

Report Title:	Corporate Plan: Annual Report, changes in context and related proposals for revised Equality objectives, and amendments to the Corporate Plan
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Councillor Johnson, Leader of the Council
Meeting and Date:	Cabinet – 26 January 2023
Responsible Officer(s):	Rebecca Hatch, Head of Strategy Rachel Kinniburgh, Service Lead for Strategy, Policy and Performance
Wards affected:	All

REPORT SUMMARY

This report sets out a Year 1 Progress Report (Appendix A), providing an overview of key achievements and activities in Year 1 of the Corporate Plan (November 2021 – November 2022). The report also details key changes in context and new evidence and insights generated since the Corporate Plan’s adoption. This has informed a review of the Corporate Plan priorities and goals. Cabinet is asked to consider a set of proposed amendments to the Corporate Plan to ensure that it remains appropriate and responsive to our changing operating context.

A review of these changes in context and new evidence and insights has also informed the development of a revised set of equality objectives for the council, designed to mutually reinforce the Corporate Plan. These objectives are proposed for agreement by Cabinet and subsequent publication in order to meet the council’s Public Sector Equality Duty under the Equality Act 2010.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Year 1 Progress Report for publication, as set out at Appendix A.**
- ii) Notes the changes in context set out in this report (section 2.4 – 2.9) and new evidence and insights generated in 2022 (Appendix B Inequalities Project Phase 1 findings and Appendix C Census 2021 Insights).**
- iii) Agrees the proposed revisions to the Corporate Plan, summarised in table 1 below, and noting the further detail included at Appendix D.**
- iv) Agrees the proposed Equality Objectives and notes the update on work undertaken to strengthen equalities across the council (Appendix E).**
- v) To agree to include care experience as a protected characteristic within Equality Impact Assessments, in recognition of our particular responsibility to consider the needs of children in care and care leavers, as their corporate parents.**

Table 1: Summary of proposed revisions to the Corporate Plan

Proposed new goal	Recommendation
<p>1. Help to reduce the impact of cost of living rises on our residents, with a focus on those most at risk, through targeted financial and practical support.</p>	<p>Include this as a new goal within the Corporate Plan, reflecting the council's focus on activities to support residents and mitigate impacts of cost of living rises. (This goal is also one of the proposed Equality Objectives.)</p>
<p>2. Ensure that every child in the borough is able to experience positive outcomes in childhood, through healthy living, readiness to learn, and positive parenting, with support targeted at those most at risk.</p>	<p>Include this as a new goal within the Corporate Plan, reflecting the council's increased focus on prevention, and the importance of childhood to future outcomes. Incorporate the existing goal to reduce childhood obesity as a key performance metric under this goal. (This goal is also one of the proposed Equality Objectives.)</p>
<p>3. Strengthen community-based, preventative support for adults with additional needs through increased, and more effective, partnership working and embedding asset-based models of care.</p>	<p>Include this as a new goal within the Corporate Plan, reflecting the council's increased focus on prevention, the importance of working in partnership within the community, and of asset-based models of care. This goal replaces the two existing goals:</p> <ul style="list-style-type: none"> • At least 70% of recipients are satisfied with the preventative and/or community-based interventions provided by the council • A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months
<p>4. Facilitate economic growth within key sectors and increase ambition on economic inclusion, through a renewed relationship with businesses, supporting residents into work, and maximising social value.</p>	<p>This new goal reflects the enhancement of our approach to economic development over the past year, the changing economic and labour market landscape, and the potential opportunities offered through the devolution agenda. This goal incorporates the following existing goals, which will be included as key measures:</p> <ul style="list-style-type: none"> • An increase in the number of new and surviving businesses within the borough, including the expansion of creative industries. • 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. • An increase in the number of apprenticeships in the borough by 10%.
<p>5. Continue to play a leadership role in placemaking, focused on our key town centres: including the</p>	<p>This goal reflects our increased focus and ambition on placemaking, on supporting thriving town centres, and the importance of including our residents, businesses and partners in shaping the future of our places. This change reflects our refreshed approach</p>

<p>re-development of Maidenhead, a new vision for Windsor and delivery of the Ascot High Street Project and associated Supplementary Planning Document (SPD).</p>	<p>and responds to new developments including the opening of the Elizabeth Line.</p> <p>This goal incorporates the following existing goals:</p> <ul style="list-style-type: none"> • An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration. • Undertake a master planning exercise for central Windsor by 2023 and submit a business case for government funding for identified improvements along Ascot High Street.
<p>6. Embed accessibility into the planning and design of our streetscape, buildings and public spaces</p>	<p>Include this as a new goal, aligned with its inclusion within our revised Equality objectives. This goal responds to the increasing numbers of older people in the borough (as evidenced through the 2021 Census), and findings from the Residents Survey that highlight some of the challenges faced by residents with a disability, in addition to feedback from the Disability and Inclusion Forum, highlighting accessibility issues and their impacts.</p>

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

Options

Table 2: Options arising from this report

Option	Comments
<p>Accept the recommendations in this report.</p> <p>This is the recommended option</p>	<p>The Corporate Plan is an integral part of a robust governance framework and sets out the council's priorities for the next 5 years, helping to guide the allocation of resources and energies on the delivery of change where it is required. It is good practice for any organisation to review their priorities on a regular basis, and particularly when there have been substantial changes in the operating context, as over the past 12 months.</p> <p>The council otherwise has a legal obligation to publish equality objectives at least every 4 years under the Equality Act 2010 (Specific Duties) Regulations 2011.</p>
<p>Not accept the recommendations in the report.</p>	<p>To not accept the recommendations in this report would mean that the Corporate Plan was not responding to changes in the internal, external and financial context, and reflecting the new evidence available. This would limit the council's ability to prioritise effectively. Not publishing a new set of Equality Objectives would mean that we were failing to meet our legal duty to do so.</p>

Year 1 Progress against the Corporate Plan

- 2.1 The Corporate Plan is a key component of good governance and recognises that the council has to make choices about where it focuses its resources. Adopted in November 2021, the Plan sets out three overarching objectives – “Thriving communities”, “Inspiring places” and “A council trusted to deliver its promises” – and 50 related goals for achievement in the period 2021-2026. These goals

intentionally do not cover the full range of activities and services provided by the council, rather they are focused on addressing the key challenges identified and where the council needs to drive change. The Plan emerged from an evidence-base and was shaped by consultation in Summer 2021 and a focused “challenge session” by the Corporate Overview & Scrutiny Panel in October 2021.

- 2.2 Performance and progress against the Plan’s goals is routinely published to the public-facing [Citizens’ Portal](#) in the interests of transparency and accountability. Performance reports are shared with the Corporate Overview & Scrutiny Panel on a regular basis, reporting by exception.
- 2.3 Appendix A sets out the Year 1 Progress Report, providing an overview of key achievements and activities in Year 1 of our Corporate Plan (November 2021 – November 2022), proposed for publication with Cabinet’s agreement. It is to be noted that the Corporate Plan focuses on delivery over a 5-year period, and therefore this Year 1 Progress Report reflects key achievements over the first year of the Plan. The council is also monitoring progress and impact across the longer five-year timeframe. Further prioritisation and sequencing of the delivery of activities to achieve our goals will be undertaken in early 2023.

Key changes in context since the Corporate Plan’s adoption

- 2.4 The council’s operating context has changed substantially over the course of the year. In particular, rises in the cost of living have caused challenges for our residents, staff, businesses and for the organisation as a whole. The wider economic climate has caused serious impacts for our 2023-24 budget and longer-term financial sustainability. Key changes in context are summarised below. These inform our review of the Corporate Plan and its priorities:
- 2.5 **Cost of living rises:** Rises in the cost of living are affecting householders across the UK, due to a combination of factors including: rises in energy bills, inflation causing increases in prices for necessities like food and fuel; and increased interest rates. The economic situation has been exacerbated by the Russian-Ukraine war, and following the pandemic. Rising costs affect all residents, but the impacts are greatest on those who are already struggling financially. Our voluntary and community sector partners are seeing increasing demand for food banks, debt advice and wider support services, and health partners are severely over-stretched. Cost of living rises are causing anxiety and stress for residents and can contribute to a range of negative impacts across health, housing, and relationships.
- 2.6 The more challenging economic climate also affects businesses, through increased costs of labour, materials and borrowing, and a different and more uncertain context for investment decisions. It presents challenges for central government when setting policy on economic growth. These external challenges make it more important for the council to present a strong case for investment in the borough, including through leading the development of a compelling devolution proposal for Berkshire. It drives us to strengthen our relationship with businesses – both to attract and support the expansion of key sectors, such as film and life sciences – and to work in stronger partnership with those businesses already located here.

- 2.7 **Financial challenges:** A number of key financial challenges are impacting on the organisation's short- and medium-term outlook, many of which are shared with the majority of Local Authorities. Rising interest rates, the impact of inflation on labour costs and materials, and increased energy costs affect the council and also our partners – including contracted delivery partners, developers and businesses. Increased costs and a more uncertain and challenging economic outlook have made the council's financial position more difficult. RBWM continues to experience additional financial risk due to its low council tax rates and historically low level of reserves, although in recent years these have been strengthened.
- 2.8 The challenging financial context makes it even more important that the council prioritises effectively, and allocates resources in an efficient, effective way. It highlights the importance of prevention and demand management in order to reduce demand on the highest cost services and manage the budget sustainably into the medium term. The Corporate Plan priorities and performance measures provide a framework for making difficult resourcing decisions and have informed the 2023/24 Budget proposals, as well as our Medium-Term Financial Strategy. In turn, the Corporate Plan and associated delivery plans must reflect the resources available. Following the Corporate Plan refresh and the agreement of the 2023/24 Budget, the council will undertake a prioritisation and delivery planning exercise, to ensure that the activities needed to deliver on our Corporate Plan are resourced and sequenced appropriately, and to strengthen our approach to risk management over the medium term. This will continue to form the basis on which resource prioritisation and budget setting are conducted in future years.
- 2.9 **Change in political leadership:** Changes in central government leadership over the summer and autumn have generated an uncertain time for local authorities across the country where new plans and policies are developed centrally. This has led to uncertainties about future national policy direction and funding for local authorities. September also saw the sad passing of Her Majesty, Queen Elizabeth II, for whom Windsor was the main residence.

New evidence and insights generated throughout 2022

- 2.10 During 2022, the council has benefited from a range of new evidence and insights. Firstly, from the RBWM 2022 Residents' Survey, and secondly through the ongoing phased release of Census 2021 data. The council has also undertaken research on inequalities and disadvantage in the borough through the cross-cutting Inequalities project. These new evidence sources support ongoing strengthening of an evidence-based approach to decision-making.
- 2.11 **Residents Survey:** The Residents' Survey 2022, conducted by an independent research provider, interviewed a representative sample of 1,740 residents through both telephone and face-to-face interviews. The Survey provides a wealth of evidence to inform decision-making as well as wider service and policy design. The results of the Residents Survey were published in October 2022 and are available in full [here](#).
- 2.12 Overall, the Survey found high levels of satisfaction with the borough as a place to live (89%), and trust in the council (70%). However, analysis reveals specific

cohorts experiencing difficulty, and whose different experiences need to be considered in future strategy. These include:

- residents aged 18-34.
- residents with Black, Asian or Mixed ethnicities.
- residents whose activities are limited due to a health condition (henceforth, those with a disability).
- residents who are not employed (excluding retired).

2.13 The findings provide assurance that the Corporate Plan priorities reflect the priorities of residents. When asked what makes the area a good place to live, the borough's parks and nature were the top two responses, and there were high levels of support for Climate Change as a priority for the council (84% agreeing). Roads maintenance and transport issues dominated top areas for improvement, supporting the Corporate Plan priorities around infrastructure; and housing affordability comes through as a key concern for those in younger age groups.

2.14 The Survey found that cost of living dominates as the primary concern for respondents (53%) over the next 1-3 years, with 18-34s, renters and ethnic minorities showing the highest levels of concern. 6% of respondents stated that they are finding things quite or very difficult financially. 25% said that they are just getting by. The cost-of-living rises have become a priority nationwide, since the Plan was agreed last November. This supports the proposed addition of a new goal on supporting residents to mitigate the impacts of cost of living rises, as set out at Appendix D.

2.15 The borough's strong communities come through as a theme: 72% of respondents agree that people pull together to improve their local area – and just over a third (36%) of respondents claim they take part in local community groups, activities or events at least once a month. However, engagement in community activities is lower amongst residents aged 75 & over, residents with a disability, and residents who rent from the council, housing association or trust. This supports the increased emphasis on community-based support, as proposed in revised goals for adult social care.

2.16 **Census 2021:** This report highlights key demographic findings from the 2021 census and its likely impact on current and future of service demand (see also Appendix C for further detail). Data is being released in phases by the Office for National Statistics over the course of 2022-23. From releases to date, RBWM has seen a population increase of 6.2% from 2011 (144,600) to 2021 (153,500). Overall, the population has aged since the 2011 census and the borough has seen decreases in key population groups 0-4yrs (-14.6%) and 20-44yrs (ranging from -2.1% to -9.5%). There have been increases in the population age-groups, 55-59yrs (+32.3%) and 70-74yrs (+33.2%). A growing and ageing population has implications for demand for services, particularly adult social care. It also has implications for infrastructure planning and the suitability of housing stock to meet changing needs over people's lifetimes.

2.17 As of 2021, the identified ethnic make-up of the borough is predominately 'White British' accounting for 69.05% of the total population. The intervening 10-year period (2011 to 2021) has seen a notable decrease of 8.48% in the group who

identified themselves as 'White British', alongside rises in other ethnic groups. This points to an increasingly ethnically diverse community.

2.18 At the time of census recording, (61.7%) of RBWM's working age population were in employment, this compares with 57.2% in England & Wales (E&W), (3.1%) were unemployed compared with (3.4%) in E&W and (35.2%) were economically inactive compared with (39.4%) in E&W.

2.19 **Inequalities Project** (see Appendix B for further detail): The council has undertaken a cross-cutting project to strengthen our collective understanding of inequalities and disadvantage in the borough. The project has two phases, with phase one laying the foundations for phase two by building an evidence base on inequalities and disadvantage in our communities. Phase two will focus on strengthening our approach to reducing inequalities, based on the evidence – aiming to reduce demand on high-cost services, through improved prevention and early intervention.

2.20 The project has been run collaboratively, involving services across the council and partners, and combining quantitative and qualitative data to build a rigorous picture of the challenges experienced by our residents through three evidence sources:

- Data and Desk-based research
- Frontline Insight and Engagement - Interviewing staff across, the council, voluntary and community sector and other partners, and collecting case studies.
- Community Engagement - including focus groups and interviews with residents, targeting specific areas and cohorts facing challenges. Findings from the World Café events have also been included.

2.21 The project employed three different routes to profile those experiencing inequality in the borough:

- **Geographical clusters of deprivation:** Utilising the index of multiple deprivation in conjunction with our frontline expertise, our research focused on small neighbourhoods in Dedworth (Windsor), Central Maidenhead and Datchet, Horton and Wraysbury.
- **Demographic cohorts at higher risk of challenges** (often but not always linked to poverty). These groups are identified both through interviews and through the Residents Survey data. i. Residents with low income/ in poverty, ii. Residents in social housing, iii. Those renting privately, iv. Those of Black and Asian Ethnicity, v. Those aged 75+ vi. Those living with a disability, vii. Those with caring responsibilities. Our approach to inequalities should consider the specific experiences and needs of these groups.
- **Key challenges:** Poverty and low income, emerged as a central and perhaps underpinning challenge, but the project demonstrated how closely intertwined this was with four other issues: Health, Housing, Skills and Relationships. These key challenges mirror the protective factors which support individual resilience, or the capacity to overcome and deal with challenges. The evidence demonstrated the interrelated nature of these

issues and that residents are unlikely to be able to resolve one problem in isolation.

2.22 The research highlighted the ways in which cost of living rises are having serious impacts on those who are already struggling financially and leading to wider impacts on mental health, physical health and relationships. Initial implications of this research are included at Appendix B and support stronger, preventative and community-based support.

Implications for the Corporate Plan

2.23 From reviewing the key changes in context and key implications from the new evidence set out in this report, Officers are satisfied that the overarching objectives and priorities of the Corporate Plan remain sound. However, the combination of cost of living impacts on residents, a growing and ageing population, and the wider economic challenges and uncertainties, suggest that there are opportunities to strengthen the Corporate Plan in the following areas:

- Reflecting the impacts of Cost of Living rises and the council's response.
- A greater focus on prevention in both Adults and Children's services, both to decrease demand and improve outcomes.
- Increased focus and ambition on economic growth and the council's role in supporting the growth of key sectors, and in supporting residents on to positive career pathways.
- Strengthening the council's Place Leadership role and setting a clear vision for the future of our key towns – Windsor, Maidenhead and Ascot.
- Increased emphasis on reducing inequalities, in particular for older and disabled residents, aligned with a new set of Equality Objectives (see Appendix E).

2.24 The proposed revisions to the Corporate Plan are set out in Appendix D and summarised in the recommendations above. These proposals are made in line with the acknowledgement to Full Council on adoption of the Corporate Plan (23 November 2021) that the Plan will be refreshed on an annual basis to respond to changes, challenges and opportunities.

Revised equality objectives 2022

2.25 The Corporate Plan states that we "recognise that we need to better understand the inequalities that affect different groups within the borough in order to ensure that those experiencing disadvantage and inequality are able to access appropriate, effective and early support within their communities". The Plan commits to further evidence-gathering and publication of new Equality objectives.

2.26 The new evidence and insights generated during 2022 has supported the council in the reformulation of its equality objectives. The council has a legal obligation to publish equality objectives at least every 4 years under the Equality Act 2010 (Specific Duties) Regulations 2011.

- 2.27 Appendix E sets out the draft equality objectives proposed for adoption, alongside an update on work progressed in 2022 to strengthen the council's approach to the equality agenda. The objectives align to five themes, drawn largely from the structure of the Local Government Association's Equality Framework, and incorporate priorities identified through the LGA Corporate Peer Challenge and relevant equality-related goals from the Corporate Plan to ensure mutual reinforcement. Specific activities have been identified under each objective. A greater role for the Corporate Overview & Scrutiny Panel is proposed, in monitoring progress against our equality objectives.
- 2.28 In preparing these objectives engagement has been undertaken with groups including the Disability and Inclusion Forum and KickBack. Feedback from colleagues in relevant service areas has also helped to shape the objectives and ensure that they are measurable and consistent with service objectives.
- 2.29 Alongside development of the equality objectives, we have also strengthened our approach to Equality Impact Assessments, as set out in more detail at Appendix E. The scope of the protected characteristics considered in the new EQIA template has been widened to acknowledge the council's responsibility to disadvantaged groups who are not covered by the nine established protected characteristics. The inclusion of 'children in care/care leavers' follows the recommendation of the 2022 Independent Review of Children's Social Care to make care experience a protected characteristic in law, in recognition of the challenges and disadvantages experienced by many people in care during their lives. Although the Government's response to the Review has not yet been published, the inclusion of this group acknowledges the council's role as Corporate Parent and ensures that they are considered in all council decisions and policies. Further additions alongside protected characteristics in the revised EQIA are the 'Armed Forces community', reflecting the council's commitment as a holder of the Armed Forces Covenant Gold Award and the special relationship between the borough and the military, and 'socio-economic considerations', which focuses on the effect of council decisions and policy on those experiencing poverty and financial hardship, which is particularly important in the current economic climate.

3. KEY IMPLICATIONS

- 3.1 The key implications of this report are the advancement of the council's strategic planning process by way of response to changes, challenges and opportunities, and the requirement to meet statutory obligations regarding the publication of equality objectives.

Table 3: Key Implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
Refresh of the Corporate Plan to responds to key changes, challenges and opportunities in the external context to deliver better outcomes for people and places.	Not having a strong, responsive Corporate Plan is a governance risk.	Corporate Plan provides governance and accountability.	N/A	N/A	26 Jan 2023
Meet statutory responsibilities under the Equality Duty.	Upheld legal challenge.	Compliance with the Equality Duty. Equality objectives met.	Equality objectives exceeded.	N/A	26 Jan 2023

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no direct financial implications arising from the recommendations of this report. However, as noted, the Corporate Plan priorities and performance measures provide a framework for making difficult resourcing decisions. In turn, the Corporate Plan and associated delivery plans must reflect the resource allocations agreed through the Budget process.

5. LEGAL IMPLICATIONS

- 5.1 The Equality Act 2010 (Specific Duties) Regulations 2011 require public authorities to publish equality objectives at least every 4 years. The recommendation to publish the revised equality objectives at Appendix E fulfils this legal duty.

6. RISK MANAGEMENT

- 6.1 The risks and mitigations are identified in Table 4.

Table 4: Impact of risk and mitigation

Risk	Level of uncontrolled risk	Controls	Level of controlled risk
The Corporate Plan does not respond to changes in the external or political context.	MEDIUM	The Plan will continue to be refreshed on an annual basis to respond to changes, challenges and opportunities. It can also be adapted at other times, where appropriate. The Plan will be reviewed by Corporate Overview & Scrutiny Panel after 2 years with recommendations made for change as appropriate.	LOW
The council is unable to deliver against its priorities as set out in the Plan.	MEDIUM	Progress against the Plan's goals are measured through the performance management framework. Strategies and action plans will be developed, where needed, to ensure that the council is clear on how it will achieve each goal. More detailed delivery planning will be undertaken in early 2023, to ensure that activities are adequately planned and resourced. Action will be taken to address barriers to progress.	LOW

7. POTENTIAL IMPACTS

- 7.1 **Equalities.** The proposed changes to the Corporate Plan and the adoption of new equality objectives are focused on strengthening the council's equalities agenda and on improving outcomes for groups with protected characteristics. The changes are based on an improved evidence base on inequalities and disadvantage in the borough, through the Inequalities Project, Residents Survey and emerging 2021 Census analysis.
- 7.2 **Climate change/sustainability.** Climate change and sustainability remain at the heart of the Corporate Plan. "Taking action to tackle climate change and its consequences and improving our natural environment" is one of the top three priorities within the Plan and is underpinned by a series of specific goals to achieve our ambitions. The Plan also includes a commitment to "Promote awareness of a sustainable and biodiverse environment across all our decision-making" as one of six underpinning principles of our approach.
- 7.3 **Data Protection/GDPR.** Not relevant.

8. CONSULTATION

- 8.1 The Corporate Plan refresh is supported by the new evidence sources outlined above. These include the 2022 RBWM Residents Survey which interviewed 1740 residents, and the frontline and community engagement strands of the Inequalities Project, which included focus groups and individual interviews with a wide range of residents experiencing inequalities and disadvantage, and those who work to support them. It is also informed by key messages from the World Café events.
- 8.2 Both the Residents Survey and Inequalities Project findings were also discussed by the Connected Leaders group and Place Committee, which include a range of health partners and wider stakeholders. In addition, the Equality objectives were discussed with the Disability & Inclusion Forum and Kickback council.
- 8.3 The Corporate Plan refresh and equality objectives were discussed by the Corporate Overview & Scrutiny Panel at their meeting on 17 November 2022.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 5.

Table 5: Implementation timetable

Date	Details
26 Jan 2023	Agree changes to Corporate Plan and agree proposed equality objectives for publication.
February – April 2023	Setting of performance metrics and development of delivery plans for new goals, in parallel to wider prioritisation and delivery planning, reflecting resourcing allocations.

10. APPENDICES

- 10.1 This report is supported by four appendices:
- Appendix A: Progress Report (Year 1)
 - Appendix B: Inequalities Phase 1 Findings Report
 - Appendix C: Census analysis
 - Appendix D: Proposed Revisions to the Corporate Plan
 - Appendix E: Proposed revised equality objectives

11. BACKGROUND DOCUMENTS

- 11.1 This report is supported by two background documents:
- [Corporate Plan \[adoption by Full Council 23 November 2021\]](#)
 - [RBWM 2022 Residents Survey](#)

12. CONSULTATION

Name of consultee	Post held	Date sent	Date returned
<i>Mandatory: Statutory Officers (or deputies)</i>			
Adele Taylor	Executive Director of Resources/S151 Officer	20/12/22	23/12/22
Emma Duncan	Director of Law, Strategy & Public Health/ Monitoring Officer	20/12/22	05/01/22
<i>Deputies:</i>			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	20/12/22	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	20/12/22	
Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	20/12/22	
<i>Mandatory: Procurement Manager (or deputy) - if report requests approval to go to tender or award a contract</i>			
Lyn Hitchinson	Procurement Manager		
<i>Mandatory: Data Protection Officer (or deputy) - if decision will result in processing of personal data; to advise on DPIA</i>			
Emma Young	Data Protection Officer		
<i>Mandatory: Equalities Officer – to advise on EQiA, or agree an EQiA is not required</i>			
Ellen McManus-Fry	Equalities & Engagement Officer	20/12/22	
<i>Other consultees:</i>			
<i>Directors (where relevant)</i>			
Tony Reeves	Interim Chief Executive	20/12/22	05/01/22
Andrew Durrant	Executive Director of Place	19/12/22	20/12/22
Kevin McDaniel	Executive Director of People Services	20/12/22	05/01/22

Confirmation relevant Cabinet Member(s) consulted	Cllr Johnson, Leader of the Council and Chairman of Cabinet. Cabinet Member for Growth & Opportunity	Yes
	Cllr Rayner, Deputy Leader of the Council. Cabinet Member for Business, Corporate & Resident Services, Culture & Heritage, and Windsor Armed Forces Champion.	Yes
	Cllr Bhangra, Cabinet Member for Environmental Services, Parks and Countryside.	Yes
	Cllr Cannon, Cabinet Members for Anti-Social Behaviour, Crime and Public Protection.	Yes
	Cllr Carroll, Deputy Chairman of Cabinet. Cabinet Member for Children's Services, Education, Health, Mental Health and Transformation.	Yes
	Cllr Coppinger, Cabinet Member for Adult Social Care and Maidenhead.	Yes
	Cllr Haseler, Cabinet Member for Planning, Parking, Highways and Transport.	Yes
	Cllr Hilton, Cabinet Member for Asset Management & Commercialisation, Finance and Ascot.	Yes
	Cllr McWilliams, Cabinet Member for Digital Connectivity, Housing Opportunity and Sport & Leisure.	Yes
	Cllr Stimson, Cabinet Member for Climate Action and Sustainability.	Yes

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
Key decision. First entered into the Cabinet Forward Plan: November 2022.	No	No

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