re-Start project**

- 8.1 The council faced unprecedented changes from the outset of the COVID-19 pandemic in early 2020, moving quickly from mostly office-based working to home-based working for the vast majority of the workforce. Over a short space of time, it was realised that we could continue to deliver our services with a workforce that was not mainly office-based. This paved the way to look at the continuation of more flexible working and not returning to the traditional five days in the office for everyone when it was possible to return to the office.
- 8.2 In early spring, all Heads of Service were asked to discuss with their teams what a return to the office should look like, and what their needs were in relation to desks, storage and meeting space. RBWM also engaged with its partners, Achieving for Children and Optalis, about their requirements. Phase 1 of the “Re-start project” included an extensive review of needs – and the development of a plan to meet those needs – based on the information, and a clearing exercise of lockers and cabinets which ended in Q2 2021/22.
- 8.3 With the opening of the Town Hall there is availability of: allocated desks (desks designated for specific teams who are required to be in the office each day for operational needs in order to deliver their service), bookable desks for a day, and “drop-in” desks for a period of up to two hours for employees. Meeting rooms are also available to be booked via the Facilities Team in the Town Hall, or via York House Reception.
- 8.4 Phase 2 will include setting up a collaboration space in the Town Hall in Maidenhead and reprovisioning sites such as Tinkers Lane and Riverside for allocated, drop in and bookable desks as appropriate.