

NOTICE
OF
MEETING



CRIME & DISORDER OVERVIEW & SCRUTINY PANEL

will meet on

TUESDAY, 24TH NOVEMBER, 2015

At 6.15 pm

in the

ASCOT AND BRAY - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE CRIME & DISORDER OVERVIEW & SCRUTINY PANEL

COUNCILLORS DAVID HILTON (CHAIRMAN), JOHN STORY (VICE-CHAIRMAN),
HASHIM BHATTI, JOHN BOWDEN, HARI SHARMA, LISA TARGOWSKA AND
SIMON WERNER

SUBSTITUTE MEMBERS

COUNCILLORS MALCOLM ALEXANDER, CLIVE BULLOCK, MOHAMMED ILYAS,
ANDREW JENNER, GARY MUIR, SHAMSUL SHELMIM, MALCOLM BEER AND
LYNNE JONES

Karen Shepherd - Democratic Services Manager - Issued: Monday, 16 November 2015

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Tanya Leftwich** 01628 796345

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES FOR ABSENCE</u> To receive any apologies for absence.	-
2.	<u>DECLARATIONS OF INTEREST</u> To receive Declarations of Interests from Members in respect of any items to be considered at the meeting.	5 - 6
3.	<u>MINUTES</u> To confirm the Part I minutes of the Crime & Disorder Overview & Scrutiny Panel held on the 27 October 2015.	7 - 14
4.	<u>NIGHT TIME ECONOMY ENFORCEMENT PILOT REVIEW</u> To comment on the report to be considered by Cabinet on the 26 November 2015.	15 - 26
5.	<u>COUNCIL STRATEGIC PLAN 2016-2020</u> To comment on the report to be considered by Cabinet on the 26 November 2015.	27 - 46
6.	<u>THAMES VALLEY POLICE UPDATE</u> A presentation by Superintendent Rai (Thames Valley Police).	-
7.	<u>DATE OF FUTURE MEETINGS</u> <ul style="list-style-type: none">• Monday 18 January 2016.• Tuesday 12 April 2016.	-

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MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

PREJUDICIAL INTERESTS

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

DECLARING INTERESTS

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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Agenda Item 3

CRIME AND DISORDER OVERVIEW & SCRUTINY PANEL

27 OCTOBER 2015

PRESENT: Councillors David Hilton (Chairman), John Story (Vice-Chair), John Bowden, Hari Dev Sharma, Lisa Targowska and Malcolm Beer (sub for Simon Werner).

Also Present: Councillor David Coppinger (Lead Member for Adult Services and Health (including Sustainability)).

Officers: Nick Davies, Tanya Leftwich, Sue Longden and Brian Martin.

PART I

APOLOGIES FOR ABSENCE

Apologies were received from Councillors Hashim Bhatti and Simon Werner.

Apologies were also received from the Thames Valley Police, Craig Miller, Parish Councillor Spike Humphrey (Sunninghill & Ascot) and Parish Councillor Pat McDonald (White Waltham Parish Council).

It was announced by the Chairman that the meeting was being recorded and that the audio would be published to the RBWM website.

DECLARATIONS OF INTEREST

None.

MINUTES

The minutes from the Crime and Disorder Overview and Scrutiny Panel held on the 6 July & 10 September 2015 were agreed as correct records subject to the Chairman checking with the new Superintendent the point about *'whilst less car parking would be available at the new premise less staff would be moving across'* regarding the new Windsor Police Station premise was correct.

The Chairman stated that it was disappointing to see no stakeholders present despite the letter that had been sent out in advance of the meeting.

ITEMS

DAAT CONSULTATION AND REVIEW TIMETABLE

Members considered the report that was being submitted to the 29 October 2015 Cabinet which could be found on pages 1-10 in the agenda.

The Lead Member for Adult Services and Health (including Sustainability), Councillor David Coppinger, informed Members that this was the second time they had seen a paper on the DAAT services and after getting it wrong last time they had listened to the criticisms from everyone and re-written the paper which was before the Panel tonight.

The Interim Head of Public Health, Sue Longden, gave a brief overview of the report and explained that the report requested approval for a fundamental review of all RBWM drug and alcohol (DAAT) services, the DAAT function, to support the development of a future commissioning model for drug and alcohol services that was innovative, cost-effective and tackled local health inequalities.

Members were informed that it was proposed that costs and outcomes for RBWM's services were benchmarked against drug and alcohol services in other Local Authorities and that RBWM officers worked in collaboration with partners and key stakeholders to review national and international best practice and opportunities for local innovation.

The Interim Head of Public Health went onto explain that benchmarking and review of best practice evidence would be used to provide options for local implementation. It was noted that these options would be modelled for population health impact and that an integral part of the review would be assessment and analysis of risk and the development of rigorous risk mitigation plans.

Members were informed that a comprehensive consultation strategy would be developed and implemented to ensure that all key stakeholders and service users were effectively engaged in service transformation.

It was noted that a thorough impact assessment of the recommended option, including health and crime and disorder implications, would be conducted.

Members were informed that if the report was approved, a task and finish group would be established to run until the end of December / early January under the leadership of the Deputy Lead Member for Public Health. It was noted that this would provide the governance framework for the review.

The Head of Strategic Commissioning for Adult Social Care and Housing, Nick Davies, added that the services would remain in place for the time being to ensure continuity and that the timetable could be found on page 7 of the agenda. Members were informed that if approved a report would come back to the Panel in March once the consultation period had finished.

In the ensuing discussion, the following points were noted:

- That Councillor Carroll would Chair the Task & Finish Group.
- That Councillor Hilton would be proposed to be a member of the Task & Finish Group along with a representative from the Thames Valley Police, a representative from the Clinical Commissioning Group and a representative from the Adult Services and Health Overview & Scrutiny Panel. It was noted that Councillor Saunders would also be invited to join the membership.
- That Councillor Coppinger would not be involved in the Task & Finish Group.
- That the timescales were felt to be very short but achievable
- That if approved by Cabinet there would be two stakeholder workshops held.

- That some benchmarking work had already taken place which could be fed into the Task & Finish Group.
- That in 2014/15 there were a total of 515 adults in treatment, with 300 of those being new referrals. It was noted that in terms of the breakdown of the new referrals the largest group were the 122 alcohol clients (41%) (an increase from 89 (36%) in 2013/14) with 95 opiate users following closely behind (32%). Members were informed that one hundred and eleven service users (22%) successfully completed their treatment and that completion was assessed as the number of service users not re-presenting themselves within six months of leaving their treatment.
- That the tender process would involve a number of competitive agencies in the market.
- That the services currently provided were not in-house.
- That the Council wanted to explore and capture innovative schemes with other countries.
- That para 2.16 stated the scope of the Task & Finish Group which included the ability / scope to transform the service.
- That the current DAAT budget was £1.1m, funded by a £1.047m contribution from the Public Health grant and £63k from the Police & Crime Commissioner. It was noted that there was no current budget impact to be reported prior to the review.
- That the Chairman stated that the Council had had an integrated Drug and Alcohol service since SMART had started.
- That the quartile national data could be provided for benchmarking to the Panel by the Head of Strategic Commissioning for Adult Social Care and Housing as the data had been published.
- It was requested that the consultation dates at the end of the report be completed.

RESOLVED UNANIMOUSLY: That the Crime & Disorder Overview & Scrutiny Panel endorsed the paper going to Cabinet and stated that they fully supported the service the Drug and Alcohol Team (DAAT) provided.

It was highlighted that the 2013/14 data was missing from the report which would be rectified before it was presented to Cabinet.

The Chairman thanked the Lead Member for Adult Services and Health (including Sustainability), the Interim Head of Public Health and the Head of Strategic Commissioning for Adult Social Care and Housing for attending the meeting and addressing the Panel.

THE DOMESTIC ABUSE REVIEW

The Community Safety Manager, Brian Martin, gave Members a presentation on the Domestic Abuse Review. The Clerk was requested to email a copy of the presentation to Members with the minutes.

The presentation covered the following areas:

- Top ten facts about Domestic Abuse in England and Wales.

- National Issues with Domestic Abuse.
- Successful & Unsuccessful Outcomes.
- Local Statistics.
- Domestic Abuse Governance Improved.
- ‘Yasmin’s Journey’ – The true story of a domestic violence survivor and what could have been.
- Where does support come from locally.
- Initiatives.
- Support for Victims of Domestic Abuse.

In the ensuing discussion, the following points were noted:

- That two to three years ago at a November Panel meeting Members reviewed a paper by the Domestic Abuse Co-ordinator and one conclusion was that the Domestic Abuse services within the Royal Borough were felt to be a bit dysfunctional. It was noted that one of the recommendations had been to set up a Domestic Abuse Executive Group which was now in place.
- That the Domestic Abuse Executive Group was a multi agency group that had taken ownership of the problems linked to Domestic Abuse.
- That a gap analysis regarding service provision had taken place and amongst other things identified that the Royal Borough did not have a perpetrator programme. That in turn had led to a more detailed look at all facets of Domestic Abuse work in the borough.
- That it would be very difficult to rank outcomes as different individuals had different outcomes / needs.
- That whilst the level of crime overall was reducing Domestic Abuse was not.
- That the review was seeking to identify costs, resources and the level usage of services. Full findings had yet to be presented to the Domestic Abuse Executive Group.
- That with regard to Yasmin’s journey (an example provided by National Women’s Aid) a needs-led intervention opportunity of £13,700 per annum had been missed and instead £47,323.50 per annum was being spent on supported housing for the rest of her life.
- That the Council had strong links with schools in the Royal Borough where they could raise awareness about Domestic Abuse at specific events.
- That a challenge the Royal Borough faced was to encourage more agencies to refer people on via the MARAC and DASH training.
- That the Community Safety Manager could provide Members outside of the meeting with figures about the number of families at risk in the Royal Borough.
- That the Royal Borough did not have a refuge resource.
- That whilst it was confirmed that non-crime cases were registered it was felt that the Thames Valley Police would be better equipped to answer any questions about the numbers of crimes and non-crimes in and outside of the Royal Borough.
- That it was hoped that the gap analysis would provide a quantitative outcome regarding measuring success.

- That MARAC hold agencies to account.
- That the Community Safety Manager could provide Members outside of the meeting with an indication of the Royal Borough's current spend.

The Chairman thanked the Community Safety Manager for his presentation.

METHODOLOGY FOR ADDRESSING PSPOs

The Community Safety Manager, Brian Martin, referred Members to the 'to follow' report which identified a methodology for assessing whether an area could be considered for and alcohol-related Public Space Protection Order.

The Community Safety Manager explained that the 30 July 2015 Cabinet Meeting had received a paper regarding replacement of the borough's two Designated Public Place Orders with one Public Space Protection Order. It was noted that the proposal had been agreed to and it was recommended that it should be adopted at the 24 September Council Meeting. The Community Safety Manager went on to explain the Cabinet paper had also covered the procedures that should be put in place for consideration as to whether areas should be made PSPOs which too was put forward for Council for approval.

It was noted that the Cabinet paper recognised that DPPOs had been established when data on alcohol related Anti-Social Behaviour incidents was readily available and it was quite straightforward to map areas and assess whether a particular location was regularly experiencing issues. However, there was an acknowledgement that it was potentially no longer possible to easily get geographically based data which could identify a 'hot-spot'. The Community Safety Manager was therefore asked to present criteria to the November 2015 Crime and Disorder Overview and Scrutiny Panel for assessing whether a location could be considered for an alcohol related PSPO.

The Community Safety Manager informed the Panel that discussions with Thames Valley Police HQ Performance Management Team had established that geographically based data could be provided on alcohol related ASB and a specific data format had been agreed. It was noted that a year's worth of ASB data had been provided and it had been agreed that such data could be requested on an ad-hoc basis as long as the Thames Valley Police HQ Performance Management Team were given sufficient notice.

It was noted that a decision to consider an area for an alcohol-related PSPO should be triggered by one or more of the criteria below:

- in a one year period, 5 or more ASB incidents attributable to a particular location;
- within one year, 3 or more complaints from residents about a location; and
- Exceptionally, an urgent request from the local area requesting an area be given urgent consideration, thereby allowing the flexibility to 'fast-track' a particular location.

Members were informed that if one or more of the above criteria were fulfilled the borough's Community Safety Team would carry out a consultation with the public and

other interested parties and present the findings to either full council or the PSPO Panel as appropriate.

In the ensuing discussion the following points were noted:

- That the inherited PSPOs had been combined as one as of the 31 October 2015 and would likely be reviewed in a years time.
- That the Anti-Social Behaviour Crime and Policing Act (2014) required that new PSPOs were reviewed after one year's operation and thereafter every 3 years. It was suggested that any review used the dataset described in 3.5 of the report.
- That the Council would be introducing some new resident friendly flexible signs in the future.
- That if enforcement of PSPOs were not being seen then representations should be made to the Thames Valley Police.

RESOLVED UNANIMOUSLY: That the Crime and Disorder Overview and Scrutiny Panel agreed:

- i) the criteria / process for assessing whether a proposed PSPO relating to alcohol should be considered by the Council's PSPO Panel / full Council; and**
- ii) agreed that similar data in conjunction with advice from relevant agencies should be used for assessing whether to continue with PSPOs at the one year and three year review points.**

The Chairman thanked the Community Safety Manager for his update.

A.O.B.

Parish Councillor Margaret Lenton questioned how the Council was helping to raise awareness to the elderly, particularly those suffering from Alzheimer's, regarding cold calling, scams, etc. The Chairman responded by stating that the issue was looking at how the Council could communicate to the elderly on issues. It was suggested that an article be placed in the next edition of the Around the Royal Borough newsletter. It was noted that the Community Safety Manager had an advice pack available on the subject. It was suggested that advice packs could be provided to support carers and senior support groups.

DATE OF NEXT MEETING

Members noted that the next meetings were scheduled for (6.15pm start):

- Tuesday 24 November 2015.
- Monday 18 January 2016.
- Tuesday 12 April 2016.

FUTURE AGENDA ITEM SUGGESTIONS

The Chairman informed the Panel that Parish Councillor Margaret Lenton had emailed him on the 22 October 2015 raising a number of issues which she would be added to a future agenda:

- Honour killings.

- FGM.
- Forced Marriage.
- Domestic Violence – *on today's agenda*.

The Chairman requested that the Thames Valley Police be asked by the Community Safety Manager to update the Panel at a future meeting on cyber crime and priority based budgeting (and how it impacts the Royal Borough).

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

To consider passing the following resolution:-

"That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on item 8 the grounds that it involves the likely disclosure of exempt information as defined in Paragraph 3 of part I of Schedule 12A of the Act".

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Report for: ACTION

Contains Confidential or Exempt Information	No – Part I
Title	Night Time Economy Enforcement Pilot – Interim Review and Report
Responsible Officer(s)	Craig Miller, Head of Community Protection & Enforcement Services Simon Fletcher, Director of Operations
Contact officer, job title and phone number	Craig Miller, Head of Community Protection & Enforcement Ext 3598
Member reporting	Cllr Carwyn Cox
For Consideration By	Cabinet
Date to be Considered	26 November 2015
Implementation Date if Not Called In	Not applicable
Affected Wards	All
Keywords/Index	Enforcement, Night Time, Night Time Economy

Report Summary

1. This report is a mid point review of the Night Time Economy (NTE) enforcement pilot approved by Cabinet at its meeting of 26 February 2015. The purpose of the report is to update Cabinet on the pilot. It is recommended that the Pilot continue until its scheduled conclusion in December 2015.

2. The report summarises the progress of the pilot to date and covers five main areas:
 - i. background
 - ii. performance
 - iii. patterns of enforcement
 - iv. pilot outcomes
 - v. future options

3. Initial findings from the first phase of the pilot suggest a night time economy function is a positive addition to the council’s enforcement services. To date, more than 100 hours of foot patrols and just over 180 hours of vehicle patrols have been undertaken as part of the pilot resulting in over 300 licensing checks being completed and 135 environmental protection investigations undertaken. Anti social behaviour complaints associated with the NTE in the period between July to September 2015 have decreased by 27% compared to the same period in 2014. Whilst this can not solely be attributed to the NTE pilot it is likely to have been a contributory factor.

4. Issues have been identified during the first phase of the pilot. Many of these are operational issues. They are not insurmountable and do not suggest the pilot should be ceased at this point.

5. It is hoped that the pilot will continue to be a success and become a permanent solution into the future. The final phase of the Pilot will be reviewed alongside the information in this paper and it is proposed that a further report be brought to Cabinet in February 2016 to propose the final configuration of the service e.g. operating hours, full scope of service etc. The final three months will also enable any seasonal influence to be accounted for.
6. It is proposed that the Lead Member for Environmental Services, the Strategic Director of Operations and the Head of Service for Community Protection and Enforcement have a delegation to allow them to continue the service if it is deemed to continue to be successful at the end of the Pilot until Cabinet finalises the service configuration in February 2016.

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
Residents continue to have greater accessibility to enforcement services that can respond to issues at the time and point of need.	01 January 2016

1. Details of Recommendations

RECOMMENDATION: That Cabinet:

- i. **Approves the continuation of the Night Time Economy service until the conclusion of the pilot period in December 2015;**
- ii. **Requests that a further report be presented to Cabinet in February 2016 to determine whether the Night Time Economy service is continued as a permanent arrangement including confirmation of the final service configuration if it is to continue;**
- iii. **Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services and the Head of Service for Community Protection and Enforcement to continue to operate a service if it is deemed a success at the end of the Pilot until Cabinet finalises the service configuration in February 2016.**
- iv. **Delegate authority to the Strategic Director of Operations in conjunction with the Lead Member for Environmental Services to prepare a media statement for release to communicate and promote the permanent Night Time Economy service.**

2. Reason for Recommendation(s) and Options Considered

Background

- 2.1 Members will recall that Cabinet approved the implementation of a Night Time Economy Enforcement Pilot staffed by the council's existing Community Warden resource at its meeting of 26 February 2015.
- 2.2 The pilot was to be based on a service that would be operational during night time and early morning hours providing residents and local businesses with access to council resources with the capability to investigate issues connected to the NTE e.g. noise nuisance, under-age sales of alcohol, access management into licensed premises, taxi licensing and enforcement. The trial was launched on 1 July 2015 with service being provided between 7pm and 3 am on both Friday and Saturday nights. The pilot was specifically mandated to undertake and enhance the council's enforcement coverage and did not aim to address public disorder or crime which is the responsibility of Thames Valley Police.

- 2.3 The trial has received positive media coverage and has run smoothly since launch providing coverage to the NTE locations in Windsor & Eton, Maidenhead town centre, and Ascot. It has also been possible to deploy resources on a reactive basis to other areas on occasion to deal with issues or concerns tasked from our licensing or Environmental Protection functions.
- 2.4 The service is always staffed by two Community Wardens who work as a pair on patrols and investigations. Both weekend shifts will commonly be undertaken by the same officer pairing.
- 2.5 All officers received appropriate training and briefings in advance of the launch date and full operating procedures and risk assessments were produced and have subsequently been reviewed and improved in light of operational experience.
- 2.6 Whilst the council's pilot is not intended to take on Police functions the NTE personnel do on occasion work closely with the Police as the issues in hand can be related or span both enforcement environments. The council's NTE resource has a standing invite and does attend the weekly Police NTE briefing at 10pm on Fridays and Saturdays as appropriate to their shift operations and tasking.
- 2.7 Each NTE shift is briefed prior to patrol on complaints received from residents and businesses. In addition they are provided with information from other teams within the council. Complaints and/or issues raised via the council's control room are also investigated on a reactive basis. The NTE resource will also report issues that lie outside of their sphere of control via the control room or to the appropriate organisation or agency e.g. Police and Street Angels.
- 2.8 NTE incident reports are sent out at the end of each shift so that if a particularly significant issue has arisen on a Friday night (e.g. a noise problem with a licensed premise) action can be taken by the relevant department to prevent the issue reoccurring on the Saturday.

Performance

- 2.9 The NTE pilot is monitored through a number of performance metrics that offer a statistical overview of service impact and value. Appendix 1 sets out the performance data for the service so far. Current performance data shows a number of positive outcomes e.g. over 300 licensing checks have been completed and 135 environmental protection investigations undertaken. Anti social behaviour complaints attributable to the NTE are down by 27% for the period between July and September 2015 when compared to the same period in 2014.
- 2.10 It is recognised that this information alone would not necessarily provide a compelling case for a service however the pilot is only three months old and will require further bedding in and exposure to residents before we can be confident that we have a truly representative data set. Members should be aware that the Mantra nightclub was fully closed and the Liquid nightclub was closed for a number of weeks during the initial phase of the pilot. These premises are two of the main nightclub establishments in Windsor and their closure may have affected the number of cases that were reported during this period. It is therefore important that some of the softer information and measures available are considered when assessing success at this point e.g. over 100 hours of foot patrols and just over 180 hours of vehicle patrols have been undertaken within the NTE since the pilot commenced. This is a level of service and accessibility that has not been provided to residents before. The presence of council resources in the NTE is also likely to positively encourage a greater degree of self compliance.
- 2.11 Officers have also received various anecdotal reports about the impact of the service. NTE patrols have reported that parking behaviour especially within Thames Street,

Windsor is much improved when the NTE patrols are on shift. This historically has been a problem resulting in numerous complaints from residents.

- 2.12 As with any project or initiative approved by Cabinet the NTE pilot has an agreed set of defined outcomes. These are detailed below in table 1 and a summary of performance to date has been included in the final column.

Table 1 – NTE Pilot Defined Outcomes					
Outcome	Measure of Success				Performance Jul – Sept '15
	Unmet	Met	Exceeded	Significantly Exceeded	
Introduce a NTE pilot by:	Post 01/05/15	01/05/15	13/04/15	01/04/15	Trial commenced on 01/07/15 with member agreement
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	21-25%	47% reduction on '14-'15 performance
Reduce NTE ASB complaints by:	<10%	10-15%	16-20%	21-25%	27% reduction on '14-'15 performance
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	21-25%	12% reduction on '14-'15 performance

- 2.13 If the trial is continued it is recommended that performance is assessed by considering long run data (e.g. 12 month moving totals) which remove seasonality.

Patterns of Enforcement

- 2.14 The performance data provided at Appendix 1 highlights that the majority of work undertaken by the NTE function has been associated with parking issues (predominantly in Thames Street, Windsor) and noise complaints associated with NTE premises across all of the patrolled areas.
- 2.15 The NTE patrols have also recently been tasked with investigating and evidencing problems associated with businesses leaving trade waste out overnight on main public thoroughfares in the main NTE locations.
- 2.16 Current intelligence highlights that the bulk of complaints relate to Windsor and Maidenhead town centres with the majority of incidents relating to issues that occur prior to midnight. This position is corroborated by our personnel who have feedback that workloads reduce after midnight. Whilst this could inform a review of the hours of operation at this stage it is proposed that the second half of the pilot be continued on the same basis as the first in order that we capture full intelligence including any seasonal influence of the winter months on a like for like basis.

Pilot Outcomes

- 2.17 The number of complaints made to the council regarding taxis, anti social behaviour and noise etc. has reduced in the first three months of the NTE pilot based on comparative data for the same period last year. Whilst this cannot be attributed solely to the NTE pilot it is likely to be a contributory factor.
- 2.18 The pilot has provided an unprecedented level of accessibility and service provision to local residents, businesses and visitors at times that historically have not been routinely resourced.
- 2.19 The pilot has enhanced the enforcement capability of the council and its ability to react, deal with, investigate or evidence problems that historically would have taken much longer to determine. This in turn means the council will be able to bring issues

that affect our residents to a point of resolution or conclusion much quicker than before.

2.20 The council has received anecdotal information to suggest levels of self compliance within the NTE community are improved when the resource is present in the NTE locations.

2.21 The pilot provides the ability to dynamically task council resources e.g. being able to check issues beyond the boundaries of the NTE locations and being able to pick up issues from other council service areas e.g. business waste investigations as referred at 2.15 above. There is scope for further development and enhancement of this capability as the pilot matures.

Options

Option	Implications	Cost pa (£) – provisional estimates
<p>1. Cease the NTE service at the end of the six month pilot period.</p> <p>This option is not recommended</p>	<p>The information contained within this report suggests that an NTE service does provide value to Borough residents, visitors and businesses and this will continue to develop if the service is carried on and continues to mature. Ceasing the service would be contrary to the councils drive to increase residents accessibility to services and 24/7 service provision.</p>	<p>No further costs</p>
<p>2. Continue with the pilot in its current form (incorporating all existing Community Warden personnel and all additional Community Wardens when delivered as per the administrations manifesto).</p> <p>This is the recommended option</p>	<p>Residents, businesses and visitors will continue to benefit from increased accessibility to council enforcement services;</p> <p>The council will look to continue the service as a voluntary agreement with the existing Community Warden personnel in the first instance. However, there is a risk that these officers may not wish to continue this voluntary arrangement on a permanent basis. If this risk is realised the council will need to utilise the flexibility clause contained within the standard terms and conditions of employment. This approach would require a dialogue and consultation process with a timeframe of at least 12 weeks to allow reasonable notice of the change.</p> <p>There is a risk that this approach could detrimentally affect officer goodwill and morale and could result in some officers discontinuing their employment with the council.</p> <p>There is also a risk that a formal consultation process will result in a temporary stop in service until terms and conditions are formally changed. Temporary arrangements will as per recommendation iii be implemented where possible so services are maintained.</p> <p>The council will ensure that any new appointments to the existing and future Community Warden resource (as it increases) will be subject to terms and conditions that enable the provision of services in this way.</p>	<p>£7,000 full year salary cost – based on current service configuration</p>
<p>3. Continue NTE service provision beyond the pilot period utilising permanent Community Warden</p>	<p>Residents, businesses and visitors will continue to benefit from increased accessibility to council enforcement services;</p>	<p>Supplementary resource costs would be</p>

Option	Implications	Cost pa (£) – provisional estimates
<p>resource bolstered by supplementary resource from a wider pool on a voluntary arrangement.</p> <p>This is not the recommended option</p>	<p>This option could help mitigate any potential impact on daytime Community Warden services. However it would incur additional cost as any supplementary resource would be remunerated on an overtime basis. NTE shifts would be undertaken over and above the supporting officer's normal contractual obligations and 37 hour working week.</p> <p>This option would also not provide any guaranteed additional resource as the arrangements would be voluntary and subject to the personal and external commitments of the supplementary resource.</p> <p>This option would also require the continuation of the arrangement with the Community Warden resource and carries the same risk as detailed in option 2 above should a formal dialogue and consultation process be required.</p>	<p>dependant on the resource used and the number of shifts undertaken. By way of example an LP3 officer undertaking just 10 of the potential 208 shifts would equate to approximately £3,200.</p>
<p>4. Continue to provide NTE patrols but cease patrols at midnight.</p> <p>This is not the recommended option</p>	<p>Whilst this option is a possibility the pilot has yet to conclude and the current data and intelligence is not considered sufficient at this stage to support this decision. A paper is proposed for Cabinet in February 2016 to confirm the final specification of the service based on the findings of the full trial including any seasonal influences should Cabinet be minded to continue the service.</p>	<p>£2,500</p>
<p>5. Continue to provide the NTE service utilising resource from a wider staff base but ceasing patrols at midnight.</p> <p>This is not the recommended option</p>	<p>As for option 4 above.</p>	<p>Dependant on the resource but utilising the same example as detailed in option 3 the cost would equate to approximately £2,000.</p>
<p>6. Cease NTE Patrols at the end of the pilot with a final decision to be agreed at the February 2016 Cabinet.</p> <p>This is not the recommended option</p>	<p>This option would allow time for a detailed cost benefit analysis to be undertaken using intelligence from the whole pilot. This option would however cause a break in services to residents, visitors and businesses whilst the future of the service is determined. The intelligence from the pilot so far suggests that the service is and will increasingly add value for residents and as such it is anticipated that services will be continued on an ongoing basis from the end of the trial period.</p>	<p>n/a</p>

3. Key Implications

Defined Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Delivery Date
Reduce NTE noise & nuisance complaints by:	<10%	10-15%	16-20%	21-25%	31/03/2016
Reduce NTE ASB	<10%	10-15%	16-20%	21-25%	31/03/2016

Defined Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Delivery Date
complaints by:					
Reduce taxi-related NTE complaints by:	<10%	10-15%	16-20%	21-25%	31/03/2016

4. Financial Details

a) Financial impact on the budget (mandatory)

Costs allocated to the 6 month pilot when approved are provided below. Expenditure is currently within budget.

	2015/16
	Capital £000
Addition	£4,000
Reduction	£0

	2015/16
	Revenue £000
Addition	£2,500
Reduction	£0

The financial impact of the proposed option is currently projected to be £7k for salary costs. The actual costs will of course be determined by the final specification agreed for the service. It is proposed that this will be set out in detail within the Cabinet report suggested for consideration by Cabinet in February 2016.

5. Legal Implications

This pilot was implemented in accordance with the enforcement powers detailed in the scheme of delegations within the council's constitution.

Trained Community Wardens have executed these functions in order to mitigate any legal risk to the council in respect of enforcement functions not being implemented or utilised correctly. Appropriate training and instruction may be required if a wider resource pool is utilised.

6. Value for Money

As per 4 detailed above.

7. Sustainability Impact Appraisal

None required.

8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
Risks to staff safety whilst patrolling NTE.	HIGH	An extensive risk assessment was completed and staff were fully consulted about both the risks and mitigating action that was required	MEDIUM

9. Links to Strategic Objectives

Our Strategic Objectives are:

Residents First

Improve the Environment, Economy and Transport
Work for safer and stronger communities

Value for Money

Deliver Economic Services

Delivering Together

Enhanced Customer Services
Deliver Effective Services

Equipping Ourselves for the Future

Equipping our Workforce
Developing our systems and Structures
Changing our Culture

10. Equalities, Human Rights and Community Cohesion

Not required.

11. Staffing/Workforce and Accommodation implications

- 11.1 The pilot has highlighted that the operation of a NTE service draws 28 hours from the normal daytime Community Warden service. This represents 4% of the total daytime service hours for the warden service (based on 18 FTE working 37 hours a week). This draw can reduce the flexibility and resilience that the daytime service has compared to operation without NTE. This has meant that some requests for warden service could not be fulfilled. The operation of a NTE service also means that service coverage is slightly reduced in the daytime when an area officer is deployed to night time shifts and means unplanned or more reactive tasks can sometimes stretch resources. However this is managed across the resource that serves the Borough as a whole rather than being concentrated solely from one area. Consideration could be given to widening the current resource pool in order to improve flexibility and resilience for both daytime and night time operations should Cabinet be minded to continue the NTE service. Consideration could also be given to an alternative two shift configuration for daytime Community Warden services as opposed to the current three shift format. This arrangement could provide greater flexibility and ability to deploy resources to cover peak demand periods and ensure service coverage. Looking forward to the future, the council will also have greater ability to mitigate this impact as the number of Community Wardens is increased in line with the administrations manifesto.
- 11.2 The NTE service is currently resourced by Community Wardens through voluntary agreement. Some officers have expressed concern about the pilot becoming permanent due to the level of remuneration offered and the impact of working unsociable hours on a continued basis. The council may need to utilise the flexibility clause included within the standard terms and conditions of employment if the current voluntary staffing arrangements cannot be maintained. In such instance the council has to ensure that there is sufficient consultation and dialogue on the proposed change and that reasonable notice is provided to the personnel involved. Best practice is to reflect the time period associated with a contractual change. This is likely to require a 12 week timetable as a minimum. Consultation would need to commence imminently from the point that Cabinet determines the outcome of this report. As with any change mechanism there is a risk that some officers may choose not to continue their employment with the Borough.

12. Property and Assets

The Tinkers Lane depot is the operational base for this resource.

13. Any other implications

None

14. Consultation

This report is scheduled to be considered by the Crime & Disorder Overview & Scrutiny Panel at its meeting of 24 November 2015. The Panels comments will be made available to Cabinet when this report is considered on 26 November.

15. Timetable for Implementation

Action	Date
Cabinet agree continuation of NTE services beyond the current pilot stage.	26 November 2015
Conclusion of the NTE pilot	31 December 2015
Cabinet considers a report to determine the final specification and configuration of the NTE service.	25 th February 2016

16. Appendices

Appendix 1 – Statistics for the NTE Pilot (July – September 2015)

17. Background Information

Out of Hours Cabinet Report – July 2014

Night Time Economy Enforcement Cabinet Report – February 2015

18. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	30/10/15	02/11/15	
Cllr Cox	Lead Member, Environmental Services	27/10/15	27/10/15	
Michaela Rizou/Christopher Targowski	Cabinet Policy Assistant/Cabinet Policy Manager	26/10/15 & 27/10/15	27/10/15	
Alison Alexander	Managing Director	27/10/15		
Simon Fletcher	Director of Operations	26/10/15	27/10/15	
Sean O'Connor/Neil Allen	Shared Legal Services	27/10/15	28/10/15	
Andrew Brooker	Head of Finance	27/10/15		
Mark Lampard	Finance Partner	27/10/15		
Terry Baldwin	Head of HR	27/10/15	27/10/15	
Michelle Dear	HR Business Partner	27/10/15	27/10/15	

Report History

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Brian Martin Craig Miller	Community Safety Manager Head of Community Protection & Enforcement	01628 796337

Appendix 1

Statistics for the Night Time Economy Pilot (July – September 2015)

Hours Spent	July	August	September	Total	%age times spent on patrol
- In vehicle	46	73	62	181	50%
- On foot	40.5	41	26	107.5	30%
- Compiling Reports	16	15	16	47	13%
- Other	9.5	11	8	28.5	8%
Total	112	140	112	364	
Number of times visited	0	0	0	0	
- Windsor	23	28	28	79	
- Maidenhead	11	23	16	50	
- Ascot	14	20	12	46	
Eton Wick	18	17	6	41	
Number of following performed					
- Taxi checks	118	134	126	378	
- Taxi issues	21	13	16	50	
- Environmental Protection Checks	33	60	42	135	
- Environmental / Streetcare issues reported	10	10	4	24	
- No Trading standards issues reported	0	0	0	0	
- Potential trouble making groups called through to the control room	0	0	0	0	
- Unplanned requests from the police / members of the public	1	1	1	3	
- Other incidents of note	6	3	2	11	

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Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Strategic Plan 2016-2020
Responsible Officer(s)	Alison Alexander, Managing Director and Strategic Director for Children's Services.
Contact officer, job title and phone number	David Scott, Head of Governance, Performance and Policy. 01628 796748.
Member(s) reporting	Cllr David Burbage, Leader of the Council. Cllr George Bathurst, Principal Member for Policy.
For Consideration By	Cabinet
Date to be Considered	26 November 2015
Implementation Date if Not Called In	Immediately
Affected Wards	All

Report Summary

1. This report proposes a new four-year strategic plan for the Royal Borough. The plan sets out the Council's vision to make the Royal Borough a great place to live, work, play and do business. The four strategic priorities underpinning the vision are carried through from the Council's previous strategic plan because they remain relevant. The four strategic priorities, which our staff deliver against daily, are: Residents First, Value for Money, Delivering Together and Equipping Ourselves for the Future.
2. It is recommended that Cabinet approve the draft plan, attached at Appendix A, for and send it to full Council for their consideration on 15 December 2015.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Residents will have clarity on the work of the council, how residents have been served and future benefits.	1 April 2016.
2. Residents will be informed to be able to hold the council to account for performance.	1 April 2016.

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATIONS: That Cabinet:

- i. **Approve the draft Council Strategic Plan 2016-2020 and recommends it proceed to Council for their consideration on 15 December 2015.**
- ii. **Delegate authority to the Managing Director and Leader of the Council in consultation with the Principal Member for Policy to make alterations to the proposed plan ahead of its submission to Council.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 A strategic plan ensures that the Council's residents, staff and partners are fully informed of the Council's strategic plans and priorities for the forthcoming period. The previous Council Strategic Plan expired in 2015.
- 2.2 The new Strategic Plan, attached at Appendix A, reflects back over the last few years as well as setting out how the Council will continue to put residents first; secure value for money in all that it does; work with the wider public sector, the voluntary and private sector in the Borough to ensure that the Borough is equipped for the future.
- 2.3 The Plan spans four years, but Full Council will review it annually – to ensure the council has delivered as it planned, and that it remains current.
- 2.4 The vision and strategic priorities in the Strategic Plan is used to set operating priorities of the individual Directorates and teams across the council as well as complementing the current administration's manifesto. In addition the Council annual budget is set against the backdrop of its Strategic Plan. Inform the annual budget, a
- 2.5 The Strategic Plan 2016-20 has built upon the last Corporate Strategy 2010-2015. The strategic priorities remain the same because we believe they are important to our residents and therefore are at the heart of the council business. Over the last four years the Council has gained a track record in delivering against these priorities. As a consequence the Borough's residents have high expectations of the Council. Over the next four years the Council will continue to meet residents' expectations through :
 - **Put Residents First.** Deliver real benefits to our communities by putting residents first – not bureaucracy and red tape. Listen to our residents as they come first and keep on listening and act upon what they say. Whether it is maintaining a weekly bin collection, providing opportunities for an outstanding education or assisting older people to retain dignity and independence in old age, people will always be our focus not administrative convenience. During the last Corporate Plan period, 2010-15, resident satisfaction increased. 88% of residents reported being very or fairly satisfied with the Royal Borough as a place to live in 2014/15, compared to 85% in 2013 and 78% in both 2012 and 2011.

- **Achieve Value for Money.** Commit to achieving the best for residents whilst being good value for money. Take care with taxpayers' money, never forgetting whose money it really is. Continue to keep council tax to a minimum, but reinforce our promise to continually improve services through the use of technology, innovation, best practice and multi-skilling staff. During the last corporate plan period, 2010-2015 Council Tax was cut six times, savings of £41.5 million achieved. This was against a backdrop of a continuing reduction in Government funding.
- **Deliver Together.** Deliver together in partnership with residents, community groups, businesses and others across the public, voluntary and private sector.
- **Equipping Ourselves for the Future.** Through our continuous focus on transforming our services - stretching across all levels of the council. Improving partnership working, driving up customer satisfaction levels, ideally at a lower cost, and all for the benefit of residents and businesses in achieving their own aspirations.

2.6 Through adopting this Strategic Plan the Council will be committing to residents that things will continue to meet their need and improve the community in which they live work and play in. For instance:

<p>Residents First Residents will have more choice in education.</p> <p>Residents will enjoy healthy lifestyles and be supported into old age.</p> <p>Residents will enjoy vibrant town centres benefitting from Crossrail and other major infrastructure investments while retaining the unique character of our towns, villages and green belt countryside</p>		
<p>Value for Money</p> <p>Low Council Tax will be the norm.</p> <p>Improved services for less costs to the tax payer.</p> <p>More residents will have the opportunity to own their own home.</p>	<p>Delivering Together</p> <p>Council services will be available for longer and in more locations</p> <p>Residents can access services in the most convenient way for them, and get their issue resolved first time</p>	<p>Equipping Ourselves for the Future</p> <p>Mobile technology will enable us to deliver services where residents need them, when they want them.</p> <p>Investing in our staff and encouraging joined up working to deliver seamless front line services.</p>

Evidencing delivery against the Council Strategic Plan

2.7 The Strategic Plan will form the base of all council documents and reports and material will evidence impact against the four strategic priorities, for instance:

- Briefings with Council partners, e.g. Parish Councils, the Police and Clinical Commissioning Groups.
- Prominent publication on the RBWM website and Around the Royal Borough.

Option	Comments
Approve the proposed Council Strategic Plan. Recommended	Approving the proposed strategic plan will result in an improved focus and clarity regarding the priorities and approach of the Council.
Do not approve the proposed Council Strategic Plan.	This option is not recommended. Without an approved strategic plan there will be less clarity for staff and residents regarding the priorities and approach of the Council.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage of KPIs achieved in the IPMR over two years	Below 60%	60-79%	80-89%	90% or above	1 April 2017
Resident satisfaction (Very or fairly satisfied as a place to live)	Below 80%	80-90%	91-95%	Above 95%	1 April 2017
Staff Survey Satisfaction*	Below 50%	50-69%	70-80%	Above 80%	1 April 2017

*This will be reviewed after the 2016 staff survey results.

4. FINANCIAL DETAILS

4.1 Financial impact on the budget

Estimate	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
	Revenue	Revenue	Revenue	Revenue
Addition	N/A	N/A	N/A	N/A
Reduction	N/A	N/A	N/A	N/A

Estimate	Year 1 2016/17	Year 2 2017/18	Year 3 2018/19	Year 4 2019/20
	Capital	Capital	Capital	Capital
Addition	N/A	N/A	N/A	N/A
Reduction	N/A	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

- 5.1 Under the Constitution, the Council is required to set the policy framework and the budget. The framework includes statutory plans but also non statutory plans which are produced either by government recommendation or as a matter of local choice. The Strategic Plan is considered one of the Council's most important documents as it sets out the Council's role in making the Royal Borough a great place to live, work, play and do business.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Strategic Plan is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Council does not have an agreed set of core priorities to work towards.	High	The strategic plan is adopted by Council setting out key objectives.	Low
The Council receives less funding from Government.	High	The strategic plan will assist the Council in ensuring that all spend delivers value for money	Low
The strategic plan does not deliver its agreed objectives.	Medium	An annual report will be published to summarise the Council's progress and identify areas for improvement.	Low

9. LINKS TO STRATEGIC OBJECTIVES

- 9.1 These remain the same as the previous Corporate Plan:

Residents First Support Children and Young People Encourage Healthy People and Lifestyles Improve the Environment, Economy and Transport Work for safer and stronger	Value for Money Deliver Economic Services Improve the use of technology Increase non-Council Tax Revenue Invest in the future
---	--

communities	
Delivering Together Enhanced Customer Services Deliver Effective Services Strengthen Partnerships	Equipping Ourselves for the Future Equipping Our Workforce Developing Our systems and Structures Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

N/A

12. PROPERTY AND ASSETS

N/A

13. ANY OTHER IMPLICATIONS

N/A

14. CONSULTATION

14.1 Consultation has taken place with:

- Elected Members and Overview and Scrutiny Panels.
- Strategic leadership of the council
- Staff

15. TIMETABLE FOR IMPLEMENTATION

Action	Date
Report presented to Cabinet for approval	26 November 2015
Plan presented to Council for adoption	15 December 2015
Strategic plan commences	1 April 2016

16. APPENDICES

16.1 Appendix A - Council Strategic Plan 2016/20.

17. BACKGROUND INFORMATION

17.1 Council Corporate Plan 2010-2015.

18. CONSULTATION

Name of consultee	Post held	Date sent	Date received	Comments
Internal				
Cllr Burbage	Leader of the Council	09/11/2015	12/11/15	
Cllr Bathurst	Principal Member for Policy	10/11/2015		

Alison Alexander	Managing Director and Strategic Director for Children's Services	09/11/2015	21/11/1	Comments
David Scott	Head of Governance, Performance and Policy	09/11/2015		
Andrew Brooker	Interim Strategic Director of Corporate Services	09/11/2015		
Simon Fletcher	Strategic Director of Operations	09/11/2015		
Christabel Shawcross	Deputy Managing Director and Strategic Director Adults			
Sean O'Connor	Legal	10/11/2015		

REPORT HISTORY

Decision type:	Urgency item?
Key decision	No

Full name of report author	Job title	Full contact no:
Christopher Targowski	Cabinet Policy Manager	01628 796321
Louisa Dean	Communications and Marketing Manager	01628 796410
Anna Trott	Cabinet Secretary	

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Council Strategic Plan 2016-2020

www.rbwm.gov.uk



Royal Borough
of Windsor &
Maidenhead



Introduction

We are ambitious to ensure the Royal Borough of Windsor and Maidenhead continues to be a great place to live, work play and do business.

As a modern, dynamic, successful council:

We will deliver real benefits to our communities by **putting residents first** – not bureaucracy and red tape. We will listen to our residents as they come first and we will keep on listening and act upon what they say. Whether it is maintaining a weekly bin collection, providing opportunities for an outstanding education or assisting older people to retain dignity and independence in old age, people will always be our focus not administrative convenience;

We commit to achieving the best for residents whilst also being good **value for money**. We take care with taxpayers' money, never forgetting whose money it really is. We will continue to keep council tax to a minimum, but reinforce our promise to continually improve services such as through the use of technology, innovation, best practice and multi-skilling staff;

We can only do this if we **deliver together** in partnership with residents, community groups, businesses and others across the public, private and voluntary sector;

We are determined to **equip ourselves for the future**, in order to achieve all this through our four year ambitious transformation programme, stretching right across all levels of the council. Improving partnership working, driving up customer satisfaction levels, ideally at a lower cost, and all for the benefit of residents and businesses in achieving their own aspirations.



Cllr David Burbage
Leader of the Council



Alison Alexander
Managing Director

What will be different for residents in four years time

Residents First

Residents will have more choice in education.

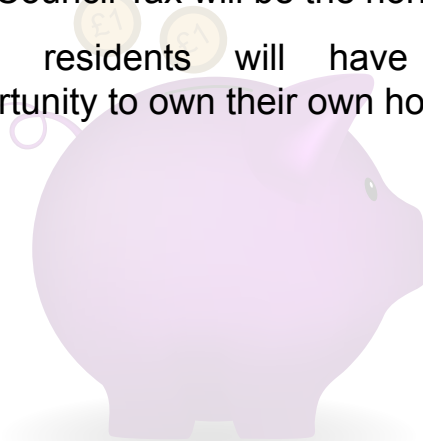
Residents will enjoy healthy lifestyles and be supported into old age.

Residents will enjoy vibrant town centres benefitting from Crossrail and other major infrastructure investments while retaining the unique character of our towns, villages and green belt countryside.

Value for Money

Low Council Tax will be the norm.

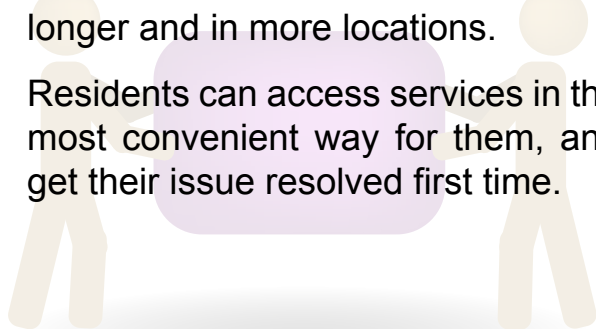
More residents will have the opportunity to own their own home.



Delivering Together

Council services will be available for longer and in more locations.

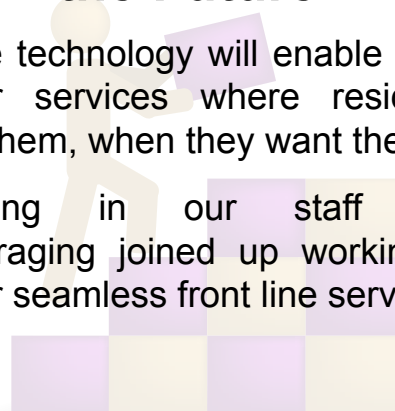
Residents can access services in the most convenient way for them, and get their issue resolved first time.



Equip Ourselves for the Future

Mobile technology will enable us to deliver services where residents need them, when they want them.

Investing in our staff and encouraging joined up working to deliver seamless front line services.



Royal Borough Facts

The Royal Borough

- Total population: 146,300
- Borough size: 79 miles²
- Number of houses (Band D equivalent): 64,000
- Band D Council Tax: £906.95
- Number of businesses: 8,375
- Employment rate: 79.4% (national average 73.5%)
- Two MPs: Theresa May (Maidenhead) and Adam Afriyie (Windsor)

The council

- Expenditure: £80.3m via service directorates and £9m other spend (debt, finance costs etc.)
- Income: £60.1m council tax and £29.2m from central government.
- Council staff: 1,346 (headcount), 1,136 FTE
- Volunteers: 3,200
- Responsible for around 400 different tasks

Education, children and family support

- 19,000 pupils: 8,000 primary age, 11,000 secondary age
- 65 schools + 1 virtual including 42 junior, primary and first schools and 14 secondary (including 4 middle)
- Ofsted ratings: 73% rated good or outstanding
- 9% of school age children on free school meals (national average 18.3%)
- 13 Children's Centres. 9 Youth Centres
- 750 statements of Special Educational Needs
- Corporate parent to around 110 children
- Support more than 150 Borough families with multiple complex needs

Adult social care and support

- Adult social care clients: 750 (16-64) 2,000 (65+)
- 48 older people's homes.
- Homelessness advice and Information Service
- 2 residential care and respite for people with Learning Disabilities
- Community day care resource at Boyn Grove
- 510 households on the housing register

Royal Borough Facts (continued)

Public health

- Life expectancy at birth: 81 (male) 85 (female). National average of 79
- 2 clinical commissioning groups (Bracknell & Ascot CCG and Windsor, Ascot & Maidenhead CCG) covering 23 GP practices
- Pooled budget of £9m with the 2 CCGs
- 1 community health provider (Berkshire Healthcare Foundation Trust)
- 3 hospitals

Community, leisure and living

- 9 community centres
- 12 library buildings, one container library visiting 5 sites and one mobile library
- 200 hectares of managed parks and open spaces
- 5 leisure centres (externally managed).
- 4 cemeteries
- 1 Windsor and Royal Borough Museum
- 7.1 million visitors a year

Planning and housing

- Average house price: £420k
- 83% greenbelt
- 4,500 planning applications received per year

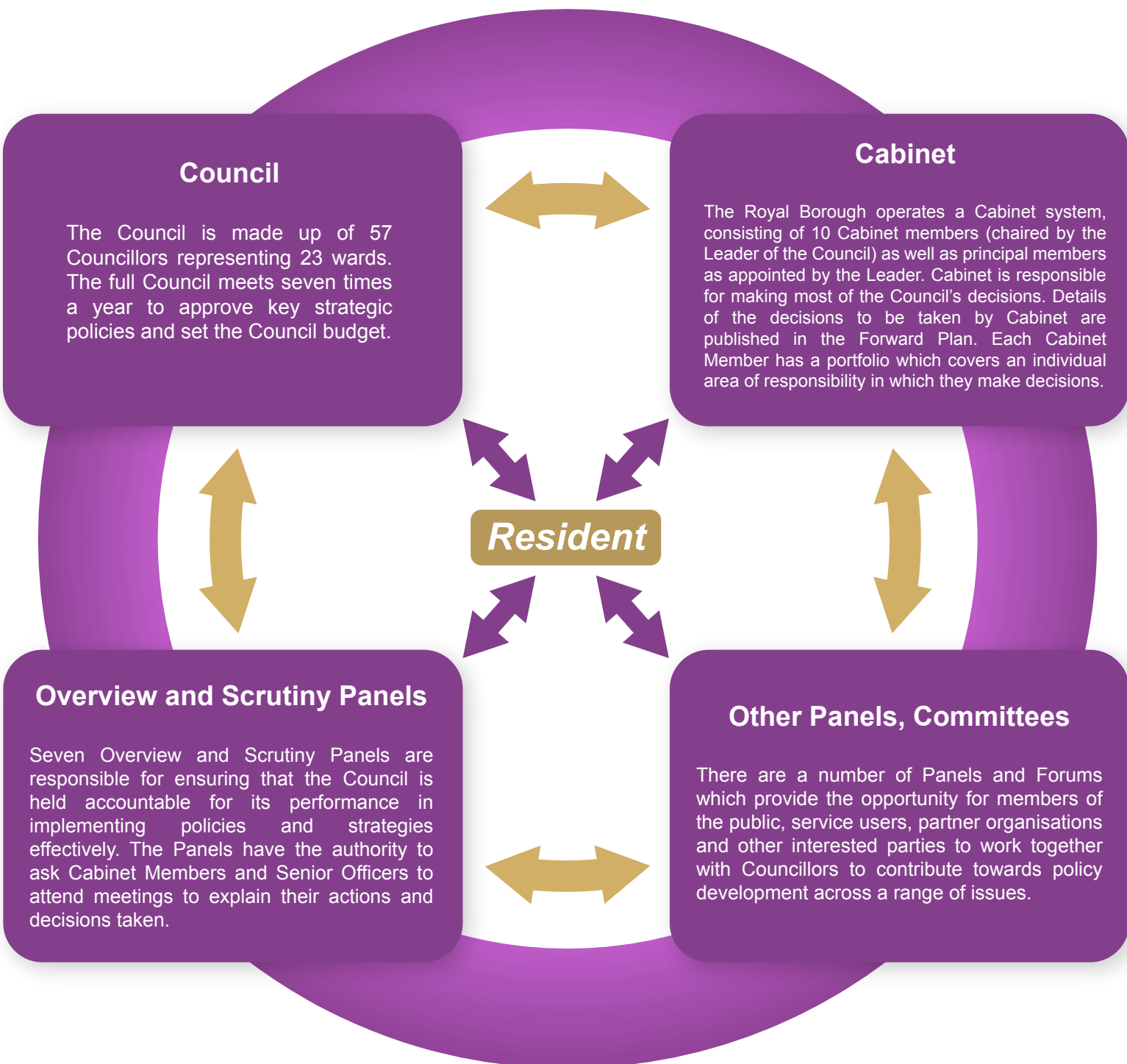
Highways, parking and environment

- Road network: 375 miles
- Resurface 4 miles of road a month
- 2.7m visitors to Borough car parks per year (approximately 5,800 spaces)
- 1 emergency centre (Tinkers Lane)
- Collect 71,000 tonnes of refuse, recycling, food waste and green waste a year

Democracy and customer services

- 23 wards and 57 elected member
- 14 Parish Councils plus one Town Council (Eton)
- 350 member meetings
- 254,000 calls, 25,000 emails and 7,000 web chats received by the Customer Service Centre every year

The Council and Democracy



Residents First “in order to achieve this we will”...

Support children and young people

1. Ensure every young person in the Borough has the opportunity for an excellent academic and vocational education;
2. Ensure every child is safe

Some of the ways we will measure this are:

- Standards & Quality of Education in the Royal Borough of Windsor & Maidenhead
- % of schools rated Good or Outstanding
- % of pupils progressing and attaining above national average
- % of FSM pupils achieving in line with the population
- % of children’s referrals declining
- % of children in care declining but for those in care their outcomes improving
- Children being better protected from harm such as Child Sexual Exploitation
- Our safeguarding judged as Good

Encourage healthy people and lifestyles

1. We will deliver against our Health & Wellbeing Strategy
2. Maintain excellent sports and leisure facilities, including libraries and parks
3. Public Health will be incorporated into all council business

Some of the ways we will measure this are:

- Declining obesity
- Childhood immunisation levels increasing
- Smoking levels declining especially during pregnancy
- Fewer residents dependent on drugs and alcohol
- Increased take up at leisure facilities
- Residents of all ages taking up health checks
- Successful delivery against the Health & Wellbeing Strategy indicators

Improve the environment, economy and transport

1. Supporting the regeneration of our towns whilst protecting the character of the Royal Borough
2. Continuing to invest in our borough

Some of the ways we will measure this are:

- Submitting a Borough Local Plan
- The Annual Budget
- Successful delivery of highways schemes
- Increased satisfaction in our roads
- Increased footfall in our town centres
- Growth in business rates / council tax collection
- Successfully planning for the arrival of Crossrail

Work for safer and stronger communities

1. We will increase and cross-skill our Community Wardens
2. We will safeguard our residents

Some of the ways we will measure this are:

- Number of licensing compliance operations completed
- Number of families supported by the Intensive Family Support Programme
- Growing numbers of people using technology such as Telecare
- Number of families supported early (by Children’s Centres and Youth Support) to prevent escalation and referral to social care
- Enforcement cases - number of closures

Deliver Together “in order to achieve this we will”...

Enhance customer services

1. Bringing customer services closer to the resident by making greater use of community facilities such as libraries
2. Use technology to bring in more 24/7 services, enhancing our existing out-of-hours access to council services

Some of the ways we will measure this are:

- Annual Residents’ Survey
- Improved call abandoned rates
- Improved levels of customer satisfaction
- Fewer complaints received
- Number of services accessible outside of Town Hall / York House

Deliver effective services

1. Learn from others by effecting best practice internally, nationally and from abroad as well as applying effective use of benchmarking
2. Looking at delivering services differently, remembering the outcome for the resident is more important than the process

Some of the ways we will measure this are:

- Delivering against our corporate transformation programme
- Improved performance in the annual residents’ survey
- Improving the Royal Borough’s performance against appropriate local and national benchmarks of success

Strengthen partnerships

1. We will work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents
2. Devolving powers to organisations and individuals to localise decision making

Some of the ways we will measure this are:

- Number of volunteers supporting council services
- Increased engagement with and support from the LEP and other partners
- Increasing non-council tax / business rate revenue streams
- Improved performance in Big Society initiatives such as Adopt A Street, Adopt a Tree etc
- Amount of external funding drawn down



Value for Money “in order to achieve this we will”...

Deliver economic services

1. Keep council tax low
2. Reduce our high cost placements

Some of the ways we will measure this are:

- Annual Budget
- Combined savings tracker
- Recruitment of approved foster carers
- Number of permanent admissions to residential or nursing care 65+ made in a year
- Amount of external funding drawn down

Improve use of technology

1. Deliver improved customer services through the use of technology
2. Deliver other improved outcomes for residents through the use of technology such as in adult social care
3. Ambition to relaunch our resident card to provide better functionality, offers and improved value for money

Some of the ways we will measure this are:

- Number of new people receiving Telecare
- Corporate Project tracker
- Cabinet Outcomes tracker

Increase non-council tax revenue

1. Intelligent use of the Borough’s assets to increase income
2. Maximise our ability to collect business rates, planning carefully for any changes in national policy
3. In line with our commitment to strengthening partnerships, seek greater external investment in the Borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources

Some of the ways we will measure this are:

- % of in-year Business Rates collected
- Rents receivable as a percentage of total rental value of commercial estate
- Amount of external funding drawn down
- Amount of CIL / s106 levels secured
- Library / Museum income and other income streams

Invest in the future

1. Develop innovative services that will help to meet future challenges and demand
2. Delivering a home ownership plan through shared equity and other models where the resident has a stake in their property

Some of the ways we will measure this are:

- Corporate Project Tracker
- Annual Section 106 projects review
- CIL review once increased numbers of residents helped on to the housing ladder

Equipping Ourselves for the Future “in order to achieve this we will”...

Equip our workforce

1. Invest in learning and development for our staff
2. Multi-skill our workforce

Some of the ways we will measure this are:

- Increased levels of staff satisfaction in annual staff survey
- % voluntary staff turnover
- Increasing levels of engagement with the council's learning and development programme
- Information gathered from staff appraisals

Develop our systems and structures

1. Digitalisation of the council's systems to further develop the ambitions for a 24/7 council
2. Joined-up working across the council to help engender a "tell us once" ethos improving outcomes for residents

Some of the ways we will measure this are:

- Corporate transformation programme
- Fewer complaints relating to avoidable contact

Change our culture

1. Better use of mobile technology
2. Deliver against the council's transformation programme

Some of the ways we will measure this are:

- Delivery against the Corporate Project tracker eg. Improved use of project management software
- Increasingly paperless council
- Annual staff survey
- Delivery against the Capital Programme



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01628 683800

customer.service@rbwm.gov.uk

www.rbwm.gov.uk

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