

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

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## **REPORT SUMMARY**

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

### **1. DETAILS OF RECOMMENDATION(S)**

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

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

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

**Options**

**Table 1: Options arising from this report**

<b>Option</b>	<b>Comments</b>
Accept the recommendations in this report. <b>This is the recommended option</b>	This will allow insight into the delivery of the council’s agreed priorities as set out in the Corporate Plan.
Not accept the recommendations in the report.	The failure to use relevant performance information to understand delivery against the council’s agreed priorities impedes the council’s ability to make informed decisions and seek continuous improvement.

**Background: New Corporate Plan and agreed performance reporting arrangements**

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

**Citizens’ Portal**

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

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

### **Corporate Overview & Scrutiny Panel reporting arrangements**

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

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

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

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

**Table 2: Exception criteria**

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

### **Latest Performance Report at Appendix A**

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

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

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

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

**Table 4: Summary of performance**

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

**“A council trusted to deliver its promises”**

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

**3. KEY IMPLICATIONS**

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

**Table 5: Key Implications**

<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			31 March 2025
The council uses performance and management information effectively to identify and resolve issues.	PMF not utilised effectively.	PMF used by services, leadership and Members to identify and resolve issues.			31 March 2025

**4. FINANCIAL DETAILS / VALUE FOR MONEY**

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

## 5. LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the recommendations.

## 6. RISK MANAGEMENT

6.1 The risks and their control are set out in table 6.

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

<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

## 7. POTENTIAL IMPACTS

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

## 8. CONSULTATION

8.1 The Corporate Plan went out to public consultation in Summer 2021 and the consultation results informed the final Corporate Plan adopted by Full Council in November 2021. The new performance reporting arrangements were approved by Cabinet on 16 December 2021 following discussion with Directors, Statutory Officers, the Corporate Leadership Team, the Cabinet Member for Corporate & Residents Services, Culture & Heritage and Windsor, the Leader of the Council and the Chairs of each Overview and Scrutiny Panel current at the time.

## 9. TIMETABLE FOR IMPLEMENTATION

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

**Table 7: Implementation timetable**

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

## 10. APPENDICES

10.1 This report is supported by one appendix:

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

## 11. BACKGROUND DOCUMENTS

11.1 This report is supported by two background documents:

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

## 12. CONSULTATION

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

## REPORT HISTORY

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

Report Author: Rachel Kinniburgh, Service Lead – Strategic Policy, Performance and Insights
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# Corporate Overview & Scrutiny Panel

## Performance Report

July 2022

Focus of report: Performance up to 31 May 2022

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## 1. Executive summary

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

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

**Table 1: Criteria**

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

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

**Table 2: Interim exception-criteria for July 2022 report**

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

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

## 2. Summary performance overview

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

**Table 3: Summary of performance**



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

### 3. Thriving communities: Areas of concern

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

#### Good or Outstanding education settings

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

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

### Outcomes for children leaving our care



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

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



## Healthy Weight

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

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

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



Actions and process put in place to improve

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

**Leisure centre attendances**

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

Indicator name:		Apr-22	May-22
[Citizens' Portal Link] <a href="#">Number of attendances at leisure centres (disabled)</a>	Actual	1,399	6,844
	YTD	1,399	8,243
<b>Preferred direction of travel: Higher is better</b>			

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

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

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

#### 4. Thriving communities: Areas of progress

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

##### *Healthy behaviours*

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

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

### Settled accommodation for adults with learning disabilities

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

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

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

### Rough Sleeping

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

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

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

## 5. Inspiring places: Areas of progress

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

### Claimant count and employment rates

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

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



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

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

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

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

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

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

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

### Footfall in town centres

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

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

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

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

### Digital Connectivity

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

Indicator name:	Dec-20	Dec-21
[Citizens' Portal Link] <a href="#">% of premises with full fibre availability</a>	4.9%	15.8%

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



### **Increasing recycling and reducing waste**

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

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



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

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

Indicator name:	Mar-20	Mar-21
<p data-bbox="192 616 1677 655">[Citizens' Portal Link] <a href="#">Residual household waste per household (kg) (Annual)</a></p> <p data-bbox="192 687 1677 762">On the link, please click on 'see numbers' and select date range from 31-Mar-2018 to 31-Mar-2026 to view data, click on actual and target legends to view the graph</p>	546.90	519.50
<p data-bbox="192 791 1677 826"><b>Preferred direction of travel: Lower is better</b></p>		
<p data-bbox="192 831 2033 1015"><b>Commentary:</b> The borough moved to fortnightly waste collections for black bins, while maintaining weekly collections for recycling and food waste, in October 2021. This prompted a significant change in behaviour, with the amount of waste collected in the black bins decreasing significantly. There has been an 18% decrease in the amount of waste being disposed of in refuse bins, with 23,303 tonnes collected in 2021/22, compared to 28,497 the previous year.</p> <p data-bbox="192 1050 2033 1193">Meanwhile, food waste recycling collected increased from 2,548 tonnes in 2020/21 to 4,664 tonnes in 2021/22 – an increase of 83%. The change to collection frequency drove this change and we should see a further decrease in waste during this financial year as we see a full-year effect of the change. However, continuing communications and support for residents to reduce their waste and recycle more will be needed to maintain this change and decrease waste further.</p>		

## Air quality

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

Indicator name:	Dec-20	Dec-21
<b>[Citizens' Portal Link] <a href="#">Nitrogen dioxide concentration across AQMA: Maidenhead</a></b>		
On the link, please click on 'see numbers' and select date range from 31-Dec-2018 to 31-Dec-2026 to view data, click on actual and target legends to view the graph	30.5	28.2
<b>Preferred direction of travel: Lower is better</b>		
<b>Commentary:</b> <p>All Air Quality Management Areas in RBWM are below the government guidelines of 40µg/m<sup>3</sup>. However, since the national pandemic restrictions have eased, there has been an increase in the levels across regions in Dec-21 except in Maidenhead which continues to be progressing well in the last 2 consecutive periods, hence featuring in this report. There is currently no empirical explanation for this, although it may be partially explained by an increase/continuation in working from home/flexible working; strong westerly winds blowing clean air into the UK from the Atlantic throughout December 2021 and the road improvement scheme at Bridge Road and Oldfield roundabout that was completed in June 2021.</p> <p>The council has a programme of measures in place to reduce the impact of emissions on local air quality. These form an integral part of the Local Transport Plan (LTP) which informs the Highways Capital Programme with the council's efforts to improve air quality. The LTP also implements a suite of 'soft' measures and smarter choices: influencing better travel choices, such as encouraging public transport use, walking, and cycling that can all contribute to reduced road traffic emissions.</p>		

## COMPLETED TASKS

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

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



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


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

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

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

### ***Proud to work for the council***

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

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

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

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

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

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