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NOTICE OF MEETING **CABINET**

will meet on

THURSDAY, 28TH OCTOBER, 2021

At 7.00 pm

by

GREY ROOM - YORK HOUSE, WINDSOR AND ON [RBWM YOUTUBE](#)

TO: MEMBERS OF THE CABINET

COUNCILLOR JOHNSON, LEADER OF THE COUNCIL AND CHAIRMAN OF CABINET, BUSINESS, ECONOMIC DEVELOPMENT AND PROPERTY

COUNCILLOR RAYNER, DEPUTY LEADER OF THE COUNCIL, CORPORATE & RESIDENT SERVICES, CULTURE & HERITAGE, AND WINDSOR

COUNCILLOR CARROLL, DEPUTY CHAIRMAN OF CABINET, ADULT SOCIAL CARE, CHILDREN'S SERVICES, HEALTH AND MENTAL HEALTH

COUNCILLOR CANNON, PUBLIC PROTECTION AND PARKING

COUNCILLOR CLARK, TRANSPORT, INFRASTRUCTURE, AND DIGITAL CONNECTIVITY

COUNCILLOR COPPINGER, PLANNING, ENVIRONMENTAL SERVICES AND MAIDENHEAD

COUNCILLOR HILTON, FINANCE AND ASCOT

COUNCILLOR MCWILLIAMS, HOUSING, SPORT & LEISURE, AND COMMUNITY ENGAGEMENT

COUNCILLOR STIMSON, CLIMATE CHANGE, SUSTAINABILITY, PARKS AND COUNTRYSIDE

Karen Shepherd – Head of Governance - Issued: Wednesday, 20 October 2021

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 **David Cook** 01628 796560

Recording of Meetings – In line with the council's commitment to transparency the Part I (public) section of the virtual meeting will be streamed live and recorded via Zoom. By participating in the meeting by audio and/or video, you are giving consent to being recorded and acknowledge that the recording will be in the public domain. If you have any questions regarding the council's policy, please speak to Democratic Services or Legal representative at the meeting.

AGENDA

PART I

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| 7. | <u>CABINET MEMBERS' REPORTS</u> Chairman | |
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MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a Disclosable Pecuniary Interest (DPI) or Other Registerable Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

DPIs (relating to the Member or their partner) include:

- *Any employment, office, trade, profession or vocation carried on for profit or gain.*
- *Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
 - a) that body has a place of business or land in the area of the council, 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.*

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which **directly relates** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

- a) any body of which you are in general control or management and to which you are nominated or appointed by your authority*
- b) any body*
 - (i) exercising functions of a public nature*
 - (ii) directed to charitable purposes or*

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which **directly relates** to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which **affects** –

- a. your own financial interest or well-being;
- b. a financial interest or well-being of a friend, relative, close associate; or
- c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter **affects** your financial interest or well-being:

- a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
- b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

Agenda Item 3

CABINET

THURSDAY, 30 SEPTEMBER 2021

PRESENT: Councillors Andrew Johnson (Chairman), David Cannon, David Coppinger, Samantha Rayner, David Hilton, Gerry Clark, Donna Stimson and Ross McWilliams

Also in attendance: Councillors L Jones, Werner, Bhangra, Bateson, Larcombe, Price, W Da Costa, Baldwin, Brar and Davies. Ian Bravier-Dubber (RBWM Property Company)

Officers: Kevin McDaniel, Adele Taylor, Hilary Hall, Andrew Durrant, Chris Joyce, David Wiles and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received from Councillor Carroll.

DECLARATIONS OF INTEREST

None received.

MINUTES

RESOLVED UNANIMOUSLY: That the Part I minutes of the meeting held on 22 July 2021 were approved.

Clr Price requested that under the Financial Update that ‘if there were no objection they would be’ be removed as it was not said. The Chairman replied that the written answers to public questions had been published. As Cabinet had no objections it was approved to amend the minutes accordingly.

APPOINTMENTS

None

FORWARD PLAN

Cabinet considered the contents of the Forward Plan for the next four months and noted the changes made since last published, including:

- Bus Service Improvement Plan added to October 2021.
- West Windsor Stakeholders Masterplan to October 2021.
- Demand for School Places moved to November 2021.
- New Primary School Places Maidenhead moved to November 2021.

CABINET MEMBERS' REPORTS

A) BATTLEMEAD COMMON

Cabinet considered the report regarding the proposed accessibility to Battlemead Common.

The Lead Member for Climate Change, Sustainability, Parks and Countryside informed Cabinet that it gave her great pleasure to propose this paper. It had been three years since

the common had been purchased by the Royal Borough of Windsor and Maidenhead in December 2018, comprising of 110 acres mostly farmland with a willow wood to the south. When purchased it was to be used for public open space.

Friends of Bethelmead Common was set up in June 2018 to offer guidance, advice and recommendations to the council. Since then, the Council had adopted its Environments and Climate Strategy. A Steering group had been set up in March 2021 to help guide decision making. During the course of three years many surveys have been undertaken, eventually, after many discussions, we are ready to make our recommendations.

There were groups who had opposing views on the way forward between public access verses maintaining protection for several years and not having public access. There were those that wished to have the common open to all with dogs off leads, but we also need to be mindful of protecting the wildlife. She mentioned that she walked regularly along the boundary and had to remove a ear that had been killed by a dog.

The Lead Member said that she had listened to all the discussions and all were very passionate. She had also had discussions with a director of Britain Rewilding, the Chairman of the Royal Society for the Protection of Birds and the local MP. Taking onboard the different views she believed that the recommendations in the report protected the habitats and species, raise awareness of the local environment, increased biodiversity and provided an opportunity for education. She looked forward to working with Friends of Battlemead Common.

The Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor informed that she endorsed and supported the paper. I think it's absolutely fantastic that the Royal Borough of Windsor and Maidenhead purchased the land for public open space. It showed a great commitment to green open spaces for our residents, especially during lockdown. I think the green open space was much valued and much needed by lots of people as they were going through the pandemic, to have the space which was an absolutely stunning place and also protected the green space between two big towns.

Phoebe Ibison, addressed Cabinet with regards to a petition submitted on this topic. She informed that her generation, as well as your descendants, who have to live through the repercussions of your actions, as well as the actions of other governmental leaders. We need to shift behaviours of local residents through education, so that we can all have the access to resources to fully comprehend the co-dependent relationship between humans and nature.

We set an example by counsel. We want to support encourage counsel during future decisions, which will have an impact on the nature. however, we will not stand by and allow actions to go ahead which will be a detriment of our futures. I like many young people in the borough are striving for a better future. I myself volunteer in the community to benefit society. I am currently working on a solar panel projects with John Simpson in a school and in possibly one or two special educational needs schools in South Africa. I also do this and as do others. It's important that while children and young people are putting in as much firepower as they possibly can into environmental activism, adults, particularly leaders are matching their efforts to ensure that actions are sustainable and impactful.

We must not think in the short term, but the long term, not the now but the when, when will adding a housing development types contribute to a rise in our deficit in the era where more substantial number of our children become ill because of the pollutants they breathe in their walks to school? When will we no longer be able to observe the nature of wildlife in our community? These are genuine concerns from my generation.

Why did Rosie take it upon herself to start a petition about the path you are about to open the common, why did nearly 900 residents respond in under two weeks? The answer is simple, residents want to have their voices heard and it is your opportunity to listen to them to explain to local people that if you're going to tackle big environmental challenges, we must stop

following the often reckless actions of our predecessors, and create new pathways for future generations to follow.

The pandemic had made it blatantly obvious of the importance of green spaces to public health. And while these places must be available to the residents we must also find genuinely effective ways to work in harmony with nature. Young People's increasing concern about the stability of the climate in the future, as well as adults such as yourselves, it's also impacting our daily lives. According to global action plan 77% of students find that thinking about climate change makes them anxious, which is eco anxiety is protecting more youth and our seniors every day. Healthy nature and humans have always been a need to be intertwined, we cannot address one issue without addressing the other. Myself and my peers were incredibly excited when the climate emergency was declared. I know residents who are under 30 years of age will be observing future actions either in admiration, concern or horror.

The Chairman thanked Phoebe for presenting to Cabinet. He informed Cabinet of the balance, that they were seeking to strike within this report between access to green public open space and preserving and enhancing biodiversity. When the land was purchased it was to have for public accessible open space.

Today they had come to the position as a reflection of not only the obligations to seek to mitigate climate change, but also to encourage biodiversity and indeed, species retention, as a reflection that there were always compromises to be had and that you can only really ever appreciate and understand nature, if you have access to it. We are blessed to have publicly accessible areas of open countryside so people can enjoy the recreational benefits of that space.

The Chairman said he had listened to many arguments, many valid arguments on both sides of this debate in terms of that balance between biodiversity and effectively lending to a significant part of rewild of the site. Coupled against the overriding need for people who do not have access to and are not fortunate enough to have large accessible gardens, or indeed open space of their own. There were benefits of green open space on physical health, but also mental health and he was sure Councillor Stuart Carroll would undoubtedly endorse that statement. He was convinced that they have struck an appropriate balance with this report.

The majority of the fields would be left to nature, the rest of the site would be managed in a sympathetic sensitive manner going forward, which means that we have achieved our original objective of buying the land and secure its future, we have implemented an approach based on custodianship and stewardship of the land. They had started the process of achieving some of the objectives with the biodiversity strategy. He would welcome any organisation who purchased land within any part of the Royal Borough who wished to fully implement that biodiversity net gain. In this instance, the balances between public accessibility and enhanced biodiversity have been struck.

The Lead Member presenting was also pleased to hear the presentation and informed that she had listened to the experts and had been informed that the plans for the causeway would have no negative impact for wildlife. They had also been told that plastic fencing would be sufficient to keep dogs away, however they planned to go beyond this with more sturdy fencing. She felt strongly that the recommendations were the right compromise.

The Lead Member for Planning, Environmental Services and Maidenhead informed that this was a matter of balance. At Council a councillor made the case to keep green open spaces but closed in the golf course, the administration wanted to open it up, create new green and blue infrastructure. Other councils approach things with a much more laissez faire attitude. Bracknell Forest had an area which was for people to walk with their dogs but they had great concern over the nesting of birds. They put up signs every spring saying, follow the footpath, but dogs do not read notices and the dogs and the people roam everywhere. The balances that was being promoted reached the right level of balance of climate change, protecting the area, but still letting the public see the areas that means so much to them.

The Lead Member for Housing, Sport & Leisure, and Community Engagement informed that in his ward they had opened up a new park a few years ago that had not previously been available to the public. They had also planted thousands of trees as part of the boroughs 10,000 tree planting programme. They helped to preserve wildlife as well as encouraging new wildlife. With regards to tonight's paper there was a pathway that allowed access but also protected the amazing flora and fauna and creating habitats. The sites also provided excellent educational opportunities.

The Lead Member for Transport, Infrastructure, and Digital Connectivity informed that there were polarised views of having no access and full access. The Lead Member was proposing a balance that allowed access and also preserved wildlife. We are here to represent all residents and he believed this paper provided that balance.

Cllr Brar informed Cabinet that the residents who were opposed to opening the common were not saying that the path should never be open but just that there should be ecological management of the common and that this should be given time to take effect before a path was opened. The Government and experts have started to say we should protect our wildlife. The proposals did not make sense as there was already a path on the northern boundary that linked to the same spots as the proposed path. The report said that the causeway was regularly used but she felt that as a walker in the area this was not the case. There had also been incidents of a goose and a deer being killed by dogs and the Lead Member had said if there were more incidents she would close access. The Lead Member responded that the walkway would be fenced off to protect wildlife and that there could be an annual review to see if biodiversity had improved.

Cllr Werner mentioned that a biodiversity action plan had been promised by June 2021 and that it had not yet been published. He also questioned the promise made by the Lead Member that if another deer was killed by a dog on the site she would close access. Would this promise stand.

The Lead Member responded that the plan had been produced but not yet published. It was confirmed that there would be a period of consultation with stakeholders. With regards to the incident with a dog she informed that the walkway would be fenced off protecting wildlife.

Resolved unanimously: that Cabinet notes the report and:

- i) Approves the proposals for the East Field as set out in the report.**
- ii) Approves the updated terms of reference for the Friends of Battlemead Commons and the Steering Group**

B) 2021/22 FINANCE UPDATE REPORT - REVENUE AND CAPITAL MONTH 4

Cabinet considered the latest financial update report.

The Lead Member for Finance and Ascot informed Cabinet that the prediction that Covid would cast a long dark shadow over this year's budget was correct. The headline at month 4, after some support from Covid and transformation funding, was an overspend of £343K with general reserves just £16K above the minimum. Cabinet can be assured that we are looking at all options to manage and mitigate overspends.

Children's services, not just in Windsor and Maidenhead but across the Country, had experienced an increase in the number of referrals, the number of children with Education and Health Care Plans and the number of children in care. This had led to a projected overspend of £1,473M.

The report informed that parents experiencing domestic abuse, mental health difficulties or substance misuse were the most common reasons why children come to the attention of children's social care services. These issues were exacerbated by Covid, an impact that is likely to persist for some years. As a consequence, it was necessary to retain child facing posts adding £300K to budgeted costs.

There had been a small increase of the number of children in care but the increased complexity of need and competition for care places with appropriate providers had pushed up costs. Two years ago, the highest cost placements were £250K a year now they were £500K. Putting that into perspective currently we could only rely upon a 2% Council tax rise or increased income of £1.5 M a year, one third of that could be absorbed by just one high need child.

Actions were being taken to manage costs and a programme to incentivise foster carers was being developed. Local Foster Carers can save £12K per placement a year with the added benefit of children living closer to their support networks. A more robust process had been introduced to review those children who were in placements to ensure the care they received was matched to their need.

Children's services were about keeping Children safe to be able to enjoy their lives and fulfil their potential. The UK was amongst the best at achieving this objective and under Cllr. Carroll's leadership we were amongst those rated to be good at it.

Adult Services were projecting an overspend of £684K the most significant cost was homecare where despite funding from the NHS Frimley CCG of more than £1.2M to facilitate hospital discharges and offer free nursing care an overspend of £516K was forecast.

The Adult Social Care budget was set at the commencement of this financial year based upon the 1,000 residents using services at average costs. At the end of July that number had increased by 14% to 1140 and average costs for both older people's care and care for those with physical disability rose by 20%. However, Adult Social Care had a track record of delivering against their savings and para 9.9 on page 65 of the report demonstrates success of the project to ensure value for money from community packages for people with learning disabilities with a 7% reduction in average cost whilst maintaining the quality and appropriateness of the care.

Adults Social Care offered £3.6M or nearly 50% of this year's savings. The savings tracker confirmed £2m would be achieved those savings delayed by Covid were being worked on and many would be delivered including the truly transformational, Mysense, with sensors working in the background in people's homes, and artificial intelligence constantly looking for subtle changes and notifying caregivers before an issue occurs.

The most significant impact of Covid is in the Place Directorate with its community facing services. In the budget £3M had been allocated to support a shortfall in parking revenues and this was expected to cover the loss. Encouragingly a number of car parks were performing well.

Leisure services had a difficult year, they were closed for 20 weeks, had restricted operations for 30 weeks and were fully open for just 2 weeks. The anticipated contribution to the Council would be £400K less than planned and this despite support from Sales, Fees and Charges which ceased for all services at the end of June.

About £90M of income was derived from Council Tax and Business rates. Currently Collection rates were 0.46% and 7.9% respectively behind target but broadly in line with the other Berkshire Councils. From the beginning of July small businesses restarted paying business rates with support reduced from 100% to 66% so a reduction in the collection rate was anticipated.

The Council has received a final top up of £1.6M to the discretionary additional restriction grant. To aid economic recovery Louise Freeth, Steph James and others suggested that this be used to fund two innovative schemes. The first to support the advantage card, would for a period, provide compensation for businesses that join the scheme, with the expectation of sustainable increased sales but no loss of revenue. The second, to help businesses adapt and sustainably change their operating model to a new normal, grants in the region of £10K or £25K for training, audit and business consultancy are proposed. The details of these grants were still being finalised.

Despite the downsides there were many initiatives underway that would deliver quality services at lower cost, generate increased income and also support our local economy. The many staff working on these projects deserve our thanks and our recognition.

The Chairman said he endorsed the comments and that the administration would continue to deliver services within the budget envelope. We remained confident that there would be a year end position within budget as we seek innovation and transformation.

Cllr L Jones questioned the borrowing figures, at appendix F, that informed a debt of £203 million in 2022. Members had been informed that by 2025 this would be £4 million and the pension deficit would be paid off. With interest rates rising and reserves at a minimum she questioned she questioned how the debt would be paid back. The Lead Member replied that the borrowing was on the capital cash flow programme and this was currently being updated, he was not aware of a document saying debt would be cleared in 5 years.

The Chairman informed that the golf course would provide a significant receipt for the tax payer that would help pay off debt, spend on infrastructure, provide affordable housing and a sustainable green site in Berkshire.

Cllr L Jones replied that in the 2018/19 budget minutes it said that the debt would be paid off by 2025. The Forward Plan also contained a number of RBWM Property Company report regarding the potential sale of assets and she was concerned that this was to pay of debt rather than having a retention policy. It would have been good to have more information. The Chairman informed that additional information would be provided at the appropriate time when the recommendations were brought forward; they may not all be about the sale of land as there could be leases involved.

Cllr Baldwin informed that on page 78, appendix B, there was a savings line regarding increased recycling. He mentioned he was interested in this as he undertook recycling in north Maidenhead. We were a third of a way through the year yet only a quarter of savings had been achieved yet the saving had been marked as on target. When questioning officers he was informed that this was an error in the report, he asked if there were other misleading information. The Lead Member informed he would follow this up with Cllr Coppinger and report back to Cllr Baldwin.

Cllr Werner addressed Cabinet ad said that there was a massive amount of borrowing. He questioned that at the Council meeting this week that the lead member said that resident discount car parking would be re-introduced subject to finances, he could not see that this would be feasible given the current state of finances. Cllr Werner asked when the Lead Member thought this would be possible. The Chairman replied that he was confident that the budget would be met and that when the budget was set it was only the administration that set a balanced budget. No alternative budget was put forward. He looked forward to seeing an alternative budget being put forward next year.

Cllr Werner said that the Chairman had given clear assonances that the budget would be on target by the end of the year and he asked if the Lead Member also felt this way. The Lead Member for Finance said he was confident that this would happen. The Chairman also said that the longevity of Covid had to be factored in.

Cllr Larcombe said he had looked at the appendices but could not see anything regarding flooding. The Lead Member replied that there would be nothing in the savings report and that the administration continued to commit £10 million.

Resolved unanimously: that Cabinet notes the report including the Council's projected revenue and capital position for 2021/22.

c) CLIMATE CHANGE LEADERSHIP

Cabinet considered the report regarding the set up an independent Climate Partnership within the Royal Borough of Windsor and Maidenhead.

The Lead Member for Climate Change, Sustainability, Parks and Countryside informed Cabinet that the partnership would oversee the delivery of the Environment and Climate Strategy by bringing together private and public sector organisations as well as community groups. By utilising the knowledge and expertise of organisations across the Borough, it will better support delivery of the outcomes set out in the strategy as well as allowing the council to deliver on its own actions and commitments within the strategy. It was planned that the partnership would become self funding. The Council had three officers whose main responsibility was sustainability and climate change and this would allow them to spend more time on the council's responsibilities to this cause. It was planned to have a secretariat in place to support the new body if approved. The partnership itself would have a three-tiered structure, with the executive providing a leadership role, the network providing a means of knowledge sharing and a community forum to provide broad and inclusive engagement.

The Lead Member for Finance and Ascot informed that the management of Climate Change was the biggest and most multi-faceted project ever undertaken and he was pleased that we had the foresight to arrive at the conclusion that this cannot be addressed by the Council or for that matter any other organisation on its own.

The proposal to set up a Borough Wide Climate Partnership with the Council owning the agenda and supported by a Council secretariat offered the greatest opportunity for success. All businesses have a social responsibility and must accept the requirement to manage their carbon footprint down. Bringing together businesses with a common object and agenda into a single organisation would be very powerful.

Working alongside public sector and community organisations this should lead to shared experience, shared learning, potentially shared resource and best address the four strategic themes: energy, circular economy, natural environment and transport. Furthermore, there was the possibility of the RBWM partnership gaining a seat on or close to the top table.

This would in no way undermine the work of community groups rather it has the potential to help them drive forward and expand the most promising projects.

This was a very exciting proposal which will require considerable effort to get off the ground but has the potential to be a game changer and deserves our support.

The Lead Member for Transport, Infrastructure, and Digital Connectivity said that again there was pragmatism being put before Cabinet. What was in the Council's control would be effectively actioned, however the majority of actions sat outside the Council's control. It was important to engage in the way this paper proposed. This was a commitment to deliver the council's target and the mechanism to do so.

Cllr W Da Costa said that he appreciated the work put into these proposals. There was a climate emergency and it was declining quicker than expected. He asked that the £250,000 commitment over the next three years was without existing commitments and restraints. He asked that the partnership be set up this year with the funding being brought forward, the money should be above the funding already committed to officers and projects, the

partnership should be open to all and that our objective to committee to carbon zero by 2030 be included throughout the Corporate Plan.

The Chairman said that the Corporate Plan was due to go to Corporate O&S Panel on 11th October and suggested that Cllr Da Costa submit his view or ask a Panel member to express them for him. The Lead Member also informed that the board would have an independent chair and would be responsible for developing its own terms of reference.

Cllr Price informed that she thought that it had been agreed that if there was to be any additional expenditure then savings had to be identified, she had not seen this applied with this report. Paragraph 2.13 mentioned the enhanced role of the council and she asked what this was. The Climate Emergency Coalition had written to the Lead Member with concerns that this process would not lead to a delay in the action plan and this was on top of what was already being done. It had already been conformed that the body would be independent.

The Lead Member responded that there were some concerns about the delay but there was plenty that we could get on with before this was implemented. There would be no delay in implementation. This process would speed up work as it would free up officer time to undertake their roles in meeting Council targets. A large proportion of revenue funding would come from S106 money.

Chris Joyce informed that the additional funding would be part of the budget build, the enhanced role was just acknowledgment that for the first three years the Council would be the main financial contributor and would have a Cllr and officer on the board.

Cllr Davies addressed Cabinet and said that as a member of the cross party working group they had not seen the reports recommendations. She was concerned about future accountability and governance of the partnership as the council had no powers to scrutinise and the areas covered all O&S Panels remits so there was a possibility of areas falling through the gaps. She also mentioned that the three-tier structure would be better suited to a triangular system.

The Chairman mentioned that it was not for Cabinet to tell scrutiny what to do, however its their discretion to decide what to look at he hoped they would consider this as part of their responsibilities. Cllr Davies recommended that the Panels had this as a standing agenda item.

Resolved unanimously: that Cabinet notes the report and:

- i) Approves setting up a Borough Wide Climate Partnership and providing revenue funding support for the next three years.**

D) COMMUNITY FACILITIES REVIEW

The Chairman informed that due to the late publication of the report he was deferring the item until October 2021 Cabinet and recommended that the appropriate scrutiny panel reviews the report.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

RESOLVED UNANIMOUSLY: That under Section 100(A)(4) of the Local Government Act 1972, the public were excluded from the remainder of the meeting whilst discussion took place on the grounds that they involved the likely disclosure of exempt information as defined in Paragraphs 1 and 3 of part I of Schedule 12A of the Act.

MINUTES

RESOLVED UNANIMOUSLY: That the Part II minutes of the meeting held on 22 July 2021 were approved.

CABINET MEMBERS' REPORTS

A) COMMUNITY FACILITIES REVIEW

Item withdrawn.

The meeting, which began at 7.00 pm, finished at 9.40 pm

CHAIRMAN.....

DATE.....

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Agenda Item 5

CABINET

FORWARD PLAN - CHANGES MADE SINCE LAST PUBLISHED:

| ITEM | SCHEDULED CABINET DATE | NEW CABINET DATE | REASON FOR CHANGE |
|--------------------------------------|------------------------|------------------|-----------------------|
| Land in Cookham | 28/10/21 | 25/11/21 | Further work required |
| Land at Stafferton Way | 28/10/21 | 25/11/21 | Further work required |
| Provision of Internal Audit Services | n/a | 25/11/21 | New item |

FORWARD PLAN OF CABINET DECISIONS

CABINET Member, Councillor Johnson Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property, Councillor Rayner Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor, Councillor Carroll Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health, Councillor Cannon Public Protection and Parking, Councillor Clark Transport, Infrastructure, and Digital Connectivity, Councillor Coppinger Planning, Environmental Services, and Maidenhead, Councillor Hilton Finance and Ascot, Councillor McWilliams Housing, Sport & Leisure, and Community Engagement, Councillor Stimson Climate Change, Sustainability, Parks and Countryside

All enquiries, including representations, about any of the items listed below should be made in the first instance to Democratic Services, Town Hall, St Ives Road, Maidenhead. Tel (01628) 796560. Email: democratic.services@rbwm.gov.uk

FORWARD PLAN

| ITEM | Private Meeting - contains exempt/confidential information? See categories below. | Short Description | Key Decision, Council or other? | REPORTING MEMBER (to whom representations should be made) | REPORTING OFFICER / DIRECTOR (to whom representations should be made) | Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings | Date and name of meeting | Date of Council decision (if required) |
|-----------------------------------------|-----------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| 1 Finance Update | - | Latest Financial Update | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 25 Nov 2021 | |
| New primary school places in Maidenhead | Open and exempt appendix- 3 | This report provides the outcome of public consultation on a proposal to provide new primary school places in Maidenhead, and recommends next steps to be taken with regard to the proposal. | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Kevin McDaniel | Internal consultation | Cabinet 25 Nov 2021 | |

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

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|--------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| Demand for School Places | - | This report provides an update on projected demand for school places in the Royal Borough and may propose options for further development and consultation. | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Kevin McDaniel | Internal consultation | Cabinet 25 Nov 2021 | |
| 19 Tax base | - | To approve the tax base. | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 25 Nov 2021 | |
| Draft Budget 2022/23 | - | To approve the draft budget | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 25 Nov 2021 | |
| Draft Capital Programme 2022/23 | - | To approve the draft capital programme | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 25 Nov 2021 | |
| Council Performance Management Framework Quarter 1 & 2 | - | Latest performance report | Yes | Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor (Councillor Samantha Rayner) | Emma Duncan | Internal consultation | Cabinet 25 Nov 2021 | |

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|-----------------------------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| Annual Consultation on School Admission Arrangements | - | To consult on admission arrangements | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Kevin McDaniel | Internal consultation | Cabinet 25 Nov 2021 | |
| 20 Achieving for Children Reserved Matters - Contract Awards | - | As an owner of AfC the Council is responsible for making a number of reserved matter decisions. There are two procurements that meet the threshold for a reserved matter decision. These relate to: Appointment of External Auditors Agency Staff contract procurement decision | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Kevin McDaniel | Internal consultation | Cabinet 25 Nov 2021 | |

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|-------------------------------------------|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| 21 Transformation of Day Opportunities | - | This report recommends the transformation of day opportunities for older people, people with dementia, learning disabilities or additional complex needs taking into account the outcome of the public consultation which included the proposal to close Windsor Day Centre and the Oakbridge Centre. | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Hilary Hall | Internal consultation | Cabinet 25 Nov 2021 | |
| Provision of Internal Audit Services | - | To consider the recommendation from Audit and Governance Committee for the provision of Internal Audit Services from April 2022. | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 25 Nov 2021 | |
| Children's Services Capital Programme | - | To approve the capital programme | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Kevin McDaniel | Internal consultation | Cabinet 16 Dec 2021 | |

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|---------------------------|----------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|----------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
| Finance Update | - | Latest Financial Update | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 27 Jan 2022 | |
| 22 Budget 2022/23 | - | Report which sets financial context within next year's budget is being set. The report includes a recommendation to Council of a Council Tax, it recommends a capital programme for the coming year and also confirms Financial Strategy and Treasury Management Policy. | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 10 Feb 2022 | |
| Capital Programme 2022/23 | - | To approve the Capital Programme. | Yes | Cabinet Member for Finance and Ascot (Councillor David Hilton) | Adele Taylor | Internal consultation | Cabinet 10 Feb 2022 | |

N.B. All documents to be used by the decision maker to be listed in the report to Cabinet

| ITEM | Private Meeting - contains exempt/confidential information? See categories below | Short Description | Key Decision, Council or other? | REPORTING MEMBER (to whom representations should be made) | REPORTING OFFICER / DIRECTOR (to whom representations should be made) | Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings. | Date and name of meeting | Date of Council decision (if required) |
|-----------------------------------------------------------------|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|---------------------------|----------------------------------------|
| Award of contracts for Domiciliary (Home based) Care for adults | Fully exempt - 3 | This report seeks approval to award contracts for the provision of domiciliary care following a tender exercise. The contracts will be awarded for 5 years with the option to extend for a further 2 years commencing in August 2022. | Yes | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health (Councillor Stuart Carroll) | Hilary Hall | Internal consultation | Cabinet 24 Feb 2022 | |

23

| ITEM | Private Meeting - contains exempt/confidential information? See categories below | Short Description | Key Decision, Council or other? | REPORTING MEMBER (to whom representations should be made) | REPORTING OFFICER / DIRECTOR (to whom representations should be made) | Consultation (please specify consultees, dates (to and from) and form of consultation), including other meetings. | Date and name of meeting | Date of Council decision (if required) |
|------|----------------------------------------------------------------------------------|-------------------|---------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|
|------|----------------------------------------------------------------------------------|-------------------|---------------------------------|-----------------------------------------------------------|-----------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------|----------------------------------------|

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

- 1 Information relating to any individual.
- 2 Information which is likely to reveal the identity of an individual.
- 3 Information relating to the financial or business affairs of any particular person (including the authority holding that information).
- 4 Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
- 5 Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
- 6 Information which reveals that the authority proposes:
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
- 7 Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

| | |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------|
| Report Title: | Corporate Plan |
| Contains Confidential or Exempt Information | No - Part I |
| Cabinet Member: | Cllr Johnson, Leader |
| Meeting and Date: | Cabinet – 28 October 2021 |
| Responsible Officer(s): | Emma Duncan, Monitoring Officer and Deputy Director of Law and Strategy Rebecca Hatch, Head of Strategy |
| Wards affected: | All |



REPORT SUMMARY

This report shares the Council’s new Corporate Plan for the period 2021-2026, “Building a borough of opportunity and innovation”. The Plan sets out objectives and the specific goals to be achieved in support of our objectives. The Plan has been designed to crystallise focus on where the Council most needs to drive change and to help guide the allocation of our resources and energies to deliver that change. The Plan forms the overarching strategy for the Council for the next five years and replaces the Interim Strategy 2020-21, which was developed as a temporary plan in response to the pandemic.

The Corporate Plan went out to public consultation for six weeks, from 2 August 2021-12 September 2021, and was discussed by the Corporate Overview and Scrutiny on 11 October 2021 in a formal “challenge session”. This report contains recommendations from the Corporate Overview and Scrutiny Panel for consideration by Cabinet. It recommends that Cabinet agree for the Corporate Plan to be referred to Full Council on 23 November 2021 for agreement and adoption.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Considers the recommendations from the Corporate Overview and Scrutiny Panel as set out in Table 2, and any Officer advice;**
- ii) Agrees that the Corporate Plan (including any revisions) is referred to Full Council on 23 November 2021 for adoption.**

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

Options

Table 1: Options arising from this report

| Option | Comments |
|------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|
| Cabinet agrees to accept the recommendations from the Corporate Overview and | Agreeing for the Corporate Plan to move forward for adoption and agreement at Full Council, enables the Council to set |

| Option | Comments |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Scrutiny Panel as set out in Table 2 and agrees to refer the subsequently revised Corporate Plan to Full Council on 23 November 2021 for adoption. This is the recommended option. | its priorities for the coming five years, and to focus its resources on achieving the objectives and goals set out. Considering and responding to the recommendations from the Overview and Scrutiny Panel is an important part of democratic governance and strengthens the legitimacy and quality of the Plan. |
| Cabinet agrees to the Corporate Plan proceeding to Full Council, but does not agree to accept recommendations from the Corporate Overview and Scrutiny Panel. | Considering and responding to the recommendations from the Overview and Scrutiny Panel is an important part of democratic governance and strengthens the legitimacy and quality of the Plan. Failing to consider and respond to recommendations from the Overview and Scrutiny Panel, would weaken the democratic process. |
| Cabinet does not agree to progressing the Corporate Plan. | The Corporate Plan is important in setting out the Council’s priorities for the next five years, and focusing its resources and energies on the right priorities. Failure to agree a Corporate Plan would not allow clarity of priorities, nor would it address the fact that current Council strategy was approved on an interim basis as a result of the COVID-19 pandemic. |

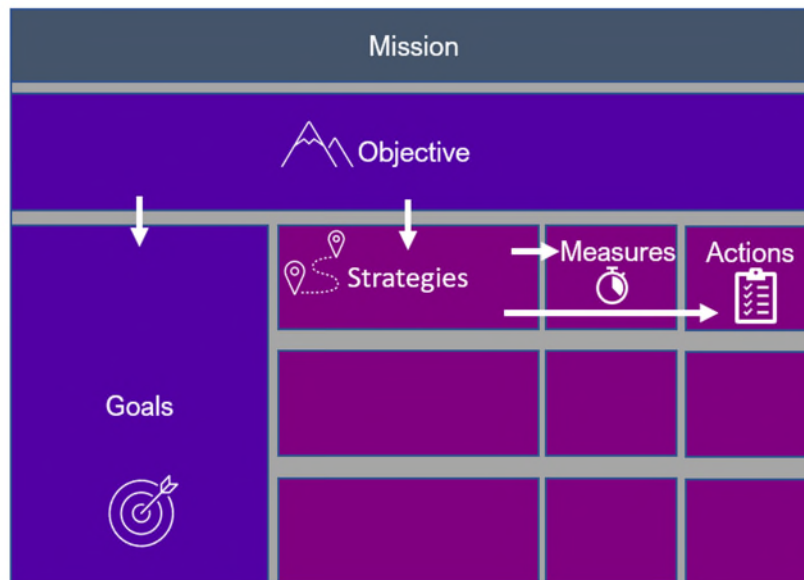
The Corporate Plan

- 2.1 The Corporate Plan recognises that the Council has to make choices about where it focuses its resources, and is a key component of good governance. The Plan articulates the Council’s priorities for the period 2021-2026 and sets the strategic direction in order to ensure efforts and resources are directed to the right areas. This is particularly important given the scale of financial challenge and resource constraint, and in the face of challenges facing the borough, including: climate change; the recovery from the COVID-19 pandemic and wider changes in the shape of the economy; a growing and ageing population; persistent pockets of deprivation and inequalities; and the high costs of housing in the borough. In addition, to setting out what we aim to achieve, the Plan also sets out the Council’s approach to achieving change – how it will work as well as what it will focus on.
- 2.2 The Council has adopted the OGSM (Objectives, Goals, Strategy, Measures) strategic planning model for the Plan’s development. Figure 1 outlines the OGSM model.

Figure 1: OGSM strategic planning model

THE “WHAT”
Objectives: define the overarching ambition linked to the mission and set the direction for the 5yrs.
Goals: break the objective down into the specific things that need to be achieved over a 3-5yr horizon – they are the targets and quantifiable stepping-stones to the objective.

THE “HOW”
Strategies: what we choose to do – our methods and approaches – in order to achieve the goals and objectives.
Measures: divided into measures and actions/initiatives. Measures are numerical milestones of progress against our strategies. Actions/initiatives are the specific things we do as part of the strategy.



- 2.3 The Plan identifies the key issues facing the borough and the changes that the Council will drive, through its own actions and through working with our partners and communities. The Plan sets out objectives for the period 2021-26 and related goals. The goals are the specifics to be achieved in support of our objectives, and drive focus and accountability. These goals intentionally do not cover the full range of activities and services provided by the Council. They are focused on addressing the key challenges identified and where the Council needs to drive change. There are many other services and activities which the Council will continue to provide. Continuing to deliver these services in a way which meets our customers’ needs and delivers excellent value for money, is no less important.
- 2.4 The performance measures for achieving these changes will be finalised over the coming months, in parallel work to develop strategies and work plans for relevant areas. These will be aligned to, and build on, relevant existing strategy documents, including the Housing Strategy, Environment and Climate Strategy

and others. Performance measures will be embedded into a new performance framework to measure progress and identify issues arising.

- 2.5 The Corporate Plan objectives and goals have been developed based on evidence of the biggest challenges facing the borough. The Plan is also informed by consultation with residents, Elected Members and key stakeholders. Going forwards, the Council will strengthen and embed the use of evidence in both performance management and policy-making. The draft evidence base included at Appendix B will be developed and strengthened as part of this journey.
- 2.6 The Corporate Plan sets out an overarching vision of 'Building a borough of innovation and opportunity' and is framed around three key objectives:
- **Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
 - **Inspiring Places:** Supporting the borough's future prosperity and sustainability
 - **A Council trusted to deliver its promises**
- 2.7 Under these objectives we have highlighted the priority outcomes to be achieved over the Corporate Plan period. These are:
- **A ladder of housing opportunity, to support better life chances for all:** this recognises the challenges faced by many residents due to the lack of affordable housing; and that housing is a key driver of wider inequalities in the borough. Helping more residents into affordable, sustainable homes, is a key part of our strategy to reduce inequality.
 - **Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper:** this recognises the need to invest in new infrastructure to support the borough's future prosperity and sustainability, including digital, low carbon transport and community infrastructure, as well as new community infrastructure, both to improve existing facilities and support new development.
 - **Taking action to tackle climate change and its consequences, and improving our natural environment:** the Council has declared a Climate Emergency, and this priority sets out the actions we will drive forward as a Council and collectively, to reduce emissions, protect our natural environment and to adapt to climate impacts.

Overview and Scrutiny Corporate Plan Challenge Session

- 2.8 Overview and Scrutiny reviewed the Corporate Plan at the Corporate Plan Challenge Session on 11 October 2021. To inform the session, the Scrutiny Panel reviewed the draft Corporate Plan (Appendix A), a summary of the evidence-base used to inform the development of recommendations (Appendix B), and a report on the findings of the public consultation (Appendix C).
- 2.9 Members were invited to submit written questions in advance of the session, and received written responses. The Challenge Session was structured around key

themes arising from the written questions and Panel Member interests. At the session, Panel Members posed supplementary questions, and relevant officers attended, in order to provide responses and to give technical advice on the development of recommendations.

2.10 The Challenge Session concluded with the agreement of a number of recommendations to strengthen the Plan. These are now being put forward to Cabinet for their consideration. These recommendations have been reviewed and considered by officers, with officer views included in the table below:

Table 2: Recommendations from Overview and Scrutiny and advice from Officers

| Recommendation | Advice from Officers |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>A motion was put forward by Councillor Werner to rename the main overarching aim of the Corporate Plan to “creating a sustainable borough of innovation and opportunity.” The aim currently reads “building a borough of innovation and opportunity.” This was seconded by Councillor Jones.</p> <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>This is a decision for Members. No comment from Officers.</p> |
| <p>A motion was put forward by Councillor Jones that the Corporate Plan was reviewed by the Corporate Overview and Scrutiny Panel after two years, and the Panel recommends changes where appropriate. The motion was seconded by Councillor Haseler.</p> <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>Officer advice is that this review would be helpful and should be accepted. The intention is to review and revise the Corporate Plan at regular intervals, and in response to external changes in circumstance.</p> |
| <p>A motion was put forward by Councillor Sharpe to increase both walking and cycling by 50%. This was seconded by Councillor Werner.</p> <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>Officers note that walking is already included within the Cycling and Walking Action Plan, and the focus on cycling in the Plan reflects the ability to measure increases accurately, rather than emphasising the importance of cycling over walking. Officers are content to include walking in the goal, and will advise on appropriate measures of walking increase. A first priority would be to establish a baseline on walking as a means of transport.</p> |
| <p>A motion was put forward by Councillor Werner to improve air quality and ensure that communities were able to access</p> | <p>Officers suggest including the following goal on air quality:</p> |

| | |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>green spaces within a 15-minute walk. The motion was seconded by Councillor Jones.</p> <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>Achieve the National Air Quality Objective (AQO) across all Air Quality Management Areas (AQMAs) by 2025.</p> <p>Officers will provide further advice on the most appropriate wording of an additional goal on access to quality green space.</p> |
| <p>A motion was put forward by Councillor Jones to remove reference to the name 'Windsor public realm' and the reference to the Desborough site in the following goals. This was seconded by Councillor Werner.</p> <ul style="list-style-type: none"> • Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs. • Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space. <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>Officers advise that the inclusion of commitments to deliver major infrastructure programmes, improves accountability. If the named projects are removed, then the goals become less specific and measurable. Therefore, Officer advice would recommend leaving in references to projects and programmes, where appropriate.</p> |
| <p>A motion was put forward by Councillor Jones to reword the goal on lobbying government over the lifetime of the Corporate Plan, with the Executive Director of Resources to refine the wording. The Monitoring Officer suggested that this went in the narrative rather than being a goal, with delegated authority granted to the Executive Director of Resources. This was seconded by Councillor Haseler.</p> <p>RESOLVED UNANIMOUSLY: This motion was agreed by the Panel.</p> | <p>Executive Director of Resources to suggest alternative wording.</p> |
| <p>A motion was put forward by Councillor Werner to propose a new goal that the</p> | <p>Officers advised against including aspirational goals which were not</p> |

| | |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>council used its partnerships to have a SMART target on carbon neutral homes that was ambitious and also to increase the goal on the provision of social housing that was provided. This was seconded by Councillor Jones. A named vote was taken, with Councillor Werner and Councillor Jones voting for the motion. Councillor Haseler, Councillor Muir and Councillor Sharpe voted against the motion, therefore the motion fell. This was recorded as a minority comment.</p> | <p>deliverable within the Corporate Plan period.</p> |
| <p>Councillor Werner put forward a minority comment that the Corporate Plan needed to go back out for further consultation.</p> | <p>Officers do not recommend a second public consultation on the Corporate Plan.</p> |
| <p>A motion was proposed by Councillor Werner to add a new goal in the Corporate Plan around preschool children having regular interaction with children's services. This was put forward as a minority comment.</p> | <p>During the Challenge Session, officers set out the existing universal children's services offer and the evidence behind a targeted model, focused on those most at risk.</p> |
| <p>Councillor Jones put in a comment that the climate should be an overarching objective on the Corporate Plan.</p> | <p>The view of officers is that tackling Climate Change is already emphasised as one of the top three Council priorities, and as an underpinning principle, within the existing draft.</p> |

2.11 In addition to the formal recommendations above, the Overview and Scrutiny Panel put forward comments on the Thriving Communities objective, noting that the goals and narrative under this objective were too focused on individuals and families and did not contain a strong enough emphasis on what the Council will do to support communities, and community groups, in particular. The view of officers is that these are helpful comments, and it is recommended that the Council's commitment to supporting a thriving community sector, and community-based support, is strengthened within the Corporate Plan, and specifically within the Thriving Communities strapline.

2.12 Members may also wish to note additional feedback from the Lead Member for Public Protection who has expressed concern about a lack of emphasis on the Council's approach to anti-social behaviour within the Plan. Officers advise that an additional goal could be included to focus on reducing public concern about anti-social behaviour over the period of the Plan. This would be in addition to the narrative text on community safety and anti-social behaviour, which is included in the attached draft.

3. KEY IMPLICATIONS

- 3.1 The key implication of this report is the advancement of the Council’s strategic planning process.

Table 3: Key Implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|-----------------------------------------------------------------------------|---------------------------------------------------------------------|--------------------------------------------------------------|-----------------|-------------------------------|-------------------------|
| Adoption of a strong Corporate Plan is an essential part of good governance | Not having a strong Corporate Plan is a significant governance risk | Corporate Plan provides strong governance and accountability | N/A | N/A | 23 Nov 2021 |
| The objectives set out in the Corporate Plan are delivered. | A number of goals are not delivered within the life of the Plan | All goals are delivered within the life of the Plan | N/A | N/A | 31 Mar 2026 |

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The Corporate Plan sets the priorities for change for the Council for 2021-2026 and helps to focus the allocation of resources and the Council’s approach to delivering more cost-effectively. The Plan will be updated annually, to respond to progress made, new challenges and opportunities.
- 4.2 The Corporate Plan is aligned with the forthcoming budget and has been developed to be deliverable within available resources. Financial commitments made within the Plan, including on environment and flooding, are all included within agreed spending and borrowing plans. The objectives and goals set out in the Plan will help to guide future resource allocation decisions, over the next five years.
- 4.3 The Corporate Plan therefore has no new financial implications for the Council at this stage. All financial implications of the Council’s priorities and approach will be considered as part of Budget discussions and decision-making.

5. LEGAL IMPLICATIONS

- 5.1 There is no specific statutory duty to adopt a Corporate Plan, however the adoption of a Corporate Plan plays an important role in the good governance of the Council and can assist the Council in fulfilling some of its statutory obligations.

6. RISK MANAGEMENT

Table 4: Impact of risk and mitigation

| Risk | Level of uncontrolled risk | Controls | Level of controlled risk |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Not having a Corporate Plan presents a significant governance risk | HIGH | Develop and adopt a Corporate Plan | LOW |
| The Council’s priorities need to change in response to unexpected changes in the external or political context. | LOW/ MEDIUM | The Plan will be refreshed on an annual basis, to respond to changes, challenges and opportunities. We recommend that it is reviewed by the Corporate Overview and Scrutiny Panel after two years, as recommended in Table 2. It can also be adapted at other times, as appropriate. | LOW |
| The Council is unable to deliver one or more of the goals in the Plan. | MEDIUM | Progress against the goals will be measured through the new performance framework. Strategies and action plans will be developed, where needed, to ensure that the Council is clear on how it will achieve each goal. Action will be taken to address barriers to progress. | LOW |

7. POTENTIAL IMPACTS

7.1 **Equalities:** An Equality Impact Assessment is included at Appendix D. The Council recognises that it needs to better understand the inequalities and disadvantages that affect different groups within the borough to ensure that those experiencing disadvantage are able to access appropriate, effective and early support within their communities. We will undertake further evidence gathering and engagement with affected communities, focused on their experiences and sources of support. The Council’s approach to targeting support to those who need it most, will be shared in 2022, alongside revised Equality Objectives focused on reducing inequalities in the borough.

7.2 **Climate change/sustainability:** Climate change and sustainability are at the heart of the new Corporate Plan. “Taking action to tackle climate change and its

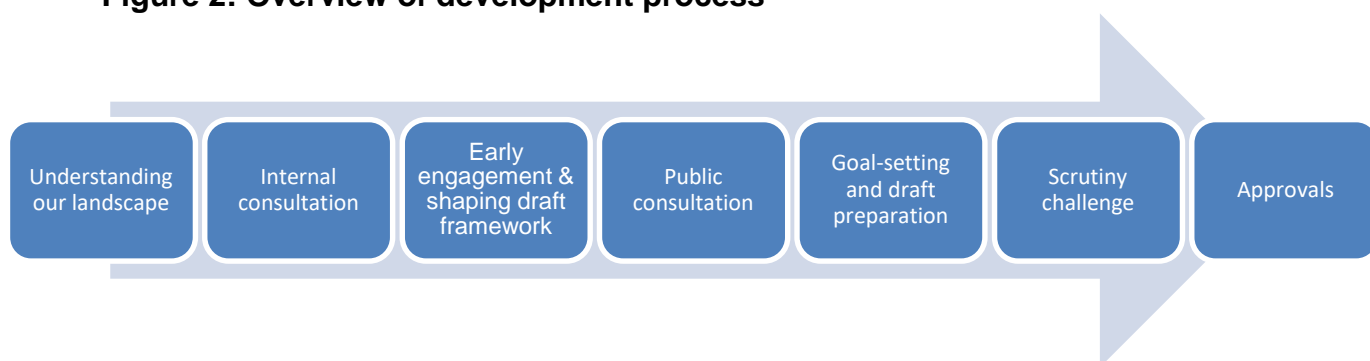
consequences and improving our natural environment” is one of the three top priorities within the Plan and is underpinned by a series of specific goals, to achieve our ambitions. The Plan also includes a commitment to “Promote awareness of a sustainable and biodiverse environment across all our decision-making” as one of six underpinning principles of our approach.

7.3 **Data Protection/GDPR:** not relevant.

8. CONSULTATION

8.1 Figure 2 provides an overview of the process followed to develop the Corporate Plan. Further detail is provided at 8.2-8.5.

Figure 2: Overview of development process



8.2 **Development stage 1: Understanding our Landscape [25 Feb – 31 Mar 2021]**

A good plan comes from an appraisal of our starting point. This included: contextual data insights across a range of indicators with benchmarking; a review of the political, economic, social and wider context conducted as part of horizon-scanning; and an appraisal of our strengths, weaknesses, opportunities and threats. Approved strategies and plans were also reviewed to scope existing commitments. A summary of the evidence-base for the Corporate Plan is included at **Appendix C**. This includes additional data used to inform the goal-setting.

8.3 **Development stage 2: Internal consultation [1 Apr – 24 May 2021]**

Internal consultation was undertaken by way of 1:1 meetings with the Leader of the Council and each of the council’s Executive Directors. This resulted in early drafting of a series of headline commitments, outcomes and supporting approach which was then shared with the Corporate Leadership Team. 1:1 meetings with individual Cabinet Members were then conducted to review the initial outputs from Directors and the wider Corporate Leadership Team. Through these meetings the headline commitments, outcomes and approach were reviewed and developed iteratively through each successive meeting, and were then discussed by Cabinet Members collectively on 13 May 2021. An invitation was made to Opposition Group Leaders on 24 May 2021 for a briefing with the Deputy Director of Law and Strategy in relation to the plan’s development.

8.4 **Development stage 3: Early engagement and shaping draft framework [24 May – 22 Jul 2021]**

It was considered valuable and appropriate to undertake engagement/“soft-consultation” with all staff and external parties at an early stage in the plan’s development. The overall purpose of this early engagement was to 1) socialise/promote awareness of the Corporate Plan and why it is important, and 2) sense-check that the emerging priorities were broadly correct from which to formulate the draft Plan framework of headline commitments, outcomes and approach for full public consultation. Parties approached as part of this engagement/“soft consultation” included:

- [24 May – 4 Jun] Parish and Town Councils
- [24 May – 4 Jun] Partners and community groups
- [26 May – 4 Jun] All Council staff
- [28 May – 4 Jun] All Elected Members
- [3 Jun – 9 Jun] 1:1 meetings were arranged with the Opposition Group Leaders to discuss the plan’s development and data insights.

The draft Plan framework of headline commitments, outcomes and approach was developed based on the contextual and data analysis, and informed by the responses from the soft consultation. It was approved by Cabinet for public consultation on 22 July 2021.

8.5 **Development stages 4 and 5: Public consultation, goal-setting and preparing the draft Corporate Plan [2 Aug 2021 onwards]**

Public consultation on the draft headline commitments, outcomes and approach ran from 2 August – 12 September 2021. The consultation was delivered via an online platform (“Engagement HQ”). Digital delivery is an environmentally-friendly option and also brings a level of convenience for citizens to access the live consultation when it suits them. From an internal perspective, the platform enables consultation responses to be accessed and reviewed as they come into the system. Consultation responses were accessed each week of the consultation’s duration, reviewed by the Corporate Plan Steering Group and a report of all responses to that date was made available to the Corporate Leadership Team weekly to help inform their thinking around goal-setting and the development of the Plan. These weekly reviews also enabled officers to adapt and modify communications supporting the promotion of the consultation. For example, weekly insights enabled us to tailor the tone of the messaging and their timings to improve engagement.

8.6 Heads of Service and Service leads were asked to develop proposed goals, focused on the key changes that the Council will seek achieve over the Plan period, and to provide the rationale and evidence for their proposal. These goals were led by the technical experts and were then reviewed by the Corporate Plan Steering Group and developed into the draft Corporate Plan. In parallel, responses to the consultation were analysed and reviewed, and changes were made to the framework in response to the consultation feedback. The Plan was

shared and discussed with the Leader of the Council, Cabinet Members, the Corporate Leadership Team and relevant Service Leads during its development.

Public consultation

- 8.7 The purpose of the Corporate Plan consultation was to provide an opportunity for residents to provide their feedback and views on the Council's draft Corporate Plan Framework and to influence the Council's strategic priorities for the next five years.
- 8.8 The questionnaire was kept deliberately brief and with free-text options for respondents to share their thoughts, comments and views. Quantitative based questions were provided to provide indicative insight into whether the draft framework was broadly in the right place in terms of its draft headline commitments, outcomes and approach. Respondents were encouraged to provide more detail about their views in a free-text response.
- 8.9 Promotion of the Corporate Plan's development and the consultation was governed by a Strategic Communications Plan. This set out scheduled actions for promotion through a range of channels, including press releases, social media posts, newsletters and direct communications to individuals and groups. Council engagement officers also promoted awareness of the Corporate Plan's development and the consultation through their contact lists, which included community groups. This process has significantly advanced our database of contacts for future consultations.
- 8.10 490 unique responses were received through the Engagement HQ portal, 12 of which were indicated as being from collectives (e.g. community or voluntary groups). Officers also delivered a bespoke engagement session with the RBWM Youth Council to solicit their views and thoughts and ensure that young people's views were incorporated. The volume of individuals represented in the responses is therefore higher than the volume of unique responses received. A small number of responses were received directly to the Leader of the Council and to officers. 491 responses were received where the questionnaire was answered in full. Over 1,600 comments were provided across the five free-text questions.
- 8.11 There is always a choice to be made in relation to when is best to consult, either at an earlier stage when there is greater opportunity to shape the Plan, or at a later stage when the Plan is more detailed but work is further progressed. It was decided that the consultation should take place at an early stage in the Plan's development to allow respondents to have a freer input into the overarching priorities and shape of the Plan. The consultation therefore focused on the overarching framework of draft headline commitments, outcomes and approach, rather than the detailed goals. Some respondents responded that they would have preferred to have been consulted on a more detailed draft plan. There were some responses stating that they had disagreed with the objectives due to the lack of detail, for example: *"I've disagreed as they are vague statements without substance"; "What I need to see now is a plan that is Specific, Measurable, Achievable, Relevant, and Time-bound to achieve your stated goals. I need RBWM to be accountable."*

- 8.12 These comments have been taken on board. Our approach to consultation will be considered as part of our forthcoming engagement strategy.
- 8.13 **Appendix C** sets out the results of the consultation. Key messages arising from the consultation, and how these have been reflected in the Plan, is set out in Table 5.

Table 5: Public consultation: Key messages

| Respondents said... | We responded... |
|-------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Need a stronger focus on embedding sustainability, tackling climate change, enhancing biodiversity and protecting the natural environment | Taking action to tackle climate change and its consequences, and improving our natural environment, has been included in the top three priorities for the Corporate Plan period. A clear set of goals has been developed to extend and define the ambitions set out in the Environment and Climate Strategy. In addition to these specific goals, the plan commits to promoting sustainability within decision-making across all areas of the Council's work, including embedding stronger sustainability measures within procurement and through the planning system. |
| Feeling that residents' voices are not fully listened to or communities fully engaged in decision-making | The Plan recognises that the Council needs to improve the way in which it communicates and engages with residents, businesses and communities. It commits to improving our understanding of how customers want to access our services, and the needs of residents and businesses. It commits to providing more opportunities for meaningful engagement and influence. |
| Greater focus on building communities | The Plan recognises the close partnership working between the Council and the community during the COVID-19 pandemic and commits to building on this foundation. This will include more support for community-led action and connecting residents into community support networks. |
| Need a greater "one borough" approach and not be so Maidenhead-centric | Whilst Maidenhead town centre is currently undergoing a significant regeneration programme, the Council is committed to serving its residents in every area of the borough. This includes commitments to taking forward plans for improvements within Windsor and Ascot town centres, and for investment in rural |

| Respondents said... | We responded... |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | areas, including on transport and flooding measures. |
| Recognition of the lack of affordable housing in the borough | The Plan recognises that housing is a key challenge in the borough and includes clear and ambitious goals on numbers of new and affordable homes, with a focus on social and affordable rent. It sets out goals on temporary accommodation, rough sleeping, and for adults with learning disabilities and care leavers. It prioritises support for residents to find affordable, sustainable homes. |
| Concern about housing/planned developments and their impact on the borough's environment, pressures on related infrastructure, amenities and facilities and quality of life | There will always be a tension between planned developments and meeting our environmental goals. The Plan commits to adopting a best practice Supplementary Planning Document (SPD) focused on prioritising sustainability within new development and includes specific goals around new green spaces. The Plan includes new infrastructure to support development in South West Maidenhead, as well as committing to review developer funding from CIL and S106, in order to increase the funding for infrastructure coming into the borough. |
| Need a stronger focus on supporting physical and mental health and wellbeing, including a focus on improving leisure opportunities | The Plan's "approach to delivery" has been updated to include the promotion of "health and wellbeing, and focus on reducing inequalities, across all areas". This recognises the role that all parts of the Council have in promoting health and wellbeing. The plan also includes specific goals to promote health and wellbeing, including a focus on smoking cessation, increasing activity levels, and reducing loneliness. |
| A greater focus on reducing inequality, and support for disadvantaged groups | The plan includes specific goals in relation to reducing inequalities, including improving educational attainment for disadvantaged groups, employment support, affordable housing and improved accessibility. As above, a focus on reducing inequalities across all areas of the Council's work has been included as an additional principle of our Approach. |
| Need a stronger focus on supporting businesses and employment, particularly | The Plan includes commitments for improvements within all three major town |

| Respondents said... | We responded... |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| supporting local businesses, and reviving town centres | centres (Maidenhead, Windsor and Ascot). The Economic Development team has been expanded to provide more support to local businesses. Goals are included on increasing footfall in town centres, and increasing the number of new and surviving businesses in the borough, in recognition of the increased focus on support for local businesses during the next five years. |
| Need greater focus on cycling and walking infrastructure and maintenance of public realm to support health and wellbeing, and improved public transport options | The Plan includes specific goals to increase cycling and invest in new cycle infrastructure across the borough. Further to increase the number of bus journeys and establish trials to support better bus rural connectivity. |

9. TIMETABLE FOR IMPLEMENTATION

9.1 The full implementation stages are set out in Table 6.

Table 6: Implementation timetable

| Date | Details |
|-------------|-----------------------|
| 28.10.21 | Cabinet approval |
| 23.11.21 | Full Council approval |

10. APPENDICES

10.1 This report is supported by four appendices:

- **Appendix A:** Corporate Plan
- **Appendix B:** Evidence Summary
- **Appendix C:** Consultation report
- **Appendix D:** Equality Impact Assessment

11. CONSULTATION

| Name of consultee | Post held | Date sent | Date returned |
|--------------------------|----------------------------------------------------------|---------------------------------------|----------------------|
| <i>Mandatory:</i> | | <i>Statutory Officers (or deputy)</i> | |
| Adele Taylor | Executive Director of Resources/S151 Officer | | 19/10/21 |
| Emma Duncan | Deputy Director of Law and Strategy / Monitoring Officer | | 13/10/21 |
| <i>Deputies:</i> | | | |

| | | | |
|-----------------------------------|--------------------------------------------------|--|-----------------|
| Andrew Vallance | Head of Finance (Deputy S151 Officer) | | |
| Elaine Browne | Head of Law (Deputy Monitoring Officer) | | |
| Karen Shepherd | Head of Governance (Deputy Monitoring Officer) | | |
| <i>Other consultees:</i> | | | |
| <i>Directors (where relevant)</i> | | | |
| Duncan Sharkey | Chief Executive | | 19/10/21 |
| Andrew Durrant | Executive Director of Place | | 19/10/21 |
| Kevin McDaniel | Executive Director of Children's Services | | 19/10/21 |
| Hilary Hall | Executive Director of Adults, Health and Housing | | 14/10/21 |

| | | | |
|---------------------------------------------------|------------------------------|-------------------------------------------------------------------------------------------------------------|-----|
| Confirmation relevant Cabinet Member(s) consulted | Councillor Johnson | Leader of the Council and Chairman of Cabinet, Business, Economic Development, and Property | Yes |
| | Councillor Rayner | Deputy Leader of the Council, Corporate & Resident Services, Culture & Heritage, and Windsor | Yes |
| | Councillor Carroll | Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health | Yes |
| | Councillor Cannon | Public Protection and Parking | Yes |
| | Councillor Clark | Transport, Infrastructure, and Digital Connectivity | Yes |
| | Councillor Coppinger | Planning, Environmental Services, and Maidenhead | Yes |
| | Councillor Hilton | Finance and Ascot | Yes |
| | Councillor McWilliams | Housing, Sport & Leisure, and Community Engagement | Yes |
| | Councillor Stimson | Climate Change, Sustainability, Parks and Countryside | Yes |

REPORT HISTORY

| | | |
|-----------------------------------|----------------------|------------------------|
| Decision type: | Urgency item? | To follow item? |
| If a Cabinet report: Key decision | No | No |

| | | |
|-------------------------------------------------------|--|--|
| First entered into the Cabinet Forward Plan: 23.09.21 | | |
|-------------------------------------------------------|--|--|

Report Author: Rebecca Hatch, Head of Strategy

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD CORPORATE PLAN 2021-2026

Building a borough of opportunity and innovation

CONTENTS

- **Our borough: key facts**
- **Welcome from the Leader of the Council**
- **About our plan**
- **Opportunities and challenges**
- **Our goals**
- **Our approach and values**
- **Thriving communities**
- **Inspiring places**
- **A council trusted to deliver its promises**

OUR BOROUGH: KEY FACTS

[to be added]

WELCOME [LEADER OF THE COUNCIL]

[to be added]

ABOUT OUR PLAN

Our Corporate Plan is designed to crystallise our focus on driving the change we want to see in the borough's future. It based on evidence of the most important challenges we face and sets out our priorities for change. The services we provide for residents today – and every day – are no less important, and we will continue to make services simpler to access, faster and better, and to live by our corporate values.

There are significant opportunities for the borough to go from strength to strength, but there are also challenges that we need to tackle. Our Corporate Plan provides the overall strategic direction required to maximise the benefits of those opportunities and mitigate the impact of the challenges. It is an important tool to help focus our effort and resources on the right things, something even more important than ever in the context of constrained budgets and rapid change.

This Plan focuses on the work of the Council, but recognises that we will succeed in achieving these goals, only through working together with our residents, communities, parishes, voluntary and community sector, statutory partners, delivery partners and businesses.

Building a borough of opportunity and innovation

Thriving communities

Where families and individuals are empowered to achieve their ambitions and fulfil their potential.

Inspiring places

Supporting the borough's future prosperity and sustainability.

Supported by:

A council trusted to deliver its promises

Over the next 5 years we will prioritise

A ladder of housing opportunity, to support better life chances for all.

Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper.

Taking action to tackle climate change and its consequences, and improving our natural environment.

Championing innovation and partnership working, our approach is to:

Empower and enable individuals, communities and businesses to maximise their potential

Invest in prevention, and intervene early to address problems before they escalate.

Shape our service-delivery around our communities' diverse needs and put customers at the heart of all we do.

Make the most effective use of resources – delivering the best value for money

Promote awareness of a sustainable and biodiverse environment across all our decision-making

Promote health and wellbeing, and focus on reducing inequalities, across all areas.

STRENGTHS

Communities – the borough has thriving communities across our principal towns and numerous villages and smaller settlements, with a rich range of community groups, events, activities and a vibrant voluntary and community sector. An active, skilled and caring volunteer community regularly give their time and energy to a range of causes and this helps people of all ages to connect with each other and enjoy life. The recent community response effort to the COVID-19 pandemic has been an outstanding testament to the strength and resilience of our communities, with more than 1,000 volunteers, 70 community groups and 150 community information champions working with the Council to support more than 8,000 of the borough’s residents needing help and support. The pandemic developed stronger foundations of partnership working and innovation between the Council and the community, to build on going forwards.

Natural and heritage assets – located in the heart of the Thames Valley, our borough is rich in areas of natural beauty and green space. The River Thames flows through the borough for 25 miles, forming a significant landscape feature and wildlife corridor. Distinct towns and villages, each with their own identity and character but all related by an attractive countryside, create a high-quality environment in which to live, work and visit. Our unique and long association with the Crown has gifted the borough with a rich portfolio of heritage assets, attractions and world class events. We host major tourist and visitor destinations, including historic Windsor Castle, Legoland Windsor and Windsor and Ascot Racecourses.

A great sustainable location – situated less than 30 miles from the west of Central London and close to Heathrow Airport, the borough is on the M4 corridor and is served by a combination of main line and branch line rail services. The full opening of the new Elizabeth Line in 2022 will further strengthen the borough’s regional, national and international connections, bringing significant opportunities to attract investment and promote sustainable economic growth across all sectors. Our location is a key factor in attracting businesses to invest in the borough and we are part of a dynamic regional economy. The borough is home to an impressive range of local, national and international businesses and our residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital.

Regeneration and infrastructure– An ambitious programme to revitalise our towns is underway to meet the needs of residents now and in the future. With Maidenhead identified as one of the new Elizabeth Line stations, the town is undergoing major regeneration and renewal which will accelerate over the coming years. We have worked with communities to produce a Vision Charter which commits to shaping a safe town centre, with a rich, balanced mix of uses and a strong identifiable heart, that promotes a collaborative community, and supports a vibrant and diverse day and evening economy. We are undertaking a master planning exercise for Windsor and putting together an investment case for Ascot, alongside borough-wide infrastructure improvements.

Experienced, committed and innovative staff and effective services – the people who work in the Council and for our delivery partners are our greatest asset. Our staff continue to demonstrate their commitment to delivering quality services and “going the extra mile” for residents, as shown throughout the pandemic. We have a strong track record of delivery, despite a very challenging financial context, with our Children’s Services rated Good by Ofsted, our adult services rated in the top 15 nationally on value for money and high rates of customer satisfaction.

CHALLENGES

Climate change – climate change is a global and immediate challenge. Our climate is changing on a scale and at a pace that threatens our way of life and that of future generations, including risks from flooding, dangers to ecosystems, biodiversity and energy security. We declared a climate emergency in June 2019 and published our Environment and Climate Strategy in 2020 to take us to zero-net carbon emissions by 2050 at the latest. We face challenges both in adapting to the changes in our environment which are already under way, and in reducing our emissions and energy use to help mitigate further impacts, as part of the global effort.

Ongoing impact of COVID-19 – the pandemic has dramatically changed life for us all. It kept us at home, and closed schools and businesses. Many residents were furloughed or lost their jobs – and the impacts on mental and physical health have been widespread. The scale of longer term health impacts is still emerging. Everyone has been working in an uncertain context but, from the outset of the pandemic, the Council has worked to support those in our communities who were most at risk, resourcing a central support line to link them with localised hubs that enabled communities to support themselves. The pandemic has accelerated changes in the ways in which everyone works, shops and spends their leisure time, and the economic recovery will need to respond to these changes and challenges.

Prosperity and inequalities – our borough is a prosperous place, where the majority of residents are thriving and financially secure. However, there is a wide variation of need across the borough and pockets of deprivation within neighbourhoods. Within some Lower Layer Super Output Areas¹, over a quarter of children live in poverty, compared to only 1-2% in the least deprived neighbourhoods. Deprivation has significant impacts on outcomes. Just over half (53%) of children in the borough receiving Free School Meals, reach a good level of development in Early Years education. This compares to over three quarters (76%) of those not eligible for Free School Meals.

Housing – There is a housing affordability crisis in the UK and at a local level our residents face particularly high housing costs. The median house price in RBWM is £500,000^[2] and our housing affordability ratio is 11.49, one of the highest in the country. This has made it difficult for households on a low income to find suitable and sustainable accommodation, to rent or buy. Like many other local authorities, our social housing waiting list is oversubscribed. There is therefore a need to increase the supply of affordable housing options to enable local people to stay in the Borough; to improve accommodation standards in all housing sectors; and to ensure that support is available to assist households to sustain suitable accommodation. The provision of new affordable homes is challenging due to the lack of land availability and the need to balance new development with protecting our natural environment. However, it is possible to look at increasing density within urban areas and we will consider a range of options.

A growing, ageing population increasing demand – our local population is estimated to be 151,273 and is both growing and ageing. We are proud that more people are choosing to live in the borough, but a higher population increases demand for housing, school places and other services, and puts pressure on infrastructure. Our older residents in general enjoy high life expectancy and healthy lives, but an ageing population, and a longer life expectancy for many

¹ Lower Layer Super Output Area (LSOA) - Lower Layer Super Output Areas have an average population of 1500 people or 650 households. They are part of a geographic hierarchy designed to improve the reporting of small area statistics in England and Wales.

^[2] Office for National Statistics, December 2020.

disabled adults - also means a rising demand for adult social care. A higher demand for our services means that we need to be smarter in the ways in which we design, deliver and connect people to support.

Resource constraints – like many councils, we are experiencing growth in demand for services that outstrips our ability to raise income purely through Council Tax increases. There is uncertainty around future central government funding and our income generation has been impacted by the pandemic. Our position is, however, more acute than other councils due to our low level of reserves and the lowest Council Tax in the country outside of London. We need to be financially stable, making the right, but sometimes difficult, decisions, and ensuring they are transparent. Managing higher demand within reducing budgets is driving a need to consider wider transformation in service delivery, to help us focus our resources in the right places.

OUR GOALS

All goals to be achieved by 2026, unless otherwise stated:

THRIVING COMMUNITIES

Where families and individuals are empowered to achieve their ambitions and fulfil their potential.

- At least 95% of the borough's education settings are judged to be Good or Outstanding.
- An increase in the attainment ranking for Children in Care, SEND and eligible for Free School Meals (FSM) in GCSE English and Maths.
- More families access Early Help and fewer families require crisis intervention: over 90% Early Help interventions closed with a positive outcome.
- Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (at least 75%), supported by a Corporate Parenting service, judged good or better.
- A decrease in the numbers of adults who are current smokers and in adults who drink more than the UK's Chief Medical Officer's weekly guideline.
- An increase in the number of adults undertaking activity in line with the UK Chief Medical Officer's physical activity guidelines, particularly in those groups where current activity is likely to be lower.
- Increase attendance at leisure centres by at least 10% (from 2019 baseline), among over 60s, people with disabilities and individuals who have a medical referral (including for cardiac, stroke and cancer rehabilitation).
- A decrease in the proportion of Year 6 (10-11 year old) children who are overweight and obese from 29% to 24% by 2026.
- A decrease in the proportion of adults who feel lonely always, often or some of the time from 21.24%, by supporting an active community and voluntary sector.
- 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.

A ladder of housing opportunity, to support better life chances for all.

- Enable over 3,000 new homes by 2026, of which at least 1,000 will be affordable housing (of mixed tenures and affordable housing types).
- 2000 households helped into new and existing affordable homes, prioritising social and affordable rent.
- More people with learning disabilities live in their own homes or with their families, increasing the proportion by 10 percent points by 2025.
- A decrease in the number of households living in temporary accommodation to less than 100 by April 2025 with 80% or more living in the borough.
- Ensure that no one sleeps rough in the borough through necessity.

INSPIRING PLACES

Supporting the borough's future prosperity and sustainability

- 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%.
- An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.
- An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.
- An increase the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night time economy.
- Undertake a master planning exercise for central Windsor by 2023 and submit a submit a business case for Government funding for identified improvements along Ascot High Street.

Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper

- Deliver new transport infrastructure to support growth, including completing Phase 1 of Maidenhead Housing Enabling works and the remaining junctions' improvements.
- Investment along the A308 corridor to deliver on the recommendations of the corridor study.
- An increase in full fibre to 95% of properties by 2025; eliminate 4G “not-spots” in rural areas; and establish a test-bed and small cell roll out for 5G.
- Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.
- Increase cycling by 50% by 2025, including investing in new cycle infrastructure through the North-South Green Spine in Maidenhead, and improved cycle ways in Ascot, Sunningdale, Sunninghill and Windsor.
- Deliver the Windsor Public Realm project, transforming Castle Hill into a pedestrian first zone, and growing the local economy and increasing numbers of local jobs.
- Increase the passenger satisfaction and the number of bus journeys per head of population to close the gap with neighbouring Berkshire authorities, as well as establishing trials to deliver better rural bus service connectivity.
- Enable delivery of the key social, physical and green infrastructure to support new development at the Desborough / South West Maidenhead site (AL13 in the BLP), including strategic highway improvements, public transport, cycling and walking infrastructure, new primary and secondary schools, community facilities and open space.
- Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable, community infrastructure.

Taking action to tackle climate change and its consequences, and improving our natural environment.

- A decrease in the borough and council's own emissions by 50% by 2025 – and net zero by 2050, at the latest.

- The Council commits to spend £1 million on reducing emissions through energy efficiency improvements over the period, and will seek external funding to accelerate the plans.
- Drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030.
- Adopt a new, best practice Supplementary Planning Document (SPD) to drive forward our climate and environmental goals in all new developments.
- Enable an increase in renewable energy generation in the Borough, by 10 fold by 2026 (from a baseline of 13,067 MWh in 2018).
- Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.
- Increase biodiversity across the borough, supporting the Berks, Bucks and Oxfordshire Wildlife Trust vision for 30% of land for nature by 2030. We will ensure a minimum of 10% biodiversity net gain through the planning system and new Suitable Alternative Natural Greenspaces (SANGs) to mitigate the impact of new developments on the Thames Basin Heath Special Protected Area (SPA).
- Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated.
- Invest £10m on flooding prevention within Datchet, Horton and Wraysbury, and Old Windsor wards, working in partnership with the Environment Agency. Alongside further investment, borough-wide, in protection against surface water flooding as part of delivering our climate adaptation plan.

A COUNCIL TRUSTED TO DELIVER ITS PROMISES

- An annual improvement in internal customer satisfaction survey reports (baseline to be established).
- Residents satisfied with the council is above the LGA benchmark.
- Residents feeling that they trust their local council is above the LGA benchmark.
- Increase in the proportion of staff who feel proud to work for the council to 70% by 2023.
- Residents feeling that the Council offers value for money is above the LGA benchmark.
- Continue to lobby government to allow us to balance the budget over the lifetime of this Corporate Plan.
- Increase in respondents to the Social Care Survey in 2024 who are satisfied with adult social care and support provided by the council to at least 70%.

OUR APPROACH

These principles underpin how we will work and our approach to delivering the goals above:

- Empower and enable residents, communities, and businesses
- Invest in prevention, and intervene early to address problems before they escalate
- Shape our service-delivery around our communities' diverse needs and put customers at the heart of all we do
- Make the most effective use of resources – delivering the best value for money

- **Promote awareness of a sustainable and biodiverse environment across all our decision-making**
- **Promote health and wellbeing, and focus on reducing inequalities, across all areas**

OUR APPROACH

We know that **how** we move forward is as important as **what** we take forward. Below we outline the underpinning principles of our approach. These principles underpin all areas of the Council's work and the way in which we work with our partners.

Empower and enable residents, communities, and businesses: we want to be an “enabling Council”, helping people to do more for themselves and to be active in their communities. This allows us to focus our limited resources on those that need our help the most. Empowering and enabling means working with individuals and families to build their self-sufficiency and resilience, and playing a facilitative role with our communities, to support community-led action and connect residents into community support networks. It means enabling customers to ‘self-serve’ wherever possible.

Case study: Our pilot project in Clewer and Dedworth has seen residents and organisations come together to establish five community projects to shape the local area in ways that matter most to the community, including the planting of a new Community Orchard at Sawyer's Close and the formation of a new Windsor Cycle Hub to promote the accessibility of cycling in and around Windsor. [include photo]

Case study: RBWM have engaged with the Maidenhead Mosque over the last 18 months through a number of COVID-related initiatives. We are pleased to be enhancing that relationship through ongoing weekly sessions, including Social Prescribing, a COVID mobile testing unit, engagement on flu and winter pressures and Dr Bike sessions to encourage more cycling. There are also taster sessions for young people with the Maidenhead Rowing club and blood pressure and health checks with the local GP.

Invest in prevention, and intervene early to address problems before they escalate: Every service has a role to play in prevention, whether in making sure developers design accessibility into new homes, supporting strong community networks, or prioritising safety in town centre streetscapes. We will work to embed prevention across the Council, understanding the impact that different services have on longer term outcomes. We will also identify emerging issues earlier, assess needs quicker, and provide support which prioritises preventing problems from recurring. This approach helps to stop problems from escalating into crisis, reducing longer-term impacts on outcomes and demand on the most resource-intensive services.

Shape our service-delivery around our communities' diverse needs and put our customers at the heart of all we do: We recognise that we need to better understand our customers and communities, and how they want to access services. Whether we are re-designing an online application for a parking permit, planning a new youth centre, or creating a plan to support an individual with complex care needs, we commit to making our services more responsive and innovative, and shaped around the needs of those who access them.

Make the most effective use of resources – delivering the best value for money: We are facing a higher demand for services and at the same time, resources are becoming more constrained. This means that we need to change the way we work, both internally and with our communities and residents. We are keen to create an environment of innovation, where we try out new ideas and more efficient and effective ways of working.

We need to work even harder to maximise value for money across all services. This includes taking full advantage of the opportunities offered by digital and technological developments,

to deliver more people-centred and more cost-effective services. It means making better use of our assets, to generate income, and working more closely and effectively with our communities and delivery partners.

Promote awareness of a sustainable and biodiverse environment across all our decision-making: Achieving a sustainable future is a collective community effort – we all have a part to play in tackling climate change and its consequences. We recognise the magnitude of the challenge and the need to promote a clean, sustainable and biodiverse environment across all of our decision-making.

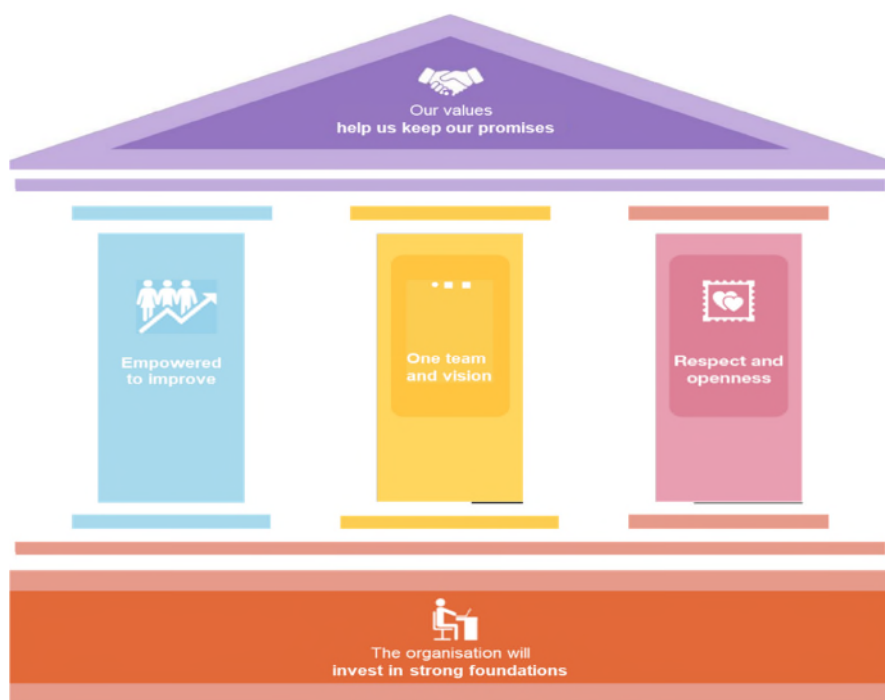
Promote health and wellbeing, and focus on reducing inequalities, across all areas: The council recognises that so many of the functions which it is responsible for, far beyond their specific public health and social care responsibilities, play an important role in the health and wellbeing of residents. The conditions in which people are born, grow, live, work and age have profound influence on their life chances and outcomes. The council will promote health and wellbeing, and seek to reduce inequalities, within all of its decision making.

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. We will undertake further evidence gathering and engagement with affected communities, focused on their experiences and sources of support. The Council's approach to targeting support to those who need it most, will be shared in 2022, alongside revised Equality Objectives.

OUR VALUES

Our organisational values are important because they help guide us in how we work and to keep our promises.

- ✓ **One team and vision:** *Working together to deliver the vision and meet the expectations of our customers, elected members and staff.*
- ✓ **Respect and openness:** *Embracing diversity in all ways, working openly and transparently, listening to our residents, communities and partners and upholding the highest standards of behaviour*
- ✓ **Empowered to improve:** *Taking ownership of problems, focusing on outcomes, celebrating success and learning lessons when things don't quite work out, innovating and trying new things.*
- ✓ **Investing in strong foundations:** *Ensuring the right tools are available and adopting new ways of working to deliver quality services.*



THRIVING COMMUNITIES

Where families and individuals are empowered to achieve their ambitions and fulfil their potential.

Whilst most people in the Royal Borough live independent, healthy and prosperous lives, not everyone has the same opportunities and life chances to do so. Some experience disadvantages and challenges which make it harder for them to achieve their ambitions – in school, in work, in finding somewhere to live, or in enjoying a healthy and sociable life with family and friends. Our focus is on enabling better life chances, prioritising those who experience disadvantage and inequality.

The pandemic has been a time of great challenge, but it has also brought positives, in the strengthening of our relationship with our communities, and building trust with under-served groups, in particular. Going forwards we will extend the success of our COVID approach, working in closer partnership with a wider range of partners, and extending the 'Embedding Community Response' approach. We will move towards more community-based support, designed and, increasingly, delivered through local communities.

We want to give every child and young person in the borough the best possible start in life, accessing good or outstanding education in all settings. Whilst most children in the borough achieve excellent results, some children – including those in receipt of free school meals, with Special Educational Needs and Disability (SEND), and children in care – tend to achieve less well than their peers, without additional support. We will prioritise raising the attainment of these children, so that they are supported to make a successful transition into adulthood.

We know that helping families to build their resilience to overcome challenges through early help is more effective than reacting to a crisis later. Keeping children safe from harm is our top priority. Where children need to come into our care, our focus as "corporate parent" is to

support them to thrive and fulfil their potential so that they leave our care equipped to make a success of their adult lives.

Health and wellbeing is influenced by a range of factors over the course of people's lives. Housing, education, employment, social & community networks and access to green space – have impacts on our health and are a key driver of health inequalities. We know that obesity in childhood increases the risk of poor health outcomes in adulthood. We will focus resources on targeting those communities where rates are highest. We will continue to work together with partners and communities to promote health and wellbeing throughout our policies, to support residents to make healthy choices and live longer, healthier lives.

Our Adult Social Care Strategic Plan sets out the range of activities we are delivering with our partners to promote healthy lifestyles and intervene early to avoid crisis and loss of independence, to invest in communities and their assets and connect individuals to them, to shape solutions around the outcomes that matter to individual people and to treat everyone with compassion, respect and dignity. Our aspiration is that people with care and support needs, and their carers, never stop talking about their positive experiences of the care and support they receive.

Prioritising better life chances and a ladder of housing opportunity

There is a housing affordability crisis in the UK and many people in the borough find it difficult to find a home that is affordable. The lack of a decent, affordable home, has impacts on wider life chances, including health outcomes², and is a key cause of inequality within the borough.

The number of households in temporary accommodation rose substantially as a result of the pandemic, but we continue to work hard to both move people out into stable homes and to prevent households from becoming homeless. We will build on progress by increasing support for homeless households as they move in to settled accommodation, seeking more temporary accommodation within the district. We will build on the success of our Rough Sleeper Pathway in supporting single homeless people into suitable and sustainable accommodation, coupled with an extensive support offer at each stage of the pathway.

The Council will help more people into affordable homes, through both planning and housing services, and in partnership with developers. The new Borough Local Plan is almost in place, and our Housing Strategy sets out how we will support a strong housing market of different tenures and types to meet a range of needs. We will work with joint-venture partners to deliver a mixture of different types of homes on Council owned land, offering a greater variety of price points and affordable options, and prioritising social and affordable rent.

We will embed our climate change and environmental priorities within all decisions about new housing and development. We will drive developers to prioritise sustainability through the Planning System, and will adopt a new, best practice Supplementary Planning Document (SPD).

We will ensure that those who have additional needs are living in their own home or with their family. Too many people with learning disabilities currently live in residential placements outside of the borough. We also want to ensure that young people in our care who are making the transition to adulthood are able to find suitable accommodation in the local area.

² See the Marmot Review, *Fair Society, Healthy Lives* (2010), Michael Marmot, Peter Goldblatt, Jessica Allen, et al.

INSPIRING PLACES

Supporting the borough's future prosperity and sustainability.

The Royal Borough is a great place to live, work and visit, but we need to work hard to maintain the prosperity and competitiveness of our borough in the face of new challenges and changes.

We are facing a climate crisis, and residents are rightly calling on us to prioritise action to reduce carbon emissions, as well as enhancing our natural environment. Our commitment to sustainability is embedded across all areas of our decision-making.

To build back better from the pandemic, we must support the creation of new, innovative business and local jobs. We will do more to support people back to work, through a jobs and skill programme, to get back to pre-pandemic levels of employment. We will focus extra support on young people, and those with disabilities who often find it harder to find work.

We will continue to work in close partnership with the Berkshire Local Economic Partnership (LEP), to deliver their plan for Recovery and Renewal, recognising the benefits of working together to promote a Connected, Collaborative and Skilled Berkshire. Together we are better able to secure the transport and digital infrastructure needed to improve our connectivity; to provide high quality advice to businesses; promote inward and central government investment; support the development of collaboration and networks within key sectors; and to strengthen our skills offer.

As a council, we will improve our relationships with our businesses, building lasting partnerships so that we better understand, support and enable them to grow. This includes ensuring that existing businesses receive high quality ongoing support from the Berkshire Growth Hub; offering a first point of contact for start-up businesses; and seeking to grow inward investment. We will target high skilled and high growth sectors, such as the growing creative industries in the Thames Valley, through the development of a new economic vision for the borough.

We will make sure that residents and visitors feel safe on our streets, with a particular focus on women and girls and on the night time economy. We take a zero tolerance approach to anti-social behaviour and actions which damage our environment. We will build in safety by design.

The pandemic has precipitated changes in the ways in which we shop, work, socialise and use our town centres. We need to support town centres to adapt to these changes, encouraging local independent businesses, to promote the unique identities of our high streets as thriving hearts of the borough. We are undertaking a major regeneration of Maidenhead town centre with a rich, balanced mix of uses, that supports a safe, vibrant and diverse day and evening economy. Maidenhead will be an exemplar of sustainable development and strengthens existing 'green and blue' landscape assets. We will also undertake master-planning for Windsor, and identify improvements along Ascot High Street, submitting a business case for Government funding.

Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper

To support our places, we need new infrastructure, to further improve transport connections between different parts of the borough and beyond, and to ensure first rate digital access in all communities. Digital connectivity to broadband will be a key driver of future choices by businesses and residents. Improving access to those parts of the Borough with weaker connections is a priority for this period.

The success of the Berkshire economy has been driven significantly by our strong connectivity to London and Heathrow. Proximity to the strategic road and rail networks has driven investment and a desire for businesses to locate in the area. The new Elizabeth line at Maidenhead will improve these connections further. However, there is more to do to strengthen connectivity within the borough, especially in rural areas and with an increasing population across the borough and neighbouring areas. In particular, we need to improve safe cycling and walking routes to support our environmental and healthy lifestyle objectives.

We will also prioritise improvements to the Council's own infrastructure – our libraries, community facilities and leisure centres. We will maximise the benefits of funding from developments under Section 106 and the Community Infrastructure Levy, plus successor development funding streams, to upgrade facilities, and we will make it easier for communities to make use of our buildings, and to access services in community settings.

Taking action to tackle climate change and its consequences, and improving our natural environment.

In June 2019, we declared a climate emergency, recognising the scale of the global threat. Our vision is to be a borough where the community collectively works together to achieve a sustainable future; protecting and enhancing our natural environment and achieving net zero carbon emissions by 2050 at the latest, with a 50% reduction by 2025.

We will set up a borough-wide Climate Partnership by the end of the year, to drive forward our ambitions: reducing emissions, improving domestic and commercial energy efficiency; increasing the amount of renewable energy generation within the borough to ensure a local sustainable supply of energy; and reducing transport emissions through facilitating more walking, cycling and higher use of public transport.

The Council will also reduce emissions from its own operations in line with the borough-wide trajectory, building on the Environment and Climate Change Strategy. We will also drive reductions in emissions through our own spending, through embedding stronger sustainability measures within procurement, and through the planning system.

Biodiversity loss is having a significant impact on our natural ecosystems and we will take action to improve the Borough's biodiversity and green spaces through establishing nature recovery networks and ensuring biodiversity net gain through the planning system. We will take action to protect our places from the impacts of climate change that are already here. In particular, we will invest to protect our communities from the risks of flooding, including surface water flooding risk management in Windsor and Maidenhead, and fluvial flooding schemes in Datchet, Horton and Wraysbury, and Old Windsor wards.

The Council will take forward its commitment to a circular economy, which reduces waste and increases recycling. We must reduce the waste generated within the borough and increase the amount that is re-used and recycled to help reduce carbon emissions and prevent environmental harm.

A COUNCIL TRUSTED TO DELIVER ITS PROMISES

We want our residents, businesses and communities to be happy with the services and support that they receive from us. We want to provide relevant and efficient services, which fit around – and enhance – people’s lives, for the communities we serve to be confident that we are focusing on the right priorities, and to trust us to deliver on our promises.

In a context of constrained budgets, our services already offer excellent value for money. But going forwards we need to manage our resources even more efficiently, whilst still improving quality and outcomes. This will require us to change and improve the ways we work.

In a post-pandemic world, we know that people’s requirements and expectations of us – including how they wish to interact with us – may have changed. We recognise that we need to improve our understanding of the ways in which our residents and businesses use our services, of how they want to engage with us, and of their priorities and ambitions, both for themselves and for the borough as a whole. We will use this deeper understanding to inform:

- Transformation of the way in which we design and deliver services
- Stronger partnerships with the community, and putting customers at the heart of designing their own support
- More meaningful opportunities to engage and influence Council priorities and policies

New and emerging technologies are bringing opportunities to rethink how services are provided. They can support better communication and collaboration, make it easier for people to get things done at time that suit them, and increase efficiencies.

We will take a “Digital First” approach by making all services, where appropriate, accessible online. We will provide focused help for those people who need support with digital access. We are committed to “getting it right first time”, directing customers to the right place to resolve their issues and minimising the steps it takes to get the correct response. Shifting more of our routine services online helps to reduce costs, as well as providing a better service to our customers. This channel shift enables us to direct more resource, to support those who need it most.

Our Council and key partner workforces are our most valuable resource and are the people who will deliver the ambitions set out in this Plan. To change and improve the way we work, our workforce needs to work across disciplines and not be confined by professional boundaries, to be agile, versatile and with an ability to harness the innovation and energy change brings. We need a workforce clear about where we are heading and aware of the behaviours we want to use to get there.

We are committed to developing high quality leadership and management skills to ensure that we have a community of trusted and capable leaders who together create an environment where everyone can facilitate achievement of the Council’s objectives. This includes supporting leaders and managers to guide their teams through future challenges and changes. We will foster a culture of empowerment, openness, encouraging sharing of knowledge, building relationships between teams and multi-disciplinary working.

We will do this through embedding and living **our values**, and through providing a supportive and environment for all staff, where staff from all backgrounds feel valued and feedback and new ideas are welcomed. An employee-led Diversity and Inclusion Network has been established to promote equality and diversity interests in and for the workforce.

The Council alone cannot deliver the changes we want to see. A wide range of partners, across health, education, the police, Achieving for Children, Optalis, and delivery partners are critical, as are the rich range of voluntary and community organisations, volunteers and community members who contribute so much to the Borough. We are stronger in partnership, and we will continue to strengthen and improve the ways in which we work together to deliver local priorities and meet residents' needs. Taking a more coordinated approach, and working more closely with the community sector, also helps us to make best use of our joint resources.

The transformation of the library service is part of our journey towards improving community-based support. The library vision is to build connections and facilitate access to knowledge, resources and support. This approach empowers residents, leading to improved mental and physical health, independence and skills development. The library service works alongside partners on initiatives such as the DWP Youth Hub, Accessibility Services and Digital Inclusion, to promote employment and skills.

The buildings function as designated safe spaces for young people and vulnerable adults and are increasingly available for use by partners to deliver on shared community priorities and outcomes. The libraries provide access to ideas, spaces and trusted information for work, leisure, citizenship and study. Library staff are trained in MECC (Making Every Contact Count), sensory and disability support, information and digital expertise, council services and effective community engagement so as to promote aspiration and assist residents to achieve their potential.

Given the scale of our resource constraints and financial challenges, we need to work even harder to maximise resources. This includes taking full advantage of the opportunities offered by digital and technological developments, to deliver smarter, and more cost effectively. Alongside our service transformation programme, we will make better use of our buildings and assets, to generate additional income. We will prioritise our financial management responsibilities, ensuring that we strengthen our financial sustainability including looking to increase our reserves to a more reasonable level than just the minimum we should hold. We will continue to improve the way in which we manage existing contracts, procurement and capital spending.

We will improve the way in which we utilise our wider spending powers, to support our wider ambitions, in particular around sustainability and to support local businesses and communities. Within procurement and commissioning we will seek to support local businesses, SMEs and local service providers. We will drive greater sustainability within the organisations we fund, for example through requiring electric vehicles within new contracts.

We will also seek to maximise external funding coming into the borough, in particular, to fund infrastructure, economic growth and our environmental goals.

Corporate Plan Summary Evidence Base: [Draft] data profile and benchmarking

62

About this pack: All data correct at the time of access. Data compiled from February 2021 and added to/data updated where required in subsequent months. This is a live resource and will continue to be reviewed, expanded and updated. It is not intended to replace more detailed data insights formed as part of topical reviews but serves as a high-level local profile. Additional sources used and referred to include:

- [Public Health Outcomes framework](#)
- [Adult Social Care Outcomes framework](#)
- [Berkshire Observatory](#)
- [LG Inform](#)

Population: Summary

Key messages:

The borough's population is growing and ageing, and becoming more diverse. People are living longer and healthier lives.

More than a quarter of residents are estimated to be over 65 by 2043.

The forthcoming 2021 Census data is expected to show a rise in the BAME population.

School census data from 2019/20 helps to provide a more recent sense-check of the ethnicity profile within the borough. In 2019/20, 28.1% of pupils in RBWM, that had an ethnicity recorded, were from a BAME group.



In 2020 an estimated **151,273** people live in the borough (*ONS MYE 2020*). By 2043 this is estimated to be **155,348** (*ONS projections 2018-based edition*)



In 2020 the estimated median age of the local population is **42.6**, an increase on 2001 estimates (38.69) (*ONS*)



In 2020 an estimated **18.9%** of the local population are aged **65+**. By 2043 it is estimated this will be **26.5%** (*ONS*)



In 2020 there is an estimated **770 people per sq.km**, a **13.2% increase** since 2001 (680 people per sq.km) (*ONS*)



In 2020 an estimated **20.2%** of the local population are aged **0-15**. By 2043 it is estimated this will be **17.4%** (*ONS*)



The 2011 Census indicates **86.1%** of the local population is **White** and **13.9%** of the local population is **BAME**. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population.

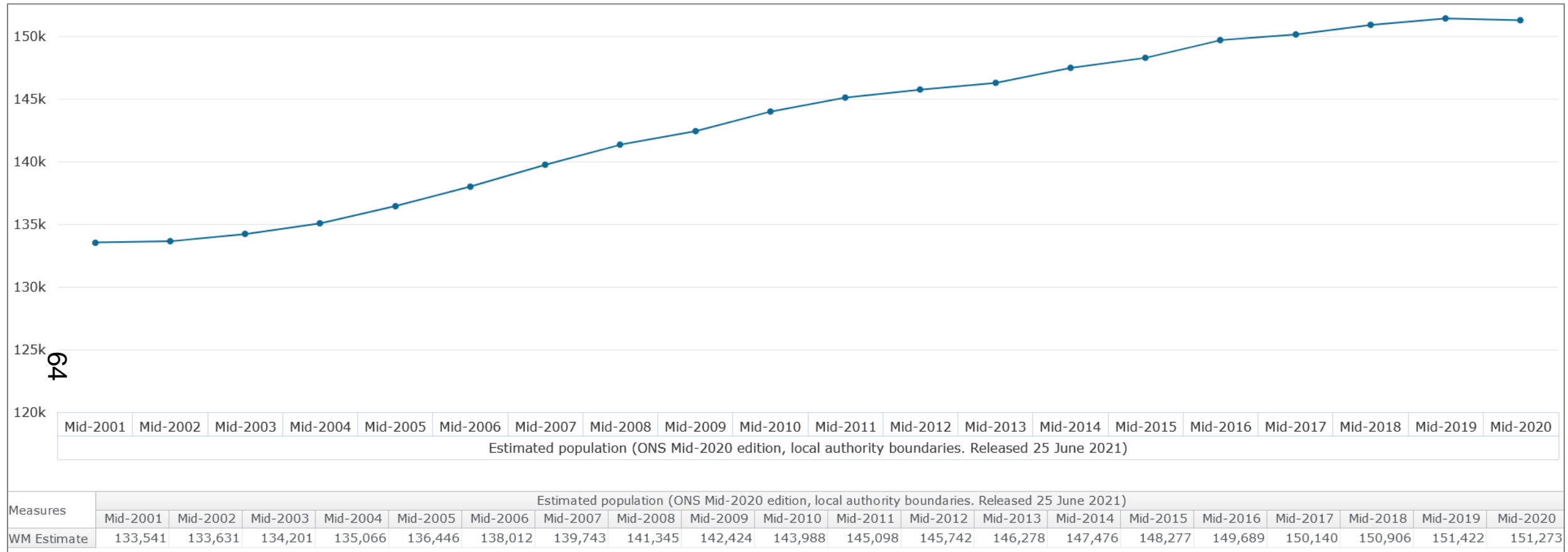


In 2020 an estimated **5,131** people aged 18-64 have **impaired mobility** and this is predicted to rise to **5,323** by 2030. In 2020 an estimated **2,129** people aged 18-64 have a learning disability and this is predicted to decrease to **2,093** by 2030. (*PANSI*)



In 2020 an estimated **61%** of the local population are aged **16-64**. By 2043 it is estimated this will be **56.1%** (*ONS*)

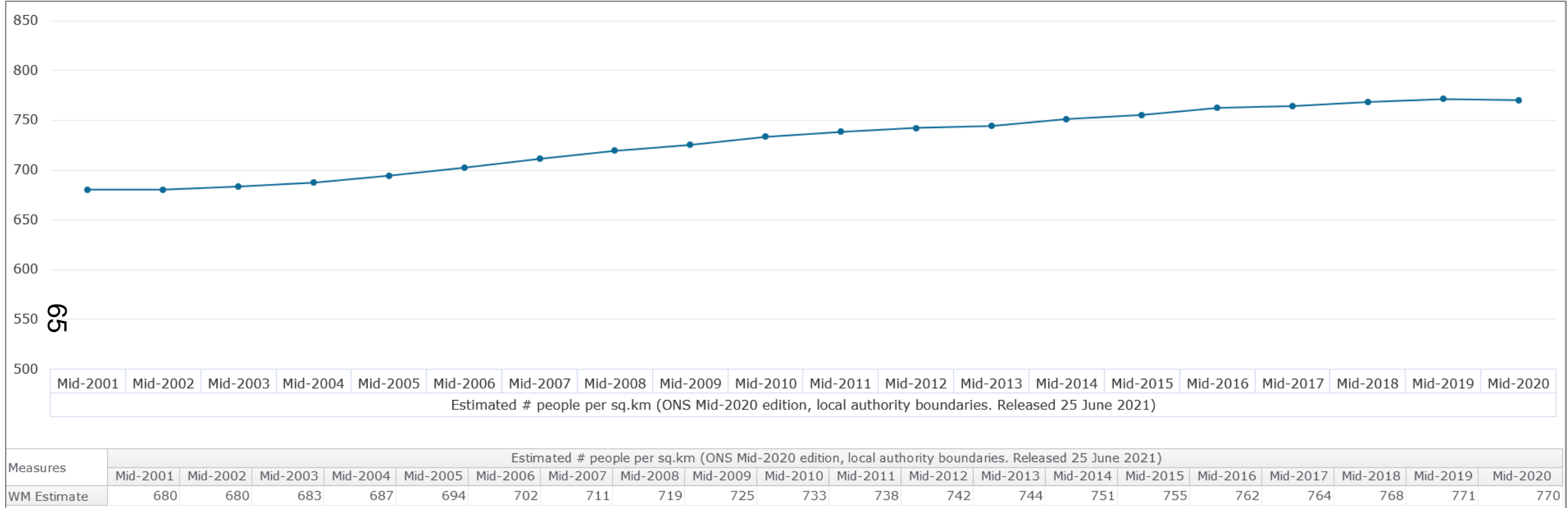
Estimated total population: the population is steadily rising



Sourced from:
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalescotlandandnorthernireland>

Last reviewed/accessed: 09.07.21

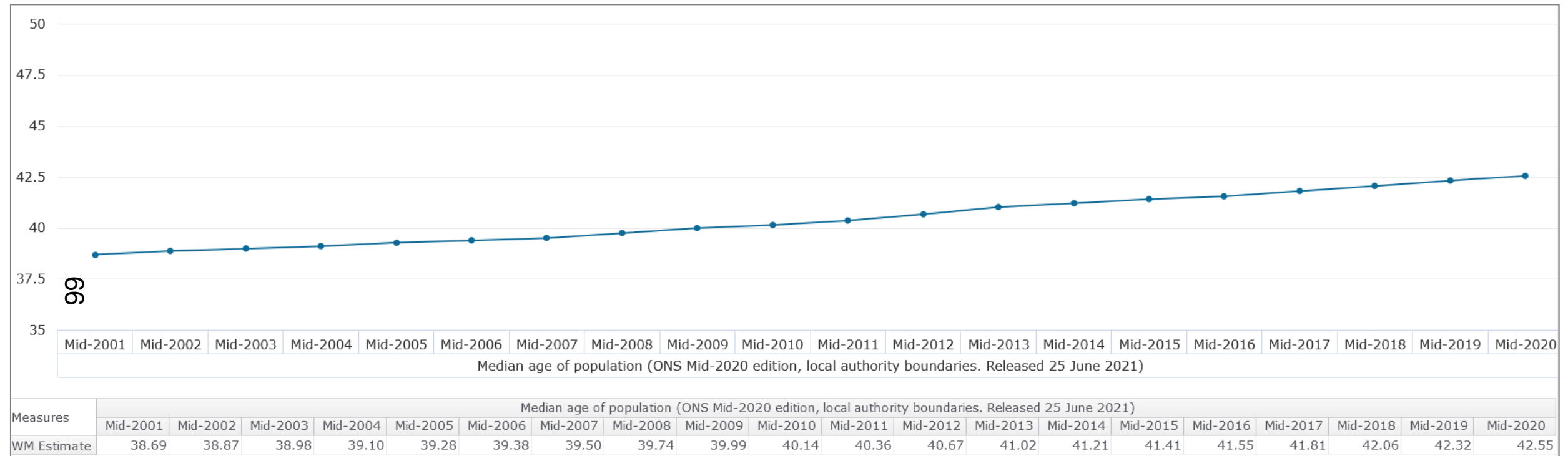
Estimated number of people per sq.km



Sourced from:
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

Last reviewed/accessed: 09.07.21

Median age of population: the median age is steadily rising

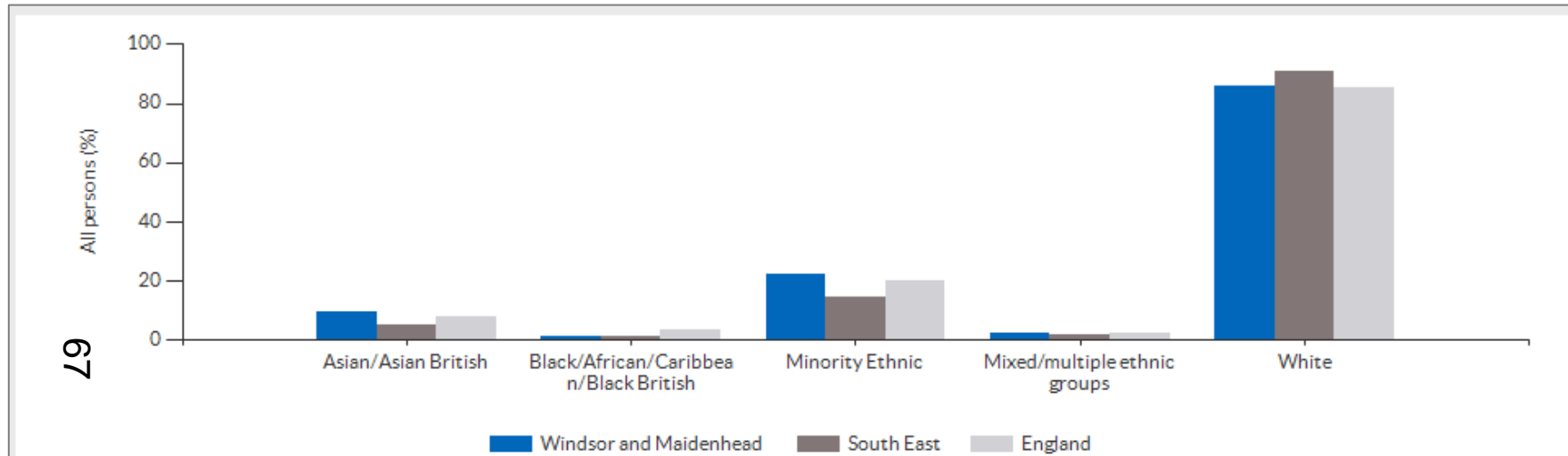


Sourced from:
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalescotlandandnorthernireland>

Last reviewed/accessed: 09.07.21

Broad ethnicity groups

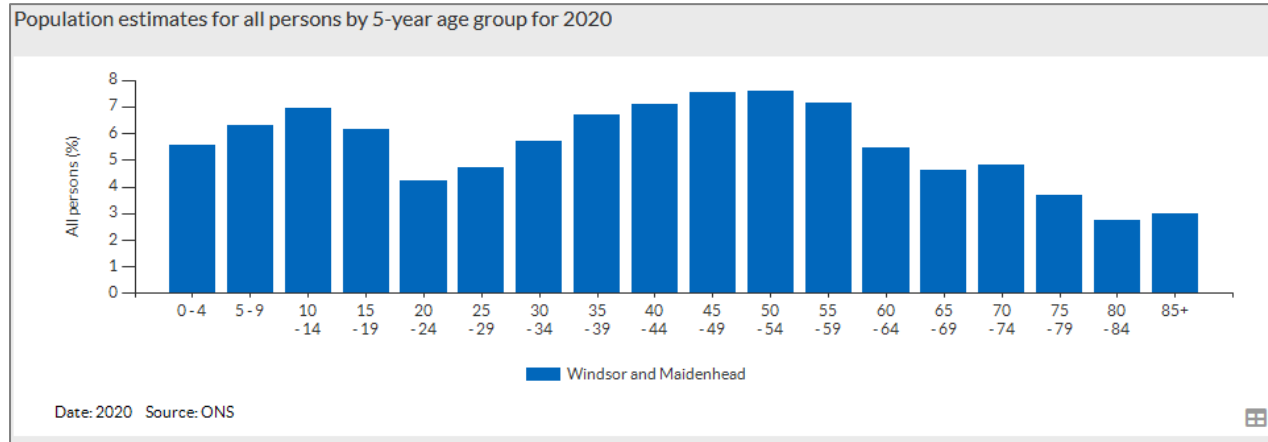
Key message: The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population.



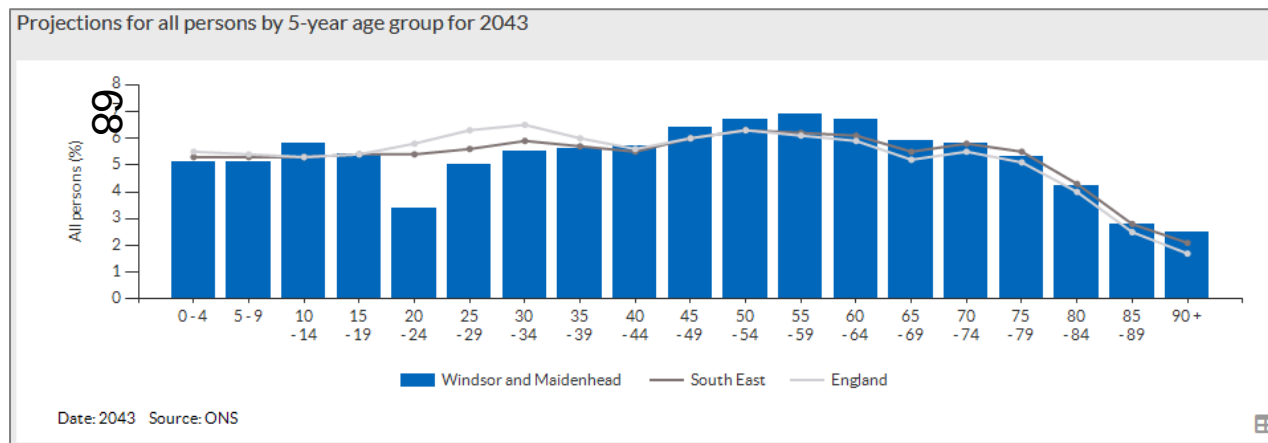
Source: ONS Census 2011

| | Windsor and Maidenhead | | South East | | England | |
|---------------------------------------|------------------------|------|------------|------|------------|------|
| | Count | % | Count | % | Count | % |
| Asian/Asian British | 13,848 | 9.6 | 452,042 | 5.2 | 4,143,403 | 7.8 |
| Black/African/Caribbean/Black British | 1,725 | 1.2 | 136,013 | 1.6 | 1,846,614 | 3.5 |
| Mixed/multiple ethnic groups | 3,315 | 2.3 | 167,764 | 1.9 | 1,192,879 | 2.3 |
| Other ethnic group | 1,167 | 0.8 | 51,111 | 0.6 | 548,418 | 1 |
| White | 124,505 | 86.1 | 7,827,820 | 90.7 | 45,281,142 | 85.4 |

Population estimates and projections



Key message: The population of the borough is ageing. More than a quarter (26.5%) of residents are estimated to be over 65 by 2043.



Deprivation: Summary

Key message: Overall deprivation in the borough is low, but there are pockets of greater deprivation. 4.5% of neighbourhoods are in the bottom 4 deciles.



The borough has a Score of 8.4 on the Index of Multiple Deprivation (IMD 2019)

↓ SE (15.5) and England (21.7)



(MHCLG)

The borough has some areas ranked as **most deprived** (scores 1-4)

The Index of Multiple Deprivation (IMD) 2019 is the official measure of **relative deprivation** for small areas (or neighbourhoods) in England. The IMD ranks every small area (Lower Super Output Area, representing on average 1500 people) in England from **1 (most deprived) to 32,844 (least deprived)**.

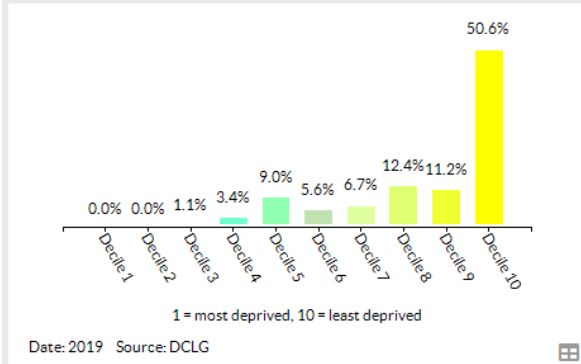
For larger areas we can look at the proportion of LSOAs within the area that lie within each decile. Decile 1 represents the most deprived 10% of LSOAs in England while decile 10 shows the least deprived 10% of LSOAs.

The index of multiple deprivation is comprised of seven distinct domains of deprivation which, when combined and appropriately weighted, form the IMD 2019. They are - Income (22.5%) - Employment (22.5%) - Health Deprivation and Disability (13.5%) - Education, Skills Training (13.5%) - Crime (9.3%) - Barriers to Housing and Services (9.3%) - Living Environment (9.3%)

Index of Multiple Deprivation

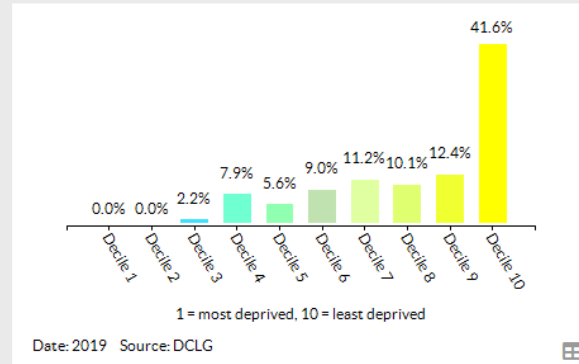
Key message: Overall deprivation in the borough is low, but there are pockets of greater deprivation. The highest levels of deprivation relate to the “Barriers to housing and services” domain

Index of Multiple Deprivation



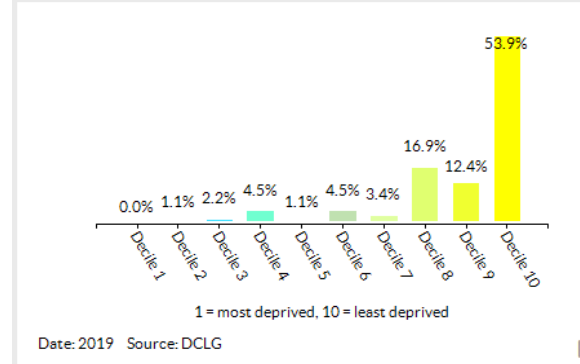
The Index of Multiple Deprivation (IMD) combines information from seven domains to produce an overall relative measure of deprivation. The domains are: Income; Employment; Education; Skills and Training; Health and Disability; Crime; Barriers to Housing Services; Living Environment. Each domain is given a weighting and is based on a basket of indicators.

Income domain



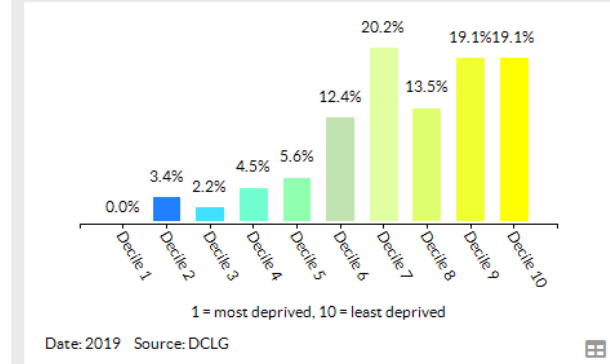
The Income Deprivation Domain measures the proportion of the population in an area experiencing deprivation relating to low income. The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means tests).

Health domain



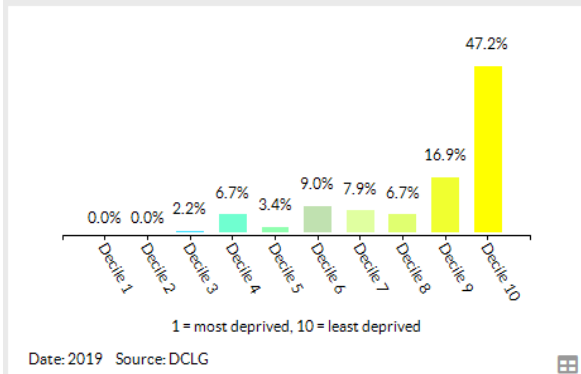
The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical and mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future health deprivation.

Crime domain



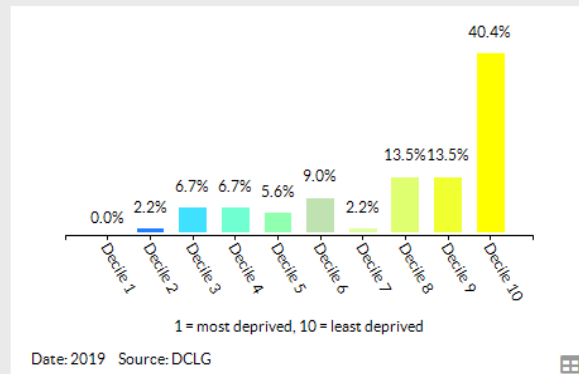
Crime is an important feature of deprivation that has major effects on individuals and communities. The Crime Domain measures the risk of personal and material victimisation at local level.

Employment domain



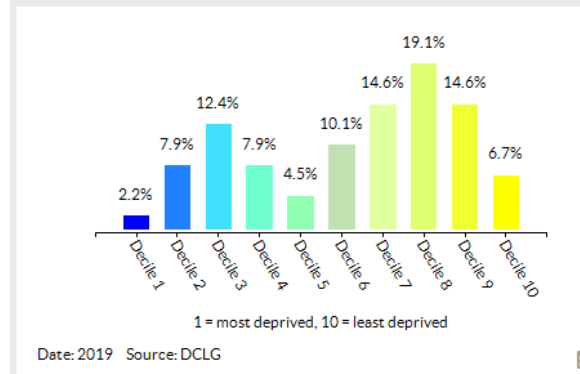
The Employment Deprivation measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

Education domain



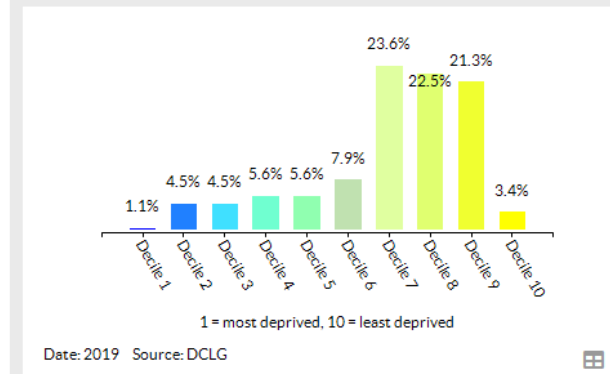
The Education, Skills and Training Domain measures the lack of attainment and skills in the local population. The indicators fall into two sub-domains: one relating to children and young people and one relating to adult skills. These two sub-domains are designed to reflect the 'flow' and 'stock' of educational disadvantage within an area respectively.

Barriers to housing and services domain



The Barriers to Housing and Services Domain measures the physical and financial accessibility of housing and local services. The indicators fall into two sub-domains: 'geographical barriers', which relate to the physical proximity of local services, and 'wider barriers' which includes issues relating to access to housing such as affordability.

Living environment domain



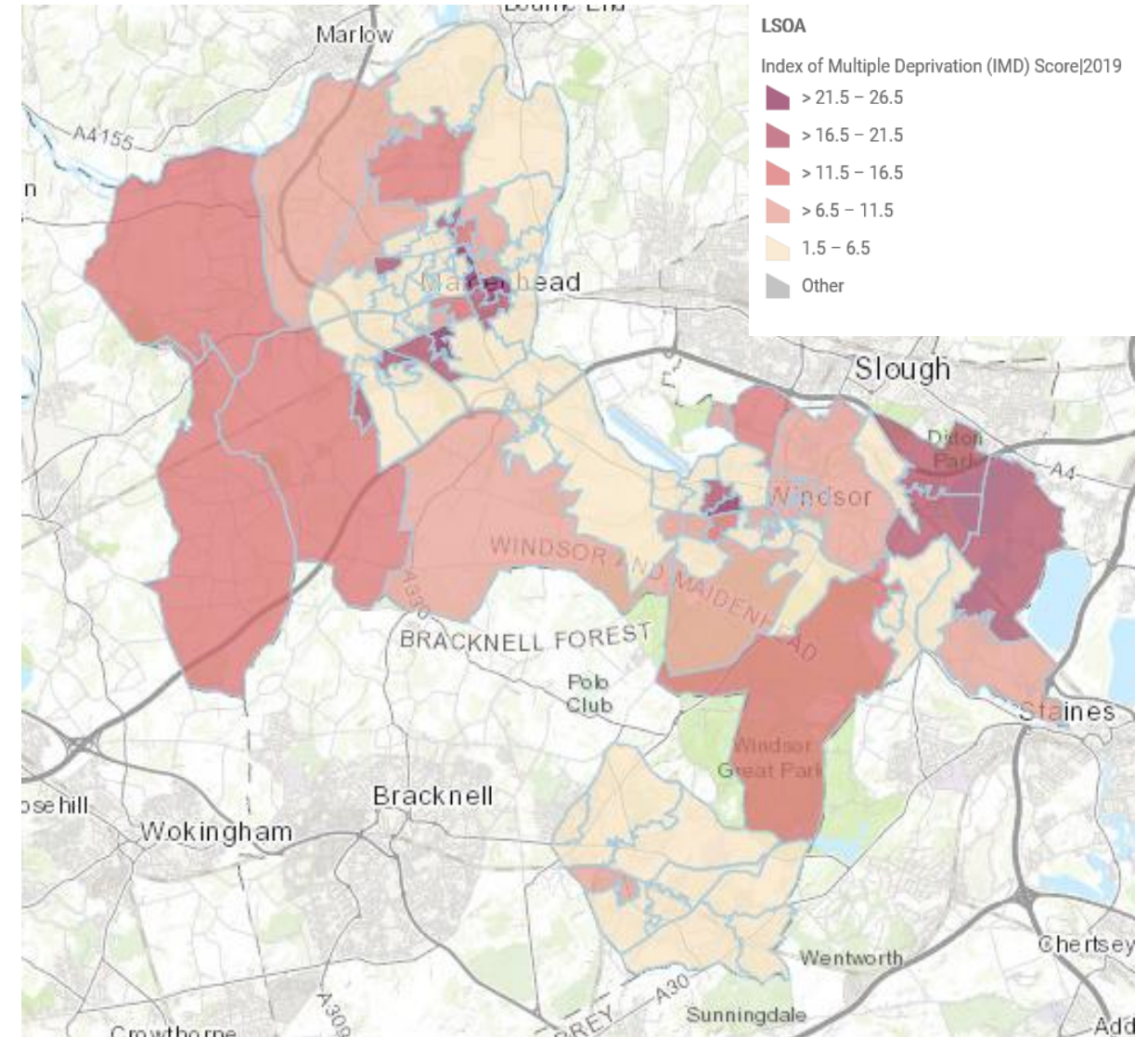
The Living Environment Deprivation Domain measures the quality of the local environment. The indicators fall into two sub-domains. The 'indoors' living environment measures the quality of housing; while the 'outdoors' living environment contains measures of air quality and road traffic accidents.

Map of deprivation in the borough

Key message: The borough is in the 10% of least deprived areas in England, ranking 306 out of 326 local authorities; however this masks pockets of deprivation across the borough.

The map opposite shows which neighbourhoods in our communities have higher levels of deprivation – the darker the colour the higher the level of deprivation.

Important note: given at LSOA level as deprivation was calculated before ward boundary change. Awaiting for new data release with new ward boundaries.



THRIVING COMMUNITIES SUMMARY: Children and families



2.40% babies with a **low birth weight**
↓ *SE average (2.49%) and England average (2.90%) (2019, ONS)*



33 Looked After Children per 10,000 (<18)
↓ *SE average (53) and England average (67) (2019/20 DfE)*



The **Average Attainment 8** score is **52.8**
↑ *SE average (51.4) and England average (50.2) (2019/20 DfE)*



1.5% of 16 and 17yr olds are **not in education, employment or training**
↓ *SE average (2.4%) and England average (2.7%) (2019, DfE)*



7.4% of children are in **absolute low-income families**
↓ *SE average (12%) and England average (15.3%) (2018/19 DfWP)*



74.3% children achieving a **good level of development at Foundation Stage**
↓ *SE average (74.6%)*
↑ *England average (71.8%) (2018/19 DfE)*



The **Average Attainment 8** score for pupils from **non-disadvantaged backgrounds** is **54.8**
↑ *SE average (54.6) and England average (53.7)*



45% of care leavers (19-21yrs) are in **education, employment or training**
↓ *SE average (53%) and England average (53%) (2019/20, DfE)*



8.4% of children are in **relative low-income families**
↓ *SE average (13.7%) and England average (15.3%) (2018/19 DfWP)*



23% point gap between those with FSMs and those without FSMs **achieving expected standard in early learning goals**
↑ *SE average (22%) and England average (18%) (2018/19 DfE)*



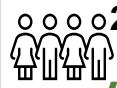
The **Average Attainment 8** score for pupils from **disadvantaged backgrounds** is **41.4**
↑ *SE average (38) and England average (40.2) (2019/20, DfE)*



80% of care leavers (19-21yrs) are in **suitable accommodation**
→ *SE average (80%)*
↓ *England average (85%) (2019/20, DfE)*



425 Children in Need episodes per 10,000 (0-17yrs)
↓ *SE average (626) and England average (632.4) (2019/20 DfE)*



29% of 10-11yr olds in the borough are **overweight**
↓ *SE (31.7%) and England (35.2%) (2019/20, NHS Digital)*

THRIVING COMMUNITIES SUMMARY: Living and ageing well

Life expectancy at birth is **81.7 for males**



↑ *SE average (80.8) and England average (79.8)*
(2017-19, ONS)

Life expectancy at birth is **85 for females.**



73

↑ *SE average (84.3) and England average (83.4)*
(2017-19, ONS)

115.1 per 100,000 pop. deaths considered preventable for under-75s



↓ *SE average (120.9) and England average (142.2)*
(2017-19, PHE)

8 per 100,000 pop. deaths by suicide



↓ *SE average (9.6) and England average (10.1)*
(2017-19, PHE)

4.7% of people self-reporting low levels of happiness



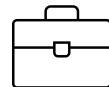
↓ *SE average (7.9%) and England average (8.7%)*
(2019/20, ONS)

8,000+ clinically extremely vulnerable individuals supported by the council as part of its Covid response



(Feb-21, RBWM)

63.4% point gap in employment rate between those with a learning disability and the overall employment rate



↓ *SE average (72.7%) and England average (70.6%)*
(2019/20 PHE)

72.4% of adults with a learning disability who live in stable and appropriate accommodation



↑ *SE (71.8%)*
↓ *England (77.3%)*
(2019/20 NHS Digital)

90.2% of older people still at home 91 days after discharge from hospital into reablement / rehab services



↑ *SE average (76.9%) and England average (82%)*
(2019/20 NHS Digital)

21.2% of adults self-reporting that they feel lonely often / always or some of the time

↑ *SE (20.8%) and*
↓ *England (22.3%)*
(2019/20, Active Lives Adult Survey, Sport England)



£500,000 median house price

↑ *SE average (£342,000) and England average (£259,000)*
(ONS, Dec-20)

11.49 Housing affordability (residence-based) ratio



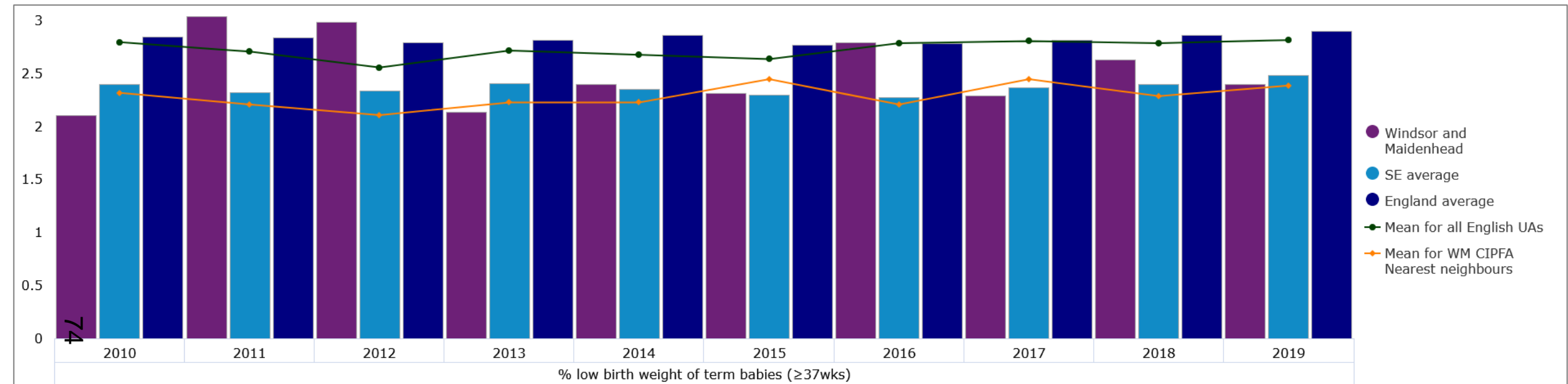
↑ *SE average (9.57) and England average (7.84)*
(2020, ONS)

The number of households is projected to **increase to 67,449**



by 2043
(2020, ONS)

Low birth weight of term babies



Low is good. Source: Public Health England (accessed 19.04.21)

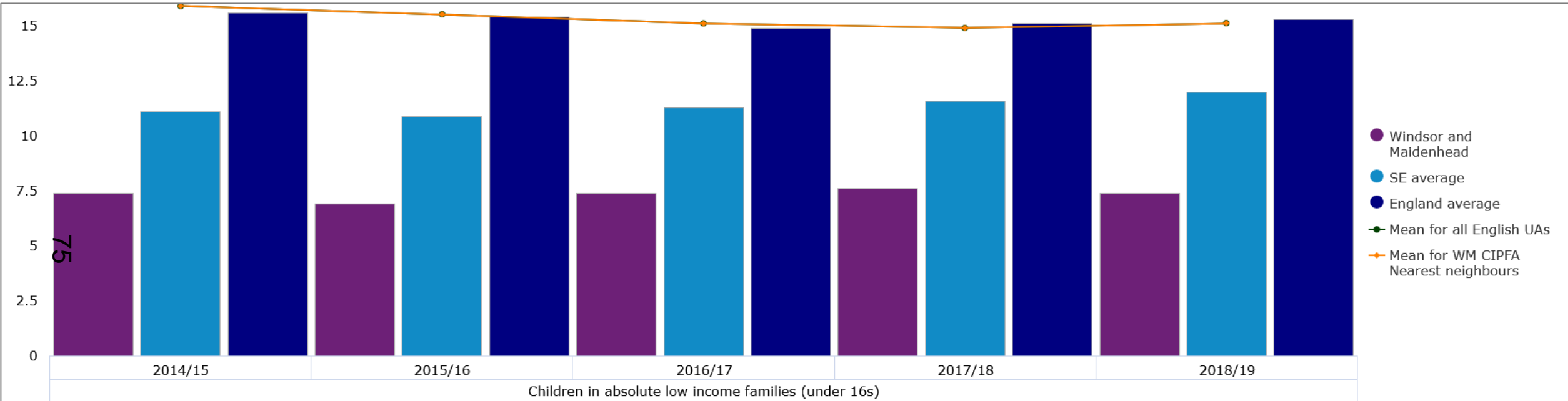
| Area | % low birth weight of term babies (≥37wks) | | | | | | | | | |
|--------------------------------------|--------------------------------------------|------|------|------|------|------|------|------|------|------|
| | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 |
| England average | 2.85 | 2.84 | 2.80 | 2.82 | 2.86 | 2.77 | 2.79 | 2.82 | 2.86 | 2.90 |
| Mean for all English UAs | 2.80 | 2.71 | 2.56 | 2.72 | 2.68 | 2.64 | 2.79 | 2.81 | 2.79 | 2.82 |
| Mean for WM CIPFA Nearest neighbours | 2.32 | 2.21 | 2.11 | 2.23 | 2.23 | 2.45 | 2.21 | 2.45 | 2.29 | 2.39 |
| SE average | 2.41 | 2.33 | 2.34 | 2.41 | 2.36 | 2.30 | 2.28 | 2.37 | 2.40 | 2.49 |
| Windsor and Maidenhead | 2.11 | 3.05 | 2.99 | 2.14 | 2.40 | 2.32 | 2.80 | 2.30 | 2.64 | 2.40 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Children in absolute low income families

The percentage of children in absolute low income families is much lower than the England average, but has remained at around 7.5%.



Low is good. Source: Department for Work and Pensions (accessed 19.04.21)

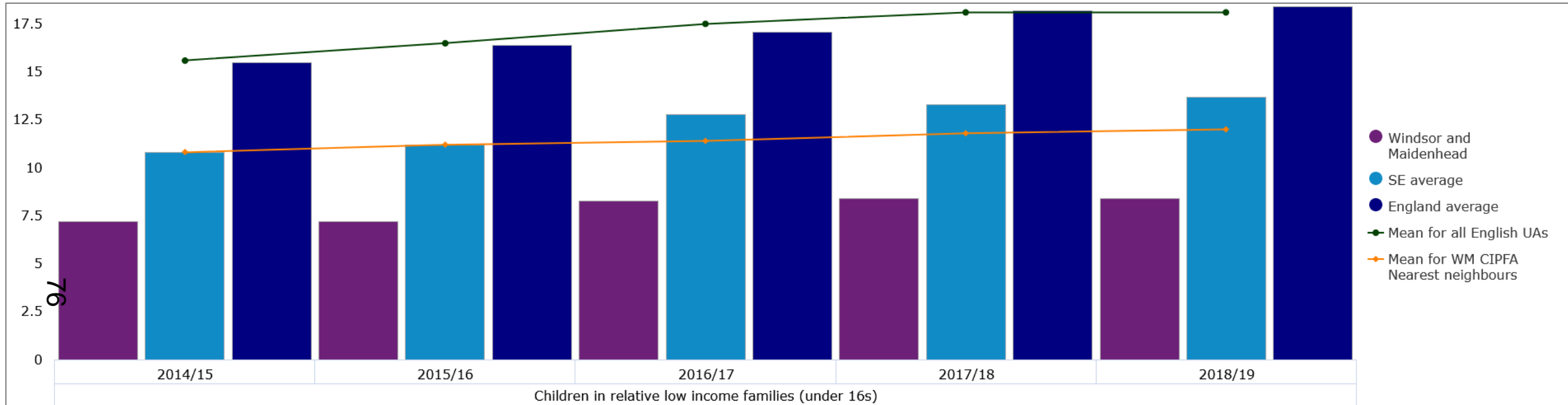
| Area | Children in absolute low income families (under 16s) | | | | |
|--------------------------------------|------------------------------------------------------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
| England average | 15.6 | 15.4 | 14.9 | 15.1 | 15.3 |
| Mean for all English UAs | 15.9 | 15.5 | 15.1 | 14.9 | 15.1 |
| Mean for WM CIPFA Nearest neighbours | 15.9 | 15.5 | 15.1 | 14.9 | 15.1 |
| SE average | 11.1 | 10.9 | 11.3 | 11.6 | 12.0 |
| Windsor and Maidenhead | 7.4 | 6.9 | 7.4 | 7.6 | 7.4 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Children in relative low income families

% children in relative low income families (0-15yrs)

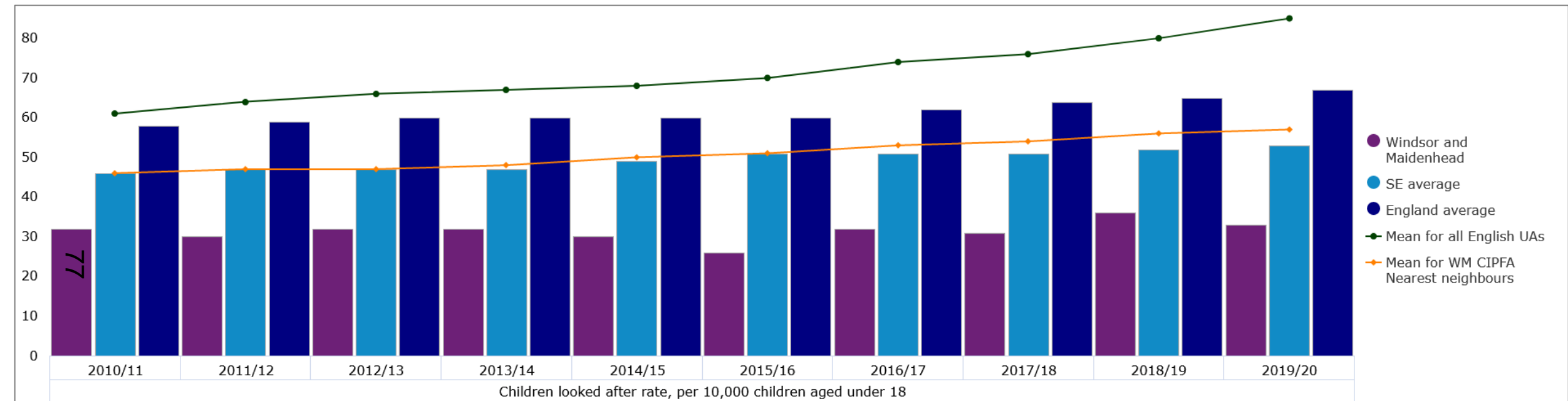


Low is good. Source: Department for Work and Pensions (accessed 19.04.21)

| Area Name | Children in relative low income families (under 16s) | | | | |
|--------------------------------------|------------------------------------------------------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
| England average | 15.50 | 16.40 | 17.10 | 18.20 | 18.40 |
| Mean for all English UAs | 15.60 | 16.50 | 17.50 | 18.10 | 18.10 |
| Mean for WM CIPFA Nearest neighbours | 10.80 | 11.20 | 11.40 | 11.80 | 12.00 |
| SE average | 10.80 | 11.20 | 12.80 | 13.30 | 13.70 |
| Windsor and Maidenhead | 7.20 | 7.20 | 8.30 | 8.40 | 8.40 |

Children looked after rate

Children looked after rate, per 10,000 children aged under 18



No polarity. Source: Department for Education (accessed 19.04.21)

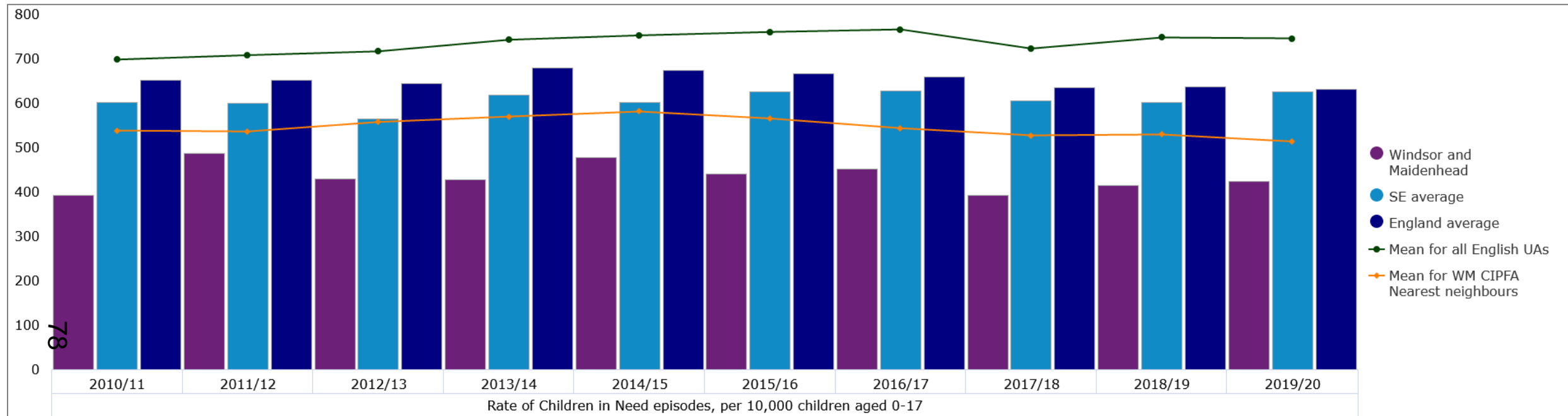
| Area Name | Children looked after rate, per 10,000 children aged under 18 | | | | | | | | | |
|--------------------------------------|---------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 58 | 59 | 60 | 60 | 60 | 60 | 62 | 64 | 65 | 67 |
| Mean for all English UAs | 61 | 64 | 66 | 67 | 68 | 70 | 74 | 76 | 80 | 85 |
| Mean for WM CIPFA Nearest neighbours | 46 | 47 | 47 | 48 | 50 | 51 | 53 | 54 | 56 | 57 |
| SE average | 46 | 47 | 47 | 47 | 49 | 51 | 51 | 51 | 52 | 53 |
| Windsor and Maidenhead | 32 | 30 | 32 | 32 | 30 | 26 | 32 | 31 | 36 | 33 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Rate of Children in Need episodes

Rate of Children in Need episodes, per 10,000 children aged 0-17

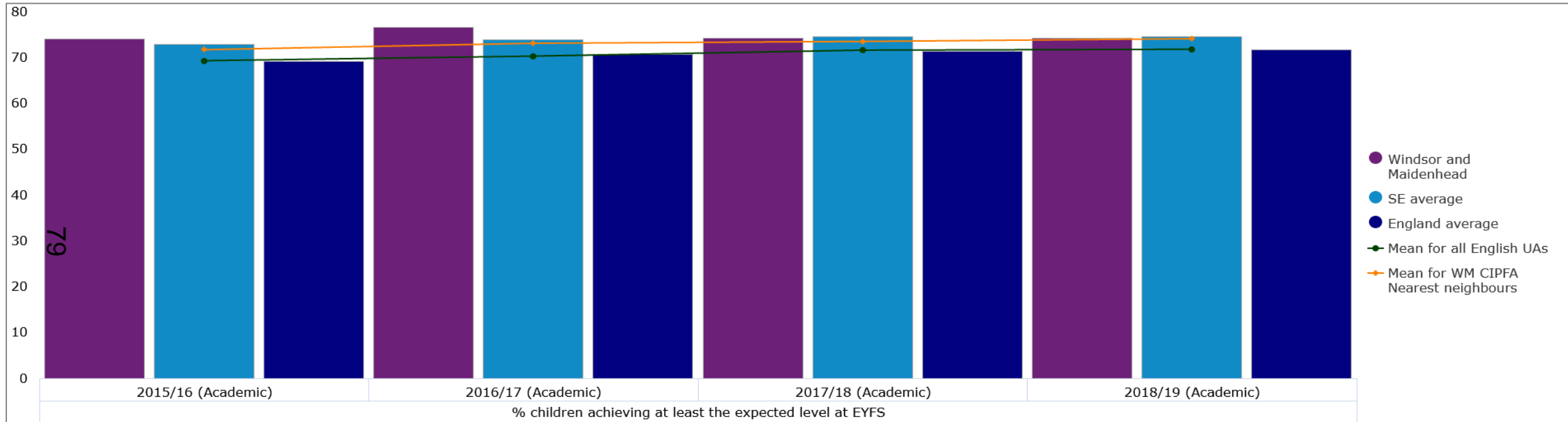


No polarity. Source: Department for Education (accessed 19.04.21)

| Area Name | Rate of Children in Need episodes, per 10,000 children aged 0-17 | | | | | | | | | |
|--------------------------------------|------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 652.1 | 651.9 | 645.8 | 680.5 | 674.4 | 667.1 | 660.0 | 635.2 | 637.7 | 632.4 |
| Mean for all English UAs | 698.2 | 708.1 | 716.7 | 742.8 | 752.7 | 760.4 | 766.1 | 723.0 | 747.9 | 746.0 |
| Mean for WM CIPFA Nearest neighbours | 538.1 | 536.1 | 557.5 | 569.7 | 581.1 | 565.4 | 543.5 | 527.3 | 529.3 | 513.5 |
| SE average | 602.1 | 600.8 | 565.1 | 619.5 | 602.8 | 626.7 | 627.9 | 606.2 | 603.0 | 626.0 |
| Windsor and Maidenhead | 393.5 | 486.8 | 430.8 | 427.6 | 477.3 | 441.2 | 451.5 | 392.1 | 416.1 | 425.0 |

Foundation stage learning

% children achieving at least the expected level in the prime areas of learning and in the specific areas of literacy and mathematics at foundation stage

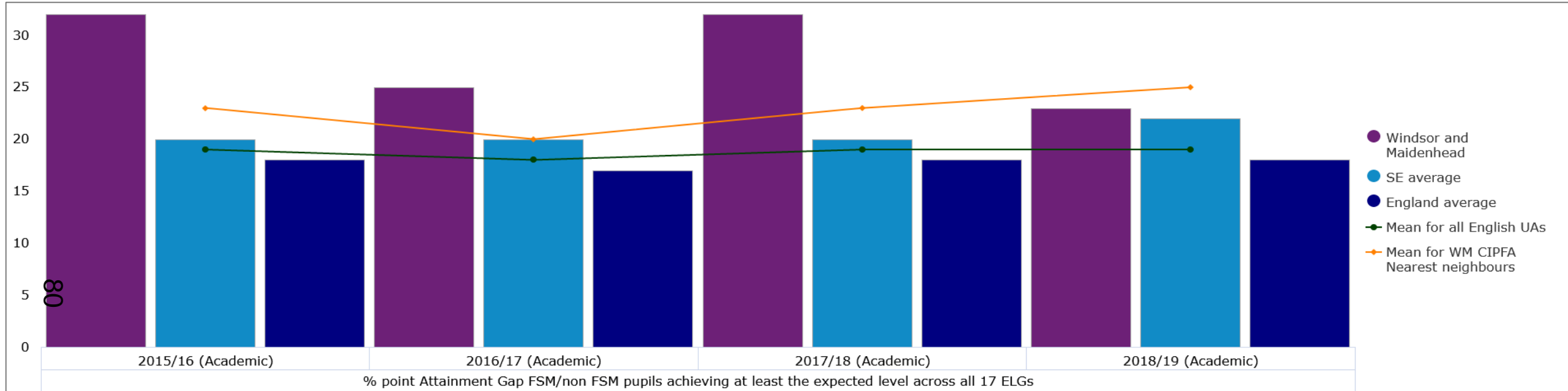


High is good. Source: Department for Education (accessed 19.04.21)

| Area Name | % children achieving at least the expected level at EYFS | | | |
|--------------------------------------|----------------------------------------------------------|--------------------|--------------------|--------------------|
| | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) |
| England average | 69.3 | 70.7 | 71.5 | 71.8 |
| Mean for all English UAs | 69.3 | 70.3 | 71.6 | 71.8 |
| Mean for WM CIPFA Nearest neighbours | 71.7 | 73.1 | 73.5 | 74.1 |
| SE average | 73.0 | 74.0 | 74.7 | 74.6 |
| Windsor and Maidenhead | 74.2 | 76.7 | 74.3 | 74.3 |

Attainment gap

% point Attainment Gap between Free School Meal and Non-Free School Meal pupils achieving at least the expected level across all 17 Early Learning Goals

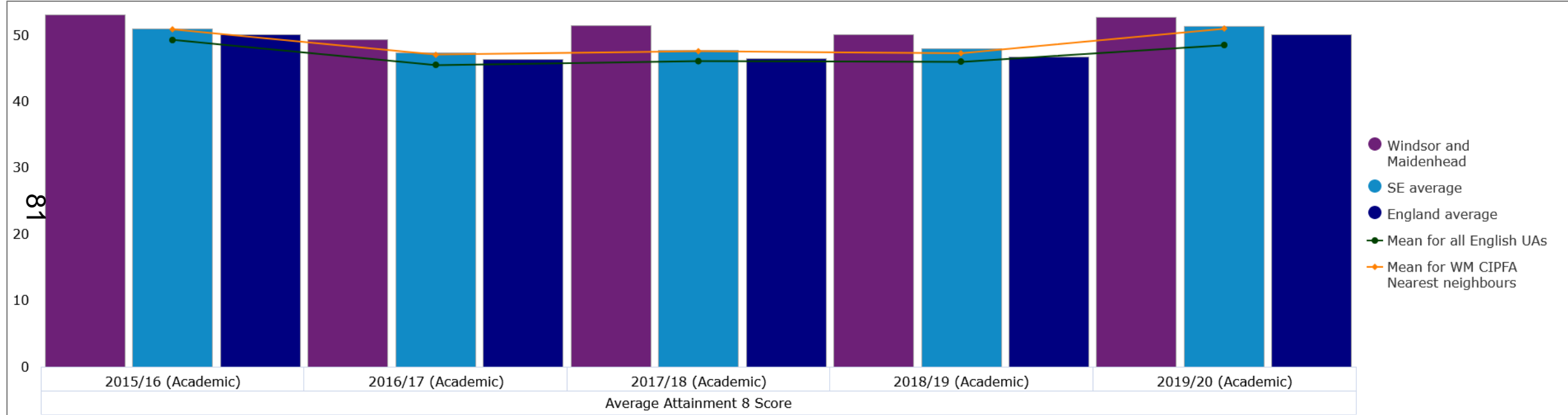


Low is good. Source: Department for Education (accessed 19.04.21)

| Area Name | % point Attainment Gap FSM/non FSM pupils achieving at least the expected level across all 17 ELGs | | | |
|--------------------------------------|----------------------------------------------------------------------------------------------------|--------------------|--------------------|--------------------|
| | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) |
| England average | 18.0 | 17.0 | 18.0 | 18.0 |
| Mean for all English UAs | 19.0 | 18.0 | 19.0 | 19.0 |
| Mean for WM CIPFA Nearest neighbours | 23.0 | 20.0 | 23.0 | 25.0 |
| SE average | 20.0 | 20.0 | 20.0 | 22.0 |
| Windsor and Maidenhead | 32.0 | 25.0 | 32.0 | 23.0 |

Average Attainment 8 Score

Average Attainment 8 score



High is good. Source: Department for Education (accessed 19.04.21)

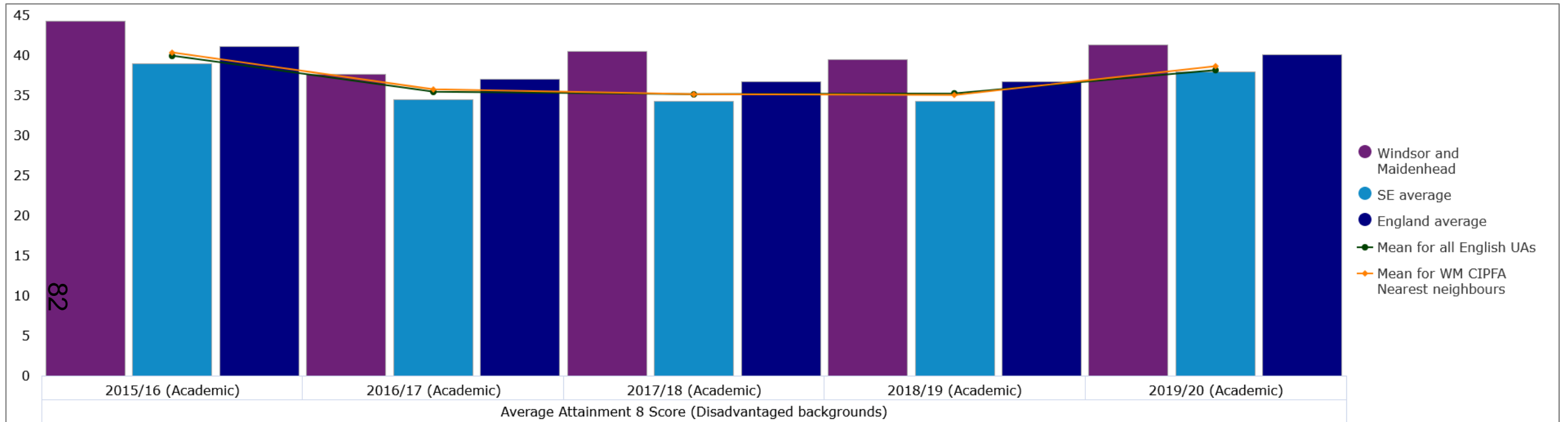
| Area Name | Average Attainment 8 Score | | | | |
|--------------------------------------|----------------------------|--------------------|--------------------|--------------------|--------------------|
| | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) | 2019/20 (Academic) |
| England average | 50.1 | 46.4 | 46.6 | 46.8 | 50.2 |
| Mean for all English UAs | 49.3 | 45.5 | 46.1 | 46.0 | 48.5 |
| Mean for WM CIPFA Nearest neighbours | 50.9 | 47.1 | 47.6 | 47.3 | 51.0 |
| SE average | 51.0 | 47.4 | 47.8 | 48.0 | 51.4 |
| Windsor and Maidenhead | 53.1 | 49.4 | 51.5 | 50.2 | 52.8 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Average Attainment 8 Score: Disadvantaged backgrounds

Average Attainment 8 score (Pupils from disadvantaged backgrounds)



High is good. Source: Department for Education (accessed 19.04.21)

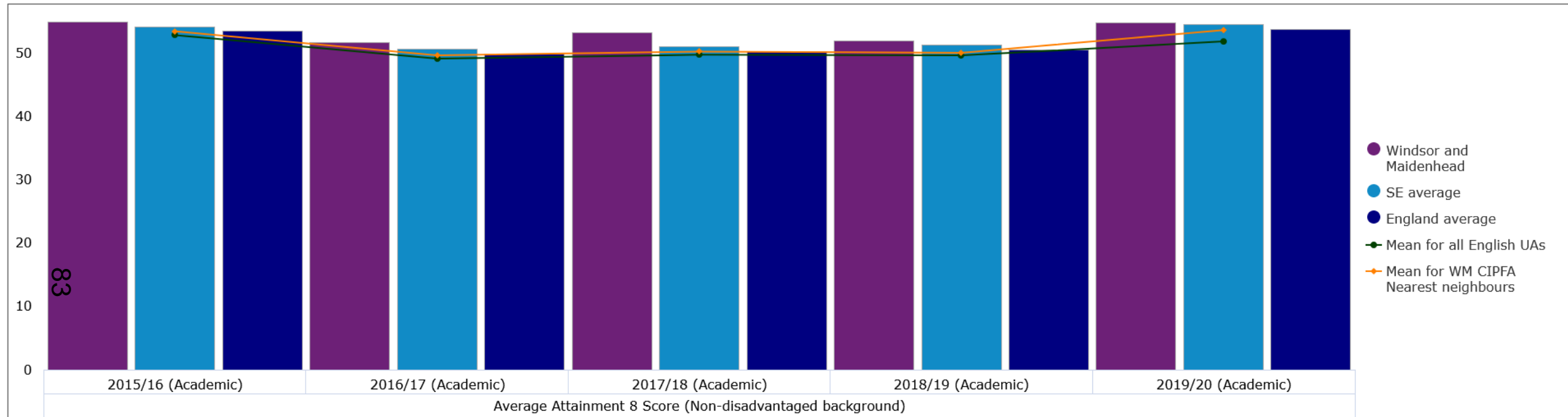
| Area Name | Average Attainment 8 Score (Disadvantaged backgrounds) | | | | |
|--------------------------------------|--------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) | 2019/20 (Academic) |
| England average | 41.2 | 37.1 | 36.8 | 36.8 | 40.2 |
| Mean for all English UAs | 40.0 | 35.5 | 35.2 | 35.3 | 38.2 |
| Mean for WM CIPFA Nearest neighbours | 40.4 | 35.8 | 35.2 | 35.1 | 38.7 |
| SE average | 39.1 | 34.6 | 34.4 | 34.4 | 38.0 |
| Windsor and Maidenhead | 44.4 | 37.7 | 40.6 | 39.6 | 41.4 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Average Attainment 8 Score: Non-Disadvantaged backgrounds

Average Attainment 8 score (Pupils from non-disadvantaged backgrounds)

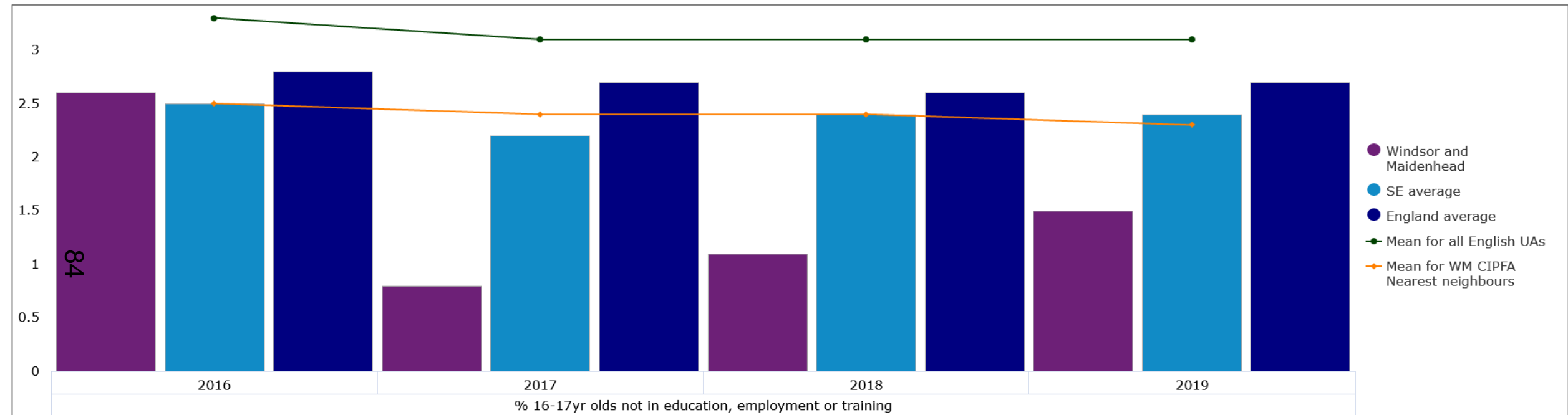


High is good. Source: Department for Education (accessed 19.04.21)

| Area Name | Average Attainment 8 Score (Non-disadvantaged background) | | | | |
|--------------------------------------|-----------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|
| | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) | 2019/20 (Academic) |
| England average | 53.5 | 49.9 | 50.3 | 50.5 | 53.7 |
| Mean for all English UAs | 52.8 | 49.1 | 49.7 | 49.6 | 51.8 |
| Mean for WM CIPFA Nearest neighbours | 53.4 | 49.6 | 50.2 | 50.0 | 53.6 |
| SE average | 54.1 | 50.7 | 51.1 | 51.3 | 54.6 |
| Windsor and Maidenhead | 54.9 | 51.7 | 53.3 | 52.0 | 54.8 |

16 and 17yr olds: Not in education, employment or training

Number of 16 and 17yr olds not in education, employment or training expressed as a proportion of the number of 16-17yr olds known to the local authority (i.e. those educated in government funded schools). Refugees, asylum seekers and young adult offenders are excluded.



Low is good. Source: Department for Education (accessed 19.04.21)

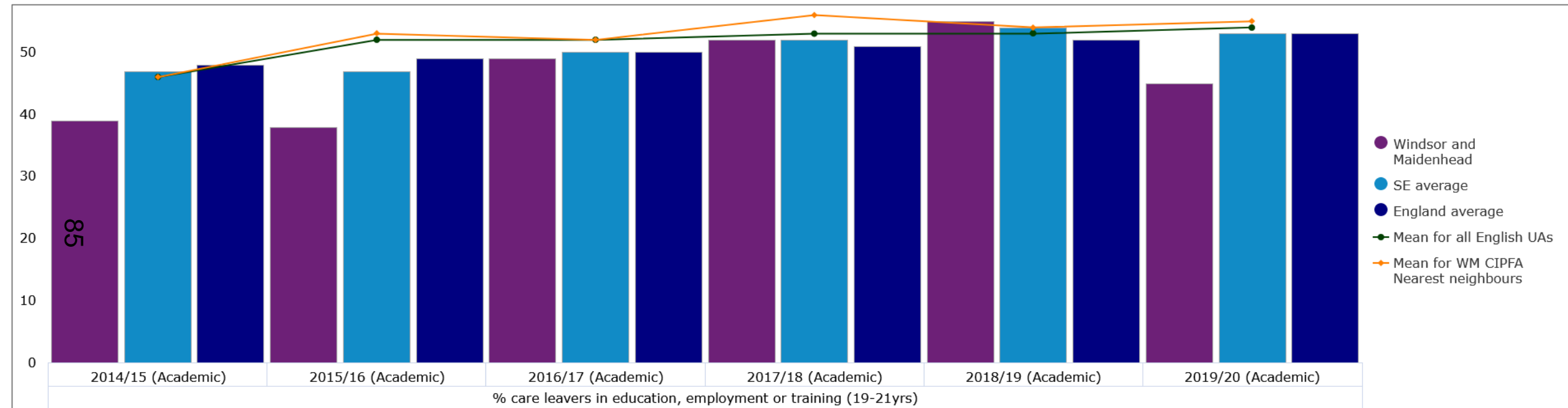
| Area Name | % 16-17yr olds not in education, employment or training | | | |
|--------------------------------------|---------------------------------------------------------|------|------|------|
| | 2016 | 2017 | 2018 | 2019 |
| England average | 2.8 | 2.7 | 2.6 | 2.7 |
| Mean for all English UAs | 3.3 | 3.1 | 3.1 | 3.1 |
| Mean for WM CIPFA Nearest neighbours | 2.5 | 2.4 | 2.4 | 2.3 |
| SE average | 2.5 | 2.2 | 2.4 | 2.4 |
| Windsor and Maidenhead | 2.6 | 0.8 | 1.1 | 1.5 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Care leavers in education, employment or training

% care leavers in education, employment or training (19-21yrs)



High is good. Source: Department for Education (accessed 19.04.21)

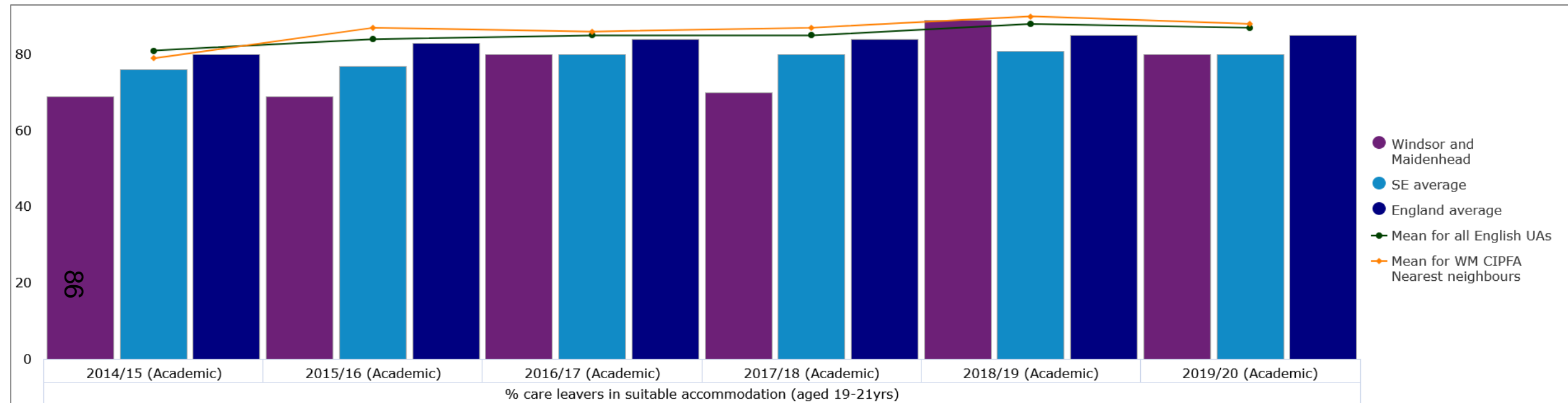
| Area Name | % care leavers in education, employment or training (19-21yrs) | | | | | |
|--------------------------------------|----------------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2014/15 (Academic) | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) | 2019/20 (Academic) |
| England average | 48.0 | 49.0 | 50.0 | 51.0 | 52.0 | 53.0 |
| Mean for all English UAs | 46.0 | 52.0 | 52.0 | 53.0 | 53.0 | 54.0 |
| Mean for WM CIPFA Nearest neighbours | 46.0 | 53.0 | 52.0 | 56.0 | 54.0 | 55.0 |
| SE average | 47.0 | 47.0 | 50.0 | 52.0 | 54.0 | 53.0 |
| Windsor and Maidenhead | 39.0 | 38.0 | 49.0 | 52.0 | 55.0 | 45.0 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Care leavers in suitable accommodation

% care leavers in suitable accommodation (19-21yrs)



High is good. Source: Department for Education (accessed 19.04.21)

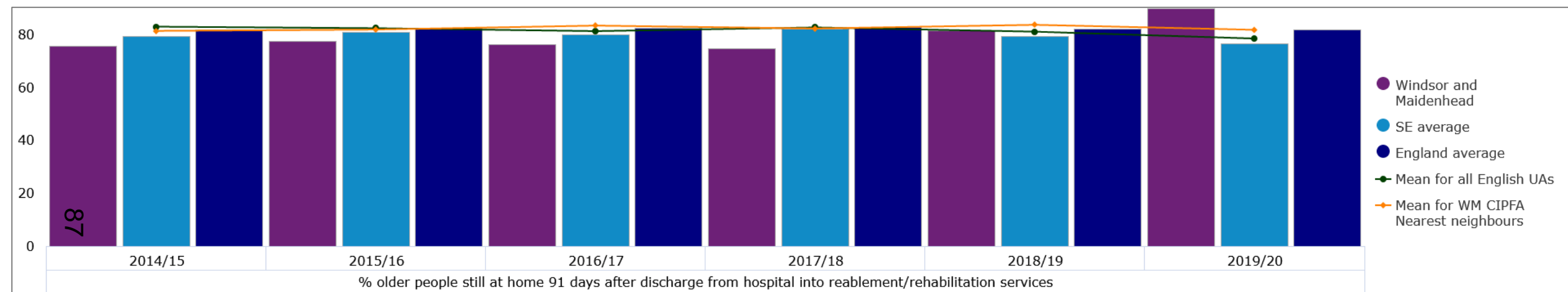
| Area Name | % care leavers in suitable accommodation (aged 19-21yrs) | | | | | |
|--------------------------------------|----------------------------------------------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| | 2014/15 (Academic) | 2015/16 (Academic) | 2016/17 (Academic) | 2017/18 (Academic) | 2018/19 (Academic) | 2019/20 (Academic) |
| England average | 80.0 | 83.0 | 84.0 | 84.0 | 85.0 | 85.0 |
| Mean for all English UAs | 81.0 | 84.0 | 85.0 | 85.0 | 88.0 | 87.0 |
| Mean for WM CIPFA Nearest neighbours | 79.0 | 87.0 | 86.0 | 87.0 | 90.0 | 88.0 |
| SE average | 76.0 | 77.0 | 80.0 | 80.0 | 81.0 | 80.0 |
| Windsor and Maidenhead | 69.0 | 69.0 | 80.0 | 70.0 | 89.0 | 80.0 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Rehabilitation and reablement

% older people (65+yrs) still at home 91 days after discharge from hospital into reablement/rehabilitation services



High is good. Source: NHS Digital (accessed 19.04.21)

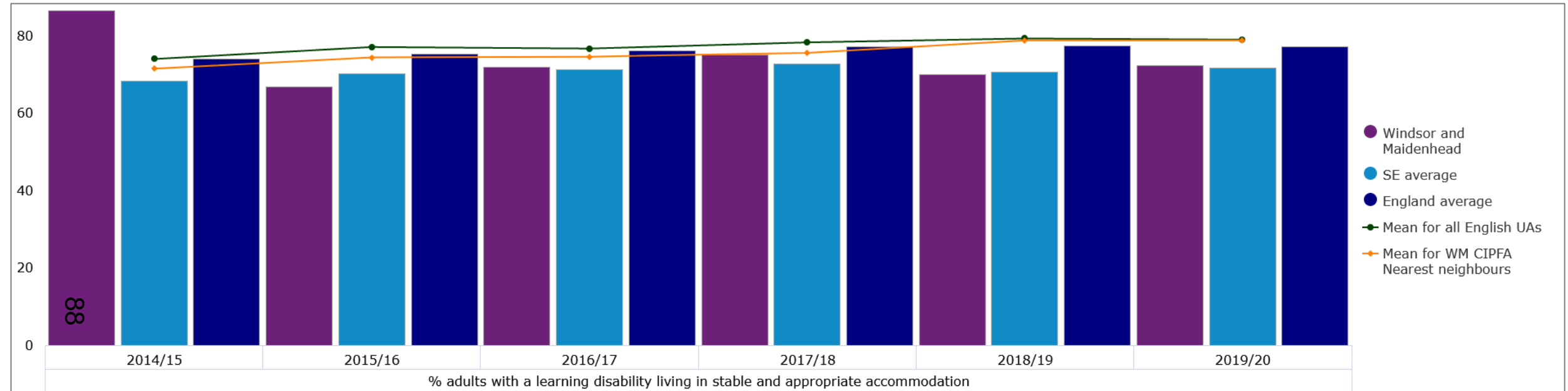
| Area Name | % older people still at home 91 days after discharge from hospital into reablement/rehabilitation services | | | | | |
|--------------------------------------|------------------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 81.9 | 82.7 | 82.5 | 82.9 | 82.4 | 82.0 |
| Mean for all English UAs | 83.1 | 82.5 | 81.4 | 82.8 | 81.2 | 78.6 |
| Mean for WM CIPFA Nearest neighbours | 81.5 | 82.0 | 83.5 | 82.4 | 83.8 | 81.9 |
| SE average | 79.4 | 81.1 | 80.1 | 82.2 | 79.6 | 76.9 |
| Windsor and Maidenhead | 75.8 | 77.6 | 76.6 | 74.8 | 81.8 | 90.2 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Adults with learning disability: Accommodation

% adults with a learning disability living in stable and appropriate accommodation



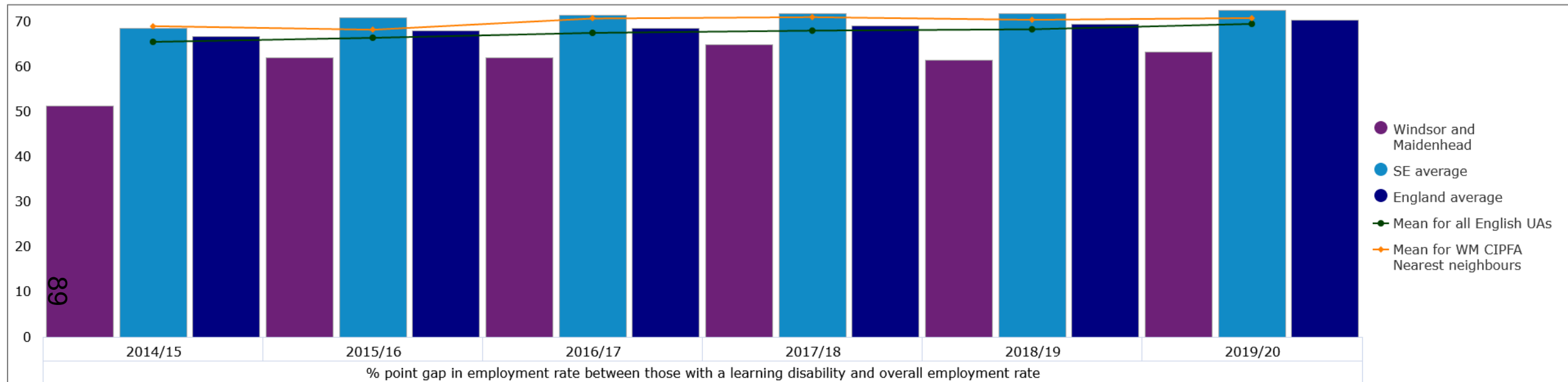
High is good. Source: NHS Digital (accessed 19.04.21)

| Area Name | % adults with a learning disability living in stable and appropriate accommodation | | | | | |
|--------------------------------------|------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 74.0 | 75.4 | 76.2 | 77.2 | 77.4 | 77.3 |
| Mean for all English UAs | 74.0 | 77.1 | 76.7 | 78.3 | 79.3 | 79.0 |
| Mean for WM CIPFA Nearest neighbours | 71.5 | 74.4 | 74.6 | 75.6 | 78.8 | 78.8 |
| SE average | 68.4 | 70.2 | 71.3 | 72.8 | 70.7 | 71.8 |
| Windsor and Maidenhead | 86.5 | 67.0 | 72.0 | 75.1 | 70.1 | 72.4 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

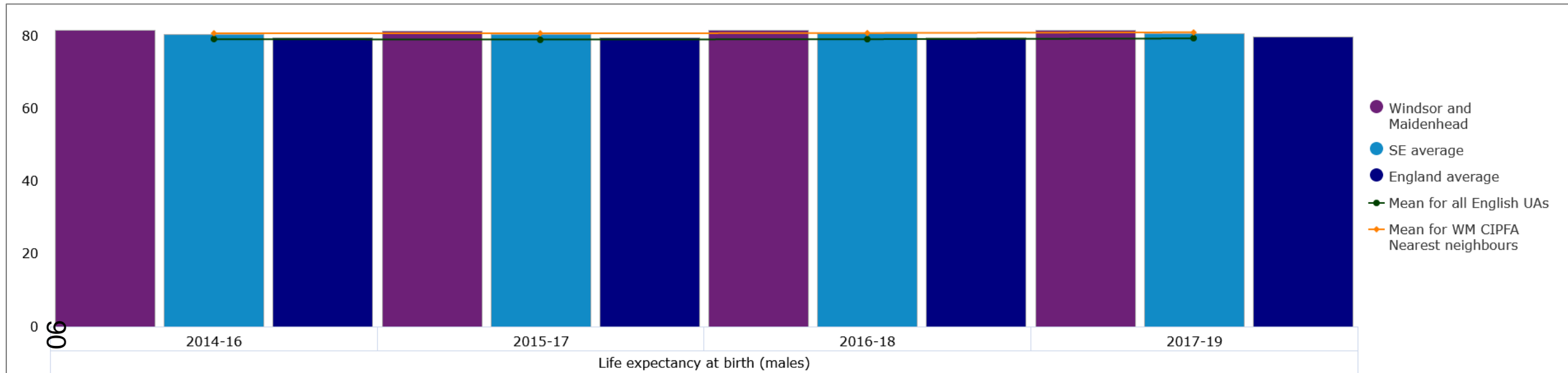
Learning disability: gap in employment rate



Low is good. Source: Public Health England (accessed 19.04.21)

| Area Name | % point gap in employment rate between those with a learning disability and overall employment rate | | | | | |
|--------------------------------------|-----------------------------------------------------------------------------------------------------|---------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 66.9 | 68.1 | 68.7 | 69.2 | 69.7 | 70.6 |
| Mean for all English UAs | 65.6 | 66.5 | 67.6 | 68.1 | 68.4 | 69.6 |
| Mean for WM CIPFA Nearest neighbours | 69.1 | 68.3 | 70.8 | 71.1 | 70.5 | 70.9 |
| SE average | 68.7 | 71.0 | 71.6 | 72.0 | 72.0 | 72.7 |
| Windsor and Maidenhead | 51.4 | 62.1 | 62.2 | 65.0 | 61.7 | 63.4 |

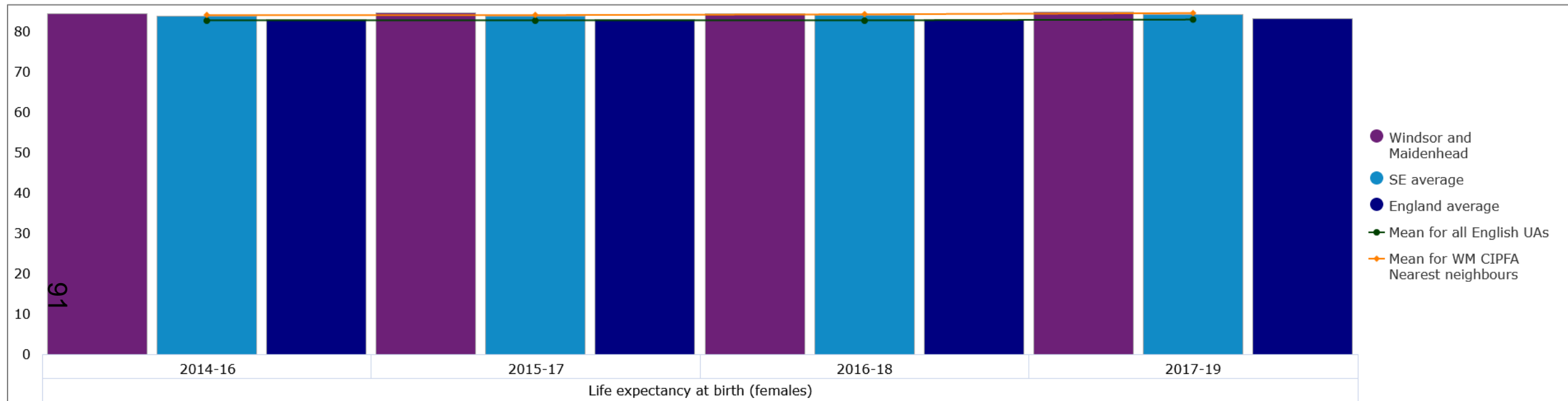
Life expectancy at birth (Males)



High is good. Source: ONS (accessed 19.04.21)

| Area Name | Life expectancy at birth (males) | | | |
|--------------------------------------|----------------------------------|---------|---------|---------|
| | 2014-16 | 2015-17 | 2016-18 | 2017-19 |
| England average | 79.5 | 79.6 | 79.6 | 79.8 |
| Mean for all English UAs | 79.1 | 79.0 | 79.1 | 79.3 |
| Mean for WM CIPFA Nearest neighbours | 80.7 | 80.7 | 80.8 | 81.0 |
| SE average | 80.6 | 80.6 | 80.7 | 80.8 |
| Windsor and Maidenhead | 81.6 | 81.5 | 81.7 | 81.7 |

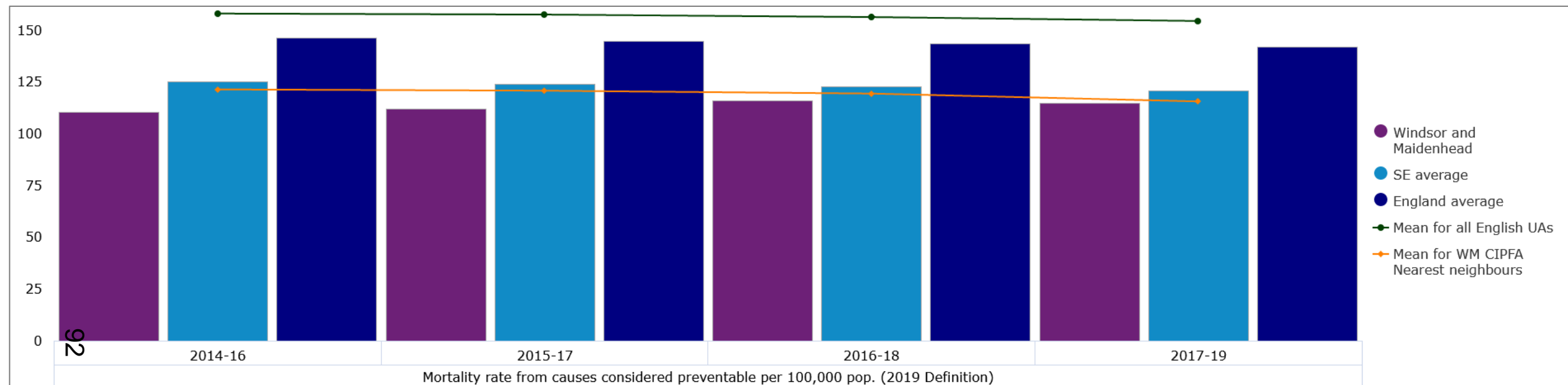
Life expectancy at birth (Females)



High is good. Source: ONS (accessed 19.04.21)

| Area Name | Life expectancy at birth (females) | | | | |
|--------------------------------------|------------------------------------|---------|---------|---------|-------|
| | 2014-16 | 2015-17 | 2016-18 | 2017-19 | |
| England average | | 83.10 | 83.10 | 83.20 | 83.40 |
| Mean for all English UAs | | 82.80 | 82.80 | 82.80 | 83.00 |
| Mean for WM CIPFA Nearest neighbours | | 84.10 | 84.10 | 84.30 | 84.60 |
| SE average | | 84.00 | 84.00 | 84.10 | 84.30 |
| Windsor and Maidenhead | | 84.60 | 84.70 | 84.60 | 85.00 |

Mortality rate from causes considered preventable per 100,000 pop. (2019 definition)



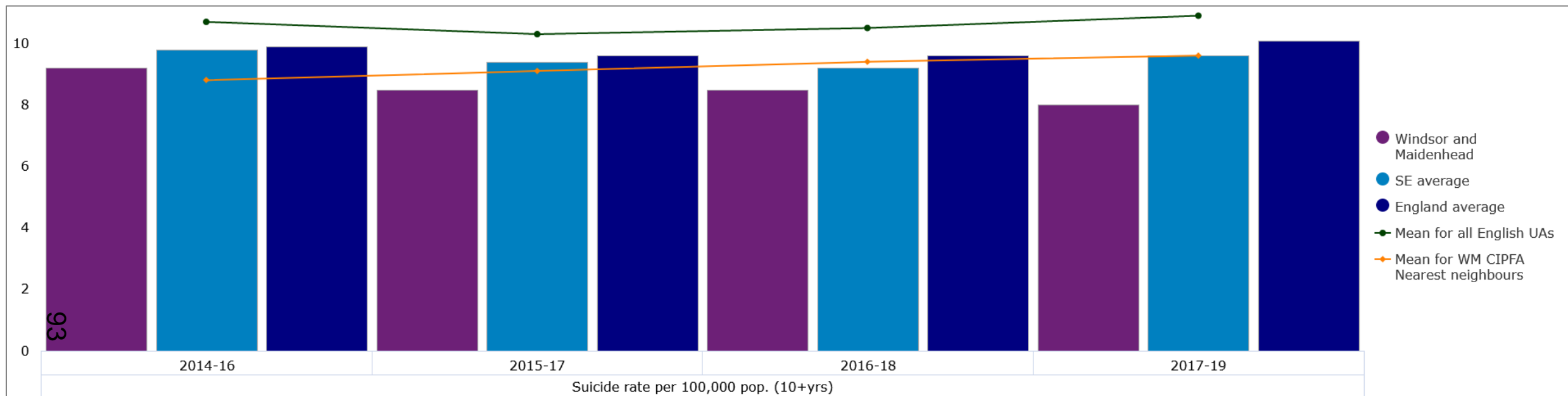
Low is good. Source: Public Health England (accessed 19.04.21)

| Area Name | Mortality rate from causes considered preventable per 100,000 pop. (2019 Definition) | | | |
|--------------------------------------|--------------------------------------------------------------------------------------|---------|---------|---------|
| | 2014-16 | 2015-17 | 2016-18 | 2017-19 |
| England average | 146.7 | 145.0 | 143.9 | 142.2 |
| Mean for all English UAs | 158.2 | 157.7 | 156.5 | 154.6 |
| Mean for WM CIPFA Nearest neighbours | 121.5 | 120.9 | 119.5 | 115.7 |
| SE average | 125.4 | 124.3 | 122.8 | 120.9 |
| Windsor and Maidenhead | 110.5 | 112.4 | 116.3 | 115.1 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Suicide rate per 100,000 pop.

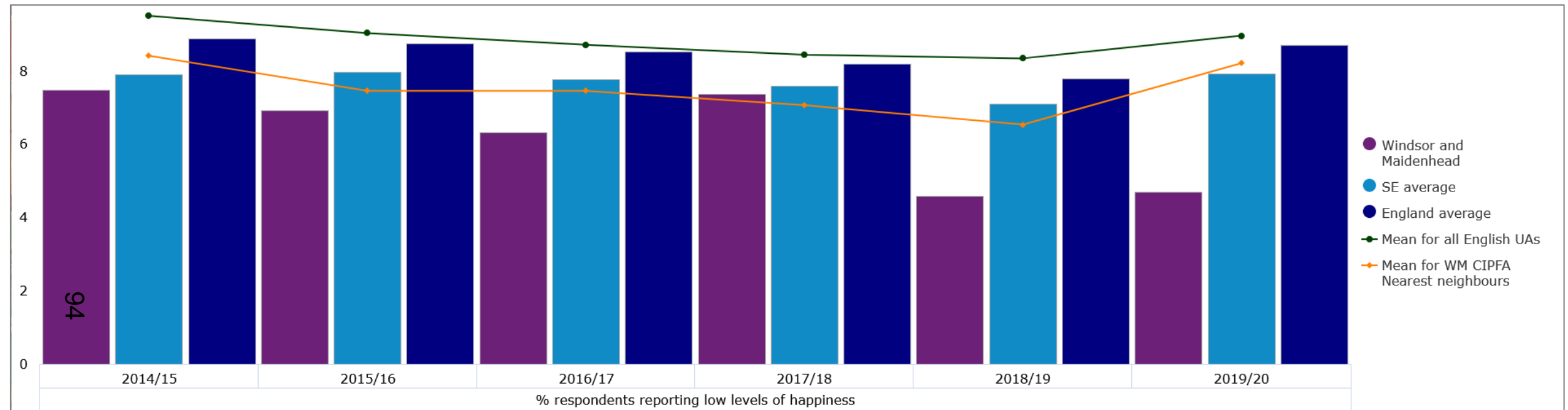


Low is good. Source: Public Health England (accessed 19.04.21)

| Area Name | Suicide rate per 100,000 pop. (10+yrs) | | | |
|--------------------------------------|----------------------------------------|---------|---------|---------|
| | 2014-16 | 2015-17 | 2016-18 | 2017-19 |
| England average | 9.9 | 9.6 | 9.6 | 10.1 |
| Mean for all English UAs | 10.7 | 10.3 | 10.5 | 10.9 |
| Mean for WM CIPFA Nearest neighbours | 8.8 | 9.1 | 9.4 | 9.6 |
| SE average | 9.8 | 9.4 | 9.2 | 9.6 |
| Windsor and Maidenhead | 9.2 | 8.5 | 8.5 | 8.0 |

Reported low levels of happiness

% respondents reporting low levels of happiness



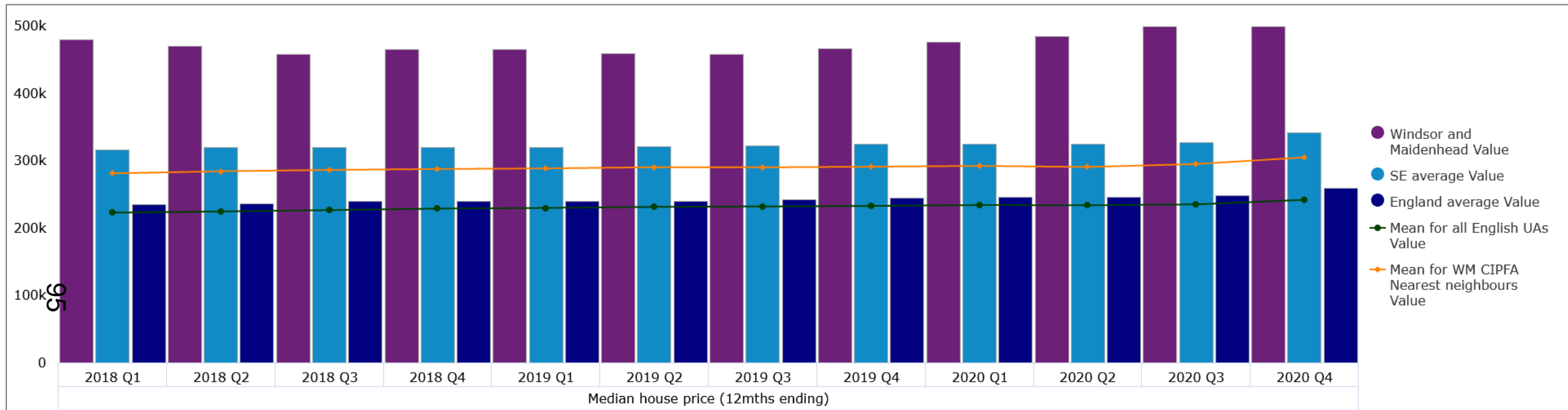
Low is good. Source: ONS (accessed 19.04.21)

| Area Name | % respondents reporting low levels of happiness | | | | | |
|--------------------------------------|-------------------------------------------------|---------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 8.90 | 8.75 | 8.54 | 8.21 | 7.81 | 8.72 |
| Mean for all English UAs | 9.51 | 9.04 | 8.72 | 8.45 | 8.35 | 8.97 |
| Mean for WM CIPFA Nearest neighbours | 8.42 | 7.46 | 7.46 | 7.07 | 6.54 | 8.22 |
| SE average | 7.91 | 7.99 | 7.77 | 7.61 | 7.10 | 7.94 |
| Windsor and Maidenhead | 7.49 | 6.94 | 6.34 | 7.37 | 4.60 | 4.70 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21

Median house price (12 months ending)



No polarity. Source: ONS (accessed 19.07.21)

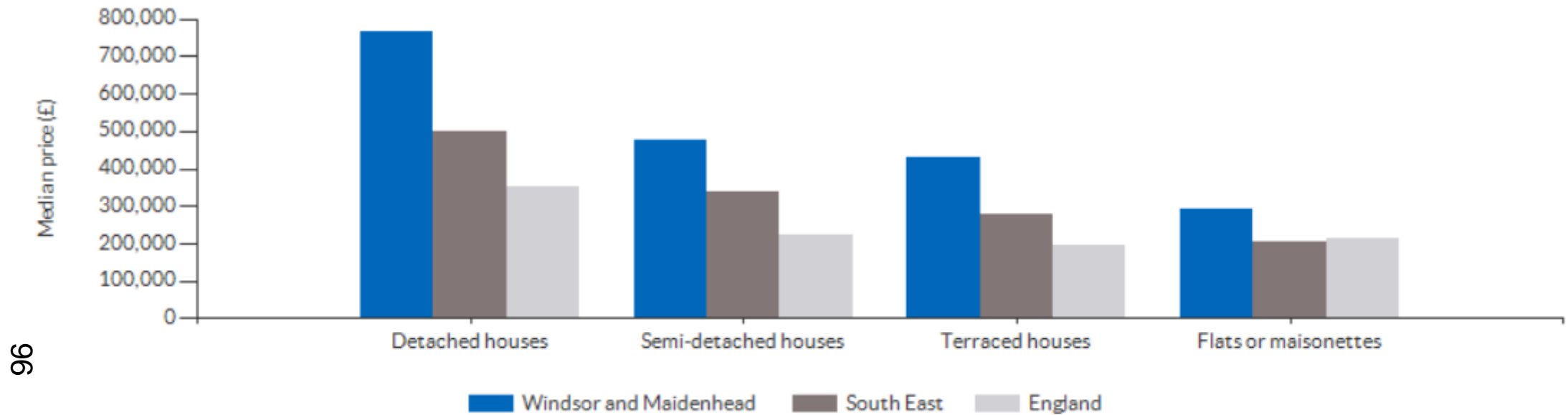
| Area Name | Median house price (12mths ending) | | | | | | | | | | | |
|--------------------------------------|------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 235,000 | 237,000 | 239,950 | 240,000 | 240,000 | 240,000 | 242,000 | 245,000 | 246,000 | 246,000 | 249,000 | 259,000 |
| Mean for all English UAs | 222,635 | 224,451 | 226,406 | 228,656 | 229,700 | 231,196 | 231,874 | 232,650 | 233,957 | 233,609 | 234,930 | 241,726 |
| Mean for WM CIPFA Nearest neighbours | 280,993 | 284,165 | 286,099 | 287,533 | 288,333 | 290,153 | 290,030 | 290,882 | 292,116 | 290,467 | 294,908 | 304,680 |
| SE average | 317,000 | 320,000 | 320,000 | 320,000 | 320,000 | 321,250 | 323,000 | 325,000 | 325,000 | 325,000 | 327,500 | 342,000 |
| Windsor and Maidenhead | 480,000 | 470,000 | 458,200 | 465,000 | 465,000 | 460,000 | 458,750 | 467,000 | 476,500 | 485,000 | 499,475 | 500,000 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.07.21

Median price of a property by type

Median price of a property by type



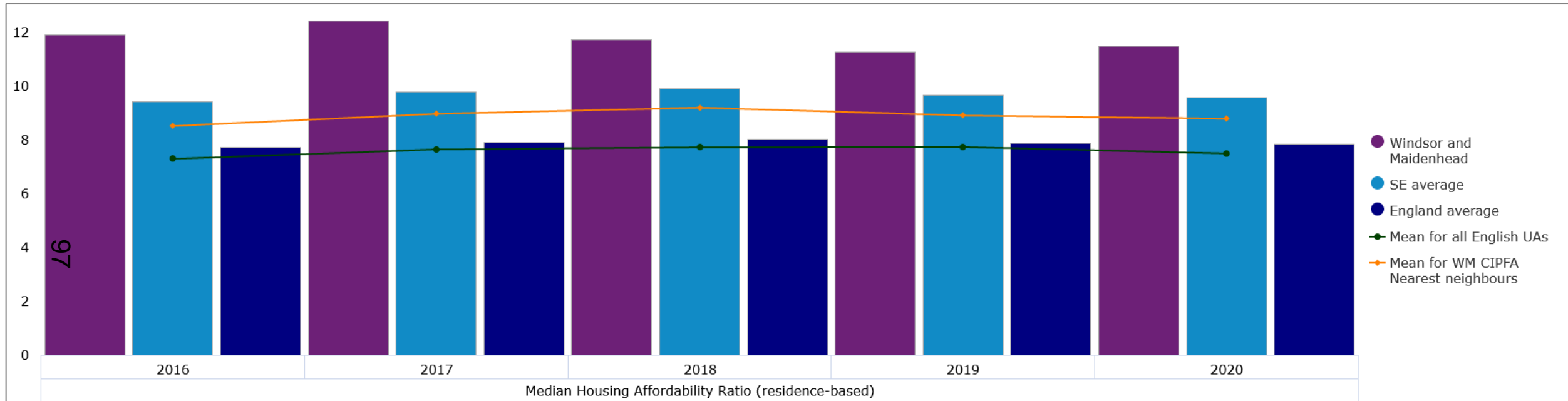
Date: Oct 2019 - Sep 2020 Source: ONS



| | Windsor and Maidenhead | South East | England |
|--------------------------|------------------------|------------|---------|
| Detached houses (£) | 764,000 | 500,000 | 350,000 |
| Semi-detached houses (£) | 476,000 | 339,950 | 223,000 |
| Terraced houses (£) | 429,000 | 279,950 | 195,000 |
| Flats or maisonettes (£) | 294,000 | 205,000 | 216,000 |

Housing affordability (residence-based) ratio

RBWM has a very high housing affordability ratio, meaning housing is unaffordable to lower income residents.

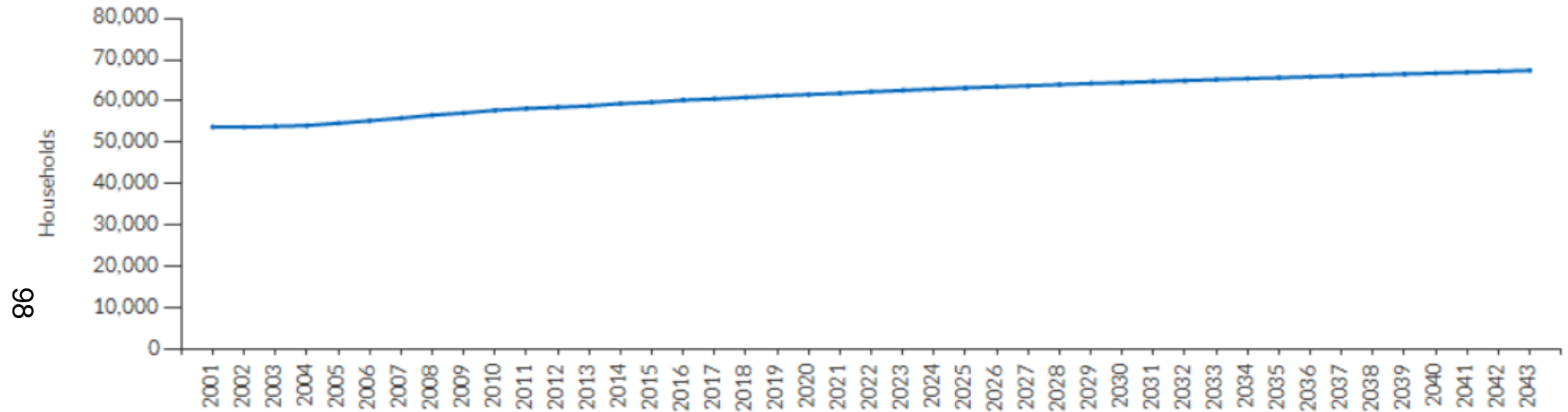


No polarity. Source: ONS (accessed 19.07.21)

| Area Name | Median Housing Affordability Ratio (residence-based) | | | | |
|--------------------------------------|------------------------------------------------------|-------|-------|-------|-------|
| | 2016 | 2017 | 2018 | 2019 | 2020 |
| England average | 7.72 | 7.91 | 8.04 | 7.88 | 7.84 |
| Mean for all English UAs | 7.29 | 7.64 | 7.72 | 7.73 | 7.49 |
| Mean for WM CIPFA Nearest neighbours | 8.51 | 8.96 | 9.19 | 8.90 | 8.78 |
| SE average | 9.43 | 9.79 | 9.92 | 9.67 | 9.57 |
| Windsor and Maidenhead | 11.90 | 12.44 | 11.73 | 11.28 | 11.49 |

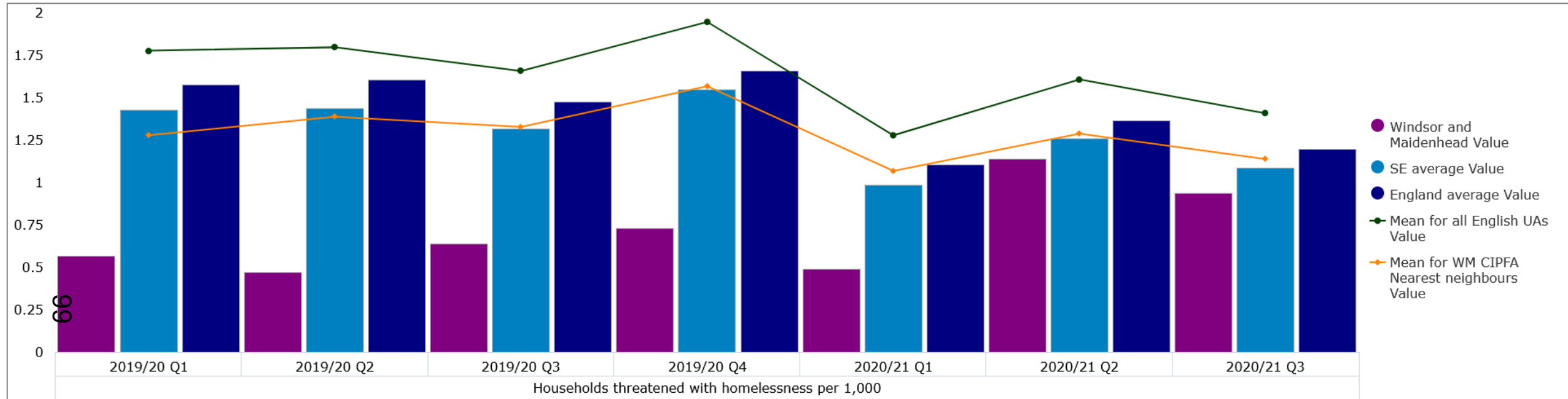
Projected number of households

Projected number of households



Source: ONS

Households assessed as threatened with homelessness per thousand



No polarity. Source: Ministry of Housing, Communities and Local Government (accessed 19.07.21)

| Area Name | Households threatened with homelessness per 1,000 | | | | | | |
|--------------------------------------|---------------------------------------------------|------------|------------|------------|------------|------------|------------|
| | 2019/20 Q1 | 2019/20 Q2 | 2019/20 Q3 | 2019/20 Q4 | 2020/21 Q1 | 2020/21 Q2 | 2020/21 Q3 |
| England average | 1.58 | 1.61 | 1.48 | 1.66 | 1.11 | 1.37 | 1.20 |
| Mean for all English UAs | 1.78 | 1.80 | 1.66 | 1.95 | 1.28 | 1.61 | 1.41 |
| Mean for WM CIPFA Nearest neighbours | 1.28 | 1.39 | 1.33 | 1.57 | 1.07 | 1.29 | 1.14 |
| SE average | 1.43 | 1.44 | 1.32 | 1.55 | 0.99 | 1.26 | 1.09 |
| Windsor and Maidenhead | 0.57 | 0.47 | 0.64 | 0.73 | 0.49 | 1.14 | 0.94 |

Section 2: Inspiring places

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Summary



81.4% economic activity rate
↓ SE (81.6%)
↑ England (79.5%)
(Dec-20, APS, ONS)



79.1% of economically active employed
↑ SE (78.3%) and England (75.7%)
101
(Dec-20, APS, ONS)

£35,938 median annual salary
for all workers
(exc self-employed)
↑ SE (£27,888) and England (£26,055)
(ONS, ASHE 2020)

58% of working population educated to NVQ4 level and above
↑ SE average (44.9%) and England (42.8%)
(Dec-20, APS, ONS)

29.4% of those employed work in professional occupations
↑ SE (23.8%) and England (22.9%)
(Dec-20, APS, ONS)

3.3% of economically active unemployed
↓ SE (3.9%) and England (4.6%)
(Dec-20, APS, ONS)

3,775 claimants (4.1% of population aged 16-64)
(May-21, ONS Claimant count)



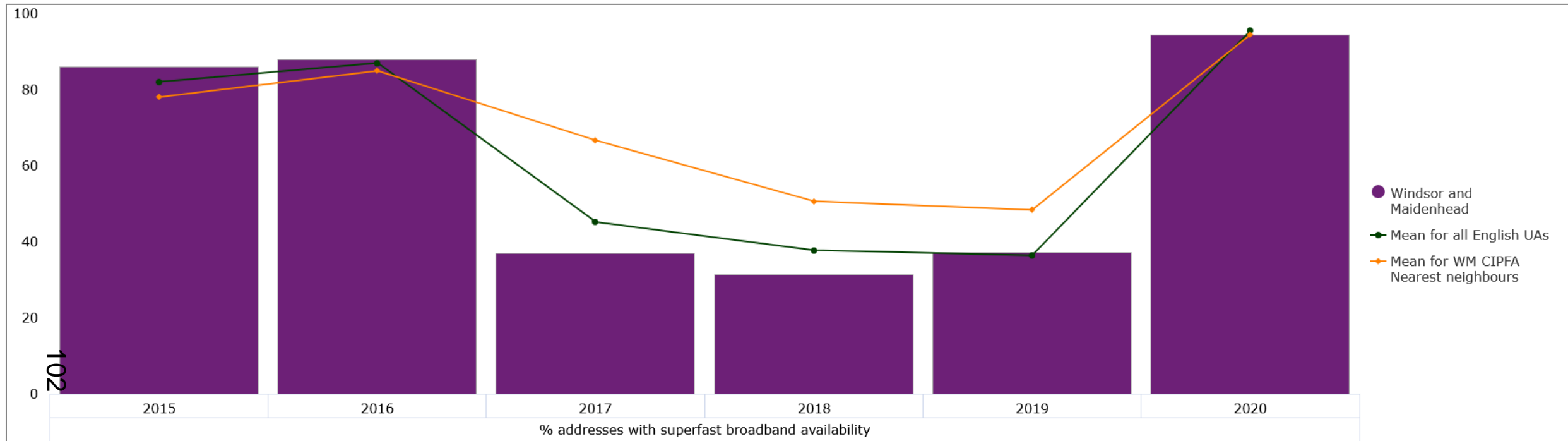
Highest proportion (**25.5%**) of local businesses are in the **professional, scientific and technical industry**
(2020, ONSIDBR)



94.4% of borough addresses with **available superfast broadband**
(2020, Ofcom)

70.46% of broadband connections that are **superfast**
(2020, Ofcom)

Available superfast broadband



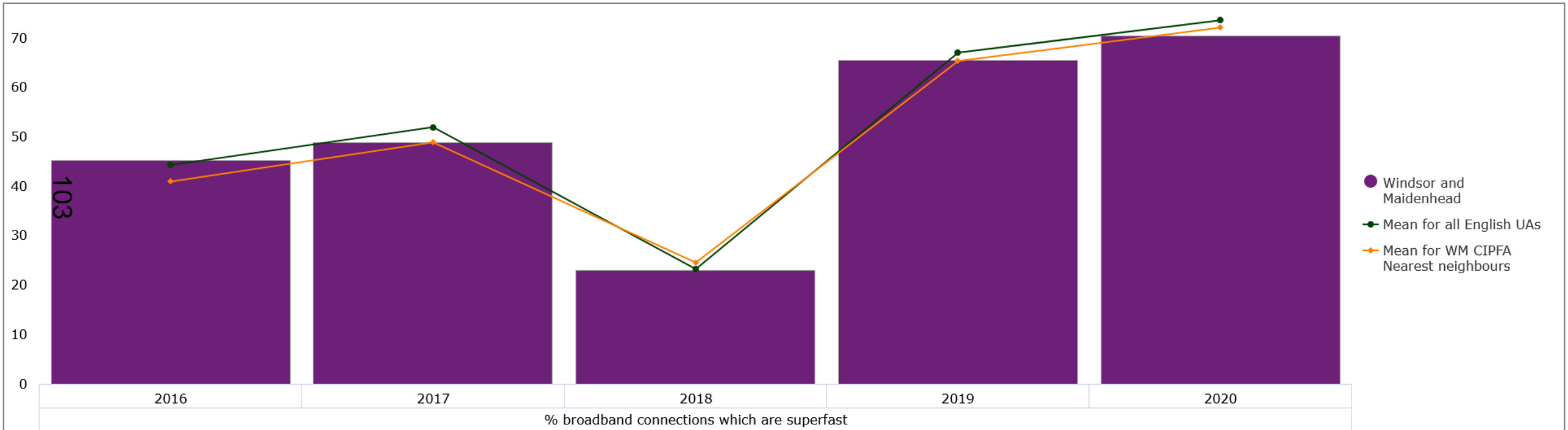
High is good. Source: Ofcom (accessed 19.04.21)

| Area Name | % addresses with superfast broadband availability | | | | | |
|--------------------------------------|---------------------------------------------------|-------|-------|-------|-------|-------|
| | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 |
| Mean for all English UAs | 82.06 | 87.02 | 45.20 | 37.74 | 36.43 | 95.49 |
| Mean for WM CIPFA Nearest neighbours | 78.07 | 84.93 | 66.67 | 50.65 | 48.37 | 94.47 |
| Windsor and Maidenhead | 86.00 | 88.00 | 37.00 | 31.50 | 37.30 | 94.40 |

Take up of broadband connections that are superfast

This chart shows take up of superfast connections. This is lower than availability, as it shows the properties which have installed superfast connections.

% broadband connections that are superfast



High is good. Source: Ofcom (accessed 09.07.21)

| Area Name | % broadband connections which are superfast | | | | |
|--------------------------------------|---------------------------------------------|-------|-------|-------|-------|
| | 2016 | 2017 | 2018 | 2019 | 2020 |
| Mean for all English UAs | 44.31 | 51.97 | 23.24 | 67.05 | 73.60 |
| Mean for WM CIPFA Nearest neighbours | 40.96 | 48.89 | 24.56 | 65.37 | 72.14 |
| Windsor and Maidenhead | 45.27 | 49.00 | 23.05 | 65.66 | 70.46 |

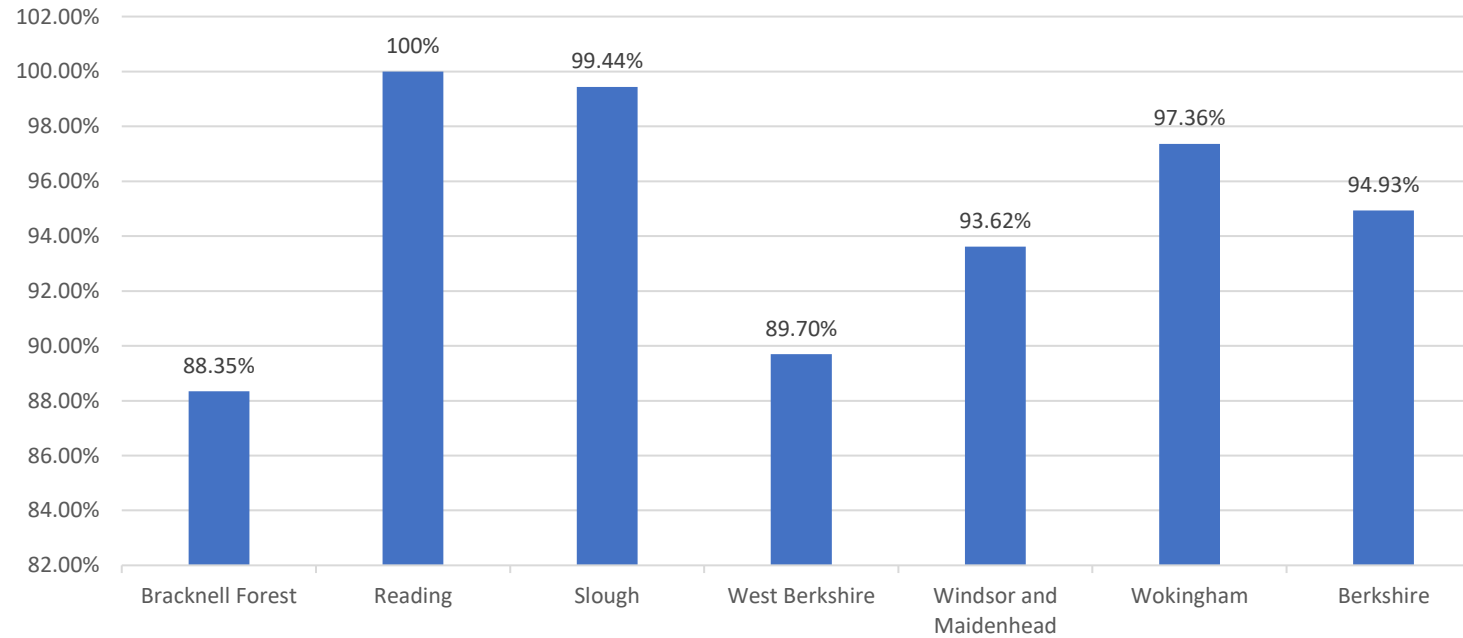
Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

4G coverage – ‘not spots’

4G Geographical outdoor coverage is at 93.62%, which is lower than the Berkshire average.

4G Geographical Outdoor Coverage



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■ Jun-21

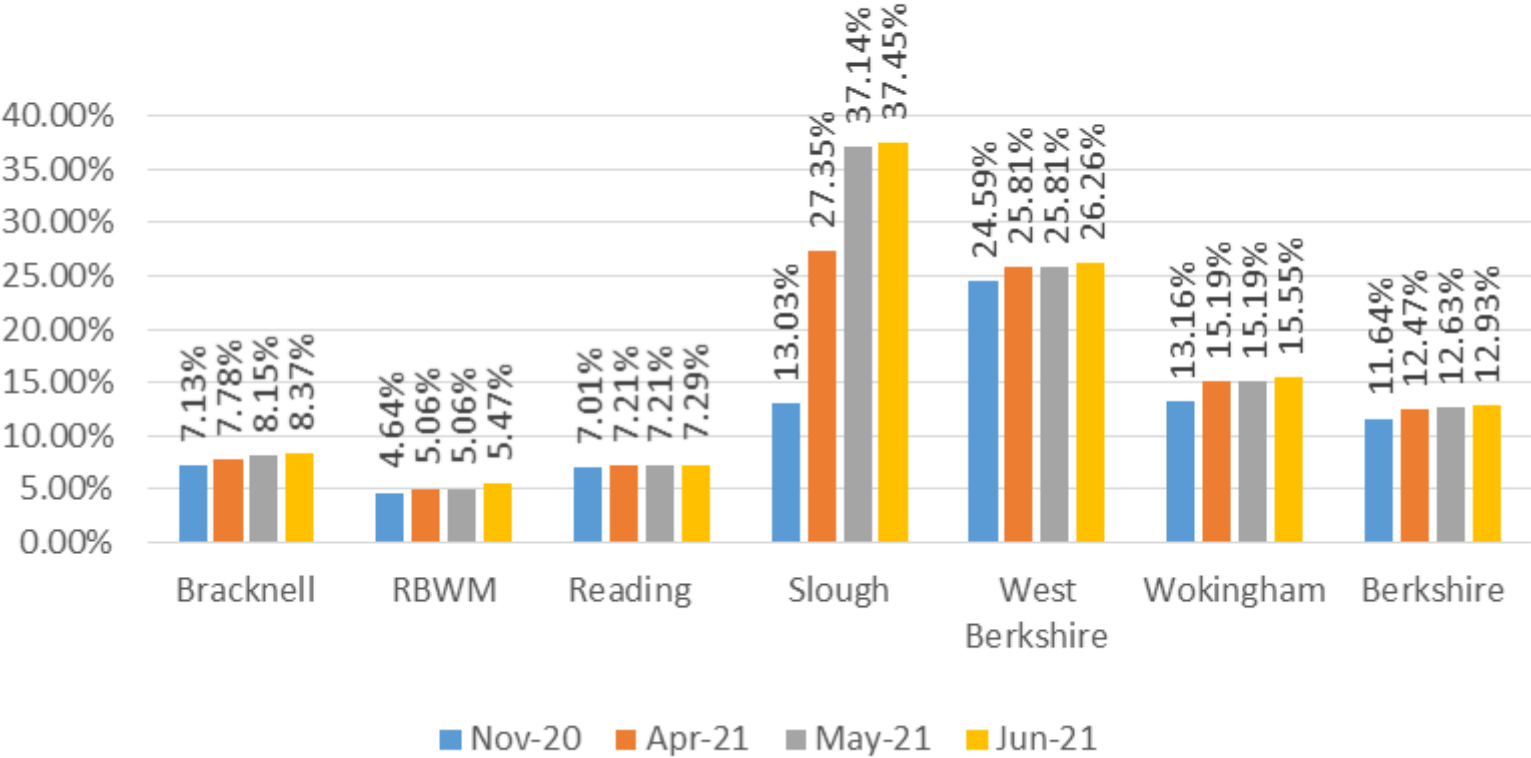
Source: <https://www.ofcom.org.uk/research-and-data/multi-sector-research/infrastructure-research/connected-nations-update-spring-2021>

Full fibre connections

This chart shows the percentage of premises in Berkshire connected to full fibre. RBWM is currently lowest at only 5.47%, in June 2021.

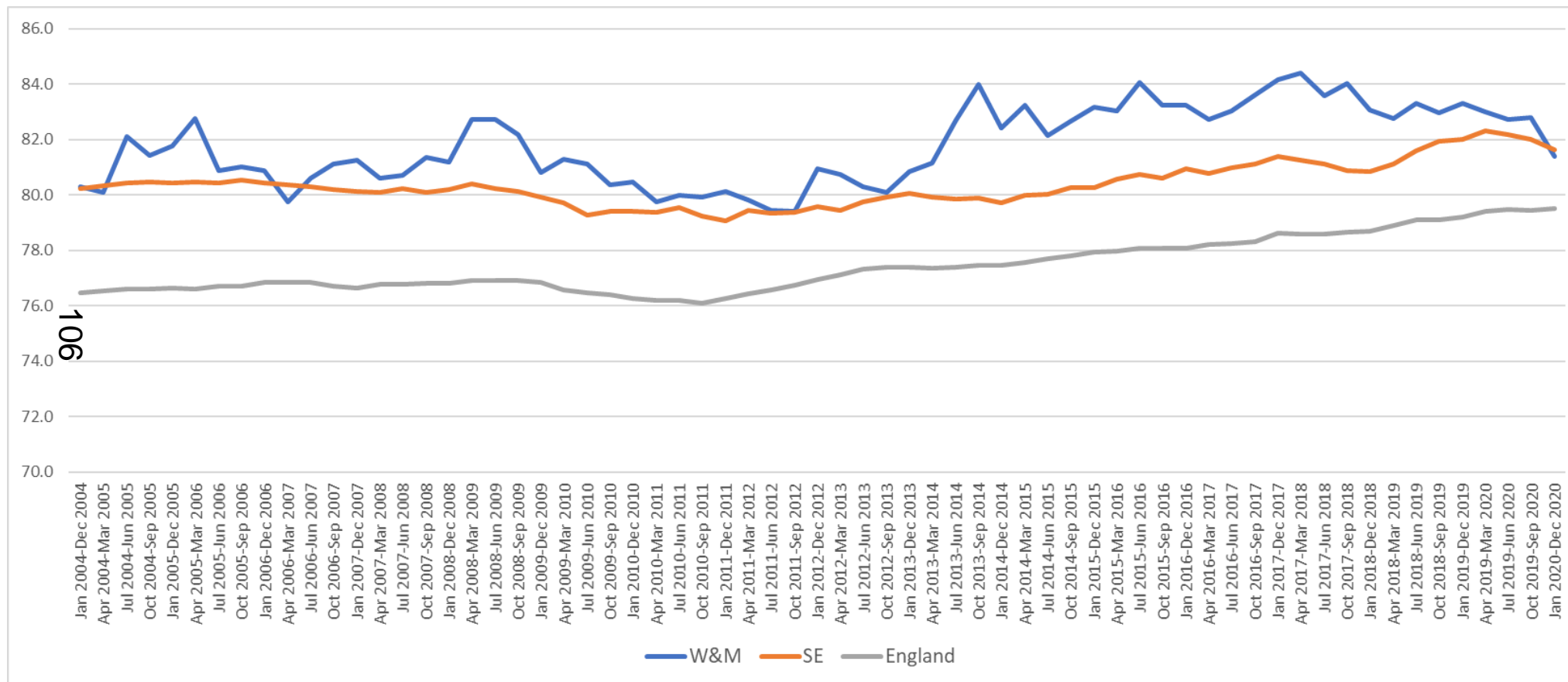
Full Fibre

105



Economic activity rate (aged 16-64yrs)

% economic activity rate (aged 16-64yrs)

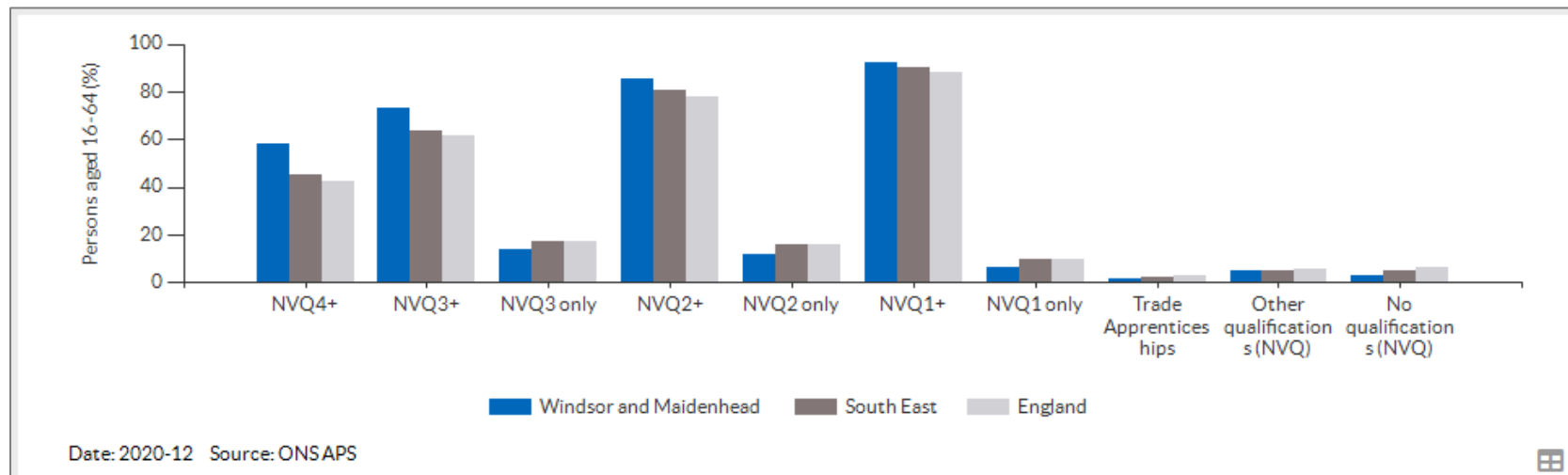


Sourced from: [Nomis](#)

Last reviewed/accessed: 19.07.21

Working population educated to NVQ4 level and above

% working population educated to NVQ4 level and above

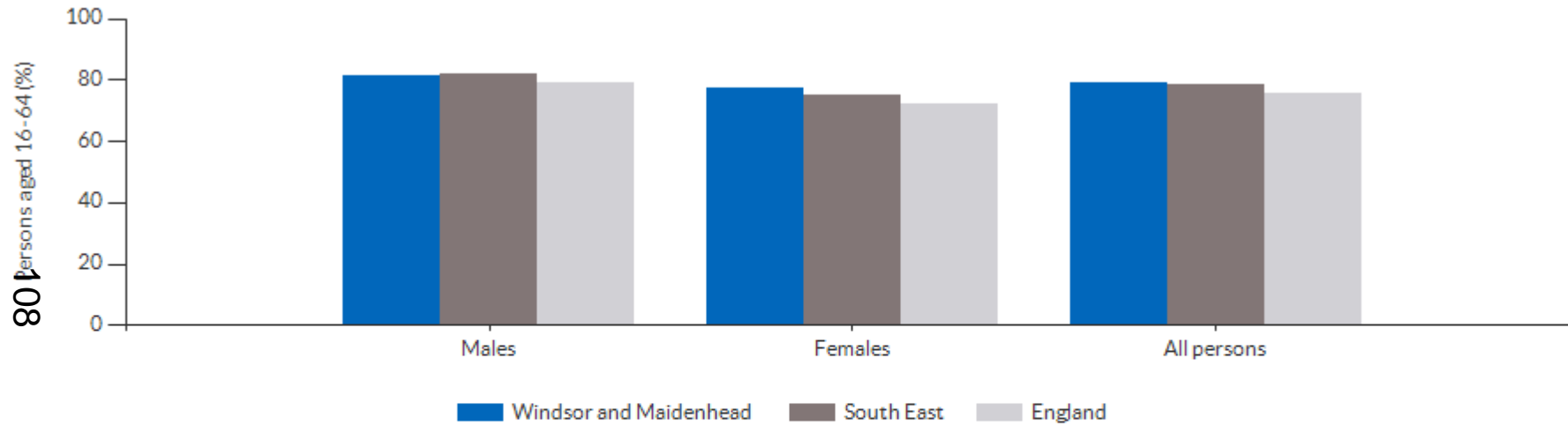


| | Windsor and Maidenhead | | South East | | England | |
|----------------------------|------------------------|------|------------|------|------------|------|
| | Count | % | Count | % | Count | % |
| NVQ4+ | 53,200 | 58 | 2,507,200 | 44.9 | 14,904,600 | 42.8 |
| NVQ3+ | 66,800 | 72.9 | 3,543,400 | 63.5 | 21,350,400 | 61.3 |
| NVQ3 only | 12,900 | 14 | 968,400 | 17.4 | 5,980,100 | 17.2 |
| NVQ2+ | 78,500 | 85.7 | 4,495,300 | 80.6 | 27,262,700 | 78.2 |
| NVQ2 only | 11,000 | 12 | 884,000 | 15.8 | 5,446,700 | 15.6 |
| NVQ1+ | 84,500 | 92.2 | 5,039,300 | 90.3 | 30,727,100 | 88.2 |
| NVQ1 only | 6,000 | 6.5 | 544,000 | 9.8 | 3,464,400 | 9.9 |
| Trade Apprenticeships | 1,500 | 1.6 | 135,700 | 2.4 | 931,300 | 2.7 |
| Other qualifications (NVQ) | 4,500 | 4.9 | 267,500 | 4.8 | 1,976,400 | 5.7 |
| No qualifications (NVQ) | 2,600 | 2.8 | 271,800 | 4.9 | 2,149,000 | 6.2 |

Employment levels

% economically active population in employment (aged 16-64yrs)

Employment rate



Date: 2020-12 Source: ONSAPS



| | Windsor and Maidenhead | | South East | | England | |
|------------------------|------------------------|------|------------|------|------------|------|
| | Count | % | Count | % | Count | % |
| Males aged 16-64 | 35,600 | 81.4 | 2,273,800 | 81.8 | 13,780,400 | 79.1 |
| Females aged 16-64 | 36,900 | 77.1 | 2,104,900 | 74.9 | 12,663,800 | 72.3 |
| All persons aged 16-64 | 72,500 | 79.1 | 4,378,700 | 78.3 | 26,444,200 | 75.7 |

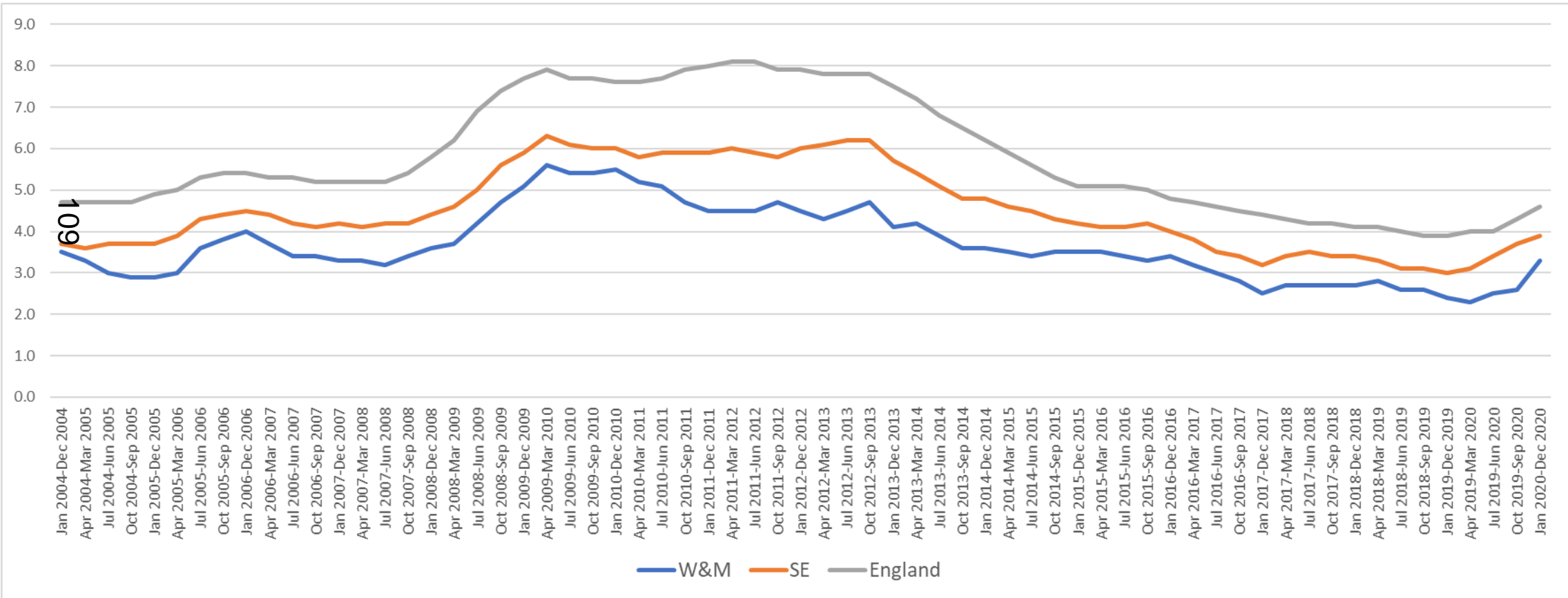
Sourced from: [Berkshire Observatory](#)

Last reviewed/accessed: 19.04.21

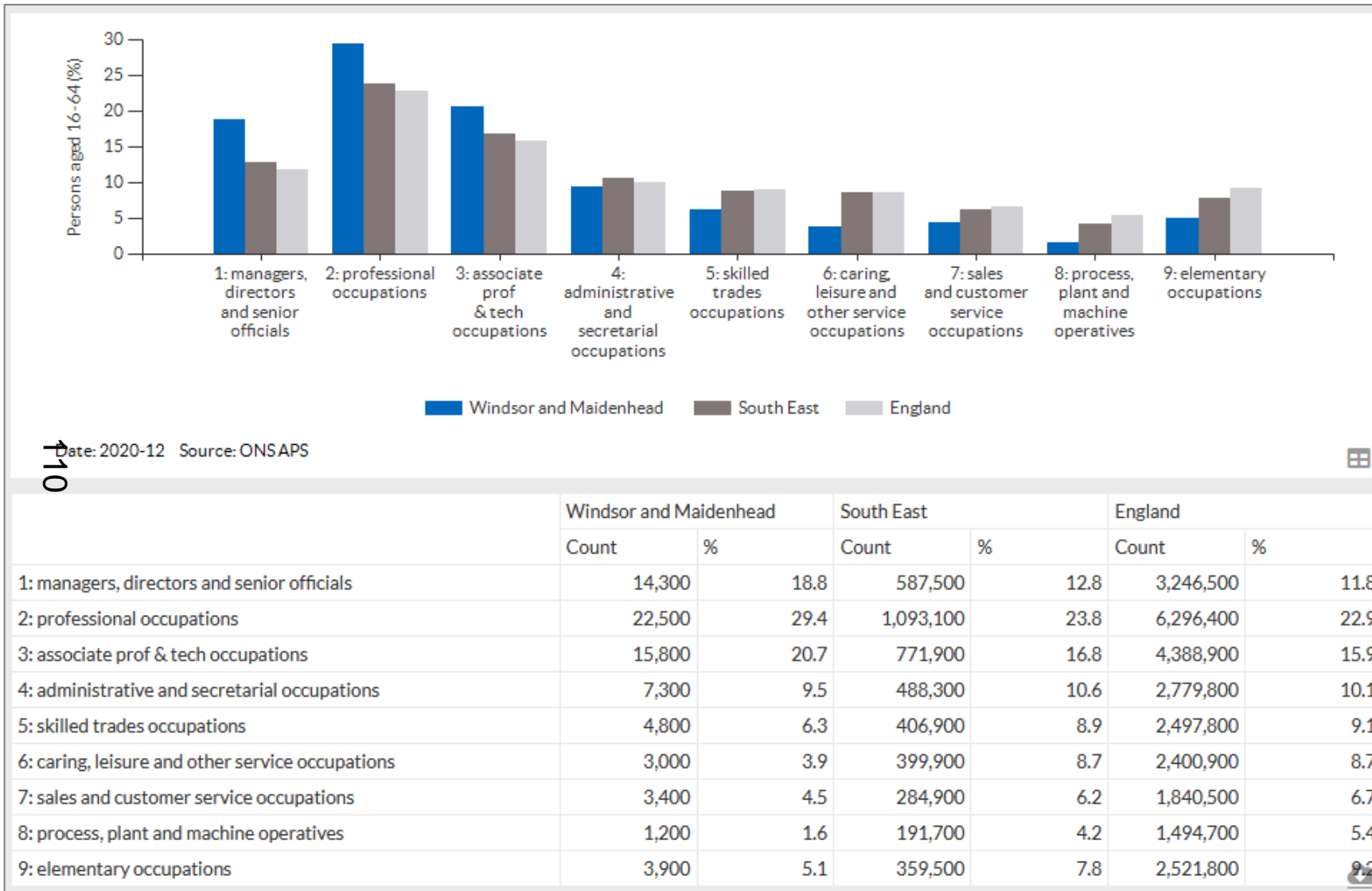
Economically active unemployed (16-64yrs)

After falling for the past decade, unemployment rates have increased recently (in RBWM, SE and England) following the COVID pandemic.

% economically active unemployed (aged 16-64yrs)



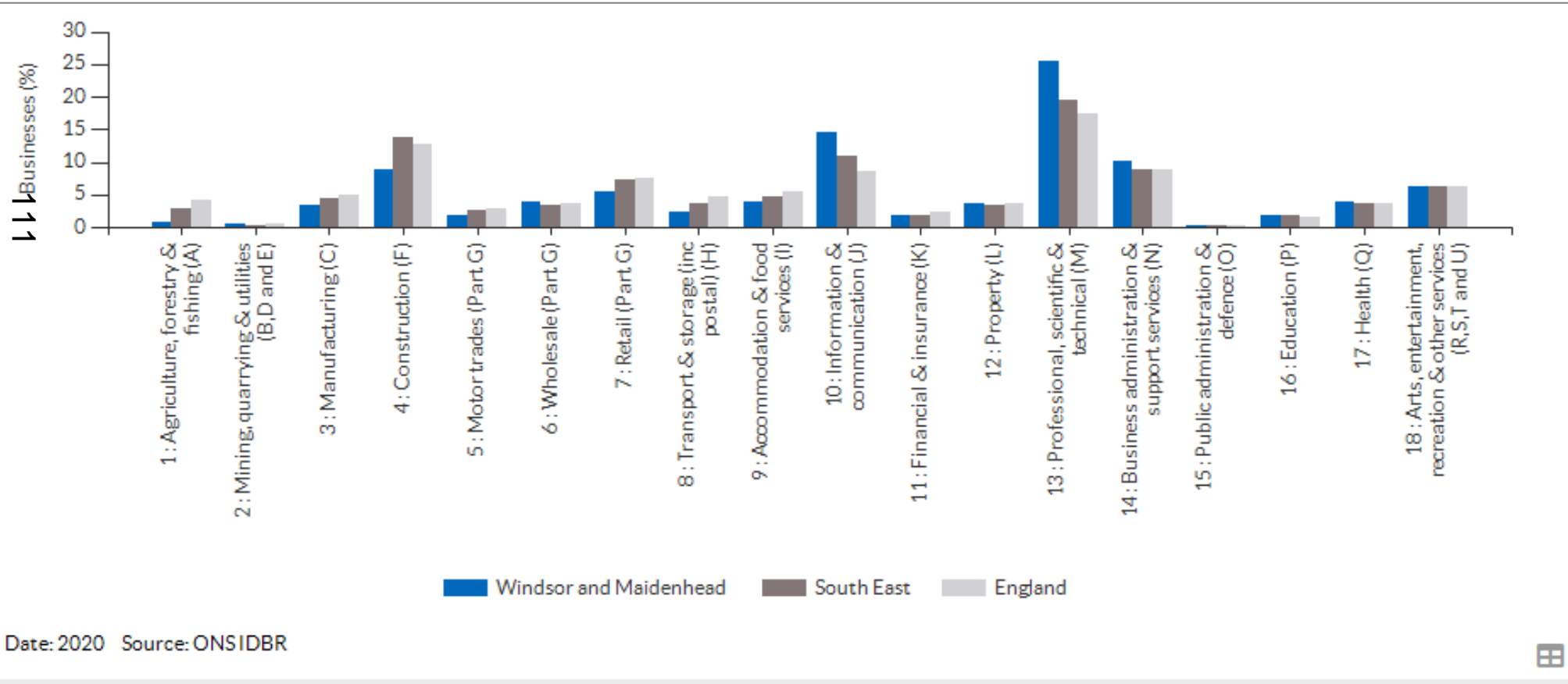
Occupation types



This chart shows the breakdown of different occupation types, compared to the SE and England averages. RBWM has higher proportions of residents in managerial and professional roles.

Businesses by industry

Businesses by industry



Community safety: Summary



50.8 per 1,000 pop.
victim-based
offences recorded

↓ *SE average (59.57) and*
England average (66.12)
(Dec-20, ONS)



1.89 per 1,000 pop.
bicycle theft offences
recorded

↑ *SE average (1.23) and*
England average (1.34)
(Dec-20, ONS)



3.25 per 1,000 pop.
residential
burglary offences
recorded

↑ *SE average (2.70)*
↓ *England average (3.69)*
(Dec-20, ONS)



6.00 per 1,000 pop.
criminal damage and
arson offences recorded

↓ *SE average (9.57)*
↓ *England average (8.23)*
(Dec-20, ONS)



3.75 per 1,000 pop.
drug offences
recorded

↑ *SE average (2.80) and*
England average (3.36)
(Dec-20, ONS)



6.76 per 1,000 pop.
vehicle offences
recorded

↑ *SE average (4.94) and*
England average (6.36)
(Dec-20, ONS)



22.61 per 1,000 pop.
theft offences
recorded

↑ *SE average (20.28)*
↓ *England average (24.50)*
(Dec-20, ONS)

Perceptions of Safety and experience of crime, by gender

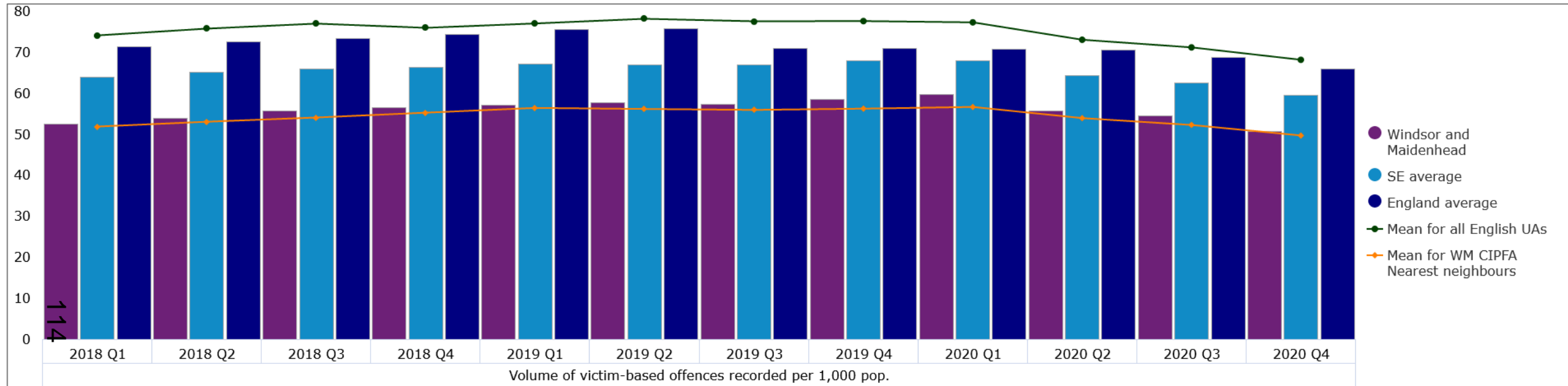
Perceptions: This is national data, taken from the Office of National Statistics, (ONS, 2021) in the absence of data available at local level.

- **Two out of three women** aged 16 to 34 years experienced one form of harassment in the previous 12 months; with 44% of women aged 16 to 34 years having experienced catcalls, whistles, unwanted sexual comments or jokes, and 29% having felt like they were being followed.
- **Four out of five women** and two out of five men felt unsafe walking alone after dark in a park or other open space.
- **One in two women** and one in seven men felt unsafe walking alone after dark in a quiet street near their home.
- **One in two women** and one in five men felt unsafe walking alone after dark in a busy public place.

Experiences: This is national data, taken from Ministry of Justice data on Women and the Criminal Justice System.

- **Males maintain higher risk of personal crime than females.** In 2019/20, 3.9% of males were victim to personal crime, compared to 3.4% of females. Overall personal crime rates continue to decrease from 2015/16.
- **The proportion of females experiencing domestic abuse in 2019/20 was 7.3%**, double that of males (3.6%).
- **In 2018/19, 671 homicides took place; 64% of victims were male and 36% were female.**
- In homicides where the principal suspect was known to the victim, 67% of cases with female victims suspected the partner/ex-partner.

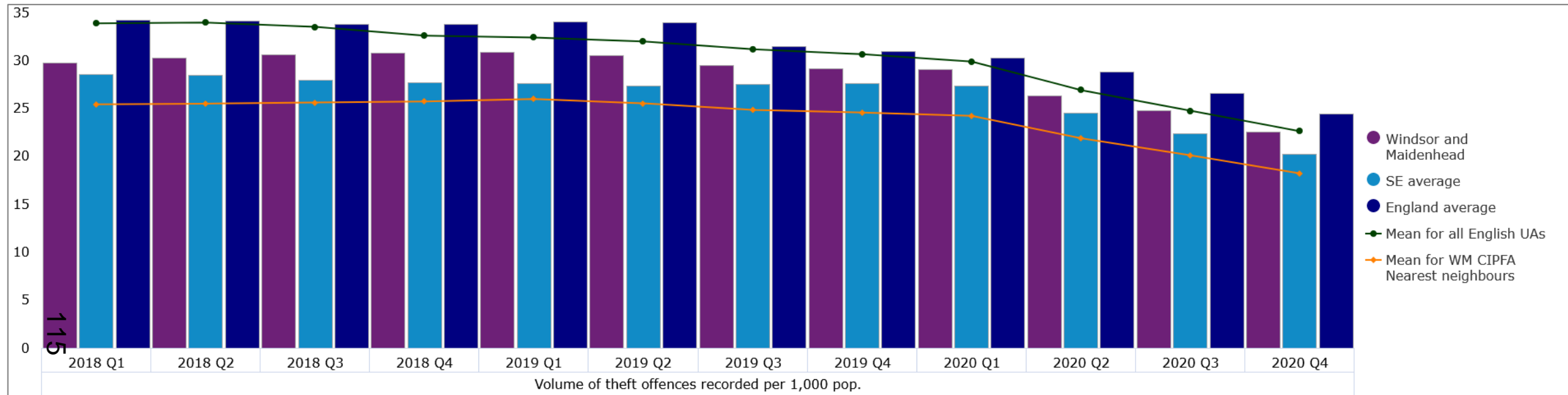
Volume of victim-based offences recorded per 1,000 pop. (12 months ending)



Low is good. Source: ONS (accessed 19.04.21)

| Area Name | Volume of victim-based offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|---------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 71.58 | 72.72 | 73.43 | 74.44 | 75.79 | 75.97 | 71.20 | 71.15 | 70.82 | 70.64 | 68.81 | 66.12 |
| Mean for all English UAs | 74.18 | 75.84 | 77.06 | 76.03 | 77.10 | 78.24 | 77.63 | 77.68 | 77.37 | 73.12 | 71.25 | 68.22 |
| Mean for WM CIPFA Nearest neighbours | 51.92 | 53.10 | 54.13 | 55.31 | 56.47 | 56.21 | 55.99 | 56.29 | 56.71 | 53.98 | 52.30 | 49.73 |
| SE average | 64.14 | 65.35 | 66.08 | 66.46 | 67.33 | 67.01 | 67.16 | 68.07 | 68.13 | 64.42 | 62.76 | 59.57 |
| Windsor and Maidenhead | 52.69 | 54.08 | 55.78 | 56.55 | 57.27 | 57.94 | 57.44 | 58.75 | 59.78 | 55.88 | 54.66 | 50.80 |

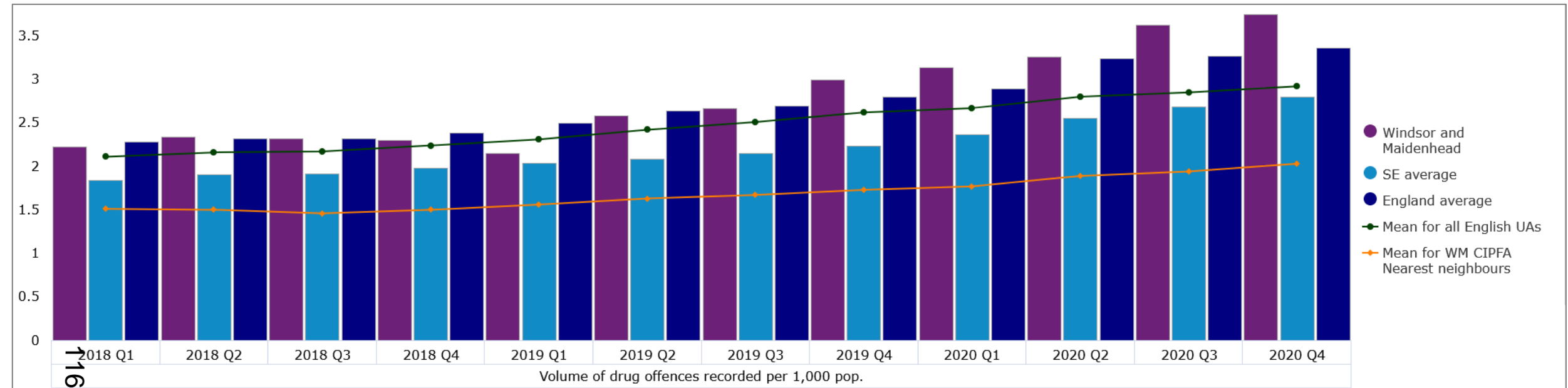
Volume of theft offences recorded per 1,000 pop. (12 months ending)



Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of theft offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|--------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 34.25 | 34.17 | 33.83 | 33.83 | 34.09 | 33.95 | 31.50 | 30.98 | 30.30 | 28.85 | 26.63 | 24.50 |
| Mean for all English UAs | 33.88 | 33.96 | 33.51 | 32.60 | 32.41 | 31.99 | 31.17 | 30.66 | 29.89 | 26.91 | 24.76 | 22.62 |
| Mean for WM CIPFA Nearest neighbours | 25.43 | 25.50 | 25.61 | 25.72 | 25.98 | 25.53 | 24.85 | 24.57 | 24.23 | 21.89 | 20.10 | 18.21 |
| SE average | 28.54 | 28.47 | 28.01 | 27.73 | 27.67 | 27.36 | 27.51 | 27.66 | 27.38 | 24.57 | 22.41 | 20.28 |
| Windsor and Maidenhead | 29.82 | 30.27 | 30.63 | 30.84 | 30.86 | 30.58 | 29.49 | 29.14 | 29.08 | 26.33 | 24.78 | 22.61 |

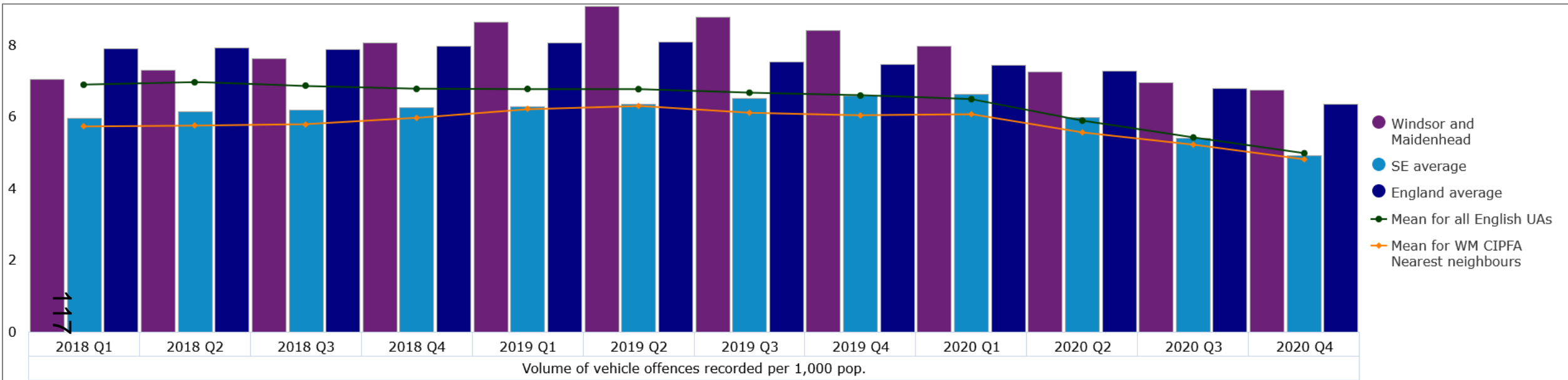
Volume of drug offences recorded per 1,000 pop. (12 months ending)



Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of drug offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|-------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 2.28 | 2.32 | 2.32 | 2.39 | 2.50 | 2.64 | 2.70 | 2.80 | 2.89 | 3.24 | 3.27 | 3.36 |
| Mean for all English UAs | 2.11 | 2.16 | 2.17 | 2.24 | 2.31 | 2.42 | 2.51 | 2.62 | 2.67 | 2.80 | 2.85 | 2.92 |
| Mean for WM CIPFA Nearest neighbours | 1.51 | 1.50 | 1.46 | 1.50 | 1.56 | 1.63 | 1.67 | 1.73 | 1.77 | 1.89 | 1.94 | 2.03 |
| SE average | 1.84 | 1.91 | 1.92 | 1.98 | 2.04 | 2.09 | 2.15 | 2.24 | 2.37 | 2.56 | 2.69 | 2.80 |
| Windsor and Maidenhead | 2.23 | 2.34 | 2.32 | 2.30 | 2.15 | 2.58 | 2.67 | 3.00 | 3.14 | 3.26 | 3.63 | 3.75 |

Volume of vehicle offences recorded per 1,000 pop. (12 months ending)



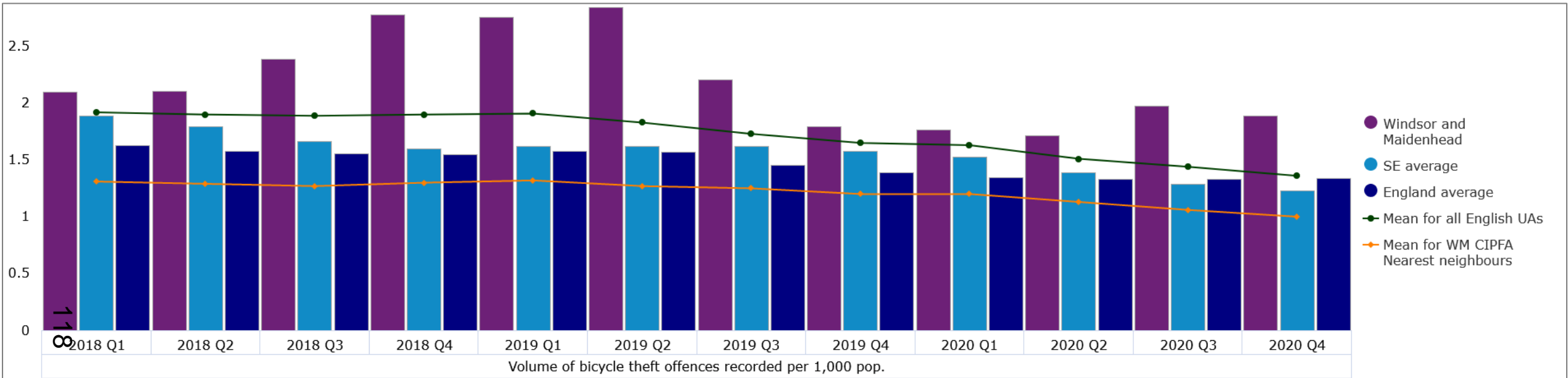
Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of vehicle offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|----------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 7.93 | 7.95 | 7.89 | 8.00 | 8.08 | 8.11 | 7.56 | 7.48 | 7.46 | 7.30 | 6.81 | 6.36 |
| Mean for all English UAs | 6.91 | 6.98 | 6.87 | 6.79 | 6.78 | 6.78 | 6.68 | 6.61 | 6.50 | 5.90 | 5.43 | 4.99 |
| Mean for WM CIPFA Nearest neighbours | 5.74 | 5.76 | 5.80 | 5.98 | 6.22 | 6.31 | 6.12 | 6.05 | 6.08 | 5.57 | 5.23 | 4.82 |
| SE average | 5.98 | 6.16 | 6.20 | 6.28 | 6.29 | 6.36 | 6.52 | 6.61 | 6.65 | 6.01 | 5.42 | 4.94 |
| Windsor and Maidenhead | 7.06 | 7.32 | 7.64 | 8.09 | 8.67 | 9.11 | 8.79 | 8.43 | 7.98 | 7.28 | 6.97 | 6.76 |

Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

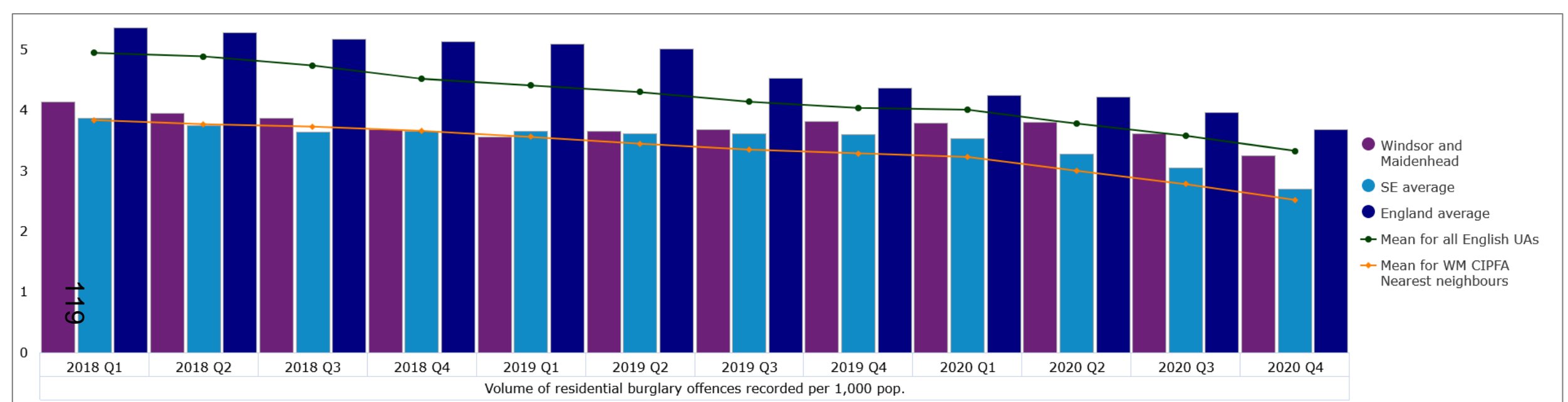
Volume of bicycle theft offences recorded per 1,000 pop. (12 months ending)



Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of bicycle theft offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|----------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 1.63 | 1.58 | 1.56 | 1.55 | 1.58 | 1.57 | 1.46 | 1.39 | 1.35 | 1.33 | 1.33 | 1.34 |
| Mean for all English UAs | 1.92 | 1.90 | 1.89 | 1.90 | 1.91 | 1.83 | 1.73 | 1.65 | 1.63 | 1.51 | 1.44 | 1.36 |
| Mean for WM CIPFA Nearest neighbours | 1.31 | 1.29 | 1.27 | 1.30 | 1.32 | 1.27 | 1.25 | 1.20 | 1.20 | 1.13 | 1.06 | 1.00 |
| SE average | 1.89 | 1.80 | 1.67 | 1.60 | 1.62 | 1.62 | 1.62 | 1.58 | 1.53 | 1.39 | 1.29 | 1.23 |
| Windsor and Maidenhead | 2.10 | 2.11 | 2.39 | 2.78 | 2.76 | 2.85 | 2.21 | 1.80 | 1.77 | 1.72 | 1.98 | 1.89 |

Volume of residential burglary offences recorded per 1,000 pop. (12 months ending)

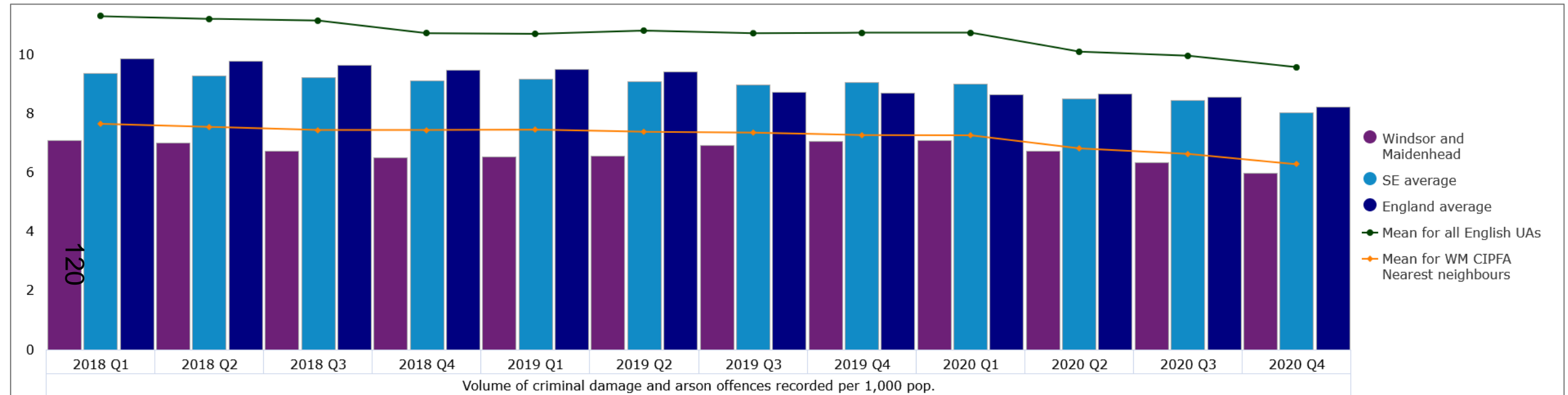


Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of residential burglary offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|-----------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 5.37 | 5.29 | 5.18 | 5.14 | 5.10 | 5.02 | 4.54 | 4.37 | 4.25 | 4.23 | 3.97 | 3.69 |
| Mean for all English UAs | 4.95 | 4.89 | 4.74 | 4.52 | 4.41 | 4.30 | 4.14 | 4.04 | 4.01 | 3.78 | 3.58 | 3.33 |
| Mean for WM CIPFA Nearest neighbours | 3.84 | 3.77 | 3.73 | 3.66 | 3.56 | 3.45 | 3.35 | 3.29 | 3.23 | 3.00 | 2.78 | 2.52 |
| SE average | 3.88 | 3.75 | 3.65 | 3.66 | 3.66 | 3.62 | 3.62 | 3.60 | 3.54 | 3.29 | 3.05 | 2.70 |
| Windsor and Maidenhead | 4.15 | 3.95 | 3.88 | 3.69 | 3.57 | 3.66 | 3.69 | 3.82 | 3.80 | 3.81 | 3.62 | 3.25 |

Volume of criminal damage offences recorded per 1,000 pop. (12 months ending)

Criminal damage offences have remained well below the SE and England average.




Low is good. Source: ONS (accessed 09.07.21)

| Area Name | Volume of criminal damage and arson offences recorded per 1,000 pop. | | | | | | | | | | | |
|--------------------------------------|----------------------------------------------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | 2018 Q1 | 2018 Q2 | 2018 Q3 | 2018 Q4 | 2019 Q1 | 2019 Q2 | 2019 Q3 | 2019 Q4 | 2020 Q1 | 2020 Q2 | 2020 Q3 | 2020 Q4 |
| England average | 9.88 | 9.79 | 9.65 | 9.49 | 9.52 | 9.42 | 8.73 | 8.70 | 8.66 | 8.67 | 8.56 | 8.23 |
| Mean for all English UAs | 11.30 | 11.21 | 11.15 | 10.72 | 10.70 | 10.81 | 10.72 | 10.74 | 10.74 | 10.10 | 9.96 | 9.57 |
| Mean for WM CIPFA Nearest neighbours | 7.65 | 7.55 | 7.44 | 7.44 | 7.46 | 7.38 | 7.35 | 7.27 | 7.26 | 6.82 | 6.63 | 6.28 |
| SE average | 9.37 | 9.29 | 9.23 | 9.11 | 9.17 | 9.09 | 8.99 | 9.06 | 9.02 | 8.51 | 8.46 | 8.04 |
| Windsor and Maidenhead | 7.10 | 7.02 | 6.74 | 6.51 | 6.54 | 6.57 | 6.92 | 7.06 | 7.09 | 6.74 | 6.35 | 6.00 |


Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

Environment: Summary




657.5kt (CO2) Borough emissions
(LA Influence)
38% domestic
33% transport
28% agricultural
(DfBEIS, 2018)




4585t (CO2e) Council emissions
1415 tCO2e Gas
278 tCO2e Oil
74 tCO2e Transport
2818 tCO2e Elec.
(E&C Strategy, 2020)

£857,000 of external funding secured for residential energy efficiency improvements in 2020/21
(LAD Funding Phase 1B & 2)



13,067MWh of renewable energy generated within the Borough annually
(DfDBEIS 2019)


121



45% of household waste sent for reuse, recycling and composting
↓ SE average (47.6%)
↑ England average (43.8%)
(2019/20, DEFRA)



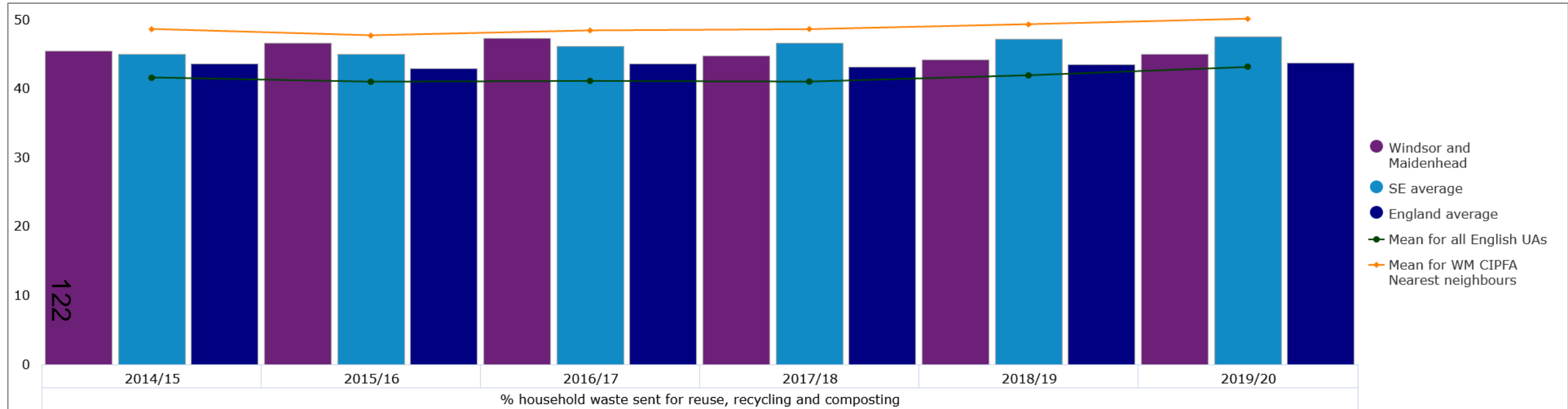
5400 trees planted during the 2020/21 planting season on Council owned sites.
(Council, 2021)



Lights upgraded to efficient LED units in 14 Council Buildings during 2021.
(PSDS, 2021)

Household waste sent for reuse, recycling and composting

The percentage of household waste sent for reuse, recycling and composting has fluctuated since 2014, and is at 45%.



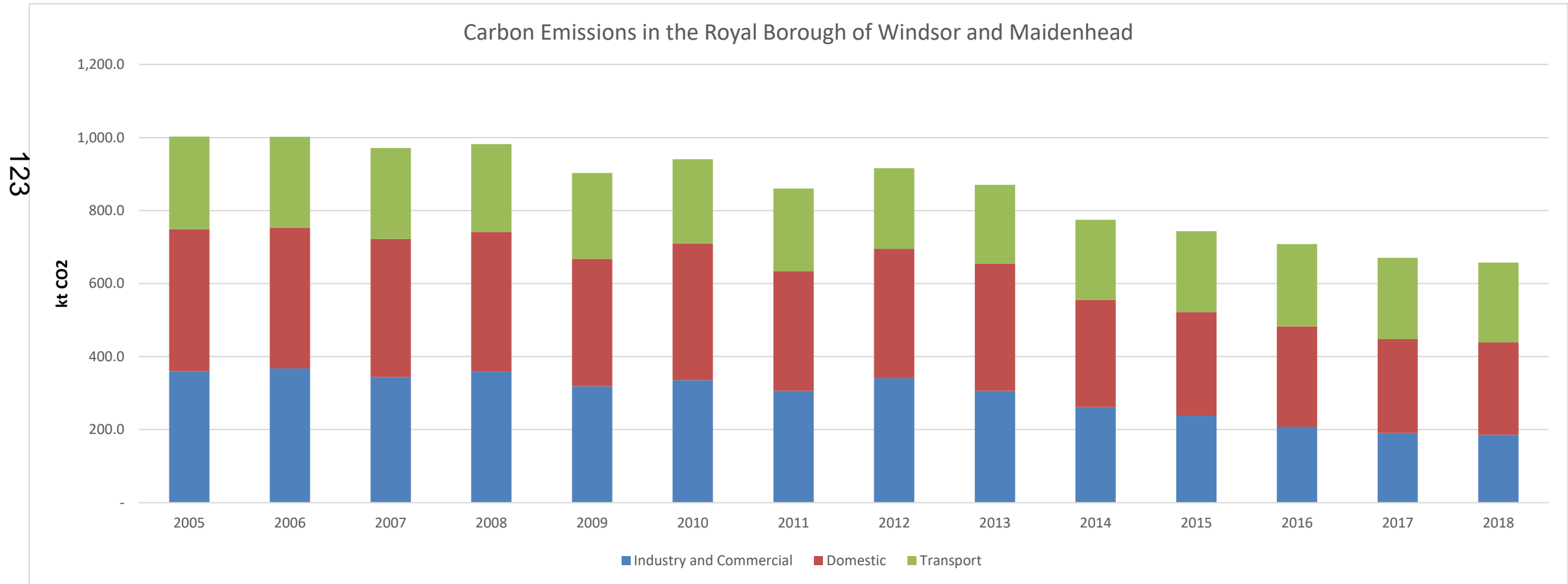
High is good. Source: Department for Environment, Food and Rural Affairs (accessed 19.04.21)

| Area Name | % household waste sent for reuse, recycling and composting | | | | | |
|--------------------------------------|------------------------------------------------------------|---------|---------|---------|---------|---------|
| | 2014/15 | 2015/16 | 2016/17 | 2017/18 | 2018/19 | 2019/20 |
| England average | 43.70 | 43.00 | 43.70 | 43.20 | 43.50 | 43.80 |
| Mean for all English UAs | 41.64 | 41.03 | 41.13 | 41.04 | 41.96 | 43.16 |
| Mean for WM CIPFA Nearest neighbours | 48.68 | 47.76 | 48.47 | 48.65 | 49.37 | 50.17 |
| SE average | 45.00 | 45.00 | 46.20 | 46.70 | 47.20 | 47.60 |
| Windsor and Maidenhead | 45.50 | 46.70 | 47.40 | 44.80 | 44.30 | 45.00 |

Carbon emissions in the borough

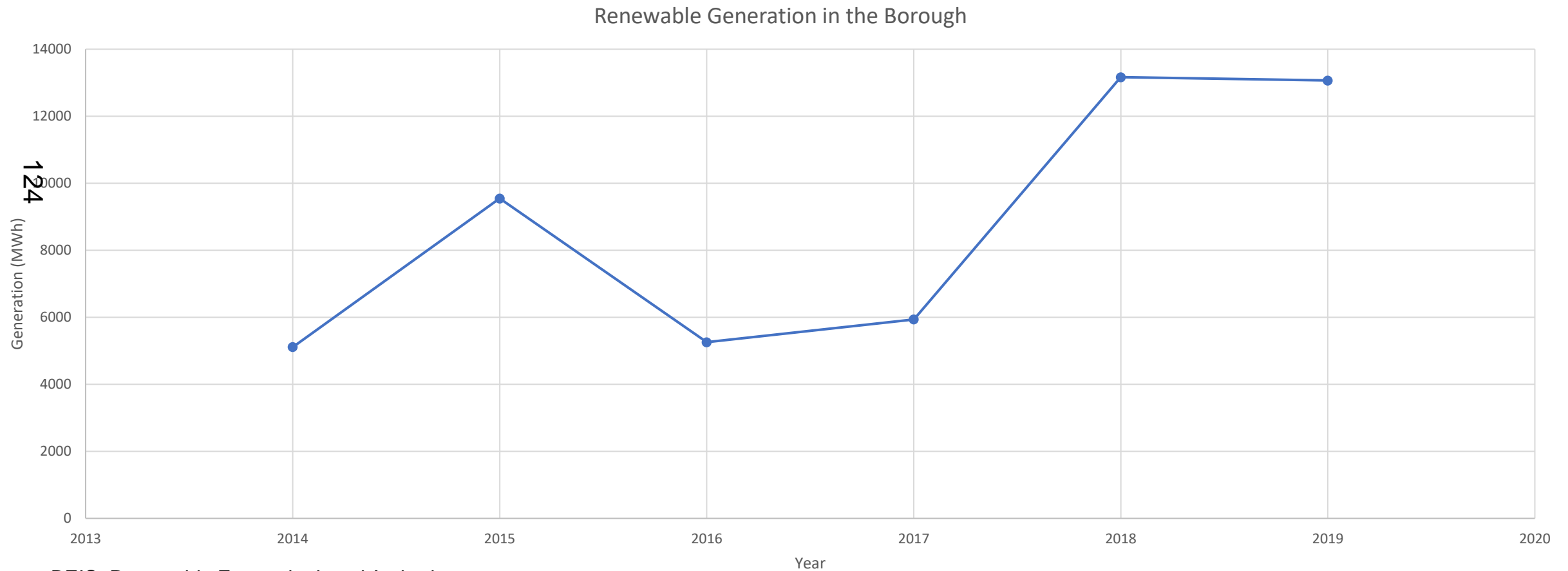
Carbon emissions in the borough have reduced by over a third since 2005.

Carbon Emissions in the Royal Borough of Windsor and Maidenhead



Renewable energy

RVWM generates a lower level of renewable energy (13,067MWh) than the average within Berkshire local authorities (34,448MWh), although generation is increasing.



Source: BEIS, Renewable Energy by Local Authority

Accessed: 2021

Flooding risk

125

Table 6: Estimated numbers of properties flooded from the updated Flood Maps for Surface Water (uFMfSW)

| | Number of Properties at Risk of Flooding | |
|----------------------------------------------------------------------------------|------------------------------------------|-----------------|
| | Residential | Non-residential |
| uFMfSW 1 in 30 < 0.3m deep | 49 | 111 |
| uFMfSW 1 in 30 ≥0.3m and < 0.6m deep | 43 | 109 |
| uFMfSW 1 in 30 ≥ 0.6m deep | 25 | 52 |
| TOTAL number of properties at risk from the 1 in 30 year flood event | 117 | 272 |
| uFMfSW 1 in 100 < 0.3m deep | 137 | 211 |
| uFMfSW 1 in 100 ≥0.3 m and < 0.6m deep | 63 | 152 |
| uFMfSW 1 in 100 ≥ 0.6m deep | 77 | 92 |
| TOTAL for number of properties at risk from the 1 in 100 year flood event | 277 | 455 |
| uFMfSW 1 in 1000 < 0.3m deep | 939 | 554 |
| uFMfSW 1 in 1000 ≥0.3m and < 0.6m deep | 313 | 313 |
| uFMfSW 1 in 1000 ≥ 0.6m deep | 307 | 258 |
| TOTAL number of properties at risk from the 1 in 1000 year flood event | 1,559 | 1,125 |

The last major flooding incident was in 2014. 1,559 homes in the borough are at risk from the 1 in 1000 year flood event, plus 1,125 non-residential properties.

CORPORATE PLAN CONSULTATION RESULTS

| Section | Content | Page |
|----------------|------------------------------------------------------------------------|-------------|
| 1 | Introduction | 2 |
| 2 | Total responses | 3 |
| 3 | Respondent profile | 5 |
| 4 | Results: Draft headline commitments | 7 |
| 5 | Results: Draft headline outcomes | 10 |
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| 7 | Results: To what extent does the draft framework meet expectations | 16 |
| 8 | Results: What specific things would respondents expect to be different | 20 |
| 9 | Results: Any further comments | 22 |
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| 11 | Key messages emerging from consultation | 24 |

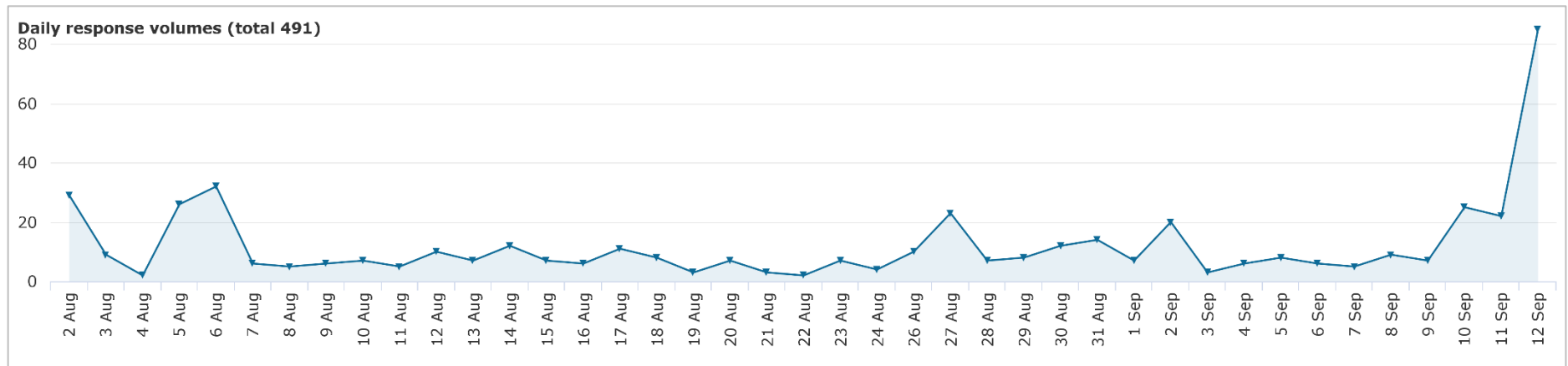
1. Introduction

- 1.1. The purpose of the Corporate Plan consultation was to provide an opportunity for residents to provide their feedback and views on the Council's draft Corporate Plan Framework and to influence the Council's strategic priorities for the next five years (2021-2026).
- 1.2. The Corporate Plan Public consultation ran from 2 August – 12 September. The consultation was delivered via an online platform ("Engagement HQ"). Digital delivery is an environmentally-friendly option and also brings a level of convenience for citizens to access the live consultation when it suits them. From an internal perspective, the platform enables consultation responses to be accessed and reviewed as they come into the system. Consultation responses were accessed each week of the consultation's duration, reviewed by the Corporate Plan Steering Group and a report of all responses to date was made available to the Corporate Leadership Team weekly to help inform their thinking around goal-setting and the development of the plan. These weekly reviews also enabled officers to adapt and modify communications supporting the promotion of the consultation. For example, weekly insights enabled us to tailor the tone of the messaging and their timings to improve engagement.
- 1.3. The questionnaire was kept deliberately brief and included free-text options for respondents to share their thoughts, comments and views. Quantitative based questions were provided to give indicative insight into whether the draft framework was broadly in the right place in terms of its draft headline commitments, outcomes and approach. Respondents were encouraged to provide more detail about their views in a free-text response. Over 1,600 comments were provided across the 5 free-text questions.
- 1.4. There is always a choice to be made in relation to when is best to consult, either at an earlier stage when there is greater opportunity to shape the Plan, or at a later stage when the Plan is more detailed but work is further progressed. It was decided that the consultation should take place at an early stage in the Plan's development to allow respondents to have a freer input into the overarching priorities and shape of the Plan. The consultation therefore focused on the overarching framework of draft headline commitments, outcomes and approach. Some respondents responded that they would have preferred to have been consulted on a more detailed draft plan. There were some responses stating that they had disagreed with the objectives due to the lack of detail, for example: *"I've disagreed as they are vague statements without substance"*. These comments have been taken on board. Our approach to consultation will be considered as part of our forthcoming engagement strategy.

2. Total responses

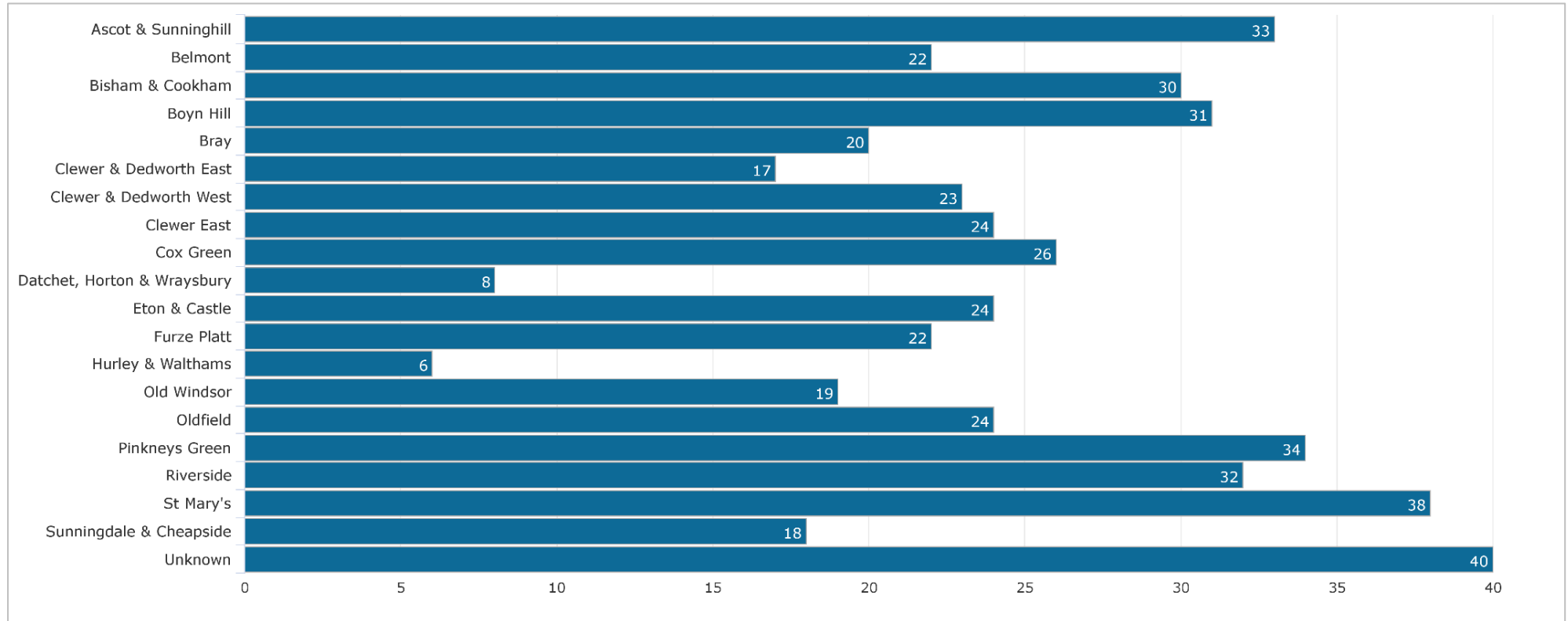
2.1. 490 unique responses were received through the Engagement HQ portal, 12 of which were indicated as being from collectives (e.g. community or voluntary groups). Officers also delivered a bespoke engagement session with the Youth Council to solicit their views and thoughts and ensure that young people's views were incorporated. The volume of individuals represented in the responses is therefore higher than the volume of unique responses received. A small number of responses were received directly to the Leader of the Council and to officers. 491 responses were received where the questionnaire was answered in full. Figure 1 shows the daily volume of responses received through Engagement HQ. On average, there were 12 responses per day.

Figure 1: Daily response volumes (total 491)



2.2. The questionnaire requested respondents to indicate the postcode of their principal place of residence (or work if the respondent did not live in the borough). Where a postcode was supplied in full, an indication of Ward representation is possible and Figure 2 shows the volume of responses by Ward. All Wards are represented and, excluding "unknowns" (where the postcode was not provided or only provided in part), the highest volume of responses came from St Mary's Ward (38), followed by Pinkney's Green (34), and Ascot & Sunninghill (33).

Figure 2: Response volumes by Ward (total 491)

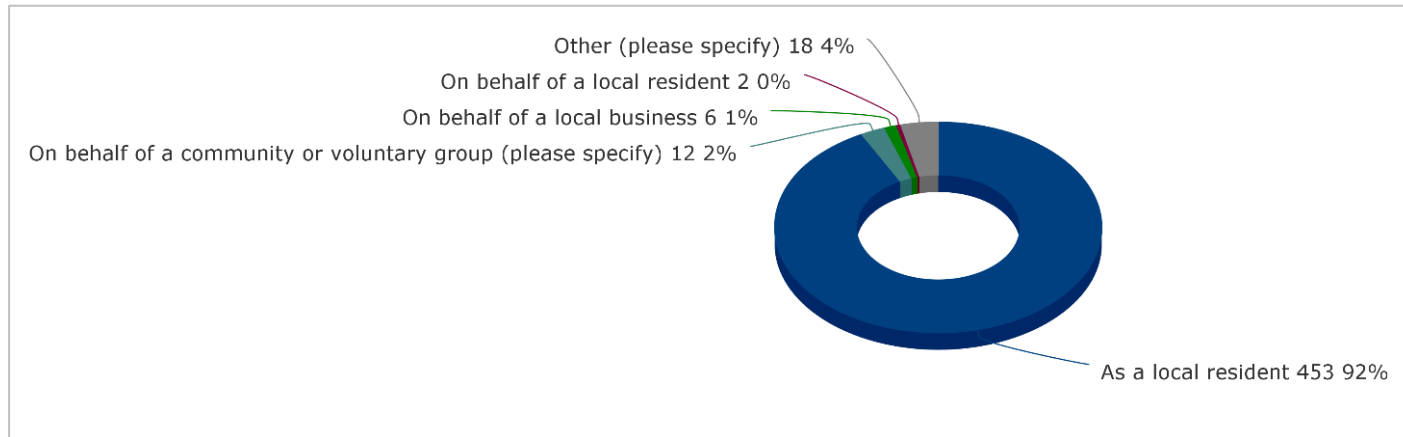


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3. Respondent profile

3.1. An “About You” section was included at the beginning of the survey. Respondents were initially asked in what capacity they were responding to the consultation (see Figure 3). The majority of respondents were local residents (92%, 453/491).

Figure 3: Breakdown of capacity in which responding to the consultation (total 491)



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3.2. Figure 4 shows the age profile of respondents who indicated they were responding as a local resident. The majority of local resident respondents were aged 65 and over (28%, 129/453), followed by age-group 55-64yrs (27%, 122/453). The lowest proportion of respondents were aged Under 18 (1%, 3/453). As acknowledged in section 2.1, an engagement session was held with the Youth Council to specifically seek young people’s views and section 10 sets out details of this engagement.

3.3. Figure 5 shows the ethnicity profile of local resident respondents, with the majority (86%, 390/453) indicating their ethnicity as White. Figure 6 shows the proportion of local resident respondents who consider themselves to be a disabled person, with the majority (89%, 405/453) indicating that they do not consider themselves to be a disabled person.

Figure 4: Age profile of local resident respondents (total 453)

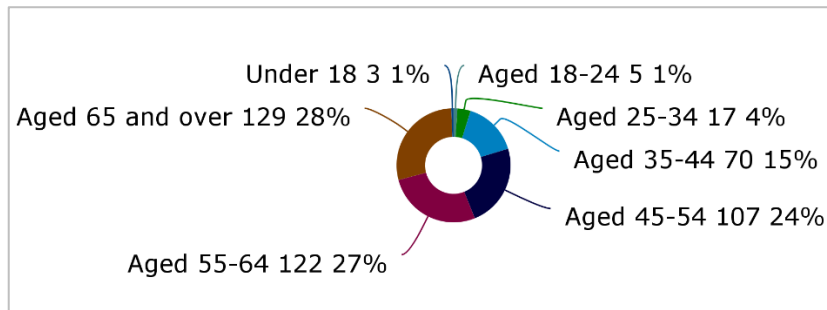


Figure 5: Ethnicity profile of local resident respondents (total 453)

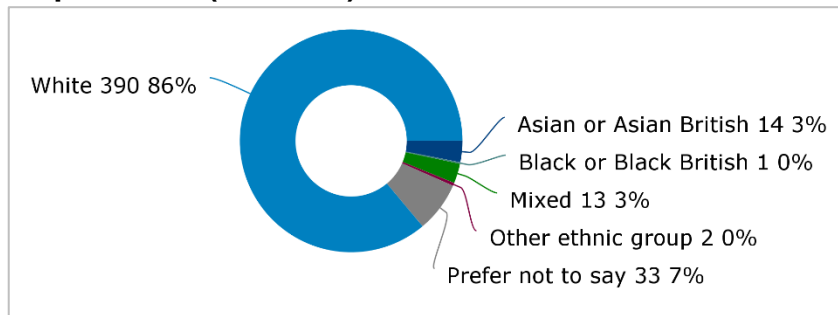
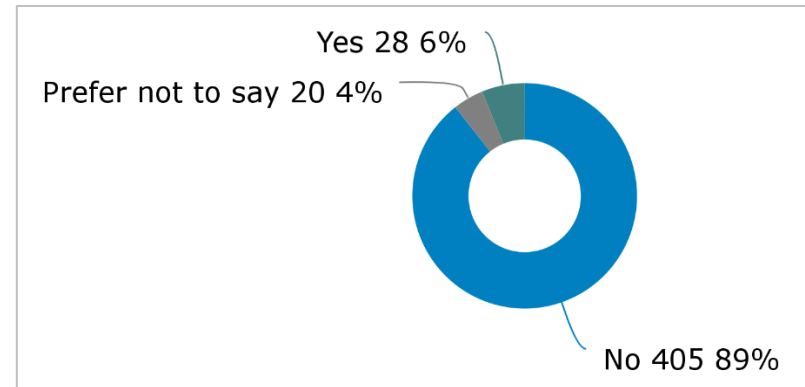


Figure 6: Proportion of local resident respondents who consider themselves to be a disabled person (total 453)



4. Results: Draft headline commitments

4.1. The draft plan framework set out three headline commitments. Respondents were asked to indicate the extent to which they agreed/disagreed that these commitments reflect their ambitions for the borough. This quantitative-based question was provided to provide indicative insight into whether the draft framework was broadly in the right place in terms of its draft headline commitments. A free-text opportunity was attached to this question to invite respondents to share their thoughts, comments and views. Figures 7-9 set out the breakdown of responses to each headline commitment across all responses (491). Over 50% of respondents were in agreement with each headline commitment.

Figure 7: Extent to which all respondents agree/disagree with headline commitment “Opportunities for families and individuals to achieve their ambitions and fulfil their potential” (total 491)

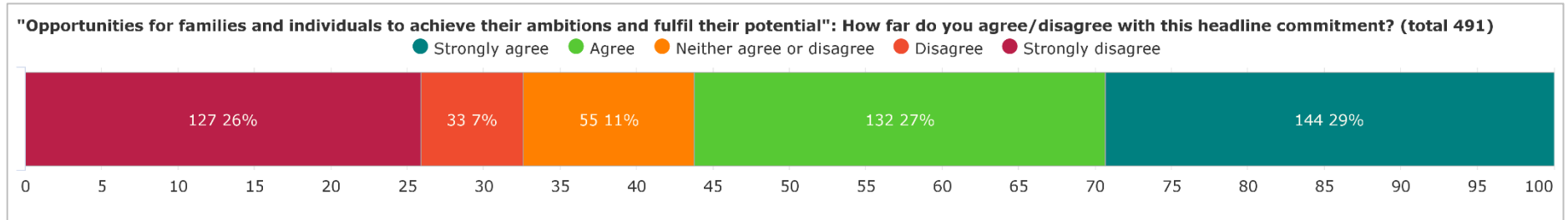


Figure 8: Extent to which all respondents agree/disagree with headline commitment “Opportunities for places and businesses to thrive” (total 491)

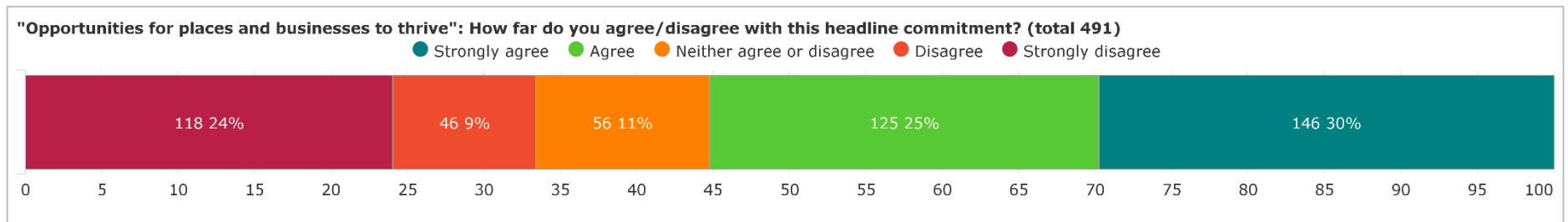
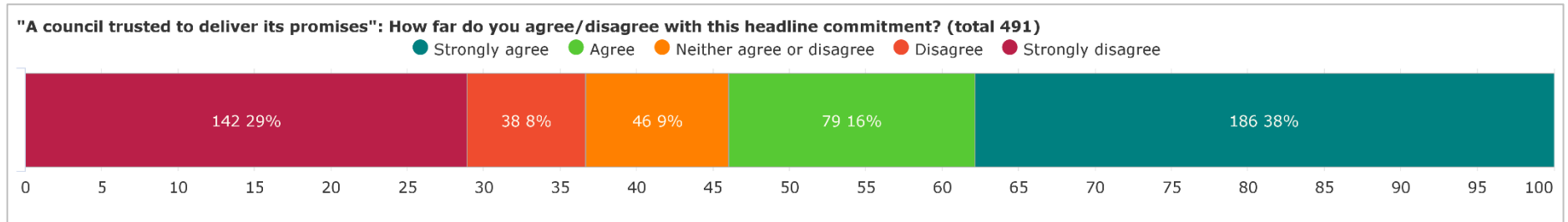


Figure 9: Extent to which all respondents agree/disagree with headline commitment “A council trusted to deliver its promises” (total 491)

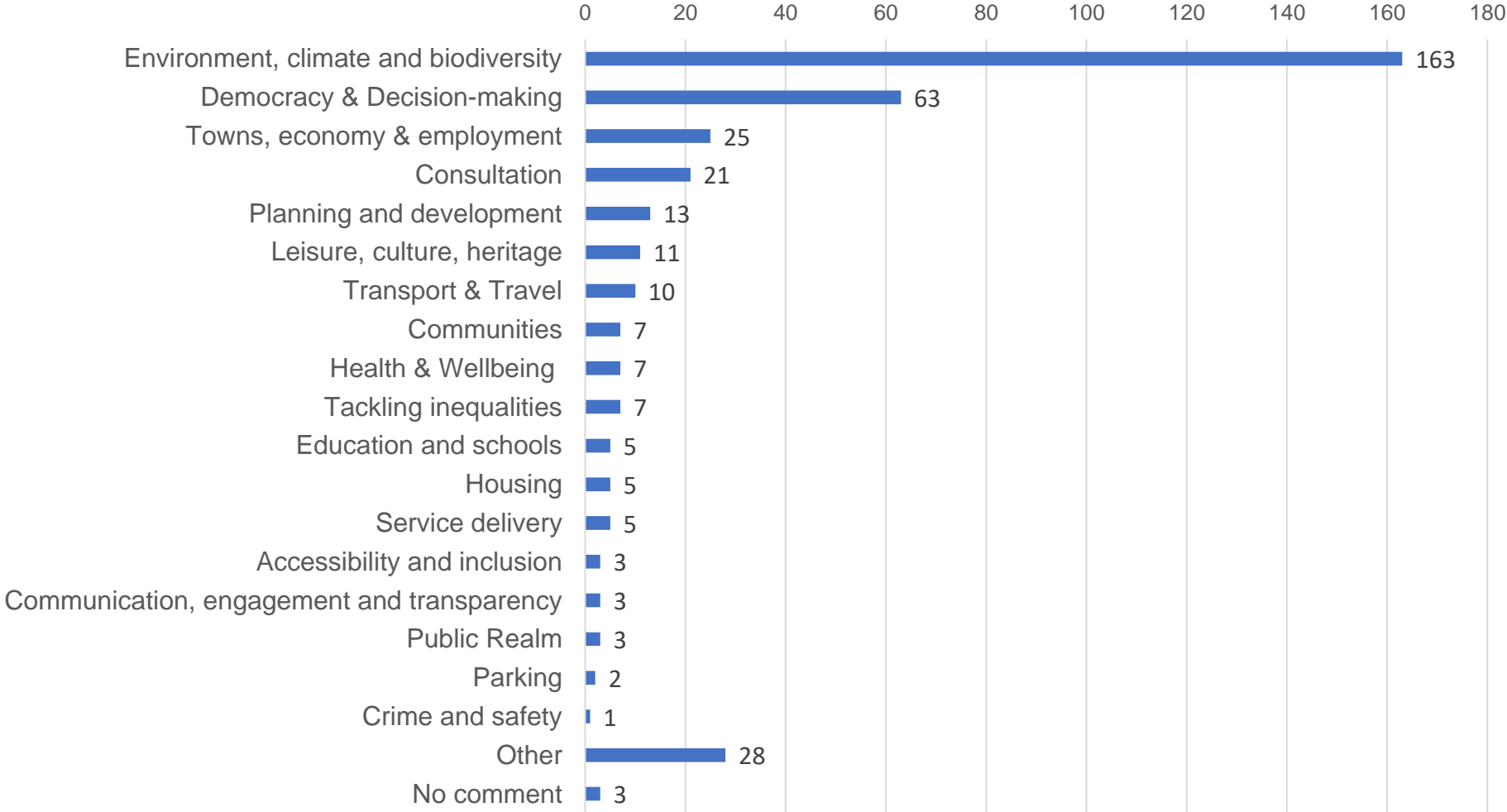


4.2. 346 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes. For example:

| Theme 1 | Theme 2 | Theme 3 | Theme 4 | Response |
|-----------------------|----------------------|-------------------------------|-------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Education and schools | Health and wellbeing | Towns, economy and employment | Communities | Good quality services for all hard working residents - young and old, well off as well as those who are starting out. Good quality state as well as private schools working co-operatively. Good quality health and care services addressing mental health and elderly care needs as well as acute care. High Streets with a mix of housing, independent shops as well as chains and a mix of restaurants etc. A council which can mobilise the community action / groups so individuals are encouraged to contribute to their community - responsibilities as well as rights. |

4.3. Figure 10 provides an indicative count of the frequency that key themes were referenced across all responses.

Figure 10: Draft headline commitments: Indicative count of frequency that key themes were referenced across all responses



5. Results: Draft headline outcomes

5.1. The draft plan framework set out three headline outcomes. Respondents were asked to indicate the extent to which they agreed/disagreed that each outcome reflected the right area of focus based on respondents' experience of living/working/volunteering in the borough. A free-text opportunity was attached to this question to invite respondents to share their thoughts, comments and views. Figures 11-13 set out the breakdown of responses to each outcome across all responses (491). Overall, over 50% of respondents were in agreement with each headline outcome.

Figure 11: Extent to which all respondents agree/disagree with headline outcome “Everyone benefits from better life chances and a ladder of housing opportunity” (total 491)

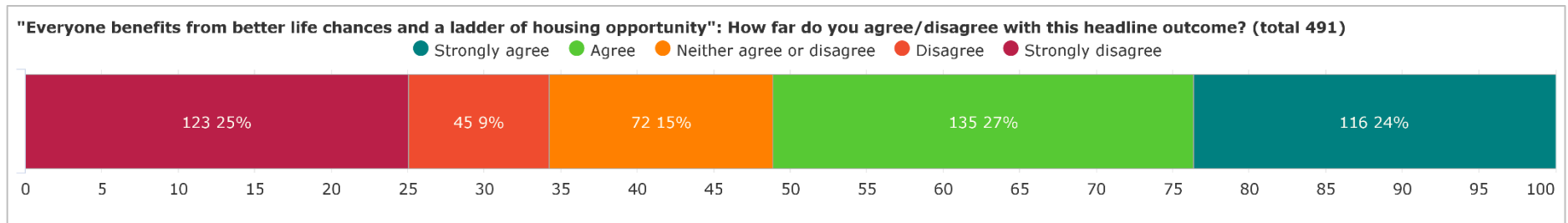


Figure 12: Extent to which all respondents agree/disagree with headline outcome “Everyone benefits from quality infrastructure that connects neighbourhoods and businesses and allows them to prosper” (total 491)

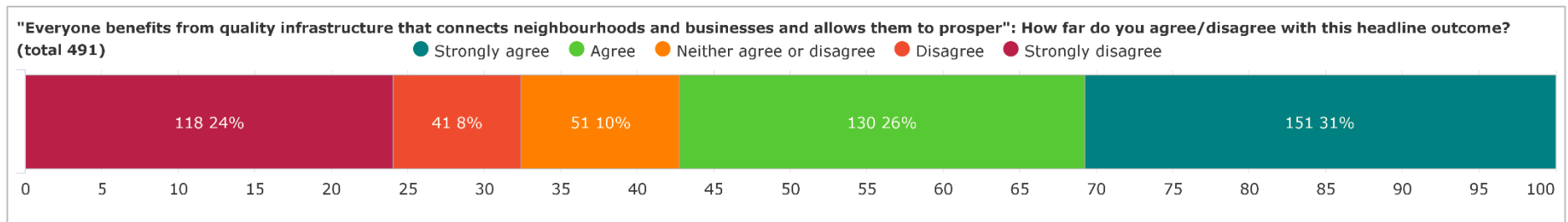
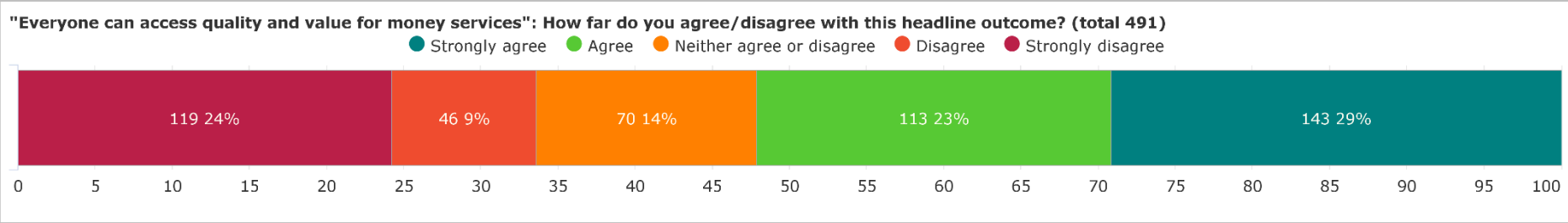
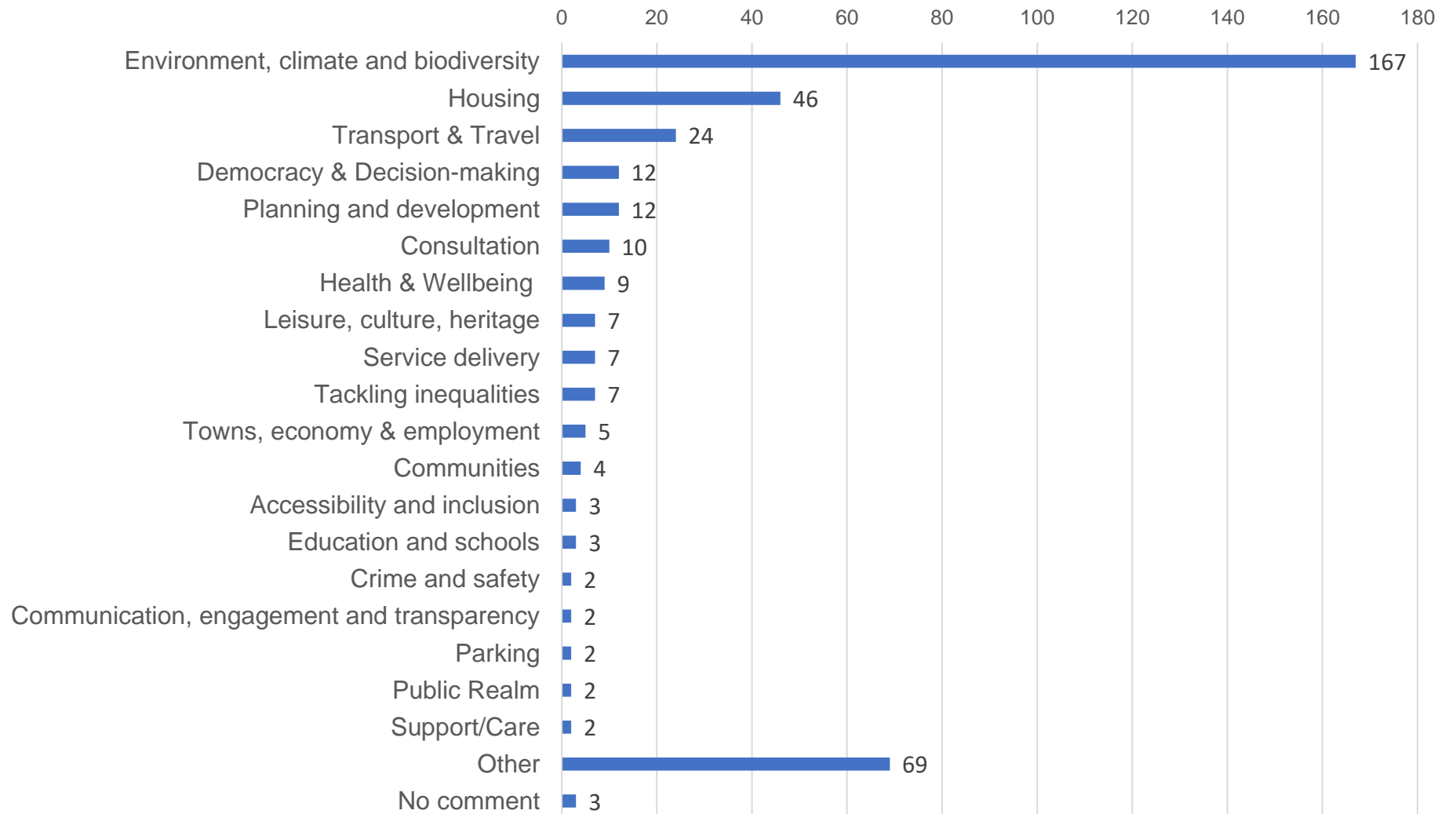


Figure 13: Extent to which all respondents agree/disagree with headline outcome “Everyone can access quality and value for money services” (total 491)



5.2. 341 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes (see section 4.2 example). Figure 14 provides an indicative count of the frequency that key themes were referenced across all responses.

Figure 14: Draft headline outcomes: Indicative count of frequency that key themes were referenced across all responses



6. Results: Draft headline approach

6.1. The draft plan framework set out 4 elements of approach to delivery. Respondents were asked to indicate the extent to which they agreed/disagreed with each element of approach. A free-text opportunity was attached to this question to invite respondents to share their thoughts, comments and views. Figures 15-18 set out the breakdown of responses to each outcome across all responses (491). Overall, over 50% of respondents were in agreement with each approach element.

Figure 15: Extent to which all respondents agree/disagree with approach “Empower individuals, communities and businesses to maximise their potential” (total 491)

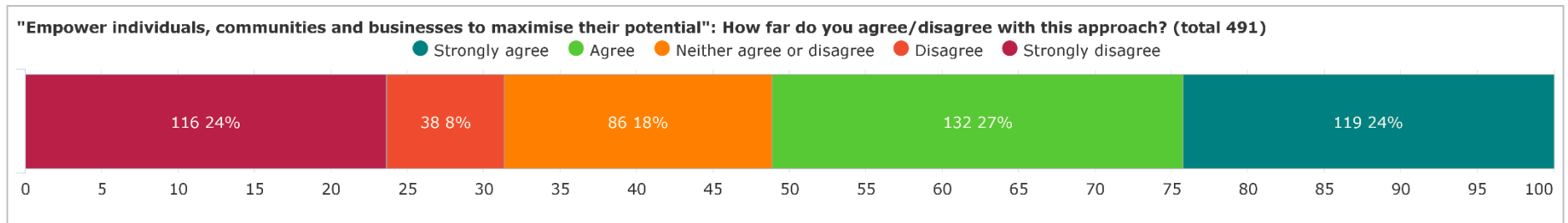


Figure 16: Extent to which all respondents agree/disagree with approach “Be evidence-led and invest in prevention” (total 491)

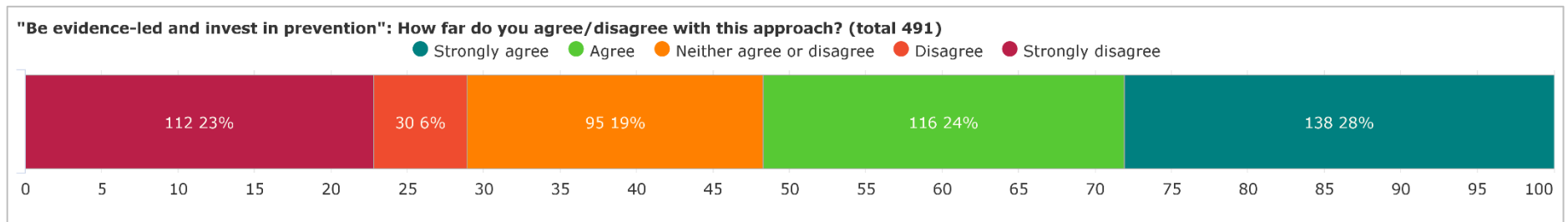


Figure 17: Extent to which all respondents agree/disagree with approach “Shape our service-delivery around our communities’ diverse needs and ‘get things right first time” (total 491)

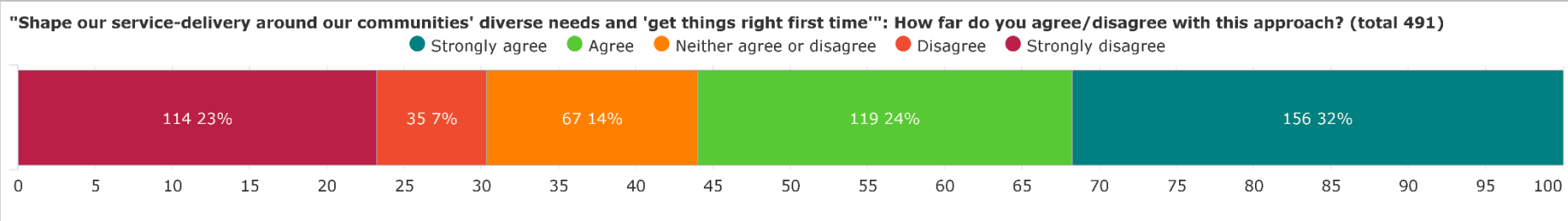
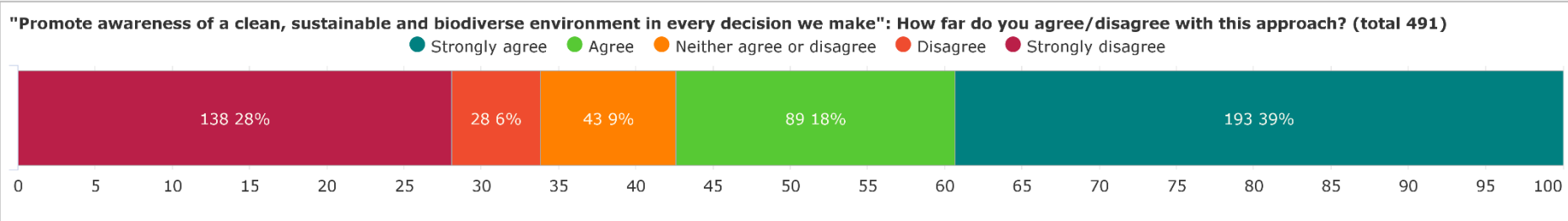


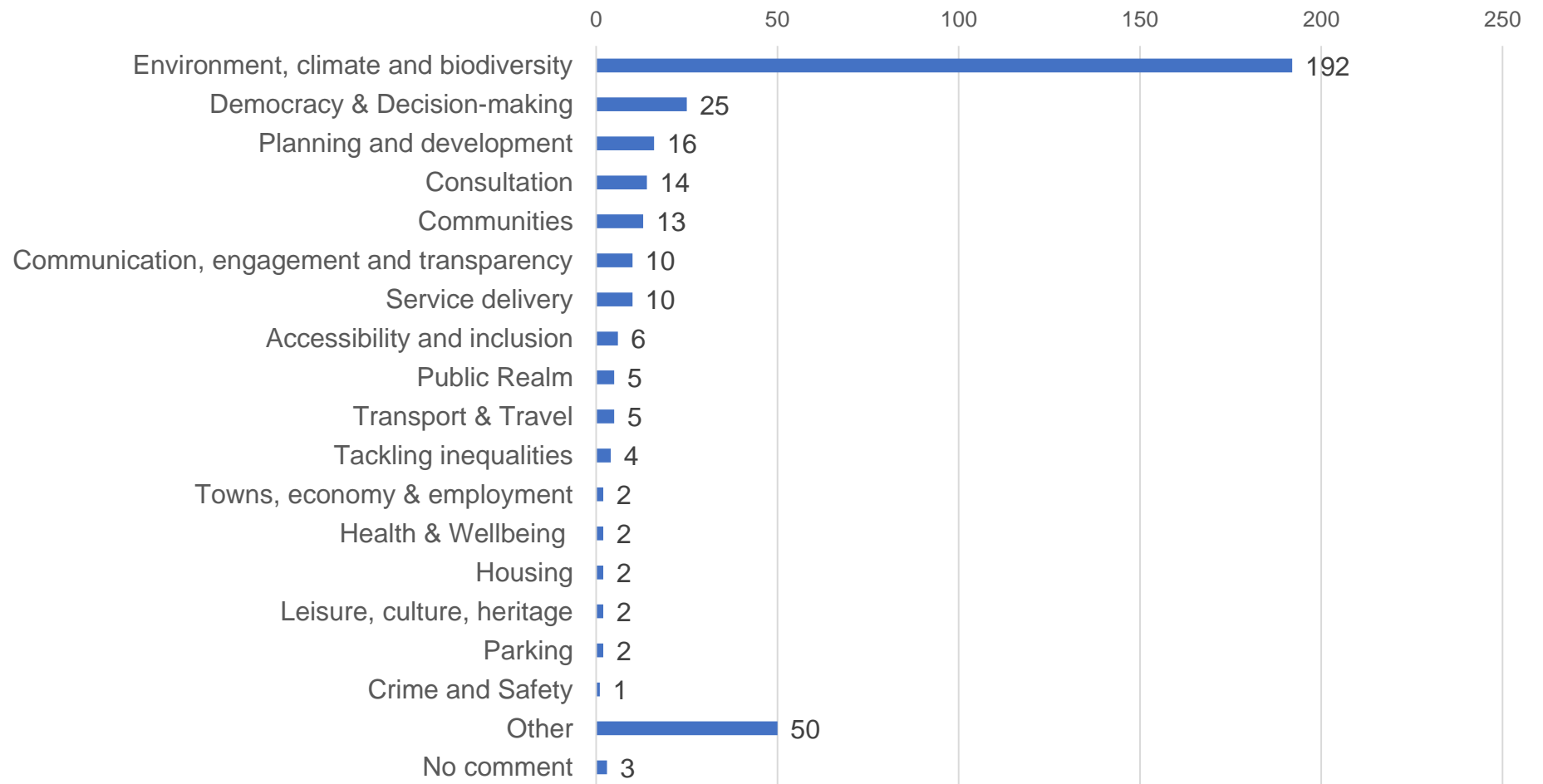
Figure 18: Extent to which all respondents agree/disagree with approach “Promote awareness of a clean, sustainable and biodiverse environment in every decision we make” (total 491)



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6.2. 327 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes (see section 4.2 example). Figure 19 provides an indicative count of the frequency that key themes were referenced across all responses.

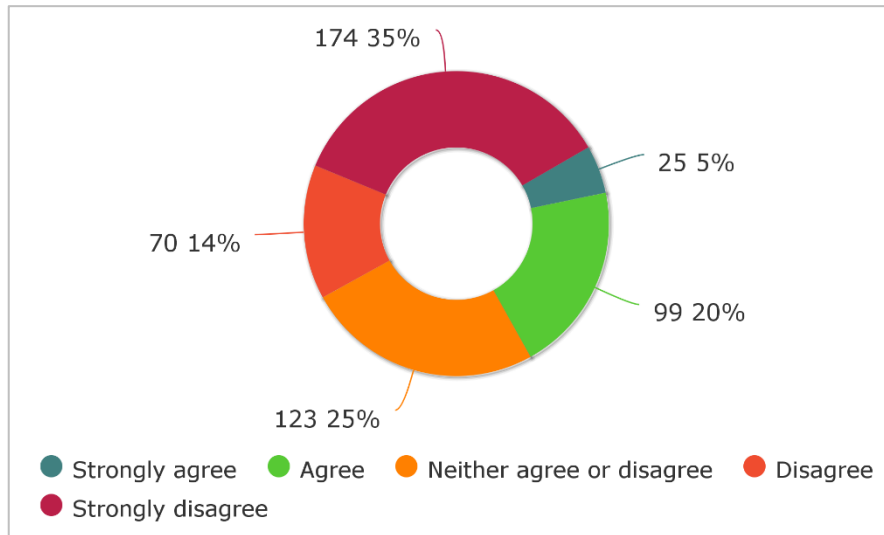
Figure 19: Draft approach elements: Indicative count of frequency that key themes were referenced across all responses



7. Overall, to what extent does the draft plan framework meet expectations

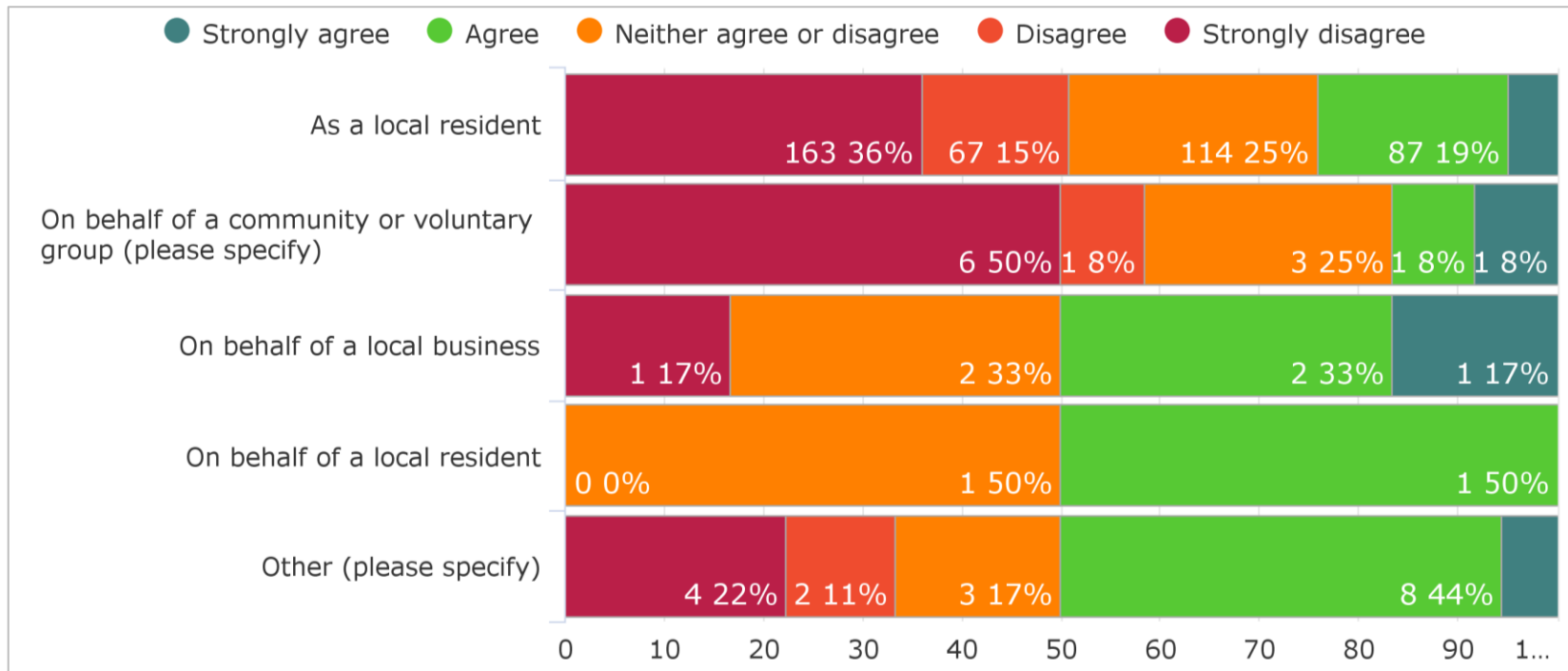
7.1. Respondents were asked to indicate the extent to which they agreed/disagreed that the draft plan framework met their expectations of the council's direction. Figure 20 shows the breakdown of all responses (491). It shows that 49% of respondents disagreed that the draft plan framework met their expectations of the council's direction.

Figure 20: Extent to which agree/disagree that draft Plan framework meets expectations of council's direction (total 491)



7.2. Further exploration of the responses to this question is provided using the qualifiers from the "About You" section of the questionnaire. Figure 21 provides a breakdown of responses by the indicated capacity in which respondents were completing the questionnaire.

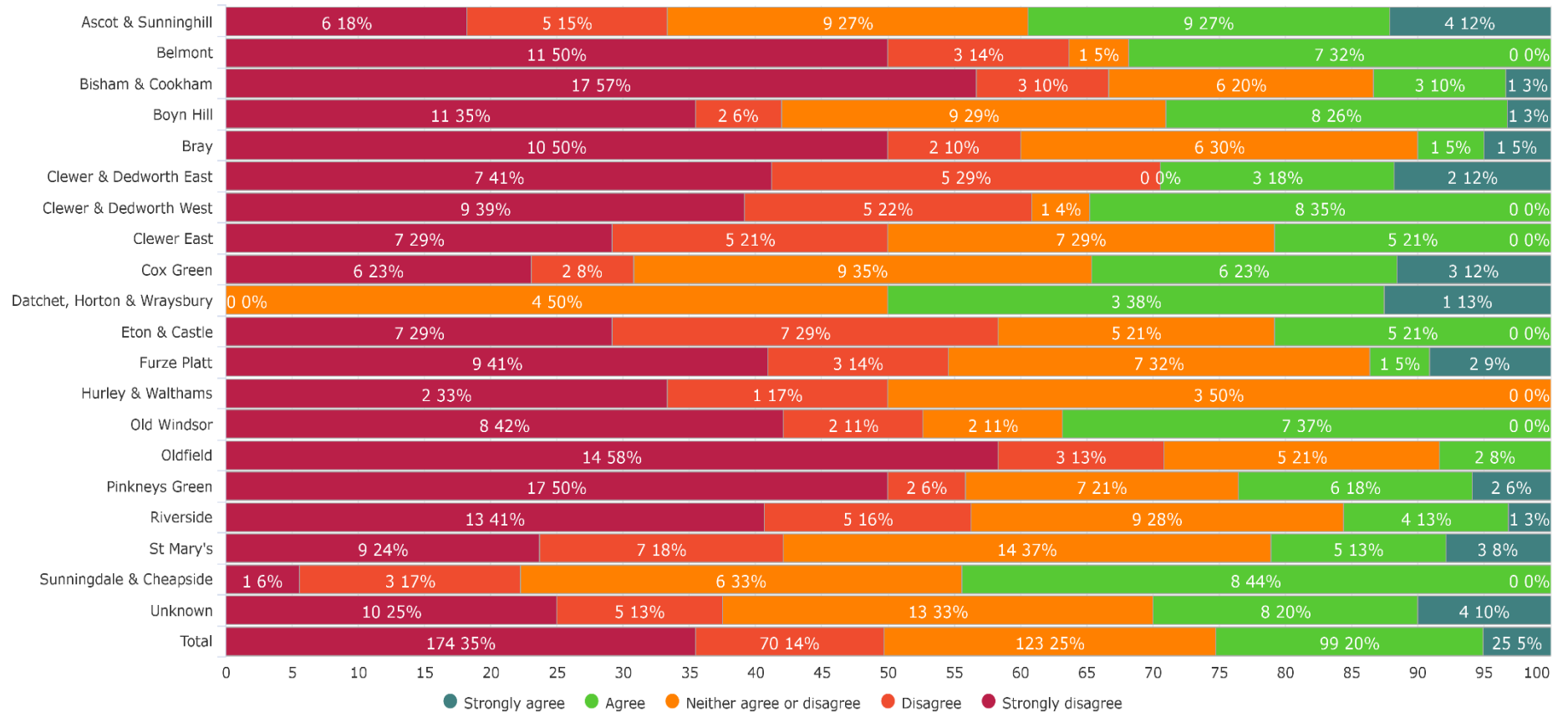
Figure 21: Extent to which agree/disagree that draft Plan framework meets expectations of council's direction: Breakdown by capacity in which responding (total 491)



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7.3. Further exploration of the responses to this question is provided using the qualifiers from the “About You” section of the questionnaire. Figure 22 provides a breakdown of responses by Ward based on respondents’ indication of the postcode of their primary residence (or work if the respondent did not live in the borough). The highest level of disagreement is shown for Oldfield Ward (71%, 17/24).

Figure 22: Extent to which agree/disagree that draft Plan framework meets expectations of council’s direction: Breakdown by Ward (total 491)



7.4. Figure 23 further explores local resident responses to this question by age group. It shows higher levels of disagreement in the 35-44yrs age group (57%, 40/70) and 45-54yrs age-group (58%, 62/107). Figure 24 further explores local resident responses to this question by ethnicity and Figure 25 explores local resident responses to this question broken down by the respondents' indication of whether they consider themselves to be a disabled person.

Figure 23: Extent to which agree/disagree that draft Plan framework meets expectations of council's direction: Breakdown by age-group (total 453)

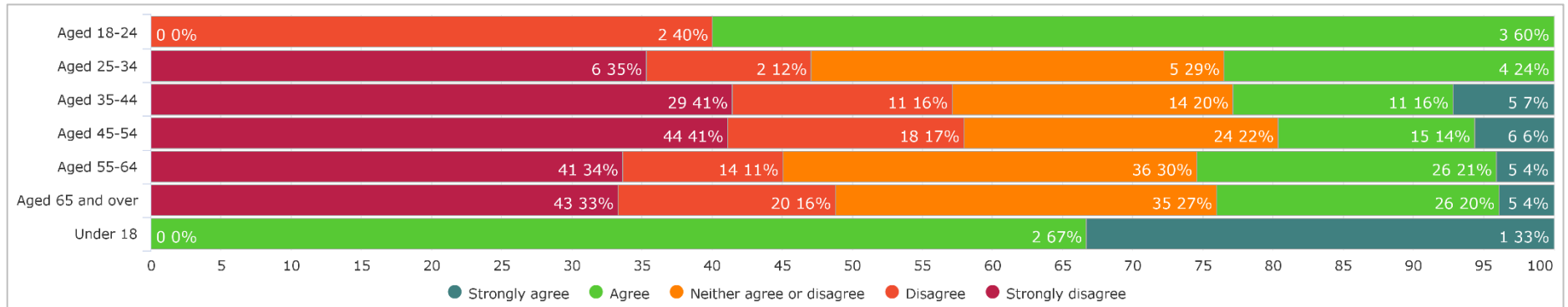


Figure 24: Extent to which agree/disagree that draft Plan framework meets expectations of council's direction: Breakdown by ethnicity (total 453)

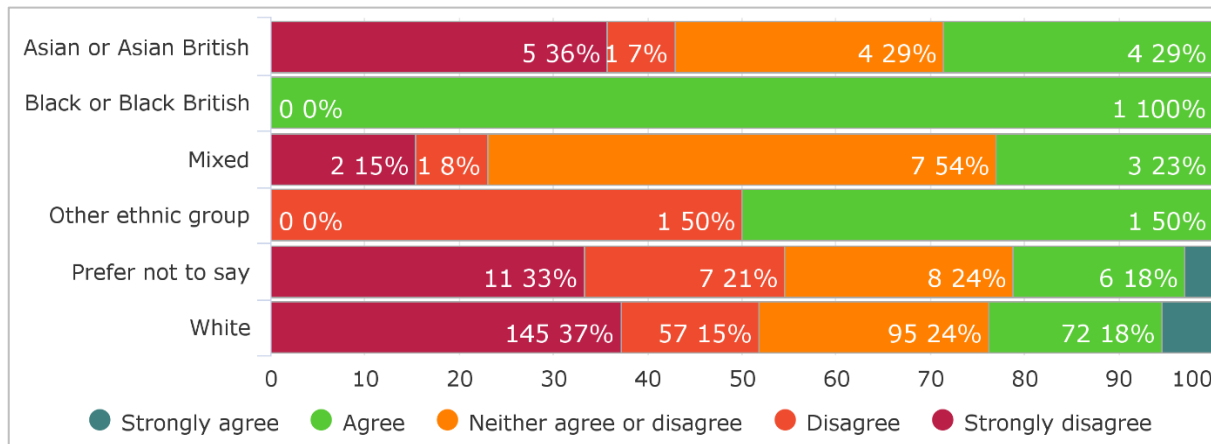
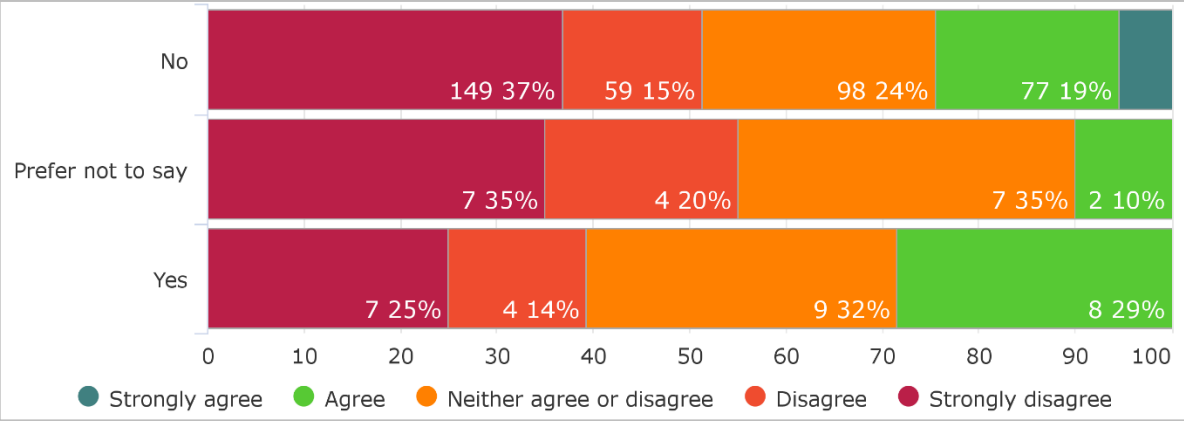


Figure 25: Extent to which agree/disagree that draft Plan framework meets expectations of council’s direction: Breakdown by local resident respondents’ indication of whether they consider themselves to be a disabled person (total 453)

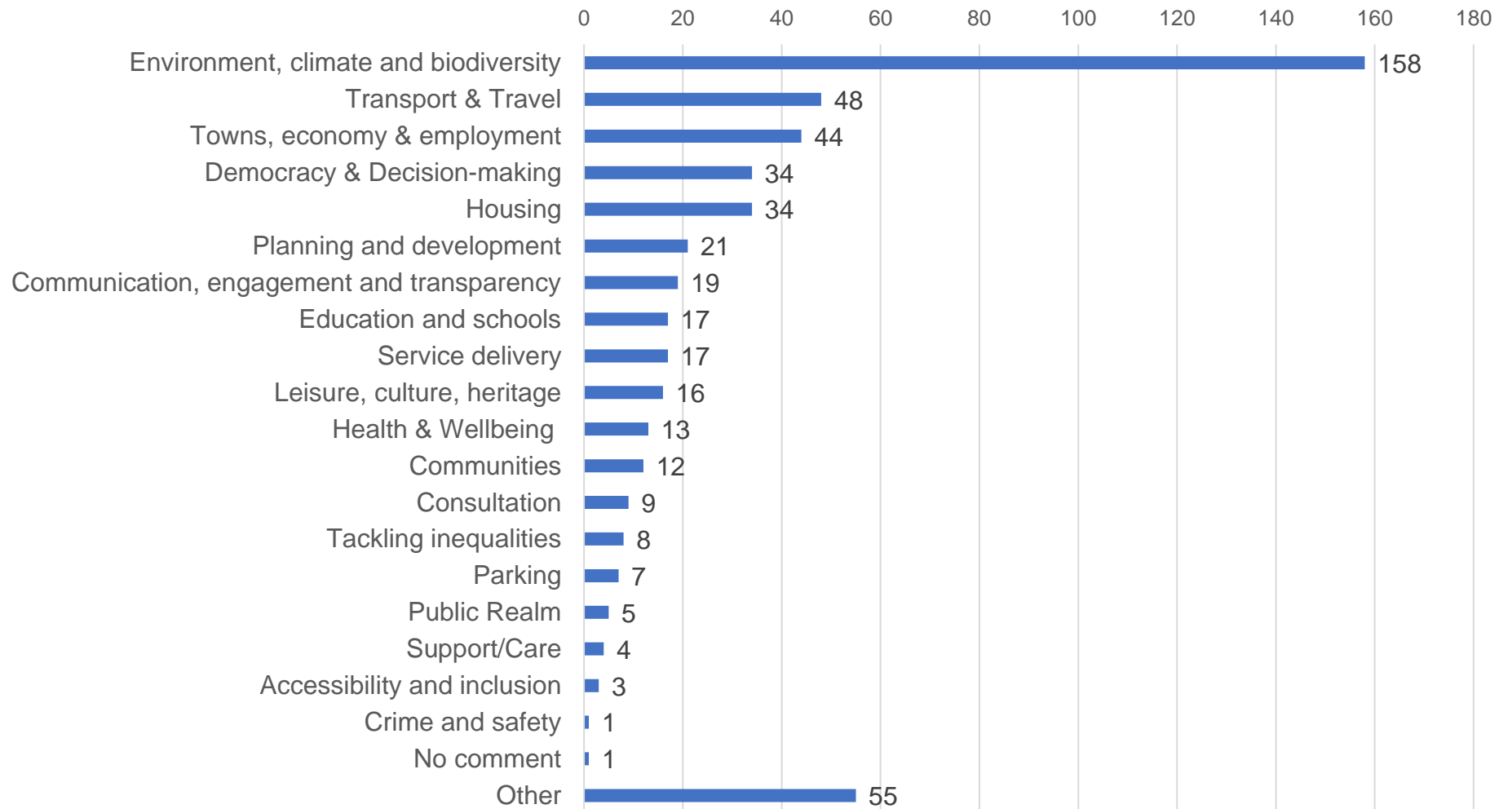


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8. What would you expect to be different?

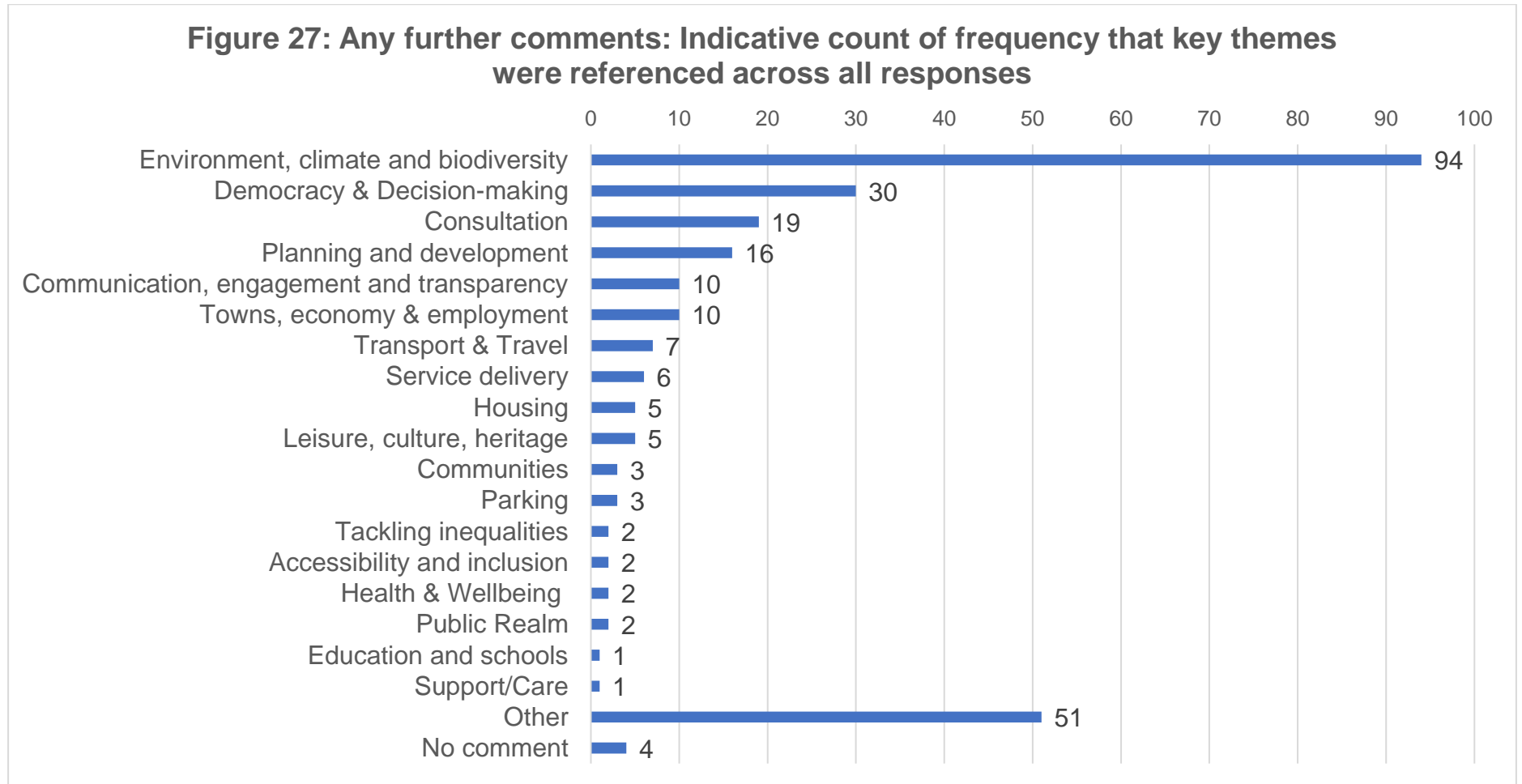
8.1. Respondents were asked what specific things they would expect to be different if the council succeeded in its ambitions. 360 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes (see section 4.2 example). Figure 26 provides an indicative count of the frequency that key themes were referenced across all responses.

**Figure 26: What specific things would respondents expect to be different:
Indicative count of frequency that key themes were referenced across all
responses**



9. Additional comments

9.1. Respondents were asked to provide any further comments that they wished to be taken into consideration. 250 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes (see section 4.2 example). Figure 27 provides an indicative count of the frequency that key themes were referenced across all responses.



10. Youth Council engagement

- 10.1. A bespoke engagement session was held with members of the new Youth Council on 8 September to give opportunity for members to share their views. Through this session the importance of the Corporate Plan was explained and the draft plan framework of headline commitments, outcomes and approach shared. Group discussion focused on the following:
- Thriving communities: what should the council be prioritising to make sure that individuals and families are able to achieve their ambitions and fulfil their potential? What are the biggest barriers? And for who?
 - Inspiring places: as a council, we want to provide opportunities for places and businesses to thrive. What are the biggest challenges faced by the borough? And which parts?
 - A council trusted to deliver its promises: what does the council need to do to improve its services? How can it make sure that residents trust us to deliver our promises?
- 10.2. There was a “breakout” session for Youth Council members to discuss their views in smaller groups and to then feedback their top 3-5 ideas from each group.

11. Key messages emerging from consultation

11.1. Key messages arising from the consultation, including the Youth Council engagement, are set out here along with sample responses received:

Need a stronger focus on embedding sustainability, tackling climate change, enhancing biodiversity and protecting the natural environment

Sample responses:

- *“Need to include a headline outcome that addresses the climate and ecological emergency. All outcomes must be focused towards delivery in a sustainable manner.”*
- *“While in agreement with the commitment this has to include the environment in which we live so that we have a place which is enjoyable to live in & which we feel proud. Parks, river ways, safe cycle routes, pedestrian areas, planting, recycling, street maintenance should all be considered as part of that commitment”*
- *“Climate Change should be at the heart of decision making on all the above headline comments helping the Borough to become Carbon-Neutral very quickly”*
- *“Why is there no mention of the Council's climate emergency strategy? The Council has declared an environment and climate emergency and promised to deliver its environment and climate strategy but there is no commitment to these vital issues. These headline commitments do not reflect my ambitions for the borough to reduce carbon dioxide emissions, and increase and support biodiversity.”*
- *“Tackling Climate change must be top of the agenda. Reduce car use, cleaner air, cleaner rivers, carbon neutral development, enable safe cycling, more space for pedestrians. Get cars out of the town centres”*

Feeling that residents’ voices are not fully listened to or communities fully engaged in decision-making

Sample responses:

- *“These headline commitments must be achieved by listening to the voice of the people and not an exercise for the sake of ticking a box.”*
- *“Better public consultation and actually listen and take on public opinion of those matters that actually impact the residents!”*

- *“Better awareness raising of what the Council does (eg in secondary schools), and of how to engage with it”*
- *“Community needs change over time so adapting to the needs of the residents is important. We have seen this over the last 18 months, the world changed we adapted. Listening to the community should be high on the agenda.”*
- *“I would expect there be more ways in which you would communicate information out to residents.”*

Need a greater “one borough” approach and not be so Maidenhead-centric

Sample responses:

- *“Regeneration focuses too much on specific areas. It makes those areas all shiny and new at the expense of other areas”*
- *“I would expect and desire a council that looks at the WHOLE of its jurisdiction and not just a part of it.”*
- *“Again Windsor needs their fair share of funds to enable this to be maintained within Windsor. Windsor residents should not have to travel to Maidenhead to access support etc.”*
- *“The south of the borough ie Sunningdale, Ascot and Sunninghill are continually forgotten. We receive little funding to improve the area and don’t even have a decent leisure club. Our roads are full of potholes and we have to drive 40 minutes to get to a recycling site. We feel forgotten and left behind. All the boroughs money goes to Maidenhead.”*
- *“I’d like the RBWM to listen to the residents of Windsor. We have a voice and contribute huge amounts of money - none of which is directed fairly to Windsor town and residents to enable the above to happen.”*

Recognition of the lack of affordable housing in the borough

Sample responses:

- *“The average working class person can not afford to live in Maidenhead due to the average house price being around £500k in the area.”*
- *“No chance for many people to get on any sort of housing ladder, too expensive. Some families will not be able to aspire to home ownership so there should be provision of rental accommodation that is secure, suitable for families, and allows family to plan to stay in area and concentrate on “thriving””*
- *“It is impossible to get on to the property ladder unless you have a high income.”*
- *“The housing ladder must solely focus on creating housing stock that is truly affordable for existing residents of RBWM and their offspring.”*

Concern about housing/planned developments and their impact on the borough's environment, pressures on related infrastructure, amenities and facilities and quality of life

Sample responses:

- *“Too much building of housing without any extension of infrastructure, healthcare and other required support for the extra residents”*
- *“Maidenhead needs a variety of businesses to provide employment opportunities to local residents, a variety of shops, restaurants and bars to enable residents to socialise locally. Local services such as schools, hospital and reliable public transport. Too many houses and not enough facilities!”*
- *“Sustainable is not getting rid of golf courses and building houses.”*

Greater focus on building communities

Sample responses:

- *“Residents should be encouraged to take more responsibility for their own self-care and support the communities where they live.”*
- *“My ambitions for the borough would be more around building community and less around individuals and families. COVID and lockdown taught us the value of this.”*
- *“It's not about achieving ambitions and potential for us. It's about living in harmonious caring communities. Looking after the environment, the children of the future and being kind and sharing. We don't want a commuter town.”*
- *“For the RBWM to thrive we need to facilitate a strong community spirit not just talk about families and individuals.”*
- *“A council which can mobilise the community action / groups so individuals are encouraged to contribute to their community - responsibilities as well as rights.”*

Need a stronger focus on supporting businesses and employment, particularly supporting local businesses, and reviving town centres

Sample responses:

- *“The Town Centre needs to be reborn urgently. The regeneration seems to be slow. Businesses will not be attracted to it as it is now. Residents are beginning to go to Bracknell etc for shopping. You must carry out the Plan so people have faith in the Council. Not sure they do at present.”*
- *“I would expect there to be a vibrant High Street and a robust thriving community, where people are healthy and the neighbourhood spirit to uplifted again.”*
- *“High Streets with a mix of housing, independent shops as well as chains and a mix of restaurants etc.”*
- *“Different and unique shops to be in the Borough and to receive help/advice of how to thrive (currently shops are closing down very quickly).”*

Need a stronger focus on supporting physical and mental health and wellbeing, including a focus on improving leisure opportunities

Sample responses:

- *“The lack of a specific reference to supporting physical and mental health and well-being feels like a glaring omission. Investing in leisure opportunities of all kinds and supporting local organisations should be a key deliverable. Healthy communities thrive”*
- *“I am alarmed that the health/wellbeing of residents is absent and this appears to be focussed on economic activity”*

Need greater focus on cycling and walking infrastructure and maintenance of public realm to support health and wellbeing, and improved public transport options

Sample responses:

- *“Please create a proper cycling infrastructure so my children can cycle to school and as a family we can travel throughout Maidenhead without needing the car.”*
- *“1) Add well designed cycle lanes and 2) keep footpaths smooth and clear of nettles and brambles !”*
- *“Better cycle lanes and public transport should be part of the connecting neighbourhoods policy.”*

A greater focus on reducing inequality, and support for disadvantaged groups

Sample responses:

- *“There’s an attitude that everyone here is rich and so we don’t need to worry about poor people”*
- *“It feels that there continues to be a divide within the local community between those that have and those that do not have, and this can impact on access to education and future goals and achievements for the young people.”*
- *“Providing equality of opportunity for individuals and families to achieve their ambitions is what’s important. Helping remove barriers for underprivileged and disadvantaged people”*
- *“There is a wide difference between those that “have” and those that don’t. My children have no chance of building a family life here”*
- *“Ensure that people with disabilities are not disadvantaged and are provided with equal opportunities.”*

Comments on improvements to the Council’s approach:

Sample responses:

- *“That procedures of dealing with certain things, like waste related for example, are made simpler and clearer and that we as residents are kept fully informed of what happens. More transparency would be appreciated and more public engagement on matters that would affect the wider community.”*
- *“The council takes an increasing ‘back seat’ role - strong families and communities are best at supporting each other, council intervention should only be reserved for extreme cases. How can the council invest in prevention in such a way that far fewer people need their support, because to an extent the borough is self-supporting and self-sustaining? The end goal ultimately is for the council to ‘do itself out of a job’, that the community is so self-sustaining that really, it is (almost) no longer required.”*
- *“That members of Council listen and genuinely engage with their electorate, that services provided meet the requirements of the majority (you cannot please everyone), that the Environment and Climate Strategy is wholeheartedly adhered to and implemented.”*
- *“Targeted communication about what you have achieved and who it has benefited.”*
- *“Getting things right first time is an honourable ambition, but there should be scope for refinement and improvement.”*

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

Essential information

Items to be assessed: (please mark 'x')

| | | | | | | | |
|-----------------|--|-------------|---|----------------|--|--------------------------|--|
| Strategy | | Plan | X | Project | | Service procedure | |
|-----------------|--|-------------|---|----------------|--|--------------------------|--|

| | | | | | |
|----------------------------|---------------|---------------------|----------|--------------------|------------------------------|
| Responsible officer | Rebecca Hatch | Service area | Strategy | Directorate | Governance, Law and Strategy |
|----------------------------|---------------|---------------------|----------|--------------------|------------------------------|

| | | | |
|--------------------------------------------|--------------------------|--------------------------------------------------|---------------------------|
| Stage 1: EqIA Screening (mandatory) | Date created: xx/xx/xxxx | Stage 2 : Full assessment (if applicable) | Date created : xx/xx/xxxx |
|--------------------------------------------|--------------------------|--------------------------------------------------|---------------------------|

Approved by Head of Service / Overseeing group/body / Project Sponsor: Emma Duncan

"I am satisfied that an equality impact has been undertaken adequately."

Signed by (print): Rebecca Hatch

Dated: 04/10/2021

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Corporate Plan 2021-2026

Guidance notes

What is an EqlA and why do we need to do it?

The Equality Act 2010 places a 'General Duty' on all public bodies to have 'due regard' to:

- Eliminating discrimination, harassment and victimisation and any other conduct prohibited under the Act.
- Advancing equality of opportunity between those with 'protected characteristics' and those without them.
- Fostering good relations between those with 'protected characteristics' and those without them.

EqlAs are a systematic way of taking equal opportunities into consideration when making a decision, and should be conducted when there is a new or reviewed strategy, policy, plan, project, service or procedure in order to determine whether there will likely be a detrimental and/or disproportionate impact on particular groups, including those within the workforce and customer/public groups. All completed EqlA Screenings are required to be publicly available on the Council's website once they have been signed off by the relevant Head of Service or Strategic/Policy/Operational Group or Project Sponsor.

What are the "protected characteristics" under the law?

The following are protected characteristics under the Equality Act 2010: age; disability (including physical, learning and mental health conditions); gender reassignment; marriage and civil partnership; pregnancy and maternity; race; religion or belief; sex; sexual orientation.

What's the process for conducting an EqlA?

The process for conducting an EqlA is set out at the end of this document. In brief, a Screening Assessment should be conducted for every new or reviewed strategy, policy, plan, project, service or procedure and the outcome of the Screening Assessment will indicate whether a Full Assessment should be undertaken.

Openness and transparency

RBWM has a 'Specific Duty' to publish information about people affected by our policies and practices. Your completed assessment should be sent to the Strategy & Performance Team for publication to the RBWM website once it has been signed off by the relevant manager, and/or Strategic, Policy, or Operational Group. If your proposals are being made to Cabinet or any other Committee, please append a copy of your completed Screening or Full Assessment to your report.

Enforcement

Judicial review of an authority can be taken by any person, including the Equality and Human Rights Commission (EHRC) or a group of people, with an interest, in respect of alleged failure to comply with the general equality duty. Only the EHRC can enforce the specific duties. A failure to comply with the specific duties may however be used as evidence of a failure to comply with the general duty.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

Stage 1 : Screening (Mandatory)

1.1 What is the overall aim of your proposed strategy/policy/project etc and what are its key objectives?

The Council is currently working to an Interim Council Strategy, adopted in July 2020 in recognition of the significantly changed operating context brought about by the COVID-19 pandemic. Whilst not a specific statutory duty to do so, as part of good governance there is a need to succeed the Interim Strategy with a new, forward-looking Corporate Plan for the period 2021-2026.

The Corporate Plan presented for approval sets out the Council's overarching objectives and related goals for achievement over the period 2021-26, and sets out our focus on enabling better life chances and prioritising those who experience disadvantage and inequality. The Plan does not set out the detail of the strategies and action plans (i.e. the "how" we will deliver the goals). Underpinning strategies, action plans and related projects are/will be the subject of separate reports over the life of the plan and with their own EqiAs to further assess the impact of delivery mechanisms on the protected characteristics.

The Plan outlines six core principles of the Council's approach. The "[promotion] of health and wellbeing and seeking to reduce inequalities" is a core principle and will be embedded across all areas of work.

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. We will undertake further evidence gathering and engagement with affected communities, focused on their experiences and sources of support. The Council's approach to targeting support to those who need it most, will be shared in 2022, alongside revised Equality Objectives. It is acknowledged here that delivery against the Council's separate but related equality objective to "build our organisational intelligence capability in relation to protected characteristics data, and interrogate data and research inequalities linked to the protected characteristics" will be a key enabler of success.

The Plan's approach principles also include a commitment to becoming an "enabling Council", supporting community-led action and connecting residents into community support networks. This builds on the strong relationships and foundations of partnership working with our communities that emerged particularly throughout the COVID-19 pandemic and moves toward community-based support designed and, increasingly, delivered through local communities. A further commitment is made to making Council service-delivery more responsive and innovative, and shaped around the needs of those who access them.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

1.2 What evidence is available to suggest that your proposal could have an impact on people (including staff and customers) with protected characteristics? Consider each of the protected characteristics in turn and identify whether your proposal is Relevant or Not Relevant to that characteristic. If Relevant, please assess the level of impact as either High / Medium / Low and whether the impact is Positive (i.e. contributes to promoting equality or improving relations within an equality group) or Negative (i.e. could disadvantage them). Please document your evidence for each assessment you make, including a justification of why you may have identified the proposal as “Not Relevant”.

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

| Protected characteristics | Relevance | Level | Positive/negative | Evidence |
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| | Age | Relevant | Medium | <p data-bbox="1234 336 2018 571">Positive</p> <p data-bbox="1234 336 2018 571"><i>The estimated median age of the local population is 42.6yrs [Source: ONS mid-year estimates 2020]. An estimated 20.2% of the local population are aged 0-15, and estimated 61% of the local population are aged 16-64yrs and an estimated 18.9% of the local population are aged 65+yrs. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</i></p> <p data-bbox="1234 592 2018 927">The Plan acknowledges that the local population is both growing and ageing, and that this increases demand for housing, school places and other services, and puts pressure on infrastructure. Whilst it is positive that older people and those with additional needs are living longer, the Plan acknowledges that an ageing population also means a rising demand for adult social care. The Plan includes specific goals to increase satisfaction with adult social care and support provided by the Council. Specific goals for better life chances for children and young people are also included.</p> <p data-bbox="1234 948 2018 979">Goals relating to children and young people:</p> <ul data-bbox="1285 986 2018 1321" style="list-style-type: none"> • At least 95% of the borough’s education settings are judged to be Good or Outstanding. • An increase in the attainment ranking for Children in Care, SEND and eligible for Free School Meals (FSM) in GCSE English and Maths. • Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (at least 75%), supported by a Corporate Parenting service, judged good or better. |
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| | | | | <ul style="list-style-type: none"> • A decrease in the proportion of Year 6 (10-11 years old) children who are overweight and obese from 29% to 24% by 2026. • 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. <p>Goals relating to adult social care:</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. • Increase in respondents to the Social Care Survey in 2024 who are satisfied with adult social care and support provided by the Council to at least 70%. • A decrease in the proportion of adults who feel lonely always, often or some of the time from 21.24%, by supporting an active community and voluntary sector. • A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months. |
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| Disability | Relevant | Medium | Positive | <p>The Plan includes specific goals in the relation to this protected characteristic as follows:</p> <ul style="list-style-type: none"> • 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. • More people with learning disabilities live in their own homes or with their families, increasing the proportion by 10 percent points by 2025. • Increase attendance at leisure centres by at least 10% (from 2019 baseline), among over 60s, people with disabilities and individuals who have a medical referral (including for cardiac, stroke and cancer rehabilitation). |
| Gender re-assignment | Not relevant | | | <p>The Plan outlines six core principles of the Council's approach. The "[promotion] of health and wellbeing and seeking to reduce inequalities" is a core principle and will be embedded across all areas of work.</p> <p>There are no specific goals within the Plan considered to impact this particular protected characteristic. Underpinning strategies, action plans and related projects are/will be the subject of separate reports over the life of the plan and with their own EqiAs to further assess the impact of delivery mechanisms on the protected characteristics.</p> |

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| Marriage/civil partnership | Not relevant | | | <p>The Plan outlines six core principles of the Council’s approach. The “[promotion] of health and wellbeing and seeking to reduce inequalities” is a core principle and will be embedded across all areas of work.</p> <p>There are no specific goals within the Plan considered to impact this particular protected characteristic. Underpinning strategies, action plans and related projects are/will be the subject of separate reports over the life of the plan and with their own EqiAs to further assess the impact of delivery mechanisms on the protected characteristics.</p> |
| Pregnancy and maternity | Not relevant | | | <p>The Plan outlines six core principles of the Council’s approach. The “[promotion] of health and wellbeing and seeking to reduce inequalities” is a core principle and will be embedded across all areas of work.</p> <p>There are no specific goals within the Plan considered to impact this particular protected characteristic. Underpinning strategies, action plans and related projects are/will be the subject of separate reports over the life of the plan and with their own EqiAs to further assess the impact of delivery mechanisms on the protected characteristics.</p> |

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| <p>Race</p> | <p>Relevant</p> | <p>Medium</p> | <p>Positive</p> | <p><i>The 2011 Census indicates that 86.1% of the local population is White and 13.9% of the local population is BAME. The borough has a higher Asian/Asian British population (9.6%) than the South East (5.2%) and England (7.8%). The forthcoming 2021 Census data is expected to show a rise in the BAME population. [Source: 2011 Census]</i></p> <p>Data indicates a higher concentration of BAME groups in some of the most deprived areas of the borough. The Housing and Environmental Health Service acknowledges an observation that BAME groups are over-represented in relation to homelessness, and the Plan’s focus on affordable housing and reducing temporary accommodation will therefore be particularly beneficial to BAME groups.</p> <p>The Plan commits to undertaking further work to improve our understanding of the experiences and outcomes of different communities in the borough; this will enable us to better design and target support at those who are experiencing disadvantage.</p> <p>The Council will publish its Equality Objectives in March 2022, following this additional research, including specific objectives on addressing racial inequalities.</p> |
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqlA : Corporate Plan 2021-2026

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| <p>Religion and belief</p> | <p>Relevant</p> | <p>Medium-low</p> | <p>Positive</p> | <p><i>The 2011 Census indicates that 62.3% of the local population is Christian, 21.7% no religion, 3.9% Muslim, 2% Sikh, 1.8% Hindu, 0.5% Buddhist, 0.4% other religion, and 0.3% Jewish. [Source: 2011 Census]</i></p> <p>Whilst there are no specific goals targeted at particular religious groups, the Plan commits to closer partnership working with the voluntary and community sector, including faith groups, recognising the important role that faith groups play in supporting Thriving Communities. The Plan specifically highlights the Council's ongoing commitment to working in close partnership with Maidenhead Mosque in order to better target support to the Muslim community. The Council will build on the success of this approach by reaching out to other faith communities in the borough.</p> |
| <p>Sex</p> | <p>Relevant</p> | <p>Medium</p> | <p>Positive</p> | <p><i>In 2020 an estimated 49.6% of the local population is male and 50.4% female. [Source: ONS mid-year estimates 2020, taken from Berkshire Observatory]</i></p> <p>In the absence of data available at a local level, national data taken from the Office for National Statistics (2021) in relation to perceptions of safety shows that: 1 in 2 women and 1 in 7 men felt unsafe walking alone after dark in a quiet street near their home; 1 in 2 women and 1 in 5 men felt unsafe walking alone after dark in a busy public place; 4 out of 5 women and 2 out of 5 men felt unsafe walking alone after dark in a park or other open space. The Plan includes a specific goal to:</p> <ul style="list-style-type: none"> • Increase the proportion of women and girls who feel safe in the borough, including through a safe and thriving night-time economy. |

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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

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| Sexual orientation | Not relevant | | | <p><i>The 2019 Annual Population Survey found that 93.7% of the UK population aged 16 years and over identified as heterosexual or straight. An estimated 2.7% of the UK population aged 16 years and over identified as lesbian, gay or bisexual. [Source: ONS, Sexual Orientation, UK: 2019] There is limited data available at a local level about this protected characteristic.</i></p> <p>The Plan outlines six core principles of the Council’s approach. The “[promotion] of health and wellbeing and seeking to reduce inequalities” is a core principle and will be embedded across all areas of work.</p> <p>There are no specific goals within the Plan considered to impact this particular protected characteristic. Underpinning strategies, action plans and related projects are/will be the subject of separate reports over the life of the plan and with their own EqiAs to further assess the impact of delivery mechanisms on the protected characteristics.</p> |
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ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

EQUALITY IMPACT ASSESSMENT

EqIA : Corporate Plan 2021-2026

Outcome, action and public reporting

| Screening Assessment Outcome | Yes / No / Not at this stage | Further Action Required / Action to be taken | Responsible Officer and / or Lead Strategic Group | Timescale for Resolution of negative impact / Delivery of positive impact |
|-----------------------------------------------------------------------------------------|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------|---------------------------------------------------------------------------|
| Was a significant level of negative impact identified? | Not at this stage | Ensure future workstreams developed as a result of this Plan are assessed for equalities impact. Build our organisational intelligence capability in relation to protected characteristics data, interrogate data and research inequalities linked to the protected characteristics. | Rebecca Hatch | Any workstreams that result from this Plan |
| Does the strategy, policy, plan etc require amendment to have a positive impact? | Not at this stage | Not at this stage | N/A | N/A |

If you answered **yes** to either / both of the questions above a Full Assessment is advisable and so please proceed to Stage 2. If you answered “No” or “Not at this Stage” to either / both of the questions above please consider any next steps that may be taken (e.g. monitor future impacts as part of implementation, re-screen the project at its next delivery milestone etc).

| | |
|---------------------------------------------|---------------------------------------------------------------------------------------------------|
| Report Title: | Extend Council tax exemption for RBWM Care Leavers up to age 25 |
| Contains Confidential or Exempt Information | No - Part I |
| Cabinet Member: | Cllr S Carroll, Cabinet Member for Adult Social Care, Children Services, Health and Mental Health |
| Meeting and Date: | Cabinet - 28 October 2021 |
| Responsible Officer(s): | Lin Ferguson - Director of Children's Social Care |
| Wards affected: | All |

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REPORT SUMMARY

The Children and Social Work Act 2017 introduced a new duty on local authorities to extend their support to all Care Leavers up to the age 25, up from the age of 22. What constitutes support is not defined by legislation and is a matter for individual council policy. One element often considered is the provision of a Council Tax exemption for Care Leavers living within the council area.

In the Royal Borough of Windsor and Maidenhead, Care Leavers up to their 22nd birthday, are exempt from paying Council Tax, with discretion for those up to the age of 25. Many councils have extended the mandatory policy to the age of 25.

For Care Leavers of any age who do not live within the borough, this exemption does not apply. Some local authorities offer payments towards the cost of Council Tax in this scenario, with different age ranges. At the current time, Care Leavers who are the responsibility of the Council in other council areas do not receive such a payment.

The Corporate Parenting Forum considered this position and recommended that the Royal Borough of Windsor and Maidenhead should extend the existing Council Tax exemption to Care Leavers up to the age of 25 who live within the borough. The Corporate Parenting Forum also recommended that consideration is given to equity for our Care Leavers who do not live within the borough and provide assistance towards the cost of Council Tax paid to other authorities, equivalent to RBWM rates.

This report therefore sets out the likely volume and costs of the recommendations of the Corporate Parenting Forum and recommends the adoption of both policies, subject to detailed development of the terms of the offer.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) **Extends the mandatory Council Tax exemption to Care Leavers living in the borough, up to the age of 25.**
- ii) **Provides Care Leavers up to the age of 25, living out of the borough and who pay Council Tax, an allowance towards their Council Tax costs equivalent to that received by Care Leavers living in the borough.**
- iii) **Delegates the approval of the details of both schemes to Executive Director of Children’s Services in consultation with the Cabinet Member for Adult Social Care, Children Services, Health and Mental Health and the Cabinet Member for Finance.**

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

Options

Table 1: Options arising from this report

| Option | Comments |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Extend mandatory Council Tax exemption up to the age of 25 for Care Leavers who are liable and reside within the borough. This is the recommended option | <ul style="list-style-type: none"> - All Care Leavers living in the borough would be exempt from paying Council Tax up to the age of 25 in line with the Children and Social Work Act 2017. |
| Leave the current policy at the age of 22 rather than 25. This is not recommended. | <ul style="list-style-type: none"> - This means we would be liable to challenge from Care Leavers aged 23-25 as the policy would equally reflect the Children and Social Work Act 2017. |
| Extend financial assistance, up to the value of RBWM Council Tax exemptions for Care Leavers up to the age of 25 who are liable for Council Tax in another local authority area. This is the recommended option | <ul style="list-style-type: none"> - The Council provides the equivalent financial support to all Care Leavers up to the age of 25. - This is a local policy choice for the council as corporate parents. |
| Leave the current policy of not providing support for out of area Care Leavers. This is not recommended. | <ul style="list-style-type: none"> - This means we would continue to have a different experience for Care Leavers based on where they live. |

2.1 It is well documented that many ‘care experienced’ young people are significantly disadvantaged compared to their peers. Their transition to

adulthood is often challenging and can be a time of great stress. They often do not have the robust and dependable family support networks that other young people have to help facilitate this transition and to offer a safety net whilst they adjust and adapt to adult life. It is therefore important that we expand and build on our corporate parenting responsibilities to support all of our young people. The Children and Social Work Act 2017 introduced a new duty on local authorities to extend their support to all Care Leavers up to the age 25.

- 2.2 Achieving for Children (AfC) has aligned with the new extended duty by providing young people with continued access to a Personal Advisor up to the age of 25. The entitlement document has been reviewed to help support our young people as effectively as possible, offering them greater opportunities to make a successful transition into adulthood and independent living. This is a very challenging time for our Care Leavers and The Royal Borough of Windsor and Maidenhead recognised this when it agreed that Care Leavers up to their 22nd birthday and living in the borough should be exempt from paying Council Tax. However, now that our corporate parenting duties have been extended up to the age of 25, this position needs to be reconsidered, so that Care Leavers between the ages of 22 and 25 are given the same mandatory support rather than relying on the current discretionary scheme.
- 2.3 Given the limited housing options available to Care Leavers within the borough, many of our young people do not live locally. For those Children in Care placed out of the borough, when they become Care Leavers, they may have to build a life in another area. These Care Leavers do not have access to local offers in the same way as those who benefit from living within the borough. The support available to our Care Leavers living out of the borough is largely dependent on the local authority area in which they live and whether they are offered any additional consideration as a Care Leaver.
- 2.4 When a Child in Care transitions to adulthood and becomes a Care Leaver in another local authority area, a request is made to the 'host' local authority to establish what offers they may have for Care Leavers living in their area. In our experience, this is very limited, and we do not have any Care Leavers who live in another borough where Council Tax exemption is in place. As such we continue to see inequality between the offers given to our Care Leavers depending on where they live. It is therefore important to consider whether the Council, as their Corporate Parents, should also financially support the payment of Council Tax to Care Leavers up to the age of 25 living out of the borough, equivalent to what they would receive if they lived within RBWM.
- 2.5 Some of our partner agencies and other local authorities have made adjustments to reflect their commitment to Care Leavers as a result of the extended duty. The Department of Work and Pensions (DWP) has extended the exemption to Care Leavers from a shared room rate from age 21 to age 25, which took effect from June 2021.
- 2.6 Within Berkshire, Slough have amended their duty to support Care Leavers with Council Tax both in and out of the borough, allowing them exemption from Council Tax liability up to the age 25 for 'in borough' and providing financial support for those Care Leavers 'out of borough'. Another South East District Council uses a phased scheme within this policy to encourage forward financial planning by young people.

2.7 There are several Councils which have established how to apply the policy of supporting Care Leavers with the costs of these schemes. For example, some schemes ensure that all existing reliefs and benefits are used before allowances are paid, and officers will include those examples of best practice when developing the details of the scheme should the policy recommendations be agreed.

3. KEY IMPLICATIONS

3.1 The financial success of this would not be recognised quickly. This would come from reducing the need for additional services later in the journey of a Care Leaver. The immediate impact would be the positive feelings experienced by our Care Leavers. Mental health and financial safety are strongly linked. Financial relief and the feeling of being supported can avoid anxiety about money, having trouble sleeping, feeling angry or fearful, mood swings, tiredness, loss of appetite, and social withdrawal. This financial support is something that a good parent would do.

3.2 Making this change will allow our Care Leavers some financial reprieve to enable them to focus on other priorities, such as building their independence skills. Generally, when a Care Leaver is claiming Universal Credit they have no expendable income and are not able to put money aside for unforeseen expenses. This can have a significant impact, leaving many Care Leavers anxious about their financial pressures. The exemption or financial support will allow them a longer period to adjust to the demands of their new financial responsibilities and establish their independent living before adding this additional financial burden. As such, it is expected that the additional financial support will have a positive impact on the wellbeing of those for whom we have corporate parenting responsibilities.

3.3 Whilst this is difficult to quantify, it is expected that in the long term, Care Leavers who are financially more secure and experience less anxiety about their ability to manage, may result in fewer services being required as an adult. It is therefore predicted that this will have a longer term financial gain, but of more importance, it will be of benefit to those for whom we have corporate parenting responsibilities.

Table 2: Key Implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|----------------------------------------------------------------------------------------------------------------|--------------|--------------------------------------------------|-------------------------------------------|-------------------------------|-------------------------|
| Care Leavers living within the borough are exempt from paying Council Tax up to the age of 25 and Care Leavers | Not approved | Approved and fully operational by 1 January 2022 | Approved and in place by 1 December 2021. | | |

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|---------------------------------------------------------------|-------|-----|----------|------------------------|------------------|
| living 'out of borough' are equally supported by the Council. | | | | | |
| | | | | | |

4. FINANCIAL DETAILS / VALUE FOR MONEY

In Borough

- 4.1 We have a total of 26 care leavers aged 18-21 living in RBWM, of those; 15 have a Council Tax liability but with an exemption in place.
- 4.2 There are a total of 27 Care Leavers aged 22-25 living in the borough. Of those, 11 have no Council Tax liability, 16 have Council Tax liability and are paying some level of Council Tax. If the recommendation is accepted, it will mean that these 16 additional young people living in the borough, will not be liable to pay Council Tax.
- 4.3 Having forecast future numbers of Care Leavers over the next three years, we have estimated that the number of new exemptions will increase by an average of 5 Care Leavers per financial year. This will be offset against the Care Leavers who will reach the age of 25 years and will no longer be eligible for financial support. We have calculated this to be 9 in 2021/22, 6 in 2022/23 and 3 in 2023/24.
- 4.4 The indicative financial impact of agreeing to the exemption for Care Leavers resident within the borough aged between 22-25 has been calculated on an average payment of £1,100 totalling £17,600 in 2021/22 followed by £23,520 and £28,510 in the following two financial years, with estimated 2% increase in the payment in the following financial years. Similar estimates have been made for the Care Leavers who will no longer get support and this equates to a reduction of £9,900 in this year, £6,720 and £3,430 in the following financial years.

Table 3: Estimated financial impact of in borough recommendation

| REVENUE COSTS | 2021/22 | 2022/23 | 2023/24 |
|------------------|---------------|----------------|----------------|
| Additional total | £17,600 | £23,520 | £28,510 |
| Reduction | (£9,900) | (£6,720) | (£3,430) |
| Net Impact | £7,700 | £16,800 | £25,080 |

- 4.5 The actual impact of implementing the policy will be dependent on the details of the scheme, such as the use of phased discount levels, and show as reduced income for the Council Tax budget, however the impact will be included in the overall Children's Services budget following a review of the overall support provided to Care Leavers.

Out of Borough

- 4.6 We have a total of 35 Care Leavers 18-25 living out of the borough. Of those, 19 have no Council Tax liability and 16 have a Council Tax liability (of which 11 are claiming some local Council Tax support). The remaining 5 Care Leavers are in employment and are paying the full Council Tax liability.
- 4.7 It is proposed that Care Leavers would be paid an allowance equal to their actual Council Tax liability (including precepts) on presentation of their annual bill. This allowance will be capped at the unparished Band B value of £1,240.54 for 2020/21.
- 4.8 Having forecast our number of Care Leavers over the next three years, we have calculated that the number of exemptions will increase by an average of approximately 2 Care Leavers per financial year. This will be offset against the Care Leavers who will reach the age of 25 years. This has also been calculated at an average of 2 young people over the next three years.
- 4.9 The indicative financial impact of agreeing to the exemption for the current Care Leavers who reside outside of the borough is set out in table 4 and has been estimated as £5,500 for 2021/22 and £7,840 and £7,980 in future years. Reduction in financial support for Care Leavers who will be 25 + years; at an average estimate at 2 within the following financial years, will result in cost reductions of £2,200, £2,240 and £2,280.

Table 4: Out of Borough

| REVENUE COSTS | 2021/22 | 2022/23 | 2023/24 |
|----------------------|----------------|----------------|----------------|
| Additional total | £5,500 | £7,840 | £7,980 |
| Reduction | (£2,200) | (£2,240) | (£2,280) |
| Net Impact | £3,300 | £5,600 | £5,700 |

- 4.10 The actual costs of this policy will be dependent on the details of the scheme, including the use of any local benefits, such as single person discounts. Any remaining impact will be met from the Children's Services budget as set out in 4.5.

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications other than the Council prioritising its duty as corporate parents and ensuring our Care Leavers are offered every opportunity, wherever they live, to have the best possible start to their adult lives.

6. RISK MANAGEMENT

- 6.1 If this is not agreed, we will risk our Care Leavers becoming more disadvantaged and the financial strains preventing them from becoming fully independent and well settled adults in the community.

- 6.2 In addition, RBWM risks falling behind other local authorities in this area of championing the needs of our Care Leavers if the in-borough policy is not extended.
- 6.3 The young people have also voiced their desire and need for this exemption saying it would give them less worries and improve their quality of life whilst they make the transition to independent living.
- 6.4 This can also be considered as an offset against future financial support, as it will positively impact on their ability to be financially responsible, avoiding AfC contribution should they fall into arrears.
- 6.5 In some cases, this support may avoid potential issues of homelessness.

Table 5: Impact of risk and mitigation

| Risk | Level of uncontrolled risk | Controls | Level of controlled risk |
|----------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------|---------------------------------|
| A significantly increased financial demand on RBWM | Low | This can be tracked via data annually which can inform future predictions of service demand. | Low |
| Lack of interest from young people | Low | Personal Advisors will ensure that all care leavers are aware of the support available to them | Low |

7. POTENTIAL IMPACTS

- 7.1 Equalities. This exemption will be inclusive of all Care Leavers up to age 25 living ‘in borough’ and ‘out of borough’ in line with the extended duties as outlined above.
- 7.2 Climate change/sustainability. There will be no direct impact on climate change and sustainability through the extended exemption of Council Tax. It may support some Care Leavers to have a choice of where they live which could include more energy efficient properties
- 7.3 Data Protection/GDPR. Care Leavers personal details must not to be shared as part of the process without consent.

8. CONSULTATION

- 8.1 Our entire cohort of Care Leavers have been emailed and many consulted on a one to one basis by their Personal Advisors, Team Manager and Associate Director in partnership with the Youth Engagement Officer as part of our Care Leavers Forum. The resounding comments are in support of increasing the exemption of paying Council Tax/equivalent financial support from the age of 22 to 25 years of age no matter where a Care Leaver lives.

8.2 These are some of the comments made by young people who were consulted.

“This would mean I could officially afford to live in my own place and save money, where otherwise I am paralysed with fear at the idea of paying council tax”

“Being exempt from council tax until I’m 25 will help me dramatically. I am on a decent wage for my age. But due to the fact I live by myself I am in debt every month just to survive. By having some or all of my council tax paid for until I’m 25 means that I can stabilise my finances over the years and potentially get to a place where I can start saving money. By the time I’m 25 my wage should have increased which would mean I will have more flexibility with my finances to pay my council tax. I would like to feel like a normal 20-year-old just sometimes so that I could also enjoy my time with my friends. Having extra bills than most people my age means I have to sacrifice or miss out on a lot all due to finances. I was also on antidepressants for years all due to finances and feeling like I can’t do anything socially; knowing my council tax is covered until I’m 25 would just be the biggest lift off my shoulders. As care leavers it’s not our ideal choice to be thrown into adult life paying for everything when most young adults would still be living at home. Also, since I moved into my flat my bills have increased every year which means even when my wage goes up I don’t see anything from it as it goes straight onto the extra cost of my bills. I have worked full time straight from leaving school and have always been very good with my money and I still manage to struggle every month which sometimes demotivates me to keep a job. I often think to myself I might as well quit my job and have all my bills paid for plus extra money to live off rather than work extremely hard 5 days a week, 9 hours a day to not even break even. I’ve been at my current job 3 years and I think having just that little extra support for longer would make a world of difference not just for me but for everyone.”

“Not having to pay Council Tax until I am 25 would mean the freedom to start my adult life and live for a couple of years, building savings and starting my career, without the burden of living alone parentless. Everyone knows that after 18 young people have the option of coming back home if the cost of living gets too high so they can save up for a while. Ex-foster care young people don’t get that so this is a welcome equaliser for young people with the unfortunate luck of having parents who aren’t there”

“We don't have the help that other people have. We can't just pick up the phone to ask mum or dad for a loan to start college or university or put a deposit on a flat. Any savings that we can make for however long is definitely of benefit to us and gives us some extra time to save money”

“If the age of being exempt from paying council tax went from 21 to 25 it would give me the opportunity to save that money and put it towards something else, like my first car”

“It is so difficult to save money when you are a Care Leaver as there are so many things we have to pay for out of our own money and if you are just

receiving universal credit its impossible to have any extra money available at the end of each month. This would help me save some money.”

"It would be 4 years of being able to save what would be paid in council tax to make our future better e.g. by putting it towards a deposit to buy a place or having that extra money so if something goes wrong or brakes there's that little bit of money we don't have to worry about"

"It would mean a lot I wouldn't have to worry about finances, and I could live comfortably also would mean I could spend that money elsewhere on things I need"

“Not having to worry about more bills would be such a relief as many care leavers have financial vulnerabilities.”

“Well, it would be a weight off my shoulders because council tax is expensive, and I think being so young and having no choice but to fend for yourself is hard enough without an added bill”

"I think it would just help ease stress and allow people to focus on more important things like working or University work instead of stressing over money and bills"

9. TIMETABLE FOR IMPLEMENTATION

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

Table 6: Implementation timetable

| Date | Details |
|---------------|-------------------|
| October 2021 | Cabinet decision. |
| November 2021 | Implementation |
| December 2021 | Delivery |
| | |

10. APPENDICES

- 10.1 There are no appendices to this report.

11. BACKGROUND DOCUMENTS

- 11.1 No background documents are referenced in this report.

12. CONSULTATION

| Name of consultee | Post held | Date sent | Date returned |
|--------------------------------------------------|------------------------------------------------------------|------------|---------------|
| <i>Mandatory: Statutory Officers (or deputy)</i> | | | |
| Adele Taylor | Executive Director of Resources/S151 Officer | 13/10/2021 | 15/10/21 |
| Emma Duncan | Deputy Director of Law and Strategy / Monitoring Officer | 13/10/2021 | 14/10/2021 |
| <i>Deputies:</i> | | | |
| Andrew Vallance | Head of Finance (Deputy S151 Officer) | 13/10/2021 | 15/10/21 |
| Elaine Browne | Head of Law (Deputy Monitoring Officer) | 13/10/2021 | |
| Karen Shepherd | Head of Governance (Deputy Monitoring Officer) | 13/10/2021 | |
| <i>Other consultees:</i> | | | |
| <i>Directors (where relevant)</i> | | | |
| Duncan Sharkey | Chief Executive | 13/10/2021 | 14/10/21 |
| Andrew Durrant | Executive Director of Place | 13/10/2021 | |
| Kevin McDaniel | Executive Director of Children's Services | 13/10/2021 | 14/10/2021 |
| Hilary Hall | Executive Director of Adults, Health and Housing | 13/10/2021 | 18/10/2021 |
| <i>Heads of Service (where relevant)</i> | | | |
| Nikki Craig | Head of HR, Corporate Projects and IT | 13/10/2021 | |
| Louisa Dean | Communications | 13/10/2021 | |
| Louise Freeth | Head of Revenues, Benefits, Library and Residents Services | 13/10/2021 | 14/10/2021 |
| <i>External (where relevant)</i> | | | |
| | | | |

| | | |
|---------------------------------------------------|-------------------------------------------------------------------------------|-----|
| Confirmation relevant Cabinet Member(s) consulted | Cabinet Member for Children's Services through the Corporate Parenting Board. | Yes |
|---------------------------------------------------|-------------------------------------------------------------------------------|-----|

REPORT HISTORY

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

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| | |
|---------------------------------------------|-------------------------------------------------------------------------------------------------------------|
| Report Title: | Land West of Windsor Stakeholder Masterplan |
| Contains Confidential or Exempt Information | No - Part I |
| Cabinet Member: | Councillor Coppinger, Cabinet Member for Planning, Environmental Services and Maidenhead |
| Meeting and Date: | Cabinet – 28 th October 2021 |
| Responsible Officer(s): | Andrew Durrant, Executive Director of Place Services Adrien Waite, Head of Planning |
| Wards affected: | Site is within Clewer and Dedworth West but development will also affect Bray and Clewer and Dedworth East. |

REPORT SUMMARY

This report explains the new Borough Local Plan requirement for the preparation of Stakeholder Masterplan Documents and summarises the process and outcomes specifically in relation to the Stakeholder Masterplan Document for Land West of Windsor.

The report recommends that Cabinet approves the Land West of Windsor Stakeholder Masterplan Document as an important material consideration for Development Management purposes.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the Land West of Windsor Stakeholder Masterplan Document as an important material consideration for Development Management purposes.**

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

Options

Table 1: Options arising from this report

| Option | Comments |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>Approve the Land West of Windsor Stakeholder Masterplan Document for Development Management purposes.</p> <p>This is the recommended option.</p> | <p>The site promoter, stakeholders, local residents and local planning authority have worked collaboratively on the Stakeholder Masterplan Document. If approved for Development Management purposes, the document will help to ensure a high-quality development that takes into account the views of the local community and other stakeholders.</p> |
| <p>Not approve the Land West of Windsor Stakeholder Masterplan Document for Development Management purposes.</p> <p>This is not the recommended Option.</p> | <p>Deciding simply not to approve the Stakeholder Masterplan Document would undermine the Stakeholder Masterplanning process set out in the emerging Borough Local Plan. If there is a significant concern about an aspect (or aspects) of the Stakeholder Masterplan Document, Officers could review the Stakeholder Masterplan Document, and a revised version brought back to Cabinet for approval.</p> |

- 2.1 The emerging Borough Local Plan (BLP) places great importance on ensuring that development is sustainable, and that it positively contributes towards the qualities and character of the Borough. The Plan's Spatial Vision states that: *"...development will be expected to promote sustainability and add to the special qualities of the Borough through high quality design, effective and efficient use of land and protection of valued heritage, natural and other assets."*
- 2.2 To assist in implementing the Spatial Vision, BLP Policy QP1 (Sustainability and Placemaking) introduces a requirement for the preparation of 'stakeholder masterplans' for developments that will deliver 100 or more net new dwellings, or more than 5,000 sq. m of employment or mixed use floorspace. The supporting text to Policy QP1 explains that the stakeholder masterplanning process formalises good practice in relation to pre-application discussions, by requiring developers of larger sites to engage with the Council, local community, and other stakeholders at an early stage in the development process.
- 2.3 The developer is responsible for preparing the Stakeholder Masterplan Document (SMD). In summary, the process involves:
- Engagement with the Council, local community and other stakeholders on key issues, priorities, and development options;
 - Preparation of the draft SMD;

- Consultation on the draft document;
 - Consideration of the consultation responses, with amendments to be made to the draft SMD as appropriate/ necessary; and
 - Preparation of the final SMD.
- 2.4 The last stage in the process is for the final SMD to be presented to Cabinet, with a recommendation that the document be approved as an important material consideration for Development Management purposes.
- 2.5 The first SMD to be prepared is for Borough Local Plan (BLP) site allocation AL21, Land West of Windsor. The remainder of this Cabinet report addresses the process of preparing the SMD for Land West of Windsor, the content of the SMD, and the next steps.
- 2.6 It is worthwhile emphasising from the outset that only the BLP can release the subject land from the Green Belt. Whilst Officers are recommending that the SMD for Land West of Windsor be approved for Development Management purposes, the site will remain in the Green Belt, and the principle of developing the site not established, until the BLP has been adopted by the Council.
- 2.7 Wates Developments (the site promoter) have worked through the stakeholder masterplanning process at their own risk. Officers have been supportive of the progress made by Wates Developments (in advance of the BLP being adopted) on the basis that there are long lead-in times for larger developments, and in order to meet the housing targets set out in the BLP, it is important that early progress is made with some of the BLP site allocations. Wates Developments are in the process of preparing outline planning applications, and following the determination of those applications, detailed Reserved Matters applications will need to be submitted and determined.
- 2.8 Even with the early progress made on the Land West of Windsor SMD, it is unlikely that the first new homes will be delivered on the AL21 allocation until 2024 (at the earliest).
- 2.9 The site allocation proforma for Land West of Windsor (at Appendix C of the BLP) outlines the uses to be accommodated on the site, alongside a number of site-specific design requirements and considerations. The proposed uses are:
- Approximately 450 residential units
 - Strategic public open space
 - Formal pitch provision for football and rugby
 - Multi-functional community hub
 - A Special Educational Needs School (approximately 150 pupil capacity)
- 2.10 The site-specific design requirements and considerations address matters including access to the site (including by sustainable modes of transport), boundary treatments, the form of housing (including the need for family housing and affordable housing), and the importance of providing a strong green and blue infrastructure network across both elements of the site.

- 2.11 The requirements for site AL21, as set out in the BLP, were the starting point for determining the matters to discuss with the local community and other stakeholders through the stakeholder masterplanning process.
- 2.12 Wates Developments and officers agreed an engagement strategy, which centred around the creation of a Working Group. The Working Group comprised members of the local community, interest groups, elected Councillors and officers, as well as an urban design advisor working for the Council. As a result of the pandemic, the Working Group meetings were hosted on a free-to-join video conferencing platform.
- 2.13 The inaugural Working Group meeting took place on 19th January 2021, where the terms of reference were presented, and attendees were asked whether they felt that any sections of the local community with an interest in the project were under-represented on the Working Group.
- 2.14 Subsequent Working Group meetings addressed particular topics, with the general format for the sessions being a presentation from the Wates Developments team, followed by questions and a roundtable discussion. The topics discussed included how to create a distinctive development, appropriate to its location and context (3rd February 2021); how to integrate the neighbourhoods within the site, and with the surrounding area (18th February 2021); and how to maintain and enhance local biodiversity and integrate the drainage strategy for the site (4th March 2021).
- 2.15 A community information session was also held on 24th March 2021, and an update session on 17th June 2021.
- 2.16 Alongside the Working Group meetings, Wates Developments created a dedicated project website (www.landwestofwindsor.co.uk) along with an email address and phonenumber to enable community members to engage with the project during the COVID-19 pandemic. The Wates Developments Team have also met with officers, local residents and Councillors over the course of the last 12 months, to discuss particular aspects of the project in more detail than could be accommodated at the Working Group sessions.
- 2.17 The feedback at and following the Working Group meetings, the Borough Wide Design Guide and pre-application advice from officers and the Council's urban design advisor, all then fed into the preparation of the draft SMD. Wates Developments were responsible for preparing the draft SMD, in consultation with officers and the Council's urban design advisor.
- 2.18 In summary terms, the SMD prepared provides a description of the site and a summary of the planning policy context; summarises the feedback received during the engagement phase; sets out a series of development objectives for the site; identifies the principal opportunities and constraints associated with the site; and outlines the design principles that will guide the future development of the site.
- 2.19 Some of the main SMD principles and approaches to highlight, include:
- A commitment to deliver a greater proportion of family housing.

- A commitment to providing a multi-functional area of strategic public open space at the heart of the development, with seating, orchard, and areas for formal and informal play.
- Land set aside for a new Special Education Needs (SEN) school, with the size and location of the school site discussed and agreed with Achieving for Children.
- The provision of a new signal-controlled crossing of the A308 near the Oakley Road junction, as well as a more centrally located toucan crossing of the A308.
- The provision of allotments for local residents.
- An extensive network of footpaths and cycleways within the site, providing safe and direct routes through the site, which connect with existing footpaths and cycleways in the local area.
- A sensitive approach to the boundaries with existing development, in particular with the Cardinal Clinic, and Willows Estate.
- Protection of a view corridor to Windsor Castle.
- A commitment from Wates Developments to prepare a Design Code for the site, as part of their outline planning applications submission.

2.20 Wates Developments organised a four-week community consultation on the draft SMD between 3rd September and early October 2021. The consultation was advertised in the local press, a newsletter was shared with approximately 200 neighbouring homes and an e-mail sent to the local community and other stakeholders. Wates Development also provided consultation information on their website, allowing interested parties to pin comments on an interactive map of the site and surrounding area.

2.21 Wates Developments received 45 completed feedback forms and 9 written consultation responses. There were also 48 unique participants who left feedback or “liked” the comments of others on the interactive map. Officers have received all of the consultation responses in full, but for the purposes of this Cabinet Report provide a table summarising the comments received by theme. Against each comment theme is a Wates Development view, and an officer view. This summary table is attached as **Appendix A**. The appendix also notes the changes made to the SMD as a result of the consultation comments received.

2.22 It should be highlighted that many of the comments received related to matters that had also been raised at the Working Group meetings. Wates Developments and Council officers had therefore already had the opportunity to consider many of the issues in preparing the draft SMD. Some of the concerns being raised were in relation to matters of principle, which have been dealt with through the BLP examination (for example, the principle of releasing the land from the Green Belt for development). Other matters are points of detail (too detailed for the SMD) that can be further considered at the planning application stage.

2.23 A copy of the final SMD, as recommended for approval for Development Management purposes, is linked as **Appendix B**.

2.24 The main changes made to the SMD, as a result of the consultation feedback, include:

- An additional sentence at paragraph 73 of the SMD, to state: “*Explore opportunities for ecological enhancements within the proposed development parcels, for example through the planting mix in communal areas, the provision of bird boxes, and hedgehog friendly fencing*”.
- An amended paragraph 95, so that it reads: “*It is anticipated that the Community hub building will comprise of two main rooms and include provision of:*” This is to clarify that there will be separate rooms in the community hub building, one for a community café, and the other for small meetings, exercise classes etc.
- Inclusion of a thumbnail cross-section showing the typical relationship with existing housing at The Willows (after paragraph 108). The accompanying new text states “*Illustrative cross-section to show that proposed new housing adjacent to existing residential areas (e.g. The Willows) will be of a comparable height and, as a minimum, achieve a level of separation in accordance with standards set out in the Council’s Borough Wide Design Guide*”.
- Additional wording added to the first sentence of paragraph 135 to state “*....in accordance with the relevant planning policies of the BLP and making the necessary CIL contributions, which could be spent on the maintenance of existing social infrastructure, for example Dedworth Library*”. This is to provide an example of the type of existing local community infrastructure that will see increased demand as a result of the proposed development.

2.25 Overall, the Stakeholder Masterplanning process has been well received by local residents and other stakeholders. Whilst some remain opposed to the principle of development, many recognise that the process has enabled the local community and interested parties to be involved in the development process far earlier than would normally be the case. So, in addition to the issues and concerns raised in the summary table at **Appendix A**, it is worthwhile highlighting some of the very positive comments received in relation to the draft SMD:

- BBOWT - welcome the proposed framework of contiguous greenways and open spaces that promote biodiversity and are pleased to see the commitment to retaining some existing hedgerows and trees, particularly the veteran trees.
- Cardinal Clinic – wildlife corridor to serve as the boundary between the Cardinal Clinic and special needs school is welcomed.
- The Willows Residents - very pleased to see that the concerns they raised during the stakeholder events have been heard, and noted on the Stakeholder Masterplan, particularly in relation to the heritage and privacy aspects of the area, which could be seriously affected by insensitive developments.

- Windsor Ascot Maidenhead Community Land Trust - Wates Developments' positive approach to early community consultation have resulted in an outline masterplan scheme that has been given a lot of thought and is well planned around many aspects that the community value. The open space, sustainable greenery in wildlife corridors, opportunities for food growing and leisure, cycling and walking, as well as Community space are all welcome features.

2.26 The Council's Urban Design advisor has also been asked to provide an independent view on the Stakeholder Masterplanning process, and role and benefit of the Stakeholder Masterplanning exercise for land West of Windsor. This independent view is attached as **Appendix C**.

2.27 Moving forward, and subject to Cabinet approving the SMD for Development Management purposes, Wates Developments will prepare and submit two outline planning applications, one for the parcel of land north of the A308, and one for the parcel of land south of the A308. As part of the applications, Wates will submit a Design Code, that will develop some of the high-level design principles in the SMD and help to ensure that the very positive early discussions with Wates Developments around design principles and design quality are not watered down at the reserved matters stage (by any developer who comes in to deliver the scheme).

3. KEY IMPLICATIONS

Table 2: Key Implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------|
| The SMD helps to deliver a high-quality scheme on land West of Windsor, which meets the requirements of the BLP, is appropriate to context and respects its surroundings. | The high-level design principles, developed with input from the local community, and set out in the SMD, are not taken forward/ are watered down. | The high-level design principles, as set out in the SMD, are generally taken forward, and positively influence the planning application proposals/ development on the ground. | The high-level design principles, as set out in the SMD, are mostly taken forward, and positively influence the planning application proposals/ development on the ground. | The high-level design principles, as set out in the SMD, are taken forward and strengthened (with further community input at the design coding stage) and positively influence the planning application proposals/ development on the ground. | Upon determination of the Reserved Matters applications/ completion of the development. |

4. FINANCIAL DETAILS / VALUE FOR MONEY

4.1 Whilst this report does not have direct financial implications, the masterplanning process has a role to play in ensuring that infrastructure needs are further considered prior to the submission of any future planning applications. This is

an important part of the process of ensuring that the resourcing implications of the planned development are fully considered.

- 4.2 The hosting of the engagement sessions, publicity, drafting of the SMD, and organisation of the consultation, were all the responsibility of Wates Developments (albeit with guidance and input from officers and their advisors).
- 4.3 A Planning Performance Agreement was agreed with Wates Developments at the start of the Stakeholder Masterplanning process. This Agreement provided funding to the Council to resource the input of specialist officers/ consultants, in particular, Stefan Kruczkowski (urban design advice) and Project Centre (highways advice).

5. LEGAL IMPLICATIONS

- 5.1 The SMD for Land West of Windsor will not form part of the Development Plan in the Royal Borough. It cannot set new policy, and it cannot, for example, release the site from the Green Belt. It would not have the same weight as a Supplementary Planning Document (SPD) produced in accordance with [Regulations 11 to 16 of the Town and Country Planning \(Local Planning\) \(England\) Regulations 2012](#).
- 5.2 The SMD will, however, be a material consideration in determining future planning applications for development of the land West of Windsor. In light of the community engagement and consultation undertaken in relation to the SMD, some weight must already be attributed to the SMD, but in accordance with the process prescribed in the BLP, and to give Wates Developments confidence that the Council is supportive of the design objectives and design principles in the SMD, Officers are recommending that Cabinet formally approves the SMD as an important material consideration for Development Management purposes.

6. RISK MANAGEMENT

Table 3: Impact of risk and mitigation

| Risk | Level of uncontrolled risk | Controls | Level of controlled risk |
|---------------------------------------------------------------------------------------------------|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Local community concerns and issues are not taken into account at the planning application stage. | Medium | Approve the Land West of Windsor SMD for development management purposes, ensuring that the comments from the local community are considered at the planning application stage. | Low |
| Other developers and promoters (for | Medium/ Low | Approve the Land West of Windsor SMD for | Low |

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| other sites allocated in the BLP) resist preparing Stakeholder Masterplans. | | development management purposes (demonstrating the benefits/ effectiveness of the process). | |
| Design principles in the SMD are watered down in delivering the development | Medium/ High | Approve the Land West of Windsor SMD for development management purposes – which includes a commitment from Wates Developments to prepare a Design Code for the site, for agreement prior to any granting of outline planning permission. | Low |

7. POTENTIAL IMPACTS

- 7.1 Equalities. Officers consider that the SMD for Land West of Windsor meets the Basic Conditions in relation to human rights requirements.
- 7.2 Equalities. Equality Impact Assessments are published on the [council's website](#). The Equality Act 2010 places a statutory duty on the council to ensure that when considering any new or reviewed strategy, policy, plan, project, service, or procedure the impacts on particular groups, including those within the workforce and customer/public groups, have been considered.
- 7.3 An [EQIA screening form](#) has been completed and signed by the relevant Head of Service. The recommendations in this report have no identified equality impacts.
- 7.4 Climate change/sustainability. Another of the Basic Conditions is to contribute to the achievement of sustainable development. The SMD aligns with the policies and requirements of the BLP, which was subject to Sustainability Appraisal/ Strategic Environmental Assessment. In addition to this, Officers confirm that the SMD meets the Basic Conditions, in terms of sustainability.
- 7.5 Data Protection/GDPR. The consultation on the draft SMD was undertaken by Wates. Any sensitive information shared with Officers was handled in accordance with the GPDR regulations and the statement on the way the Planning Policy team in the Planning Department handles personal data.

8. CONSULTATION

- 8.1 The process of engagement and consultation on the draft SMD for Land West of Windsor is described above. Officers believe that the form and amount of engagement is as envisaged by the BLP (in relation to the preparation of SMDs) and accords with the principles set out in the Council's Statement of Community Involvement.

9. TIMETABLE FOR IMPLEMENTATION

Table 4: Implementation timetable

| Date | Details |
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| 28 th October 2021 | Subject to Cabinet’s approval, the SMD, will become an important material consideration in the assessment and determination of planning applications on the Land West of Windsor site. |
| | <p>The promoter (Wates Developments) has advised the following indicative timetable for progression of the scheme (subject to approval of the SMD and adoption of the BLP):</p> <ul style="list-style-type: none"> • Outline applications submission – November 2021 • Resolution to grant - April 2022 • Outline planning permission – May 2022 • Joint Venture arranged with housebuilder – October 2022 • RM applications - November 2022 • RM approval - March 2023 • Construction (post conditions discharge) June 2023 • First units delivered early/ mid 2024 |

10. APPENDICES

10.1 This report is supported by 3 appendices:

- Appendix A – Summary of consultation responses, with Wates Developments and Officer Comments
- Appendix B – Land West of Windsor Stakeholder Masterplan Document – October 2021 (Version for Approval). See link below:
<https://landwestofwindsor.co.uk/CMS/uploadpdfs/1634720102.pdf>
- Appendix C – Summary Assessment of the Land West of Windsor Stakeholder Masterplan Document (Stefan Kruczkowski, urban designer advisor to the Council)

11. BACKGROUND DOCUMENTS

11.1 This report is supported by 3 background documents:

- National Planning Policy Framework (NPPF) - <https://www.gov.uk/government/publications/national-planning-policyframework--2>

- [Borough Local Plan \(with Proposed Main Modifications\)](https://consult.rbwm.gov.uk/file/5883688)
<https://consult.rbwm.gov.uk/file/5883688>
- [Equalities Impact Assessment](https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments)
<https://www.rbwm.gov.uk/home/council-and-democracy/equalities-and-diversity/equality-impact-assessments>

12. CONSULTATION

| Name of consultee | Post held | Date sent | Date returned |
|---------------------------------------------------|---------------------------------------------------------------------------------------------------------------|------------------|----------------------|
| <i>Mandatory: Statutory Officers (or deputy)</i> | | | |
| Adele Taylor | Executive Director of Resources/S151 Officer | 15/10 | 19/10 |
| Emma Duncan | Deputy Director of Law and Strategy / Monitoring Officer | 15/10 | 20/10 |
| <i>Deputies:</i> | | | |
| Andrew Vallance | Head of Finance (Deputy S151 Officer) | | |
| Elaine Browne | Head of Law (Deputy Monitoring Officer) | | |
| Karen Shepherd | Head of Governance (Deputy Monitoring Officer) | | |
| <i>Other consultees:</i> | | | |
| <i>Directors (where relevant)</i> | | | |
| Duncan Sharkey | Chief Executive | 15/10 | |
| Andrew Durrant | Executive Director of Place | 15/10 | 15/10 |
| Kevin McDaniel | Executive Director of Children's Services | 15/10 | 20/10 |
| Hilary Hall | Executive Director of Adults, Health and Housing | 15/10 | 18/10 |
| <i>Heads of Service (where relevant)</i> | | | |
| | Adrien Waite, Head of Planning | 15/10 | 18/10 |
| | Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth | 15/10 | |
| <i>External (where relevant)</i> | | | |
| N/A | | | |
| Confirmation relevant Cabinet Member(s) consulted | Cllr Andrew Johnson (Leader) Cllr David Coppinger (Cabinet Member for Planning and Environmental Services) | Yes | |

REPORT HISTORY

| Decision type: | Urgency item? | To follow item? |
|-----------------------|----------------------|------------------------|
| Council decision | No | No |

Report Author: Ian Gillespie – Consultant, Planning Policy
[ian.gillespie @rbwm.gov.uk](mailto:ian.gillespie@rbwm.gov.uk)

Appendix A

Summary of consultation responses, with Wates Developments and Officer Comments

| Key theme | Consultation Comments Summary | Wates Developments Project Team Response | RBWM Officer Comment |
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| General comments on the proposed scheme | There was general support for the need for additional family and affordable family homes in the Borough, although a number of respondents were strongly opposed to the principle of development in this location. There was appreciation for the design approach, and a clear desire for the homes to have a sensitive design which responded positively to the character of the area. | Wates Developments have worked with the AL21 community working group for nearly eight months and will continue to engage as the details of the design are further progressed. To secure a high-quality development, a design code will be prepared and submitted, prior to, or as part of the outline planning application submission for the site. | <p>The principle of development is addressed in the Borough Local Plan, with the site having a draft allocation for approximately 450 new homes, open space, and new community infrastructure. Only the Local Plan can release the site from the Green Belt (following receipt of the Inspector's report and adoption of the Plan by the Council). However, the Council has supported Wates in progressing the Stakeholder Masterplan Document, as there are long lead-in times for larger developments, and it is important that early progress is made with some of the BLP site allocations, to meet the housing targets set out in the BLP.</p> <p>Officers support the considered design approach, which is place sensitive.</p> <p>Officers (with Urban Design Advisor support) are working with Wates Developments on a Design Code for the site.</p> |
| Traffic on the A308 and Dedworth Road | <p>Many of the respondents raised concerns around existing volumes of traffic on the A308, and the impact of the additional traffic from the planned development.</p> <p>Concerns were also raised about the proposed single</p> | The planning applications will be accompanied by robust Transport Assessments that will assess the traffic impacts of new development (which have already been assessed at a high level by the Council as part of the Borough Local Plan examination process). It is envisaged that as part of the proposed | <p>The impacts of the BLP housing growth were assessed at a strategic level in a Borough-wide strategic transport model. This work concluded that with suitable mitigation, the scale of development proposed in the BLP can be accommodated by the road network.</p> <p>As part of the pre-application discussions with Wates Developments, Project Centre have reviewed the development traffic generation forecast, and assessed the</p> |

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| | point of access onto Dedworth Road, the additional traffic on Dedworth Road, and the impact this would have on existing local residents. | development, works will be undertaken at the Oakley Green Road / A308 junction to improve its capacity. Any proposed improvements will be made clear through future planning applications, which residents will be consulted on. | impact of the development on the neighbouring junctions and concluded that the proposed increase in vehicle movements is unlikely to have a severe harm on the highway network. Whilst further details are required from the developer's transport consultant (at the planning application stage) Officers are satisfied that there will be no conflict with Paragraph 111 of the National Planning Policy Framework, which states that developments should only be refused on highway grounds if there would be an unacceptable impact on highway safety. |
| Traffic on the Old Maidenhead Road | Concern around use of the old Maidenhead Road to access to the northern parcel of AL21. This road was closed to through traffic in the 1980s, due to the frequent accidents related to speed and bends in the road. Concern also about overspill parking onto the Old Maidenhead Road. | As above, the planning applications for the AL21 site will be accompanied by robust Transport Assessments that will assess the traffic impacts of new development (and set out any mitigation necessary to address identified impacts). | Approximately 130 residential units could be located on the northern parcel of AL21, which will have an access onto the old Maidenhead Road, which in turn, has access onto the A308 Maidenhead Road. The development is not seeking to reinstate or create a new access onto the A308. As above, Officers are satisfied that there will be no conflict with Paragraph 111 of the National Planning Policy Framework, which states that developments should only be refused on highway grounds if there would be an unacceptable impact on highway safety. The need for any parking controls on the Old Maidenhead Road will be considered at the planning application stage. |
| Crossings of the A308 and Dedworth Road | Concerns raised around the form of crossings to be provided over the A308, and whether these would be safe for pedestrians and cyclist. Suggestion that safety barriers should be added to | There were representations addressing the form of crossing to connect the two parts of the AL21 site. It is proposed that they will benefit from two crossing points – one in the form of a signalled controlled crossing at the A308 / | The principle, location and form of the pedestrian and cyclist crossings over the A308 has been discussed through the SMD process. The proposed connectivity is an important part of the strategy for encouraging walking, cycling and public transport use. |

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| | <p>discourage people from running across the road, and indeed, a further suggestion that no crossing points should be provided.</p> <p>Suggested that zebra crossings should be installed for residents crossing the Dedworth Road by this site and further along to access Tesco.</p> <p>The need for a traffic management plan, which focuses on road access into and out of the site with particular emphasis on peak times, and the relationship with the two main roads running either side, as well as very clear information on the logistics of all traffic and</p> | <p>Oakley Green Road junction and one in the form of a Toucan crossing further east. By providing controlled crossings, traffic will be obliged to stop and give priority to pedestrians and cyclists. The crossings will tie in with a wider network of pedestrian and cycle routes through and beyond the site.</p> <p>Our experience is that these can be sensitively designed so as to respect the green character of the A308 in this area.</p> <p>The proposed enhancements for pedestrians and cyclists on Dedworth Road are set out on page 33 of the SMD.</p> <p>As above, the planning applications will be accompanied by robust Transport Assessments, that will assess the traffic impacts of new development.</p> | <p>A Road Safety Audit will need to be undertaken by the applicant during the design stage, and prior to the occupation of the development.</p> <p>There were some suggestions that a bridge or underpass should be provided to facilitate movement between the two AL21 land parcels. In urban design terms, the preference is for surface level crossings, as underpasses can attract anti-social behaviour (and feel intimidating), and bridges, more difficult for older persons and those with disabilities to use. Bridges can also attract anti-social behaviour.</p> <p>The developer has been advised to provide improved crossing facilities for pedestrians on Dedworth Road to the retail and commercial amenities to the east, and along Oakley Green Road to encourage parents to adopt active modes of travel to Braywood CE First School.</p> <p>For clarity, the purpose of a Traffic Management Plan is to mitigate, manage and maintain traffic flows during the demolition and construction phases of a development. For large scale developments or sites within sensitive areas, the applicant is obligated to submit a Construction and Traffic Management Plan for consideration by the Highway Authority, which demonstrates the mitigation measures proposed to mitigate any impact associated with the works.</p> |
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| | parking, including for cycles, within the site itself. | | |
| Access to the northern and southern sites | <p>For the northern site, there were concerns around the location of the access to the site off the Old Maidenhead Road, given other uses nearby.</p> <p>For the southern site, concerns were raised about the proposed single point of access to serve the new development (in close proximity to the Aldi superstore access).</p> <p>There was a suggestion that a separate access ought to be provided for the SEN school.</p> | <p>The proposed means of access will achieve the necessary sight lines and be the subject of an independent safety audit to ensure it is safe and suitable for its location, including:</p> <ul style="list-style-type: none"> • has been designed in accordance with national design guidance; • will achieve the necessary sight lines for prevailing vehicle speeds. • will be the subject of an independent safety audit to ensure it provides safe and suitable access; and • has been the subject of junction capacity testing to confirm whether the junction operates acceptably. <p>The highway authority will scrutinise the accesses when the planning application is submitted and will not accept a design that fails these 'tests' – in respect of either the northern or southern access junctions.</p> | <p>The position outlined by Wates in relation to the assessment of the proposed means of access into the northern and southern sites is agreed. The detail of the access arrangements will be fully scrutinised at the planning application stage.</p> <p>Officers believe that the school can adequately be served from the development's proposed access off Dedworth Road. The Borough's Highway Design Guide and Parking Strategy does not support the proliferation of accesses on the Primary and District distributor roads. The Highway Design Guide states <i>'On primary and district distributors the maintenance of free-flowing traffic conditions and reasonable average speeds take precedence over the need for access. Where proposals for development give rise to opportunities to reduce the number of direct accesses to primary and district distributors, the Highway Authority will expect those opportunities to be taken and will advise the Local Planning Authority accordingly.'</i></p> |

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| | | It is now envisaged that the southern site will be served by a separate vehicular access from the Aldi superstore. The amount of separation proposed between the junctions is not unusual. There will be a good level of visibility between the junctions and the access will operate within capacity. | |
| Access points onto Willows Path | Unclear whether there are sufficient access points to the Willows Path as there should be several, only two shown on page 32, Section 6 of the SMD. | There are four points of access shown onto the Willows Path, two cycle and pedestrian points (blue arrows) and two further points of pedestrian access (green arrows). | Wates' comments are correct. Further consideration can be given to the number and precise location of the access points as the more detailed plans are developed, but Officers believe that the indicative locations shown pick up on the main 'desire lines' in and out of the site. |
| Cycling | <p>A number of comments were made on the need to improve the safety conditions and infrastructure for cycling in the surrounding area.</p> <p>Suggested that at the planning application stage, the following will need to be comprehensively addressed: the full detail of the internal roads (their widths and junctions) including integral cycle lanes; and the dedicated cycle path network and its</p> | <p>Cycling enhancements along the busy local roads and provision of appropriate infrastructure within the AL21 were key priority areas for respondents. Wates have therefore developed a package of off-site measures aimed at facilitating walking and cycling, and reducing traffic speeds, including:</p> <ul style="list-style-type: none"> • Widening of The Willows bridleway to 3m, where achievable, with multiple connections into the site and/or to Ruddlesway provided; | <p>The proposed cycling enhancements have been discussed with the Wates team through the Stakeholder Masterplan process, and discussion will continue at the planning application stage.</p> <p>All development proposals across the A308 corridor are required to enhance and improve the pedestrian and cycle infrastructure between Windsor and Maidenhead town centres. The mechanism for delivery is either through a Section 278 Agreement (Highways Act) or via a S106 Contribution. The Borough's Highway Authority has identified primary routes (Dedworth Road), strategic (National Cycling Network 4) and tertiary routes which requires upgrading/improving.</p> |

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| | relationship to the Willows Path and surrounding areas. | <ul style="list-style-type: none"> • Introduction of reduced (40mph) speed limit on A308 fronting the site and provision of signal - controlled crossings; • Provision of pedestrian / cycle link between the Willows Path and old Maidenhead Road south of the A308, connected by parallel crossing on Ruddlesway; • Provision of cycle crossover on Gallys Road, giving priority to cyclists there and facilitating the connection to the cycle route on the A308; • Localised widening and improved signage on A308 cycle route; and • Extension of the 30mph speed limit on Dedworth Road, new bus stops, improved access to The Willows path and introduction of traffic calming west of Ruddlesway. | With regard to the AL21 site, the Highway Authority has identified a north-south secondary cycling route through the development (as shown within the SMD, on page 34). |
| Bus Service Improvements | A number of respondents were keen to understand how the AL21 site would be integrated into the existing bus network between Windsor and Maidenhead. | Wates are developing a package of off-site enhancements to sustainable travel. This includes new / improved bus stops on Ruddlesway / Dedworth Road as well as additional connections into, through and between the sites (including from the Willows path) to help minimise the walking distances to local bus stops. | <p>The SMD confirms that the development will provide a new bus stop outside the Aldi site (see page 33 of the SMD). Furthermore, the consented Aldi proposal [Application Number 20/01145/FULL – Windsor Garden Centre] includes a S106 contribution of £17,773 to improve the existing bus stops to the west along Dedworth Road).</p> <p>In terms of the northern land parcel, this is within 400m of the nearest bus stop on Ruddlesway, which will be improved as part of the planned development. The advice set out by the</p> |

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| | | | <p>Institute of Highways and Transportation (IHT) in 2000, suggests that 400m is the maximum convenient walking distance to stops in an urban context, and this threshold is generally accepted by most stakeholders, including Stagecoach, as an appropriate guideline aim to meet.</p> <p>Notwithstanding the above, the developer has been advised, at the detailed planning stage, to consider the provision of a bus stop/layby on the A308 to serve the north section of the site.</p> |
| Accessibility | There should be space/provision for mobility scooters and wheelchair access. | The Community Hub building will need to be Disability Discrimination Act compliant, and the housing provision will need to adhere to (emerging) Local Plan Policy HO2, which requires a proportion of the new dwellings to be accessible and adaptable. | These are detailed matters to be picked up at the planning application stage. |
| Boundary treatment | A number of respondents were keen to understand the type of boundary treatment to the northern and southern portions of the AL21 site. Respondents highlighted a strong desire for the retention of the existing hedgerow boundaries/ trees and a sensitive approach to protecting the amenity/ privacy of existing neighbours. | <p>Wates Developments have met with all the neighbours who expressed interest to discuss this element of the proposals so as to ensure appropriate boundary treatment can be incorporated into the proposed development. It is envisaged that public access to the site's boundaries will be limited.</p> <p>The SMD provides a cross-section showing the proposed boundary treatment between the Cardinal</p> | <p>Officers would also highlight, in relation to the boundary with The Willows, paragraph 117 of the SMD states: <i>"The block layout adjacent to the Willows will ensure appropriate separation between existing properties and the proposed new development, with opportunities explored and taken to provide appropriate boundary treatment and enable views of the heritage wall where possible."</i></p> <p>A sketch and supporting words have been added to the SMD on page 36, to reinforce the requirement for minimum separation distances between existing and the proposed new dwellings.</p> |

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| | <p>In relation to the boundary with the Willows, it was suggested that a hedgerow, allotments, or an orchard should be used to maintain privacy for existing residents, and the new residents of the AL21 site.</p> <p>In relation to the eastern boundary with the Cardinal Clinic, the need for this boundary to provide security and privacy was emphasised.</p> | <p>Clinic and the SEN School (page 31), the general approach to the development edges is set out on page 37, and a new cross section is shown on page 36, expressing the minimum back-to-back distances between existing and proposed new dwellings.</p> | <p>The Summary Assessment of the Stakeholder Masterplan by the Council’s urban design advisor provides further justification for the approach taken to the boundary with The Willows.</p> <p>The Stakeholder Masterplan proposals for the boundary with the eastern edge of the Cardinal Clinic, indicate private back gardens backing onto the Cardinal Clinic, and to the north of this, a green corridor.</p> |
| Ecological considerations | <p>Respondents welcomed the commitment to retaining and enhancing the framework of contiguous greenways and open spaces that promote biodiversity, particularly the veteran trees. It was also noted that the wildflower meadows and drainage features would support different kinds of ecology.</p> <p>BBOWT commented that, currently, all biodiversity measures are outside of the proposed development areas. Would like to see a commitment to additional measures</p> | <p>Wates Developments have committed to achieving a 10% biodiversity net gain.</p> | <p>The discussions at the SMD engagement sessions helped inform the SMD proposals for biodiversity enhancement. For example, there is specific reference in the SMD to planting appropriate species to complement the existing ‘Bee Line’ initiative (page 21 of the SMD).</p> <p>In response to one of the comments from BBOWT, additional text has been added to paragraph 73 of the SMD, which states “Explore opportunities for ecological enhancements within the proposed development parcels, for example through the planting mix in communal areas, the provision of bird boxes and hedgehog friendly fencing.”</p> |

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| | brought into buildings and gardens. BBOWT also made some very helpful more detailed comments, that can be picked up in the detailed design. | | |
| Community benefits associated with the scheme | <p>The benefits associated with the proposals were well received with the SEN school receiving particular support. The community hub and open space were supported, however, there were queries around the levels of parking proposed and whether there would be provision for electric vehicle charging.</p> <p>Support for provision for community uses within the Community Hub. At least two rooms are required to serve as cafe, work stations and community space in the community hub.</p> <p>In relation to the provision of new off-site sports pitches, suggested that these should be provided near or within the site, so that new residents</p> | <p>The Wates team noted the clear support for the provision of allotments and community orchards, along with benches, bins, and outdoor play spaces. Matters to be picked up at the detailed planning stage.</p> <p>Wates Developments will continue working with local community stakeholders to better understand the demand for this style of facility.</p> <p>The Wates team will continue to liaise with RBWM officers and the local community in relation to those existing local sports pitches that could benefit from enhancement.</p> | <p>Achieving for Children will continue to liaise with the Wates team in relation to the SEN school site, including in relation to servicing.</p> <p>It has been agreed that the wording in relation to the Community Hub will be amended to specify that hub building will comprise of two rooms, allowing provision of a meeting/activity room, and a separate room for a community coffee shop (see revised paragraph 95 and 96 of the SMD).</p> <p>Paragraph 102 of the SMD confirms that the formal sports pitch provision will be provided by:</p> <ul style="list-style-type: none"> • A community use agreement with the SEN school to facilitate community use of the sports pitch(s) associated with the school outside of the school day; |

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| | <p>and west Windsor residents can access the pitches.</p> <p>Mixed views were expressed on the proposed café. Some were supportive of the proposal, whilst others were concerned about the traffic that would be generated by the café.</p> | <p>Wates Developments will continue working with local community and Council Officers to explore the most appropriate format for the café, and how it can be managed.</p> | <ul style="list-style-type: none"> • Proportionate financial contribution to the delivery of new pitch provision; and • Financial contribution towards enhancements of existing pitches within the local Windsor/Bray area. <p>Officers are supportive of the provision of a café as part of the community hub, in part given the closure of the cafes at the two local garden centres. At the detailed planning application stage, Officers will address the funding, delivery, and maintenance of the community hub building (as part of the S.106 legal agreement).</p> |
| Community Infrastructure | <p>There is a need for more local social, health and leisure infrastructure. Existing facilities and services will not be able to cope with the additional demand arising from the proposed development.</p> <p>Further consideration needs to be given to how the Community Infrastructure Levy receipts (and any S.106 contributions) will be spent. Community infrastructure investment should be focused on facilities and services in close proximity to the site.</p> | <p>The proposals would be in accordance with the allocation within the emerging Borough Local Plan. As part of the Local Plan examination, the overall infrastructure requirements for the proposed new development in the Borough as a whole was assessed. Through the CIL contribution, new development at the site would make a proportionate contribution to the delivery of this infrastructure.</p> <p>Wates will work together with the Council to identify the monetary benefit of the proposal in this regard and would encourage stakeholders to request contributions for specific items.</p> | <p>Officers agree that the BLP and related Infrastructure Delivery Plan (IDP) provide a broad assessment of the infrastructure needed to support planned development in the Borough. The Borough Council has an agreed approach to prioritising the use of CIL receipts, but there is the opportunity for stakeholders to make suggestions as the planning process for the site progresses, and these suggestions will need to be taken into account.</p> <p>Additional wording will be added to the start of paragraph 135 of the SMD, to state “Each planning application will be assessed on their own merits, each being in accordance with the relevant planning policies of the BLP and making the necessary CIL contributions, which could be spent on the maintenance of existing social infrastructure, for example Dedworth library”.</p> |

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| | How will the new community facilities on the site be managed and maintained? | | At the planning application stage, Officers and Wates will need to agree the approach to managing and maintaining the on-site community facilities (and the agreed approach will be incorporated into the S.106 legal agreement). |
| Design | <p>Further detail needed on the extent of residential amenity space, the balance between on and off-site parking provision, SUDS, the location of the required custom and self-build housing, and the planting in the open space areas.</p> <p>Concern that housing will be too tightly packed-in, with not enough space for gardens and parking.</p> | These further details will be available at the planning application stage (either at the outline planning stage, or as part of the Reserved Matters applications). | <p>Officers agree that not all of the detail can or should be provided in the SMD.</p> <p>Officers recognise the difficult balance to be struck between making most efficient use of sites and avoiding over-development. Officers believe that the SMD provides a positive framework for the more detailed work that is to follow, where matters such as parking provision and amenity space provision will need to be carefully considered and assessed.</p> |
| Communications and the stakeholder masterplan process | This process is relatively new within the Royal Borough and whilst Wates Developments have conducted extensive engagement to support residents to understand the stakeholder masterplan process, some responses queried the level of detail contained within the | There were high levels of appreciation for the engagement approach undertaken, and clear calls for face-to-face engagement following the relaxation of the COVID-19 restrictions. Wates Developments intend on holding a community information session immediately following application submission in order to provide the | <p>RBWM Officers believe that the stakeholder masterplan process for land West of Windsor has given the local community and other stakeholders the opportunity to engage in the development process far earlier than would normally be the case.</p> <p>The Council's urban design advisor has suggested that the new requirement for stakeholder masterplans is a <i>"very positive step in helping to deliver well-designed, place sensitive developments in the Royal Borough"</i>.</p> |

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| | Stakeholder Masterplan Document. | local community with a further opportunity to understand/ comment on the emerging scheme proposals. | |
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Appendix C

Summary Assessment of the Land West of Windsor Stakeholder Masterplan Document

Stefan Kruczkowski, Urban Design Advisor to the Council

1. The applicant and their team have worked hard to engage the residents and other stakeholders in creating the Stakeholder Masterplan Document. This has been particularly challenging due to the need for engagement sessions to take place online due to the restrictions on social contact during the pandemic. Nevertheless, these sessions have allowed local residents and other stakeholders the opportunity to participate in the design process and share their views.
2. A particular challenge has been helping residents and stakeholders understand the outline nature of the application and the level of detail that is available at this stage of the design and planning process. Many participants have wanted to know about design details that have not yet been determined (and will not be determined until the future Reserved Matters stage is reached). Notwithstanding this, I have worked with Council officers and the applicant to identify and agree high level 'design' rules that are captured both visually and in writing within the Stakeholder Masterplan Document. These will be particularly useful in guiding detailed design as and when this stage is reached.
3. For instance, there are sensitive boundaries within the northern site, particularly the interface between existing and proposed new homes; as well as with the Cardinal Clinic. A simple cross section within the Stakeholder Masterplan Document illustrates the design intent with respect to the relationship with the Cardinal Clinic; whilst the use of clear design rules for the northern site boundaries (along with a cross section inserted into the Stakeholder Masterplan Document as a result of the consultation feedback), offer the Council and other stakeholders certainty and confidence that the proposed new homes will be respectful to existing homes. These rules, together with design requirements expressed within the Stakeholder Masterplan Document, will help to ensure that as and when individual phases of the development are sold to developers, the developers will be aware of what is required in certain locations.
4. The interface between existing and proposed new homes within the northern site has been subject to careful consideration. The proposals respect the need to create what is termed 'perimeter block structure', whereby the gardens of existing and new homes interlock with one another. Perimeter block structure reflects good urban design practice by creating a secure inner 'core' of back garden spaces. This respectful relationship between existing and proposed new homes is further safeguarded by rules that cover back-to-back distances, housing type, parking type and building height. As such, the residential amenity and privacy of existing residents is protected.

5. During the course of discussions on the Stakeholder Masterplan Document, the quality of the proposals has been strengthened considerably with key design 'fixes' being discussed and agreed. These 'fixes' provide a good and strong foundation for the development going forward and are captured in the Stakeholder Masterplan Document and will be further developed in the proposed Design Code.
6. For instance, a long-distance view of the Round Tower has been framed with a 'no build' corridor established across the site. Views to the woodland ridges to the south have also been incorporated into the Stakeholder Masterplan Document. A strong walking and cycling network has been developed, that will help encourage residents to walk and cycle more, particularly for short local trips.
7. It has been positive and constructive that at such an early stage of the design and planning process the applicant has engaged both a Landscape Architect and an Architect. This has helped ensure that the development includes more than just homes but a strong landscape strategy. There is considerable scope to achieve a net gain in biodiversity with emerging proposals including the safeguarding of wildlife corridors and the creation of species rich grasslands.
8. Whilst it is outside of the Council's control, it would be positive if individual house builders retain the services of the landscape architect and architect to ensure that the vision they have helped to create is not lost or otherwise diluted.
9. Any development can start with good and strong foundations; only for these to be eroded at a more advanced stage of planning and design. For this reason, the applicant was advised to commit to the production of a Design Code that will build upon these foundations. It is positive that the applicant has committed to producing a Design Code.
10. The Council has provided clear advice to the applicant in terms of the content and structure of the Code; and the degree to which it expects to be involved. Subject to the applicant and future developers adhering to the Council's expectations in terms of content, structure and process, there is considerable scope for the Council to exert regulatory influence; ensuring that the development proposals accord with design policies and good practice, specifically: the National Planning Policy Framework, the Council's Design Guide and Building for a Healthy Life.
11. In my experience, the level of engagement and effort made by the applicant to engage with local residents and other stakeholders, at such an early stage in the planning process, is rare to see; and should be commended. A principal catalyst for this early engagement is clearly the new requirement for promoters and developers to prepare Stakeholder Masterplan Documents, and I therefore certainly see this new requirement as a very positive step in helping to deliver well-designed, place sensitive developments in the Royal Borough.

| | |
|---------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------|
| Report Title: | Bus Service Improvement Plan |
| Contains Confidential or Exempt Information | No - Part I |
| Cabinet Member: | Councillor Clark, Cabinet Member for Transport, Infrastructure and Digital Connectivity |
| Meeting and Date: | Cabinet - 28 October 2021 |
| Responsible Officer(s): | Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth and Andrew Durrant, Executive Director of Place Services |
| Wards affected: | All |

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REPORT SUMMARY

In March 2021, the Government announced a new national bus strategy 'Bus Back Better'. This was followed by guidance on Bus Service Improvement Plans in May 2021. The strategy and guidance require Local Transport Authorities (LTAs) across the country to produce a Bus Service Improvement Plan (BSIP) by October 2021.

The plan has been developed using existing data and new research undertaken with existing bus users and borough residents who currently do not use buses. It sets out an outline of measures for which Government funding will be sought. This includes a full bus network review as well as a series of trials to test new measures across the borough with a view to roll out those which are successful across the rest of the borough as appropriate. It sets out ambitious targets to grow the number of users, improve satisfaction and reliability.

This paper seeks approval to submit the first BSIP to Department for Transport by 31st October in line with the requirements set out in the guidance.

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet notes the report and:

- i) Approves the first Bus Service Improvement Plan (BSIP).**
- ii) Delegates authority to the Head of Infrastructure, Sustainability and Economic Growth in consultation with the Cabinet Member for Transport, Infrastructure and Digital Connectivity, to make the final submission to the Department for Transport and to engage with operators, communities and other key stakeholders on the delivery of measures within the outline plan.**

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

Options

Table 1: Options arising from this report

| Option | Comments |
|--------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Approve the BSIP and make a submission to DfT This is the recommended option | This will enable the Council to explore new funding opportunities for buses being made available by DfT to support delivery of better bus services. |
| Delay the approval of the BSIP This is not the recommended option | This would result in a missed opportunity to secure funding from DfT. |

- 2.1 In March 2021, the Government announced a new national bus strategy ‘Bus Back Better. This was followed by guidance on Bus Service Improvement Plans in May 2021. The strategy and guidance require Local Transport Authorities (LTAs) across the country to produce a Bus Service Improvement Plan (BSIP) by October 2021. Alongside this, the Government announced £3bn of funding available to support bus services.
- 2.2 In June 2021, Cabinet approved the transition to Enhanced Partnerships for buses in the Royal Borough. This will enable the Council to continue to access bus funding support from central Government. The Bus Service Improvement Plan will be used by DfT to assess funding offers to Local Authorities for bus service improvements. Therefore, it is important to ensure that the approach set out in the BSIP is consistent with the approach set out in the National Bus Strategy to enable the potential to access this funding in the future.
- 2.3 The BSIP has been based on a broad evidence base using data from the Council and operators. We have also commissioned original research of existing bus users and non-users, which has helped to inform the measures set out within the BSIP. It provides a framework and principles for improving buses in the Royal Borough, with the detailed implementation and measures subject to further consultation and engagement with communities and operators.
- 2.4 The expectation is for the BSIP to be updated on an annual basis, reporting on progress and setting out measures to support delivery of the targets. Therefore, the document will evolve over time as we learn more about the effectiveness of measures in the context of the Royal Borough. The overall approach advocated in our BSIP is to focus on an immediate full bus network review alongside measures to improve data and evidence to support future investment.
- 2.5 A series of trial measures have been outlined in the BSIP, which will enable us to try new approaches, learn from them and adapt and roll out across the network where they are proven to work. The details of where these will be implemented will be informed by the bus network review and further engagement with communities and operators. Before any measures are introduced, these measures will require consultation with key stakeholders including operators and communities to ensure they are effective.

3. KEY IMPLICATIONS

- 3.1 Currently, bus use within the borough is low with demand being lower per head of population than other surrounding local authority areas. Services are on average more expensive than other surrounding areas and frequencies are generally hourly or less frequent, with many services not operating on a Sunday. The punctuality and performance of bus services in the borough is currently higher than the surrounding area, which is something we are seeking to build on and improve over time.
- 3.2 The submission of the BSIP by 31st October 2021 will ensure that the Council is considered for a share of future new bus service funding available from DfT. The proposals set out in the BSIP are consistent with our corporate priorities, helping to support our ambitions to reduce carbon emissions as well as supporting communities and value for money services.

Table 2: Key Implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|--------------------|-----------------------------------------------|---------------------------------------|-----------------|-------------------------------|-------------------------|
| Submit BSIP to DfT | Submitted after 31 st October 2021 | Submitted by 31 st October | N/A | N/A | N/A |

- 3.3 Targets have been set to measure success of the strategy. This includes targets to increase demand, improve satisfaction and maintain high levels of punctuality. Growing demand should help to support affordability of services either through enabling lower fares and/or reducing the need for subsidies from the council. It will also help to support lower carbon emissions by supporting the shift of journeys from cars to buses.
- 3.4 The level of ambition set out in the strategy is subject to financial support from DfT to help fund the proposed measures in the strategy. In particular, being able to pump prime services to support increased frequencies, lower fares and new routes whilst they are established. Achieving the targets is conditional on receiving funding support from DfT, therefore the timescales for delivery and scale of change possible is directly dependent on the level of funding provided.

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 The strategy will be delivered through new funding from DfT. At this stage, the level of funding to be provided to the Council is not known. The BSIP forms the basis of our proposals to Government which will be assessed. Once the details of funding have been announced, this will determine what measures can be taken forward and the targets will need to be reviewed in light of this.
- 4.2 We will seek to provide local funding through appropriate existing and future developer contributions (e.g. S106 and CIL) as well as future bids to the Council’s capital programme. The financial implications of any additional capital will need to be considered in the context of the overall affordability of the capital programme for the council and will follow the decision-making framework for allocating capital resources.

4.3 As part of the review of the bus network, we will seek to make best possible use of existing revenue funds for supported bus services. As demand grows and new models of delivery (such as demand responsive services) it may be possible to reduce subsidies on certain routes and consider reinvesting that in new trials and measures in other parts of the network.

5. LEGAL IMPLICATIONS

5.1 There are no significant legal implications in approving the BSIP. Any proposals in the BSIP will be subject to agreement with bus operators, local communities and other key stakeholders.

6. RISK MANAGEMENT

6.1 There is currently significant uncertainty around the funding being made available by DfT. The other major risk is that there is uncertainty around future travel patterns and use of public transport as a result of covid-19. Given that the proposals rely on partnership with operators and other parties, this also represents a risk. However, the over arching approach set out in the BSIP.

Table 3: Impact of risk and mitigation

| Risk | Level of uncontrolled risk | Controls | Level of controlled risk |
|-------------------------------------------------|-----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| Funding from DfT is not forthcoming | Medium | The approach adopted in the BSIP is flexible to respond to the funding that may be awarded. | Low |
| Demand does not recover from covid-19 | Low | Bus use in the borough pre-pandemic was already at low levels and therefore the impacts have not been as pronounced. This will be monitored, and targets can be amended at the annual review to reflect the updated position. | Low |
| Proposals rely on support from operators | Medium | Significant engagement and discussions have taken place with operators and this dialogue will continue through the development of enhanced partnerships by April 2022 | Low |

7. POTENTIAL IMPACTS

- 7.1 Equalities. The EQIA screening has identified no significant impacts on protected characteristics.
- 7.2 Climate change/sustainability. Improving bus services and the outcomes set out in the BSIP will support the objectives of the Council's Environment and Climate Strategy. Increasing demand by bus will reduce carbon emissions from transport.
- 7.3 Data Protection/GDPR. At this stage, we do not envisage the need for personal data to be processed as part of the implementation of the BSIP. This will be kept under review and appropriate actions, such as completing a DPIA, will be completed if required as part of any of the specific measures in the plan.

8. CONSULTATION

- 8.1 Existing data sources held by the council and operators have been reviewed to support the development of the BSIP. Original research has been completed to inform the BSIP, which included seeking the views of existing bus users as well as people who currently don't use the bus across the borough. There has also been engagement with bus operators and other stakeholders such as Transport Focus to inform the approach.
- 8.2 More detailed consultation and engagement will take place on specific measures within the BSIP, to ensure communities can set out the priorities in their areas. This will take place between November 2021 and April 2022 to inform the implementation of the framework of measures within the plan.

9. TIMETABLE FOR IMPLEMENTATION

- 9.1 If adopted by Cabinet, the document will be submitted to Government by 31st October 2021. Some of the measures, directly within control of the Council, will be taken forward. The wider measures set out within the plan will be subject to consultation and a response from Government before they are taken forward.

10. APPENDICES

- 10.1 This report is supported by two appendices:
- Appendix A – Bus Service Improvement Plan
 - Appendix B – Research report

11. CONSULTATION

| Name of consultee | Post held | Date sent | Date returned |
|--------------------------------------------------|----------------------------------------------------------|-----------|---------------|
| <i>Mandatory: Statutory Officers (or deputy)</i> | | | |
| Adele Taylor | Executive Director of Resources/S151 Officer | 15/10/21 | 19/10/21 |
| Emma Duncan | Deputy Director of Law and Strategy / Monitoring Officer | 15/10/21 | |
| <i>Deputies:</i> | | | |
| Andrew Vallance | Head of Finance (Deputy S151 Officer) | 15/10/21 | |
| Elaine Browne | Head of Law (Deputy Monitoring Officer) | 15/10/21 | |
| Karen Shepherd | Head of Governance (Deputy Monitoring Officer) | 15/10/21 | |
| <i>Other consultees:</i> | | | |
| <i>Directors (where relevant)</i> | | | |
| Duncan Sharkey | Chief Executive | 15/10/21 | |
| Andrew Durrant | Executive Director of Place | 15/10/21 | 15/10/21 |
| Kevin McDaniel | Executive Director of Children's Services | 15/10/21 | |
| Hilary Hall | Executive Director of Adults, Health and Housing | 15/10/21 | 18/10/21 |

| | | |
|---------------------------------------------------|----------------------------------------------|-----|
| Confirmation relevant Cabinet Member(s) consulted | Cabinet Member for Transport, Infrastructure | Yes |
|---------------------------------------------------|----------------------------------------------|-----|

REPORT HISTORY

| Decision type: | Urgency item? | To follow item? |
|----------------------------------------------------------------------------------------|---------------|-----------------|
| Key decision | Yes | No |
| First entered into the Cabinet Forward Plan: | 01/10/2021 | |
| Report Author: Chris Joyce, Head of Infrastructure, Sustainability and Economic Growth | | |

Royal Borough of Windsor & Maidenhead **Bus Service Improvement Strategy**

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Royal Borough
of Windsor &
Maidenhead



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FOREWORD

We welcome the new National Bus Strategy, Bus Back Better, published by the Government on 15 March 2021, and its positive and ambitious vision for the future of buses. The Government's ambitions within this Strategy support the Council's own Local Transport Plan and are aligned with the Borough's Environment and Climate Strategy, which was approved by Cabinet in December 2020, which seeks to tackle air quality issues and reduce congestion, thereby improving the local environment for residents.

For many, buses are a lifeline to employment, education, medical appointments and leisure, and are essential to the local economy. We recognise the vital role that buses play, and have ambitions to improve the current offer for existing passengers. This, in turn, will help draw more people towards using the bus. Getting more people on buses will reduce the number of cars on our roads, freeing up road space, and crucially, help improve our air quality.

The opportunity to submit a Bus Service Improvement Plan (BSIP) has allowed us to set out our ambitions for the future of our bus network. We have outlined the measures which, if funding is forthcoming, would enable us to achieve our and the Government's objectives within the Royal Borough of Windsor & Maidenhead.

Within our BSIP, we have responded ambitiously and positively to Government, aiming to achieve significant improvements to bus services for our residents. The measures cover a number of key areas, including increasing bus frequencies, reducing fares, improving buses and introducing multi-operator ticketing and more. The BSIP will be a live document, and we will continually review and update it to ensure Government and residents are aware of our priorities.

We look forward to working closely with Government, local bus operators and neighbouring authorities in the coming months and years to improve the bus network and ensure residents have access to a safe, reliable, accessible, and affordable bus network.



Cllr Gerry Clark

Cabinet Member for Transport
and Infrastructure and Steering

INTRODUCTION

INTRODUCTION

Background

The National Bus Strategy (Bus Back Better), was published by the Government in March 2021 and sets out an ambitious vision to dramatically improve bus services in England outside London through greater local leadership. Local Transport Authorities (LTAs) and local bus operators must work at pace with local communities to plan and deliver a fully integrated service that will grow patronage. The Bus Strategy commits £3 billion of new funding to support this.

Bus Service Improvement Plans (BSIPs) are the document that sets out how the Council, working closely with their local bus operators and local communities, will achieve this – by setting out a vision for delivering the step-change in bus services that is required by the Strategy. A BSIP is the essential first step as it will be the extent of the ambition, delivered through an Enhanced Partnership or franchising, that will be critical when Government decides how and where funding is to be allocated. Our BSIP will be the framework for future delivery and, in part, act as a bidding document for future funding. The BSIP guidance states that the Plans should be high level, strategic documents that include a vision for buses and the measures to deliver it. It will be a live document that is updated regularly to reflect progress made and the content will be revised accordingly.



We know that the average bus trips per head of population in the Borough is 9.3, which is significantly lower than the national average and other Berkshire authorities¹. We have a great opportunity to use the National Bus Strategy, and the associated funding, to make a marked improvement in bus usage in the Borough. Undoubtedly the pandemic had a hugely detrimental impact on bus patronage not just in RBWM, but nationally. The Council has ambitions to bring patronage up to pre-pandemic levels, and build on this to reach higher levels of patronage bringing us up to the levels of other Berkshire authorities and potentially beyond. In the years following the pandemic, the development of our BSIP is a hugely valuable opportunity to improve the bus network in RBWM in line with the National Bus Strategy, contributing to a cleaner, more sustainable Borough.

BSIP Structure

The BSIP contains the following sections:

- Policy context
- Vision
- Current offer
- Supported services
- Targets
- Suggested measures
- Funding
- Reporting

A BSIP overview table as required by the DfT is presented in APPENDIX A.



POLICY CONTEXT



BSIP POLICY CONTEXT

The Royal Borough of Windsor & Maidenhead declared a climate emergency in June 2020 setting out the council's intention to implement national policy and ensure net-zero carbon emissions are achieved by no later than 2050.

In December 2020 the Environment and Climate Strategy was adopted which sets out how the borough will address the climate emergency across four key themes (Circular Economy, Energy, Natural Environment and Transport). The strategy sets a trajectory which seeks to achieve a 50% reduction in emissions by 2025.

The Council is addressing these ambitions in local policy; The Local Transport Plan (LTP) (2012-26) adopts an evidence-based approach to transport planning and sets out high level policies for all aspects of local highways and transport provision within the Royal Borough, including public transport. The LTP provides an overarching set of policies within which more detailed plans and strategies can be prepared, such as the BSIP. These include policies for:

- Walking and cycling networks
- Provision of secure cycle parking
- Travel information
- Road safety education, enforcement and engineering
- Smarter choices programmes (designed to promote sustainable travel behaviours)
- Health (including promotion of active travel modes)

The Borough Local Plan (BLP) (2013-33) sets out a vision and framework for future development in the period to 2033, addressing local needs and opportunities in relation to housing, the economy, community facilities and infrastructure, as well as providing a basis for safeguarding the environment, adapting to climate change and securing good design.

Like the Local Transport Plan, it provides an overarching policy document within which more detailed plans and strategies can be prepared.

Policies T10 and T11 in the Transportation and Movement section of the Plan discuss the ambition of the Royal Borough to improve connectivity to and between urban commercial centres whilst serving rural communities throughout the Royal Borough. The BLP states that the Royal Borough will encourage multi-modal travel and will do so by developing better links between transport, with a specific reference to Maidenhead Rail Station.

Additionally, there are 11 designated Neighbourhood Plan areas within the Royal Borough. Of these, the following have been completed:

- Ascot, Sunninghill and Sunningdale
- Eton and Eton Wick
- Horton and Wraysbury
- Hurley and the Walthams
- Old Windsor

Communities will always have concerns about transport, but Neighbourhood Plans can allay these concerns by setting out realistic solutions to existing local issues which, in turn, would help to facilitate the delivery of future investment in the Plan area. Also, measures that encourage modal shift to cycling and walking contribute to economic growth by tackling congestion and environmental improvements through reductions in exhaust emissions.

Neighbourhood plans can contain policies to address key transport issues specific to them, such as:

- Facilitating provision of traffic calming and 20 mph speed limits
- Encouraging the provision of transport hubs and interchange between travel modes
- Identifying safe routes for walking and cycling



Bus Back Better: National Bus Strategy for England (2021)

Bus Back Better (2021) produced by the Department for Transport (DfT) provides a long-term strategy for encouraging the uptake of bus use on buses outside London. The strategy focuses on improvements that help deliver better bus services for passengers across England, to get overall patronage back to not only pre-COVID-19 levels but also to exceed it.

To achieve this the strategy outlines a number of opportunities to improve bus provision up to the standards set within London. These include:

- Making services more reliable and more frequent
- Improving communication, accessibility, and inclusivity of services
- Improving co-ordination and integration between services and operators
- Improving bus fare value for money
- Making buses greener, safer, and more comfortable

The strategy sets out that by the end of October 2021, all LTAs should have published a local Bus Service Improvement Plan (BSIP), which should illustrate how, subject to funding, they will deliver the ambitions and expectations in this strategy to improve their bus services. These BSIPs will then begin to be delivered by April 2022.

The BSIP will contribute to achieving the Council's climate objectives, including the themes set out in the Environment and Climate Strategy, by aiming to improve the bus network across several areas including bus priority infrastructure, fares support and ticketing reform.

VISION



VISION

To guide the BSIP and the suggested recommendations, a vision for the Plan has been developed. This has been developed through collaborative discussions with bus operators who currently provide services in the Borough as well as neighbouring authorities, in addition to responses to our on-board surveys and non-bus user research that was commissioned to inform the BSIP.

RBWM will work towards establishing and supporting an affordable, accessible, safe, convenient, environmentally friendly, and integrated bus network. This will facilitate growth in bus patronage within the Borough, thereby increasing the modal share of buses. A shift in the role of buses will contribute to the objectives in the Borough's Local Transport Plan and subsequent declaration of an environment and climate emergency in 2019.



The vision will be achieved through the following core objectives. Each of the suggested measures contributes to at least one of these.

1. Buses will offer a quality service that provides accessibility to the widest cross section of the population
2. Buses will provide people will an option to access work, services, and leisure activities
3. Operators will offer and promote affordable fares and multi-operator ticketing
4. The bus network will encourage integration with other modes of transport
5. Information will be widely available and accessible to all users
6. Infrastructure supporting the bus network will be contemporary, well-maintained, and consistent

Principles

The following key principles have been developed which will link the suggested measures to implement the BSIP, with the objectives above:



Partnership: The Council recognises that it cannot fully meet its obligations without closely working with local residents, businesses and stakeholders including operators of all services. The Council will work with bus operators, in the form of Enhanced Partnerships, to deliver the BSIP.



Quality: For the bus network to compete with other modes, it needs to be developed in a way that provides a quality service that is affordable, accessible, reliable, and available.



Responsive: The BSIP presents the opportunity for the Council to have access to more reliable, more frequent data on the bus network. Working with operators and other stakeholders, this data can be used to react to changes in demand. Changes in the landscape, such as new developments or a new large employer are continually occurring, and therefore we will be consistently reviewing opportunities to increase patronage.



Monitoring and reporting: The suggested recommendations in the BSIP represent a significant investment from the Council, operators and the DfT in terms of money and resources. The Council will therefore continually monitor the bus network, enabling the impact of introduced measures to be understood. A monitoring plan is developed as part of this BSIP to ensure monitoring is carried out from an early stage.

CURRENT OFFER



RBWM BUS SERVICES: CURRENT OFFER

This section reviews the current bus offer in RBWM and identifies what the potential barriers to increased bus use are. It outlines where the bus network meets and falls short of expectations, as outlined in the BSIP guidance, and uses the barriers identified to make recommendations of measures that will be included within the 'suggested measures' section.

Evidence Base

We have collected vast quantities of data in the time available in preparing our BSIP, utilising nationally available datasets from DfT and working closely with operators and neighbouring authorities. This has been in line with expectations set out in the BSIP guidance. The following data has been collected, analysed, and used to inform the evidence base behind our targets and suggested measures:

- Details and maps of local commercial and supported bus services
- Case studies of multi-operator ticketing and Demand Responsive Transport schemes
- Local bus fares and those in neighbouring authorities
- Local bus frequencies and those in neighbouring authorities
- Details and maps of local bus stops (including those with real-time information)
- Percentage of bus services running on time (locally and in neighbouring authorities)
- Patronage on local bus services (locally and in neighbouring authorities)
- Distance travelled on local bus services (locally and in neighbouring authorities)
- National Highways and Transport Network public transport satisfaction scores (locally and in neighbouring authorities)
- Problem locations on the bus network from operators
- On-board timing surveys on two services
- On-board passenger surveys
- Non-bus user qualitative and quantitative research

Not all operator data is provided within the BSIP as some metrics are commercially sensitive, however data has been consolidated as to provide summary findings. Some data, such as bus stop and arrival and departure timings, have not been provided by some operators, as they do not have the capability to collect this.

Background

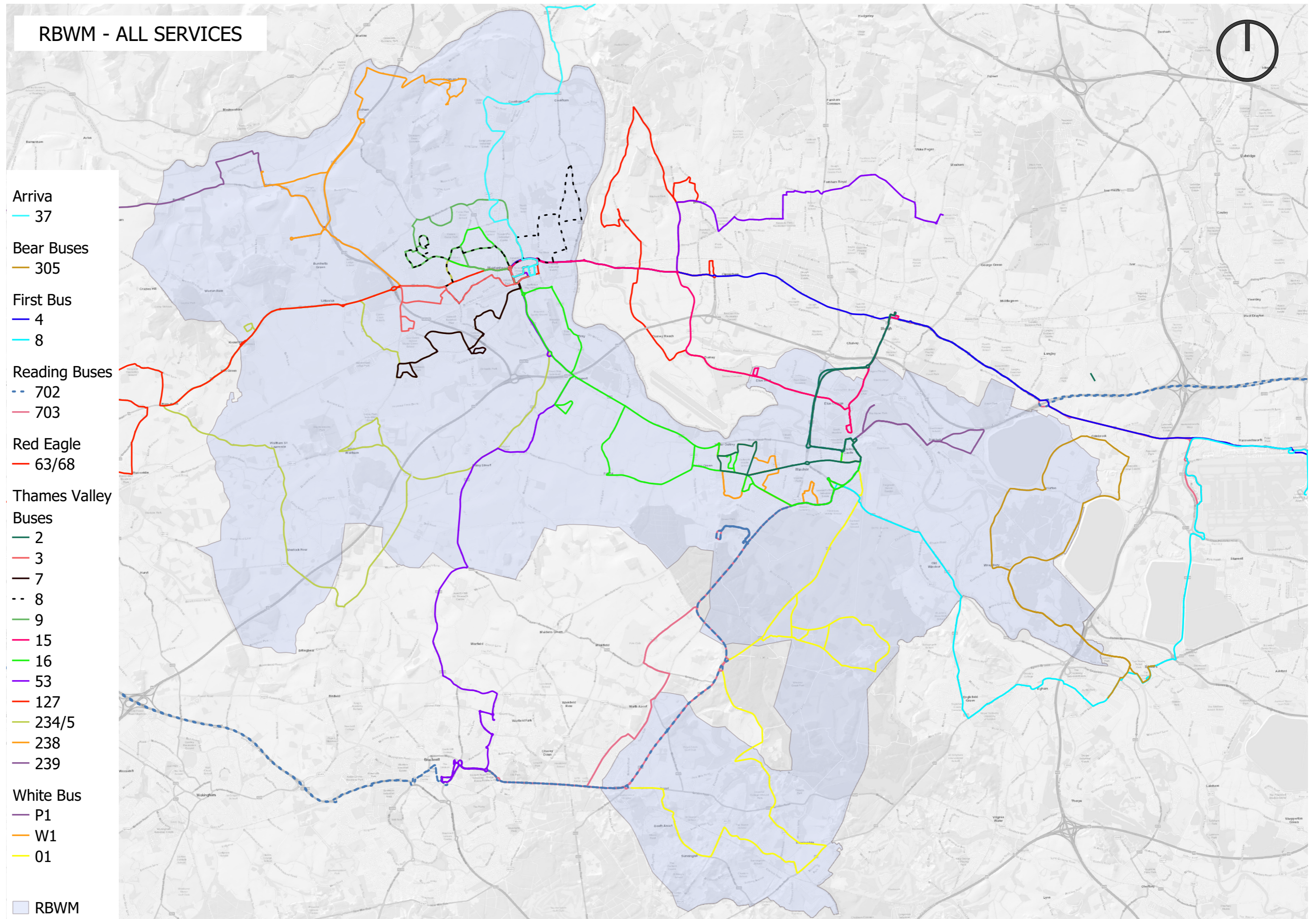
As of July 2021, there are 22 bus routes operating around the Borough. Thirteen of these are Council supported services (made up of 10 funding packages), and nine are run commercially by operators. The Borough is generally rural with three core urban centres in Windsor, Maidenhead and Ascot. The bus services that operate in the Borough reflect this, with the significant majority of services focusing their routes in these urban centres, particularly in Windsor and Maidenhead town centres.

Table 1 below outlines all the services operating in the Borough as of July 2021, whether they are supported or commercial and the areas that they serve. Figure 1 is a map of all the services, showing which areas within the Borough the routes serve, where they are coming from and where they go to.

Table 1. All bus services in RBWM

| Operator | Route | Supported / Commercial | Area served |
|----------------------|--------------|------------------------|---------------------------------------|
| Arriva | 37 | Commercial | High Wycombe - Maidenhead |
| Bear Buses | 305 | Supported | Staines - Colnbrook |
| First Bus | 8 | Commercial | Slough - Heathrow T5 |
| | 4 | Commercial | Maidenhead - Heathrow T5 |
| Reading | 702 | Commercial | Legoland - London |
| | 703 | Commercial | Bracknell - Heathrow T5 |
| Red Eagle | 63/68 | Commercial | Slough - Maidenhead |
| Thames Valley | 3 | Supported | Maidenhead |
| | 2 | Commercial | Slough - Dedworth |
| | 7 | Commercial | Maidenhead |
| | 8 | Supported | Maidenhead |
| | 9 | Supported | Maidenhead |
| | 15 | Supported | Maidenhead - Windsor - Slough |
| | 16 | Supported | Maidenhead - Windsor |
| | 53 | Supported | Bracknell - Maidenhead - Wrexham Park |
| | 127 | Commercial | Maidenhead - Reading |
| | 234/5 | Supported | Maidenhead |
| | 238 | Supported | Maidenhead |
| | 239 | Supported | Maidenhead |
| White Bus | P1 | Supported | Windsor park and ride |
| | W1 | Supported | Windsor - Dedworth |
| | 01 | Supported | Windsor - Ascot |

Figure 1. Map of all RBWM bus services



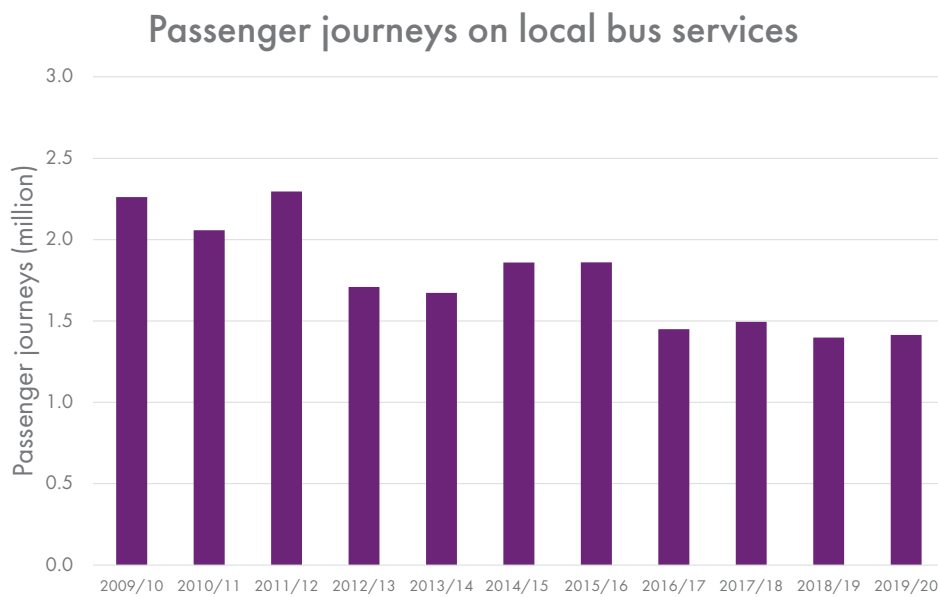
Patronage

In 2019/20 there were 1.4 million journeys on local bus services in RBWM. This equates to 9.3 journeys per head². This is one of the lowest nationally, and the Council has ambitions to bring bus patronage up to the levels seen in the wider Berkshire area, which is reflected in the 'targets' section. Working alongside the DfT, the Council wishes to increase bus patronage and commit to more sustainable transport in the Borough in line with the aims of the Council's Environment and Climate Strategy (2020).

Figure 2 below shows the passenger journeys on local bus services between 2009/10 and 2019/20. Generally, bus usage is decreasing over this time, and has been even more impacted by the recent COVID pandemic.

The Bus Back Better initiative and the development of our BSIP is the ideal way to set out aims and measures to reverse this trend and increase bus use across the Borough. Our aim is to not only get back to pre-COVID levels but to significantly increase bus usage.

Figure 2. Passenger journeys on local bus services

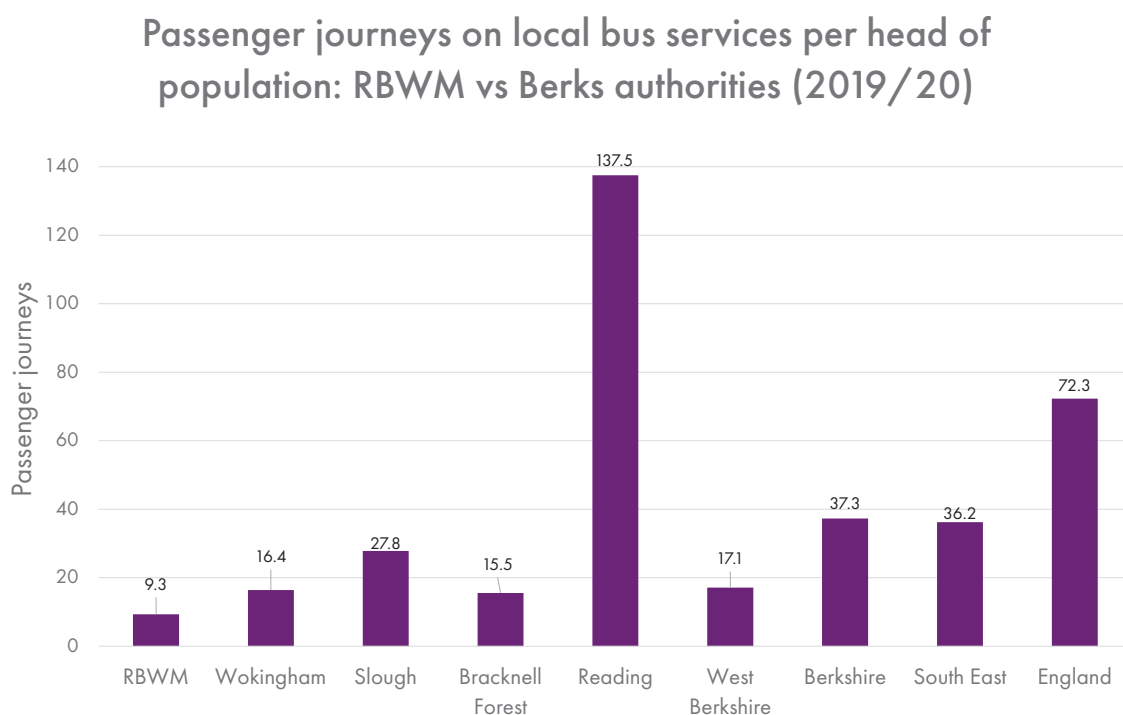


² <https://www.gov.uk/government/statistical-data-sets/bus01-local-bus-passenger-journeys>

Figure 3 below shows how RBWM compares with other Berkshire authorities, the South-east and nationally in terms of bus usage. This is based on journeys per head of population in 2019/20. The average bus strips per head for 2019/20 in RBWM was 9.3, compared to a wider Berkshire average of 17 (not including Reading).

It is acknowledged that Reading is significantly advanced in terms of its bus network. This is due to a number of factors including the dynamic of Council-owned bus services, and it being an urban centre that is also a university town. RBWM recognises that it does not have the infrastructure or demographic in place to achieve the levels of bus usage that Reading does, however we are working closely with our Berkshire partners to bring patronage up and have a developed bus network that runs cross-boundary.

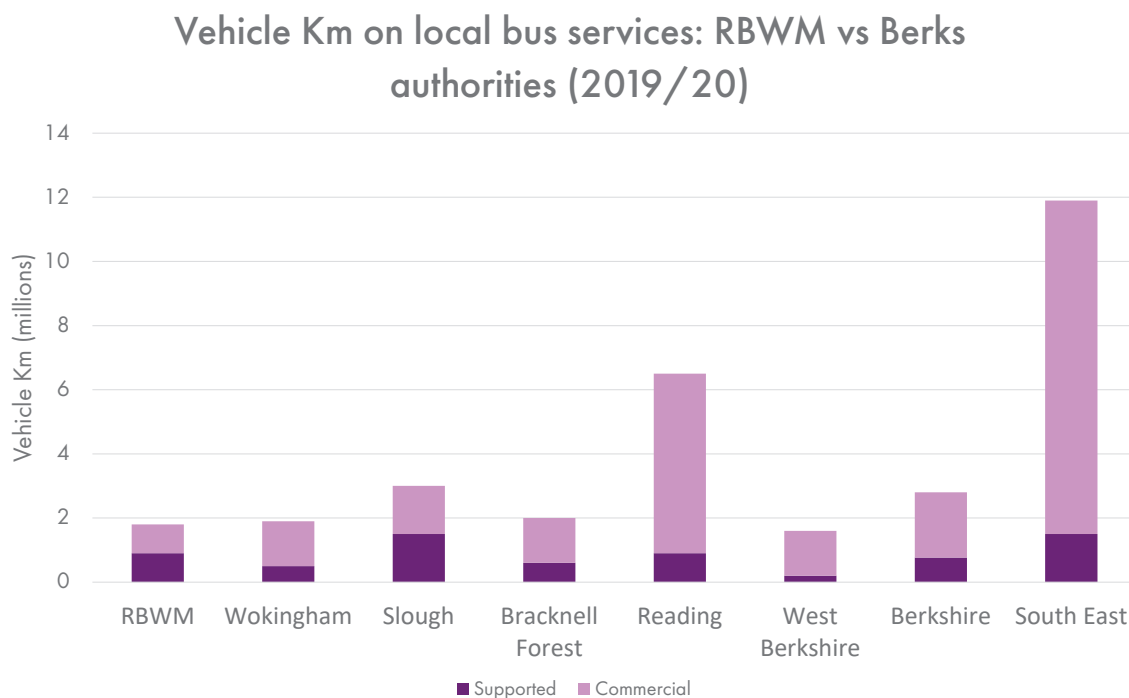
Figure 3. Passenger journeys on local bus services per head of population: RBWM vs Berks authorities (2019/20)



Distance Travelled by Passengers

Bus vehicle distance travelled has a similar trend with regards to performance against other Berkshire authorities. Figure 4 below shows this comparison. The graph shows the split between distance travelled on supported and commercial services; this is explored in more detail in the 'supported services' section of the BSIP.

Figure 4. Vehicle Km on local bus services: RBWM vs Berks authorities (2019/20)

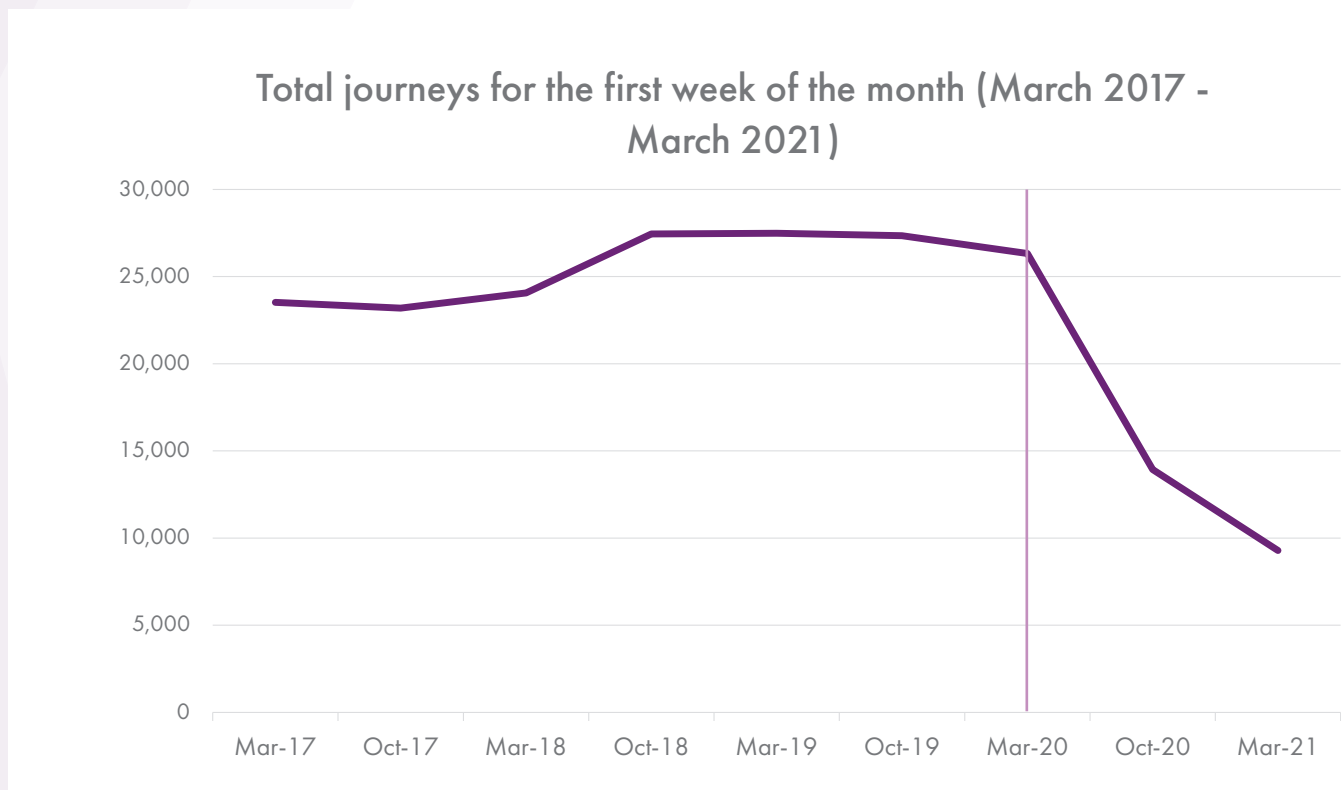


Total Journey Numbers

Undoubtedly the pandemic has had a huge impact on bus services nationally and RBWM was no exception to that. We have collected data from operators on the total number of journeys for the first week of March and October in each year for the past 5 years. Figure 5 below shows this data, and it clearly shows the impact of the pandemic with the huge drop in patronage following March 2020.³

Operators have indicated that as of July 2021 they are at approximately 70% of pre-pandemic levels. Despite restrictions being lifted bus usage has not returned to pre-COVID levels. The Council will use the Bus Back Better initiative to apply for the funding to deliver a bold strategy and set measures to not only encourage bus users back to pre-pandemic levels but increase these to be on a par with our neighbouring Boroughs.

Figure 5. Total journeys for the first week of the month (March 2017 – March 2021)



³ Figure 5 does not include data from 3 operators as this was not received

Research Surveys

The Council commissioned research that captured the views of both bus and non bus users within the Borough.

As part of the development of the BSIP, the Council carried out on-bus surveys to capture the views of bus users on the current bus offer and how it can be improved. Research on non-bus users was also carried out in the form of quantitative and qualitative research methods, to understand why those people do not use the bus, and crucially, what would persuade them to do so. A full analysis of the research is shown in APPENDIX B and APPENDIX C.

The following patterns were identified that demonstrate some of the typical behaviours of residents in the Borough with regards to bus use:

- Whilst most people use the car (79.9% of sample), and nearly half use the train, approximately a third in the sample use the bus regularly. However, the bus is not usually the mode of transport they most often use, and the car dominates heavily as the preferred mode of transport. Even bus users are using other modes of transport (i.e., the car) more often than the bus.
- Rural residents tend to stay rural, but others tend to be travelling to/from towns in the area for social and work reasons.
- People who use the bus are more likely to commute using the bus, and the bus is used less often than it might be for social and leisure reasons
- The alternatives to taking the car which people consider are taking the train (but only if it really suits their work route – the car is favoured for its privacy, flexibility and quicker journey times) or taking an uber (for getting into towns like Windsor for weekend/evening socialising)

These behaviours helped to inform the suggested measures that the Council is putting forward as part of this BSIP.

Fares and ticketing

Fares and ticketing play a vital role in bus usage. The prices of fares, the types of ticket available and how people can buy tickets make up part of the experience of using the bus, and therefore need to be considered in any development of a bus network.

In RBWM, there are 7 operators running services within the Borough, all of which have different ticket types with different prices. There isn't a multi-operator ticketing scheme that allows passengers to use the same ticket across several operators, meaning passengers must buy individual tickets for each service run by a specific operator. Each operator has different methods for which passengers can buy a ticket, whether that be on bus, online or via app. The surveys suggested that the sheer number of ticket types provides a complicated environment for passengers wishing to undertake journeys that involve routes with more than one operator, acting as a potential deterrent to choosing the bus as the preferred method of transport. Our BSIP will therefore seek funding to simplify ticket purchase and interoperability to encourage bus usage.

RBWM train stations are part of 'PlusBus', a discounted bus ticket for people making a combined rail and bus journey. The ticket allows passengers to take unlimited local bus travel around town at the start, the end, or on both ends of a train journey.

With regards to prices, an analysis of fares on RBWM services compared to services in other Berkshire authorities showed that RBWM fares are more expensive than four out of five nearby authorities. This is based on the average cost of a day ticket across all RBWM services against an average of 6 services in the other authorities. Table 2 below shows the comparison.

Table 2. Day ticket price comparison

| Authority | Average day ticket (£) |
|------------------|------------------------|
| Bracknell Forest | 6.07 |
| Slough | 5.22 |
| Wokingham | 4.18 |
| Buckinghamshire | 4.18 |
| Reading | 4.00 |
| RBWM | 5.30 |

Using one operator as a case study, Thames Valley are one of the major operators in the area. Thames Valley charge £4.70 for their 'simplyMaidenhead' adult day ticket, which is valid on all Maidenhead routes. The 'simplySlough & Windsor' adult day ticket costs £5.50. This is more than the simplyBracknell & Wokingham' adult day tickets which costs £4.30. Fares on services within RBWM can be seen in APPENDIX E.

Our survey found that many non-bus user's perception of costs were higher than actual costs, when told what these are. Therefore, effective marketing of a reduced fares scheme will enable more people that wouldn't have otherwise been aware of fares in the Borough.

Both our non-bus user research and on-board surveys showed that fare prices were a barrier for people using the bus. As shown in APPENDIX B, our on-board survey showed that 7% of the sample said that fare prices were stopping them taking the bus more often. The average satisfaction for 'value for money' was 4.33 (where 1 is low, 5 is high). The interviews with non-bus users showed that over half of the sample said that cheaper fares would be a key driver in increasing their likelihood to use the bus in the future.

This shows the value in effective marketing that allows non-bus users to understand fare prices. Figure 6 below compares the average cost of owning a car per day⁴ with the average RBWM day ticket. The average cost of running a cost per day is 76% more than that of an average day ticket in RBWM. This is a significant difference, and demonstrates that generally people do not relate the actual cost of car trips to cost of the bus, including running costs, fuel, insurance and parking. This suggests that if people better understood the real costs of running a car and bus travel, the bus becomes a more attractive alternative.

Figure 6. Cost of owning a car vs average bus day ticket



⁴ <https://www.nerdwallet.com/uk/personal-finance/cost-of-car-ownership/>

Additionally, a suggestion that several interview respondents provided was to explore the option of discounts on fares for RBWM Advantage card holders. Local residents who pay Council tax to RBWM are entitled to a free card which gives discounts at a range of attractions, retailers, restaurants, council services and leisure activities. Subject to funding, this could be extended to buses and provide further incentive to potential bus users.

The National Highways and Transport Network (NHT) conduct a yearly survey which includes questions around public transport. The RBWM satisfaction score for bus fares in 2019 was 43%. This compares to 50% for the Berks average, and 49% for the national average.

Cheaper fares and discounts for RBWM residents are therefore something that the Council has identified as something to trial, and we have included a trial of both cheaper fares and discounts for RBWM residents using DfT funding over three years as a suggested short-term measure. This is with the aim of eventually phasing out the support and the operator(s) continuing the routes if they are commercially viable.

In terms of ticket schemes, 7% of our on-board survey sample said that the option of a multi-operator ticket would make them use buses more. Similarly, a phone app to plan journeys and buy tickets for multiple operators attracted 8% of the sample. We understand that some journeys involve routes across more than operator, and we want to capture those potential passengers that might use other methods of transport to avoid this additional cost and complexity.

Therefore, we have suggested as a medium-term measure to carry out a feasibility study into a multi-operator ticketing scheme, including a website and phone app. We are already working with our neighbouring authorities on the potential of multi-operator tickets that go cross boundary and have aspirations for this moving forward. A long-term measure is included of the creation of the scheme, website and app, however the progression of this will depend on the outcomes of the feasibility study.

Frequency of Services

The frequencies of buses in an area are hugely significant in determining the success of a bus network. Infrequent services are unattractive to potential bus users as it ultimately defines the convenience of taking the bus compared to other modes. Having to make the effort to tailor one's day to that of the timetable, rather than what is most efficient is likely to deter people from using the bus. The car allows people to travel as and when they want to, and therefore its convenience makes it more attractive.

In RBWM, services are relatively infrequent compared to that seen in urban centres nationally, with frequencies often hourly or at irregular intervals (differing times between services). Bus services at weekends are reduced further, with only 8 of the 22 services operating on a Sunday. This takes away the option of taking the bus on the weekend, when people may have more reason to given that people may want to socialise and not want to drive. This presents an opportunity to target potential bus users at weekends who would usually rely on other modes such as taxis.

Table 3 below shows the frequencies of all the services operating in the Borough on a weekday, a Saturday and a Sunday.

Table 3. Route frequencies in RBWM

| Operator | Route | Weekday | Saturday | Sunday |
|----------------------|-----------|---------------|---------------|--------|
| Arriva | 37 | Hourly | Hourly | None |
| Bear Buses | 305 | Irregular | None | None |
| First Bus | 8 | Half hourly | Hourly | Hourly |
| | 4 | Half hourly | Hourly | Hourly |
| Reading | 702 | Hourly | Hourly | Hourly |
| | 703 | Hourly | Hourly | Hourly |
| Red Eagle | 63/68 | Irregular | None | None |
| Thames Valley | 3 | Hourly | Hourly | Hourly |
| | 2 | Hourly | Hourly | None |
| | 7 | Half hourly | Half hourly | Hourly |
| | 8 | Hourly | Hourly | None |
| | 9 | Hourly | Hourly | Hourly |
| | 15 | Irregular | Irregular | None |
| | 16 | Hourly | Hourly | Hourly |
| | 53 | Hourly | Hourly | None |
| | 127 | None | Every 2 hours | None |
| | 234/5 | Irregular | Irregular | None |
| | 238 | Irregular | None | None |
| 239 | Irregular | Irregular | None | |
| White Bus | P1 | Every 20 mins | None | None |
| | W1 | Hourly | None | None |
| | O1 | Every 90 mins | None | None |

The on-board surveys showed that 61% of the sample indicated that more frequent services would make them use buses more. This is significantly higher than any other reason given for why users would use the buses more, demonstrating its importance.

In the non-bus user research, one of the key barriers to people using the buses is they are thought to be 'too infrequent'. Respondents indicated that every 30/60 minutes was too infrequent to them, with some respondents saying that even every 20 minutes is too long. The consensus amongst respondents was that every 10-15 minutes would attract them towards using the bus as a regular method of transport.

The NHT 2019 satisfaction score for the frequency of bus services was 44%. This compares to 55% for the Berks average and 61% for the national average.

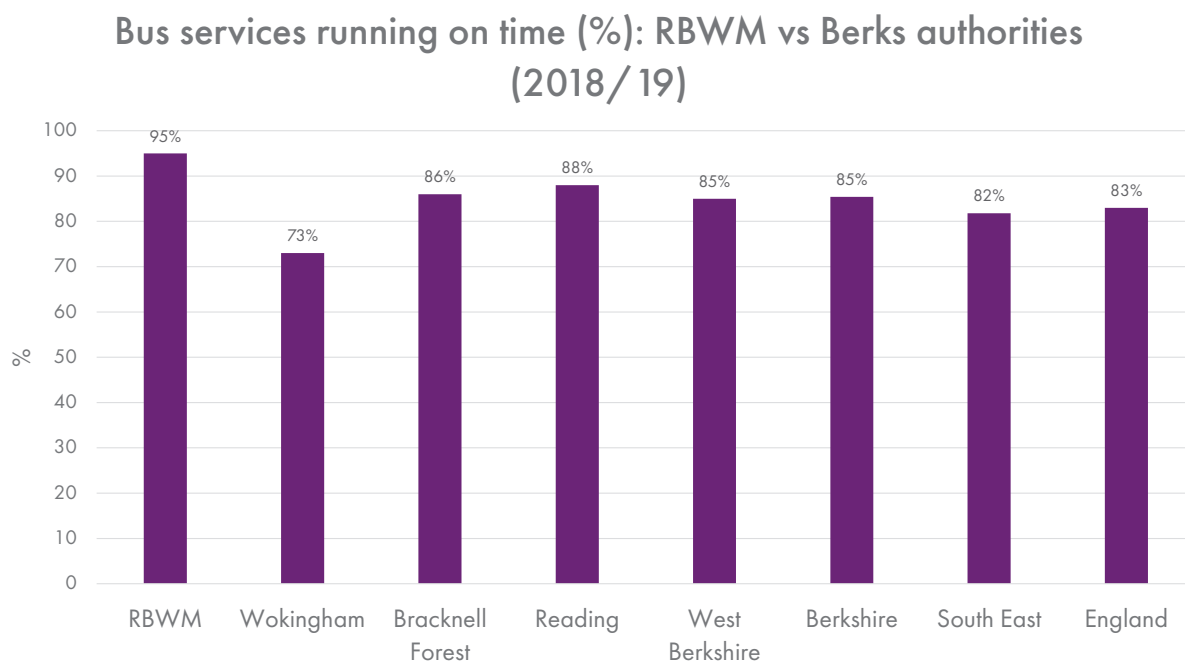
Based on this research, the Council has suggested as a short-term measure a trial of more frequent services with at least one operator, in addition to more evening and weekend services using funding from the DfT over three years. Working with an operator(s), we believe that this will entice current non-bus users to using the bus as it would become more convenient, particularly at weekends and evenings where people are more likely to be looking at alternatives to the car. This is with the aim of eventually phasing out the support and operators continuing the routes if they are commercially viable.

Punctuality

Punctuality is a key element in attracting bus patronage. In a similar fashion to frequencies, it plays into the convenience factor that people compare with other transport modes, mainly the private car. If people cannot rely on a bus to turn up on time, or the journey to take more time it is expected to, then the car becomes a more attractive option.

Punctuality in RBWM is favourable in comparison with nearby local authorities. Figure 7 below shows that for 2018/19, RBWM had the highest percentage of services running on time at 95% (defined as between 1 minute early and 6 minutes late)^{5,6}. The figure of 95% is unusually high in comparison with previous years. Recent years typically see figures of between 85% and 90% of services running on time.

Figure 7. Bus services running on time: RBWM vs Berks authorities (2018/19)



The 2020/21 figure for the percentage of services running on time within RBWM is 87%; despite a drop from 2018/19, this is still a relatively high percentage in comparison to nearby authorities. A reason for the higher percentages of services running on time in RBWM compared to other nearby authorities is likely to be because RBWM as an authority is more rural than many of our surrounding authorities, which are largely urban centres (such as Slough and Reading). Operators may be able to make up time in the rural sections of routes, whereas services that operate only in town and city centres are likely to experience higher levels of congestion. Operators in RBWM are known to build time into their routes to level out the service and ensure that they are running on time.

Working with operators, we have been able to identify the points in the network that commonly experience delays. This allows the Council to focus measures on the 'problem areas', which can improve reliability with the aim of increasing patronage. The overwhelming majority of points raised by operators related to congestion in Windsor Town Centre, particularly on the High Street, causing delays to their services. To evidence this, we asked operators to provide us with data that tracks arrival and departure time from bus stops along their routes. An analysis of Thames Valley services showed that the average lateness across stops on their 2 service, which mainly covers Windsor town centre, is 3:54 late. An average of their five Maidenhead services (3, 7, 8, 9, 234/5/8/9) was 1:48 late. For the 2 service, the average lateness at the Windsor Parish Church stop, which is on the high street, was 3:17 late. It is recognised that this degree of lateness is still 'on-time' as defined by DfT, however they indicate delays on top of any time that operators build into their schedules, and help identify areas for improvement.

Although these findings are based on one weeks' worth of data in October 2019, it provides a consistent period to work from across each route. Dwell time was considered in this analysis, as to understand if the delays are caused by congestion or in fact more passengers boarding and alighting. An analysis of the 2 service showed that average dwell time at Parish Church, Windsor was 1:38, compared to 1.14 as an average of all stops on the route. This suggests that although dwell time is higher, the lateness on Windsor high street is due to congestion.

Going forward, the Council would like to monitor bus stop arrival and departure data (timing data) more regularly and have a larger dataset from which to make recommendations. Not all operators have access to this data, and it is often provided in different formats. We would therefore like to work closely with operators to ensure they have the capability to collect and provide us with this consistent data.

One of our suggested measures is to invest in the technology for those operators that do not have it, meaning we can continually collect bus stop arrival and departure time data across all services, allowing us to focus potential highway infrastructure improvements on where they would be most effective.

We have worked closely with the operators to identify areas of concern based on their daily experience where delays or issues may occur, alongside our findings from the data analysis. This is summarised in APPENDIX D.

While this provides an insight into timing data at the problem locations, a larger dataset from which ongoing monitoring is conducted is required in order to deduce more accurate conclusions.

Anecdotal evidence on the impact of congestion in Windsor town centre is supported by the timing data we have collected, and operators have stressed the need for improvements in this area to increase the reliability of their services.

Our on-board bus surveys showed that on average, our sample rated their satisfaction of punctuality as 4.41 (where 1 is low, 5 is high), and 18% of the sample said that more reliable services would make them use buses more. Our non-bus user research showed that a barrier for people using the bus is that routes take too long. A conclusion was that people want their length of the journey to be the same as the car, not 4 or 5 times as long.

The NHT 2019 satisfaction score for RBWM on whether buses arrive on time was 44%. This compares to the Berks average of 56%, and the national average of 58%. The Council recognises this as something that can deter potential bus users, and while bus services in RBWM have achieved a relatively high level of punctuality, there is potential to improve services to avoid delays and compete with journey times of that of a car.

We acknowledge that coming up with solutions to improve reliability is a task that needs investment in terms of resource and money, and we are therefore suggesting a feasibility study on potential highway infrastructure improvements as a short-term measure in our BSIP. A medium-term measure is included for designing, consulting on and constructing the improvements, however the progression of this will depend on the outcomes of the feasibility study. It is an ambition of the Council's to ensure the network has appropriate capacity to operate reliable bus services, particularly at peak times when the operators have reported that they experience delays.

The Network

The foundations of achieving high bus use are in the network, or more simply, where the routes serve. Fundamentally, buses should pick people up from where they are and take them to where they want to go. If routes are not designed in a way that meets the demand, then patronage will be restricted. Therefore, it is vitally important that for RBWM to improve the bus offer, the network must be designed to meet the demand.

From meeting regularly with our operators, we know that while some regularly review their routes using patronage and other useful data and make the appropriate changes to try to meet demand, some operators do not regularly review their routes due to resource or financial constraints. Some operators have not reviewed their routes in several years, meaning that there may have been changes in demand occurring that they are not adapting to and therefore losing existing and potential passengers. For example, if a new development is constructed, or a large employer moves to the area, there will be demand that could be captured.

Our on-board surveys showed that 20% of the sample said that no direct route/too many changes to their destination stops them from taking the bus more often. Similarly, our non-bus user research concluded that a general opinion is that buses do not travel to the 'right destinations'. People want to be able to go door to door with one mode of transport, rather than two or more buses, or a bus and a train for example. It was also emphasised that routes are too long and convoluted, and people want their journey to be similar in convenience and length to the use of the car.

Additionally, RBWM currently does not have a bus station within the Borough. Routes therefore often start and finish in town centres, waiting on the public highway which contributes towards congestion. Some of our neighbouring authorities benefit from a bus station, including Bracknell Forest, Slough and Buckinghamshire (High Wycombe and Aylesbury).

A bus station acts as a focal point for services, where routes can start/finish without waiting on the public highway. They allow for integration for passengers between the town centre and their transport to their destination and can provide facilities such as toilets as well as enclosed waiting areas and cycle parking. These can also be of benefit to operators in the form of somewhere to have welfare facilities for drivers.

Looking towards the future, bus stations could also play a key role in housing charging infrastructure for electric vehicles.

We are therefore suggesting a short-term measure to work with operators to conduct a wider review of bus routes and stops within RBWM. This will help us to unlock any uncovered demand, ensuring key developments, estates and workplaces have the option of taking the bus. The Council would like to internally fund this piece of work, which will include working with employers and developments to map origin/destination data of staff/residents and therefore make recommendations to ensure the bus network is sufficient.

In response to the lack of a bus station in RBWM, a long-term measure suggested is to conduct a feasibility into the construction of a bus station in Maidenhead. Another long-term measure is included for designing, consulting on and constructing the improvements, however the progression of this will depend on the outcome of the feasibility study.

Bus Infrastructure and Information

The infrastructure that supports the bus network plays an important role in the end-to-end experience of passengers. This includes physical assets such as the bus stops, flags and buses, but also information, including real-time data. Poor bus infrastructure and information, such as older buses and unmaintained bus stops deter people from using the bus. On the other hand, investment in infrastructure, such as modern buses and well-maintained bus stops with real-time information makes for a more appealing journey.

In terms of physical infrastructure, the buses used are the responsibility of the operator. The Council can influence the specification of buses on supported services, and we are currently exploring the different options for this for future tenders, such as Euro 6, hybrid or electric vehicles.

The bus stops are the responsibility of the Council, and we ensure they are maintained through the relevant contracts. Figure 8 shows all the bus stops in the Borough. It is clear that the majority are focused around the town centres, and others are more sparsely populated around the Borough.

With regards to information, some bus stops in Windsor and Maidenhead town centres have real-time information feeds (11 out of 48 bus stops in Windsor, 12 out of 48 bus stops in Maidenhead). Therefore, passengers are reliant on the timetables for when to expect the bus. Real-time information is available on the operators' apps, which may be useful to some passengers. However, if passengers are taking a journey that involves two or more operators, or regularly travel on buses of more than one operator, it becomes more of a challenge to keep track of bus times.

Our on-board surveys showed that the average satisfaction score for the condition of the buses was 4.4 (where 1 is low, 5 is high). Furthermore, 9% of survey responses said that improved buses (WiFi, charging ports etc) would make them use buses more, and 4% said that better maintenance or improved bus stops would make them use buses more. Lastly, 13% said that access/more reliable access to real-time information would make them use buses more.

The NHT 2019 satisfaction score for RBWM on the state of the bus stops was 58%. This compares to 62% for both the Berks and national average. The score for the cleanliness and quality of buses was 64%, compared to 68% for both the Berks and national average. Scores around information scored particularly poorly, with a score for ease of finding the right information of 44%, compared to 53% for the Berks average and the national average of 55%.

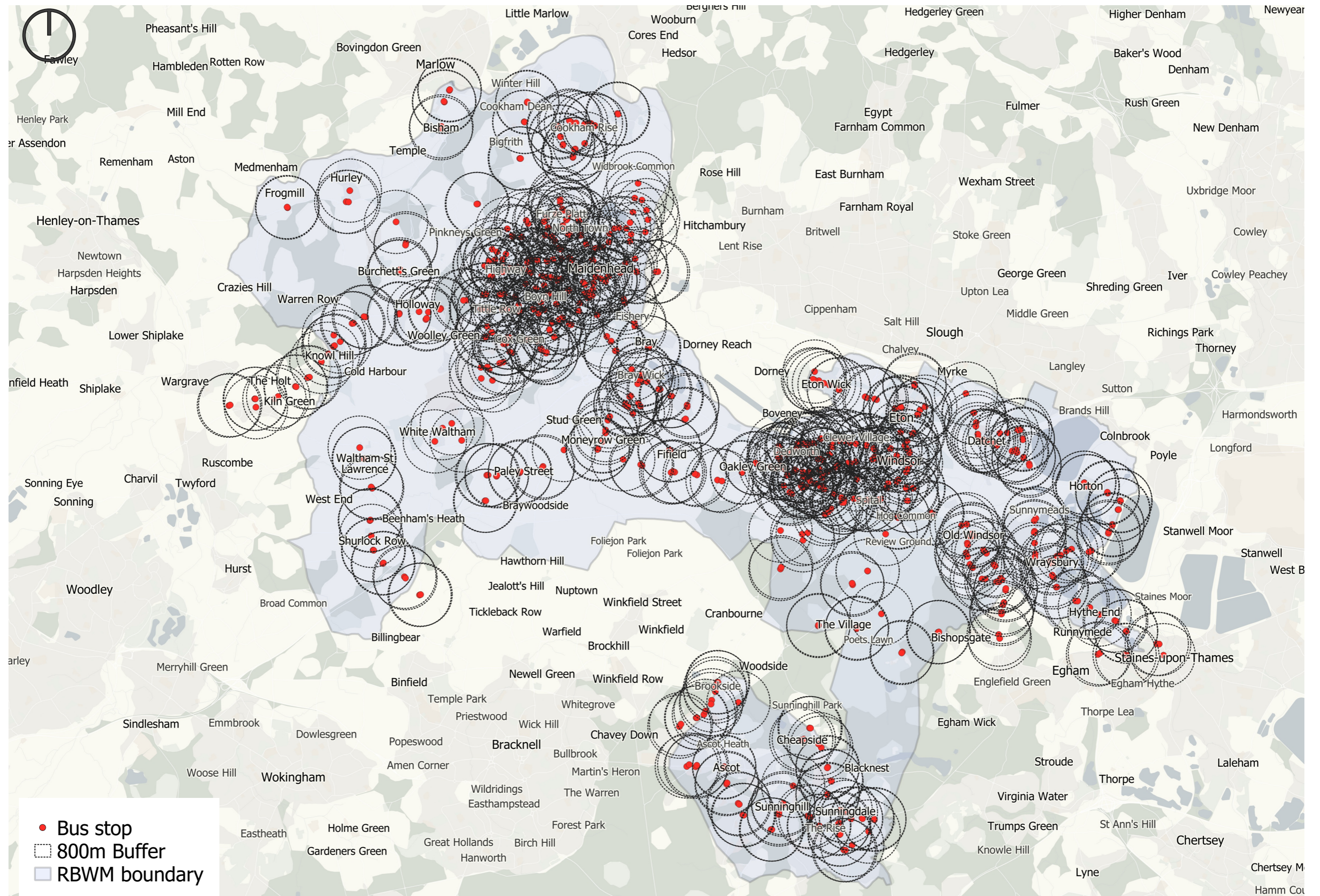
Two medium-term measures suggested are rolling out a programme of improvements to bus stops in town centres with support from DfT, in addition to installing real-time information.

Based on our findings we have suggested a medium-term measure of working with operators to improve the technology on board buses. This includes retrofitting technology such as WiFi and phone charging sockets where operators are unable to provide this currently.

Currently, there is no central place that passengers can look at to view Borough wide bus information. Having several operators running services in the Borough means that passengers have to look on different websites to find the information they require. In our research with non-bus users, many respondents stated that it would be particularly useful to have a central place to go for Borough-wide bus information, such as route maps, fare prices and timetables. Other Councils provide this service, making the planning stage of the bus experience easier for passengers.

A short-term measure suggested is to create a bus webpage on the RBWM website, with route maps, fare prices and timetables from all operators running services in the Borough.

Figure 8. RBWM bus stops



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SUPPORTED SERVICES



RBWM SUPPORTED BUS SERVICES

This section discusses the supported services that the Council funds within the Borough, how they compare with commercial services, and how the provision of socially necessary services can be improved.

Policy Context

With regards to supported bus services, the Transport Act 1985, Section 63(1)(a), explains that local transport authorities must:

“... secure the provision of such public passenger transport services as the council consider it appropriate to secure to meet any public transport requirements within the county which would not in their view be met apart from any action taken by them for that purpose.”

This principle applies to Integrated Transport Authorities, County Councils, and Unitary Authorities.

There is no mandatory obligation for the Council to fund any public transport services. However, it does have powers under the Transport Acts 1985 and 2000 and Local Transport Act 2008 to enter into agreements with public transport operators to provide subsidies for services which are not available commercially.

RBWM Supported Routes

There are 13 supported bus services provided through 10 funding packages in Windsor and Maidenhead as shown in below. The Council partly or wholly funds these services, equating to a total annual cost to the Council of approximately £870,000 in subsidies.

RBWM is committed to supporting local bus services where they cannot run commercially as they are essential to providing accessibility to all residents. They provide a form of public transport connecting residents to places of work and leisure where other options are lacking. Supported services also assist to deliver the Council’s objectives around reducing carbon emissions following the declaration of a climate emergency and supporting sustainable housing and employment.

Table 4 below outlines each of the supported bus service packages that the Council supports by operator. This highlights the main areas that each service operates in addition to the annual contract value of each service package.

Table 4. Supported bus services within the Borough

| Operator | Route | Main areas served | Annual Contract Value |
|----------------------|----------------------------|------------------------------------------------------------|-----------------------|
| Bear Buses | 305 | Colnbrook - Horton - Staines | £29,868.00 |
| Thames Valley | 234/235 238/239 | Maidenhead - Waltham / Maidenhead - Henley - Cookham | £151,370.00 |
| | 3/9 | West Maidenhead | £12,224.00 |
| | 8 | Maidenhead town centre - North Maidenhead | £124,838.00 |
| | 15 | Slough - Eton - Maidenhead town centre | £115,000.00 |
| | 16/16A | Windsor town centre - Maidenhead town centre | £131,917.00 |
| | 53 | Bracknell - Maidenhead | £24,292.22 |
| | White Bus | 01 | Windsor - Ascot |
| W1 | | Windsor town centre | £33,963.00 |
| P1 | | Windsor town centre - Datchet | £132,957.60 |

Figure 9 below compares the patronage levels of each bus service package, and the cost per journey of each service to the Council.

Figure 9. Patronage and cost per journey by service

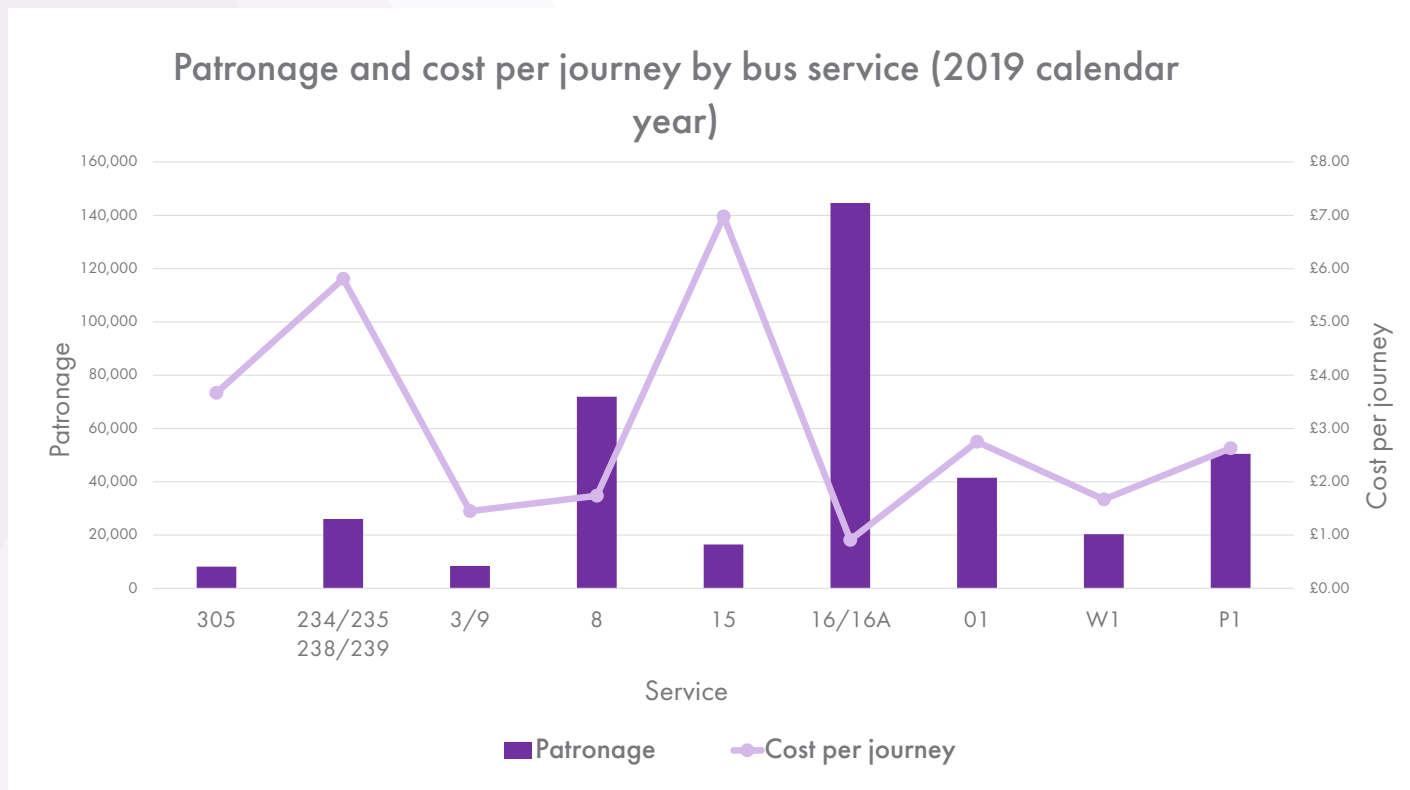


Figure 10 and Figure 11 below show supported service routes in Windsor and Maidenhead town centres.

The three White Bus supported services operate in the Windsor and surrounding areas. These routes support residents in travelling to and from the town centre from residential areas, with the P1 offering commuters and visitors to Windsor the opportunity to park just outside the town centre and travel in using public transport.

Thames Valley operate the 16/16A service which provides a service that connects Windsor and Maidenhead town centres, serving residential areas on the outskirts of both towns. Thames Valley operate several supported services in Maidenhead, including the 3,8 and 9 which serve the town centre and surrounding residential areas. The 234/235/238/239 services that operate in Maidenhead and the surrounding villages are rural services that connect the town centre to rural communities. Overall, the below maps demonstrate the commitment that the Council has adopted in providing residents with access to places of work and leisure across the Borough.

Figure 10. Supported services in the Windsor Town Centre area

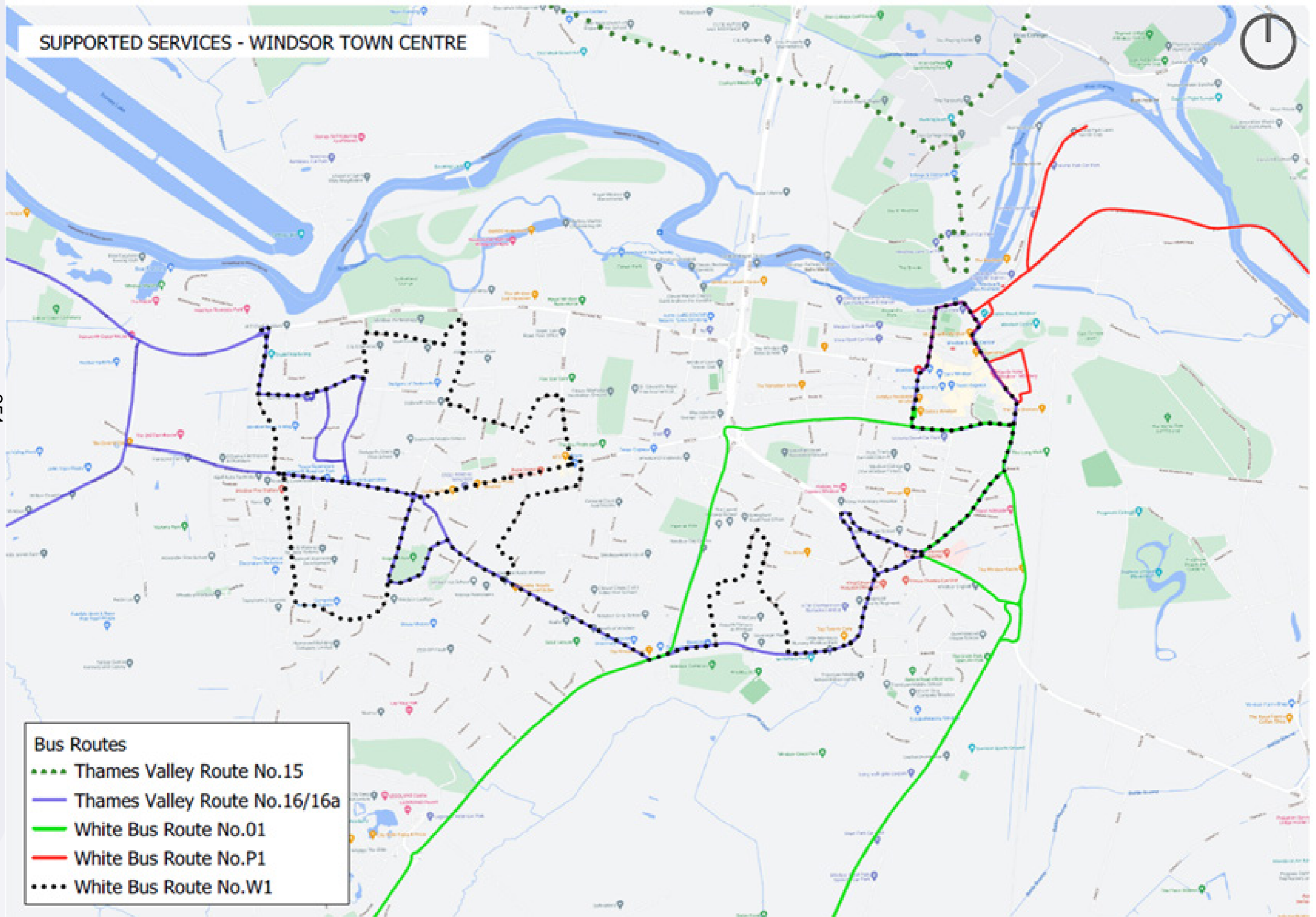
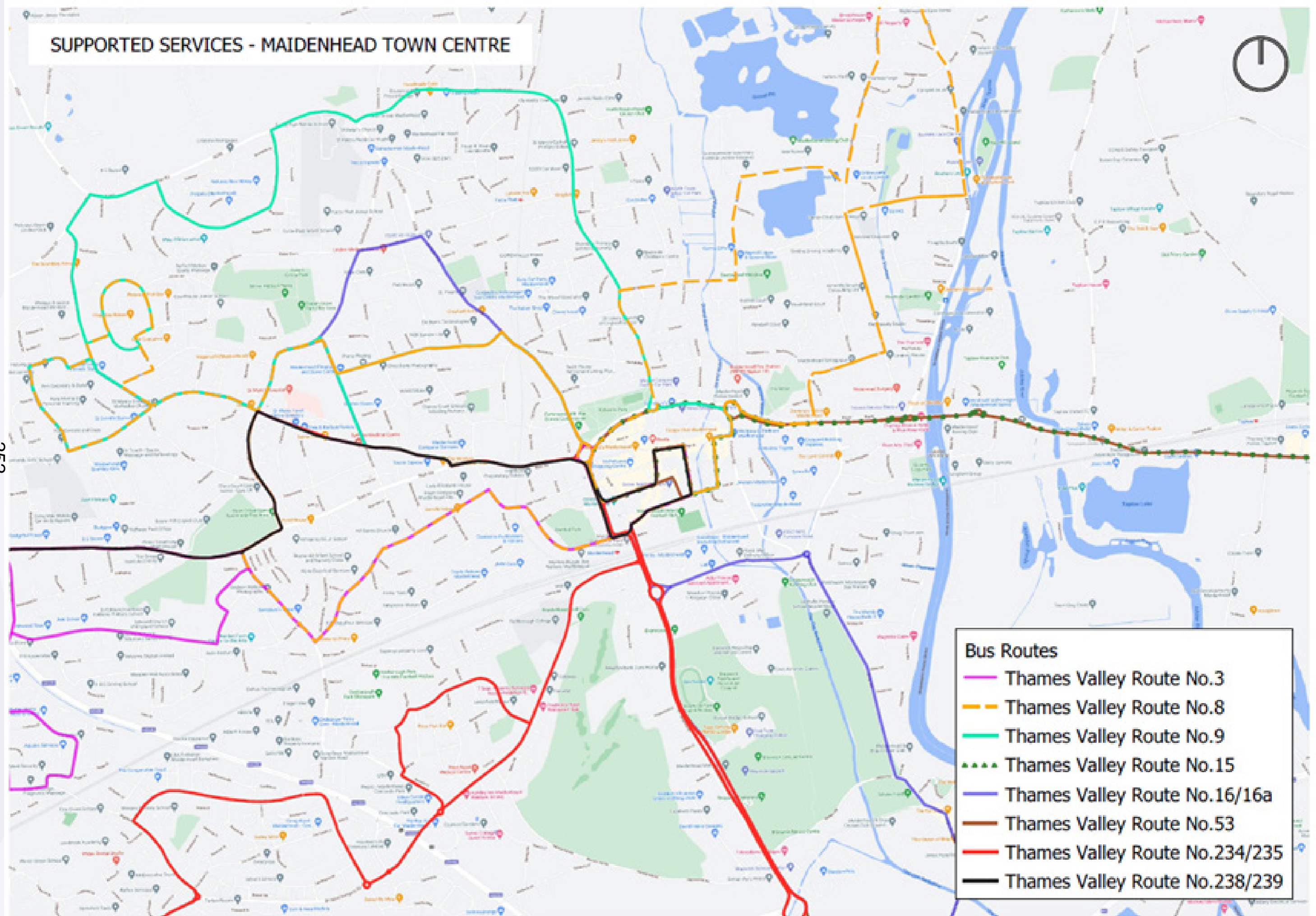


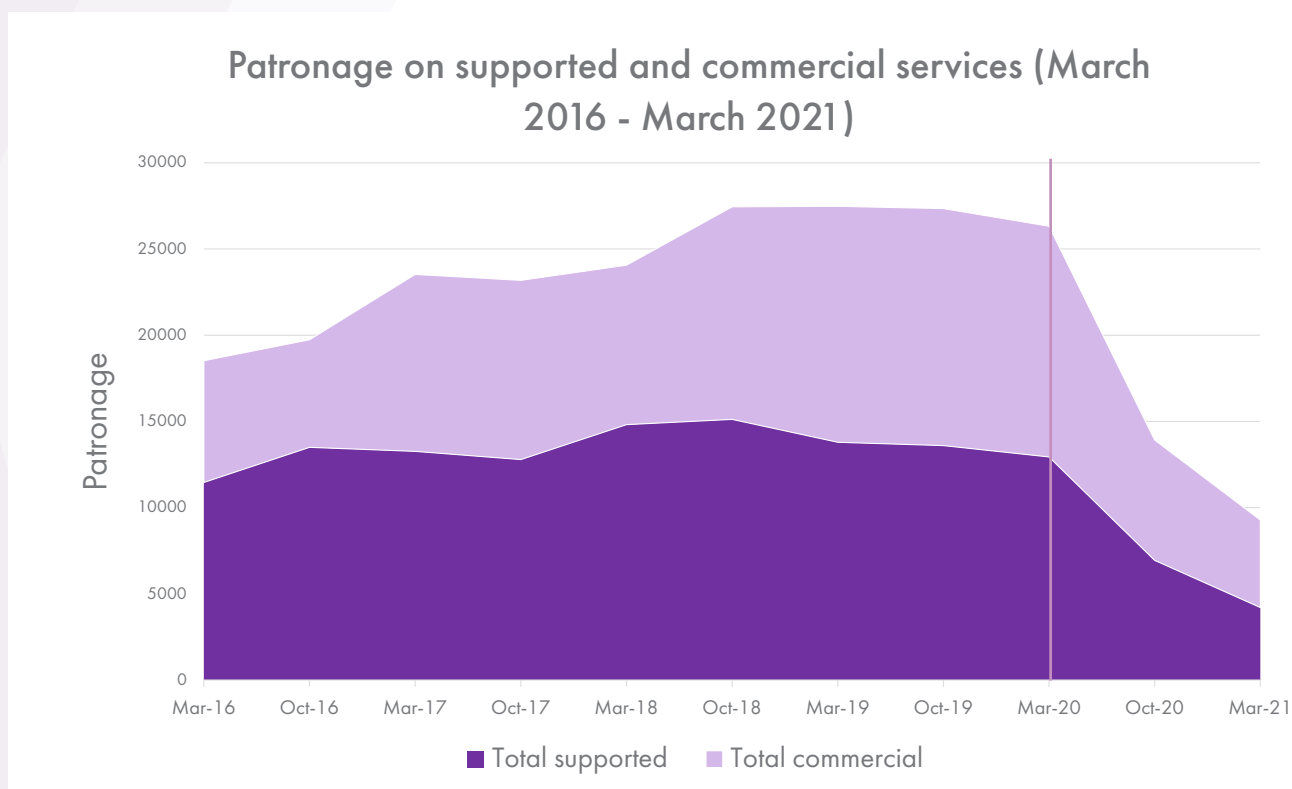
Figure 11. Supported services in the Maidenhead Town Centre area



Supported vs commercial services

Of the total Patronage in the Borough, the split between patronage on supported services and patronage on commercial services is relatively even, with March 2021 data showing commercial services slightly outweigh supported. For March 2021, a total patronage of 9,287 was recorded, of which 4,207 was on supported services, and 5,080 was on commercial services. Figure 12 below shows the split of patronage on supported vs commercial services since March 2016.⁷ The significant drop in total patronage following March 2020 demonstrates the detrimental impact of the pandemic on all services.

Figure 12. Patronage on concessionary and commercial services (March 2016 - March 2021)



⁷ Figure 12 does not include data from 3 operators as this has not yet been received

Conclusions

While the Council recognises its duty to provide socially necessary services (as required by DfT) as they are essential in providing accessibility to all residents, analysis of the usage of these services and their associated costs shows that there is opportunity to reduce the cost per journey of supported services and grow patronage. As demonstrated in Figure 9, some services have a high cost per journey, due to low patronage on those routes. For example, the 234/5/8/9 service has a cost per journey of £5.81, and the 15 has a cost per journey of £6.98. Boosting patronage and reducing costs on these services helps to bring the cost per journey down, making them more economically viable for the Council to continue running them. A potential method of achieving this is through a DRT scheme. This would provide a tailored service, reducing empty buses and the associated costs in addition to having the potential to unlock demand. A DRT scheme also has the benefit of reducing unnecessary bus trips and therefore reducing the climate emissions emitted, aligning with our Environment and Climate Strategy (2020).

Therefore, we have included a trial of DRT within our chosen measures, and support from the Department would allow us to implement this. A capital investment that would allow the Council to work alongside a chosen operator(s) to trial a scheme would provide the opportunity to build the foundation for a potential new way of delivering supported services.

TARGETS



TARGETS

The BSIP guidance provided by the DfT gives some direction on targets that should be included within each Council's BSIP. It suggests that headline targets should be given for passenger growth, customer satisfaction, reliability and journey times. It also states that LTAs should show what progress they expect to make by 2025 and also 2030.

In line with the guidance, the Council has developed a set of bold targets that reflect what we would like to achieve with regards to patronage, user satisfaction and reliability and journey times. We will set short-term targets (up to 2023) and medium-term targets that we aim to meet by 2025. We feel at this early stage in the development of the strategy and with less than six months to prepare and gather evidence and information that the 2030 target is likely to be too far into the future and possibly unrealistic at this stage.

Targets have been decided in collaboration with operators and neighbouring authorities, and they represent the Council's ambition to improve the bus network in the Borough. We have aligned the targets with those of other Council policy, including the Local Transport Plan (2012-26) and the Environment and Climate Strategy (2020-25).

Crucially, our targets set are dependent on funding being received from DfT for the short, medium and long-term measures outlined in the 'suggested measures' section. However, we acknowledge that targets may change as we move forwards and the BSIP and Enhanced Partnerships are developed in future years. We will therefore take a dynamic approach to targets and continually review them to ensure they are consistently ambitious yet realistic. We will continually monitor and report against these targets, as outlined in the 'reporting' section.

Table 5 below summarises our targets for patronage, user satisfaction and reliability and journey times. For each aspect, the current position is outlined, and the 2023 and 2025 targets are presented. A more detailed examination of each set of targets and the justification behind them is provided in the subsequent paragraphs.

Table 5. RBWM BSIP Targets



PATRONAGE

| Current position | Short-term target (up to 2023) | 2025 target | 2030 target |
|---------------------------------------|------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Bus trips per head of population: 9.3 | Bus trips per head of population: 17 (current wider Berks average without Reading) | Bus trips per head of population: >20 (currently only Slough higher (27.8) out of Berks authorities excluding Reading) | Bus trips per head of population: >30 (depending on progress of other Councils, this would be the best of the other Berks authorities behind Reading) |

USER SATISFACTION



| Current position | Short-term target (up to 2023) | 2025 target | 2030 target |
|---------------------------------------------------|---------------------------------------------------------------------------------|---------------------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| NHT survey: Local Bus Services overall score: 48% | NHT survey: Local Bus Services overall score: 62% (current wider Berks average) | NHT survey: Local Bus Services overall score: 70% | To be explored further in future versions of the BSIP based on increased data and evaluation of short-term measures. |

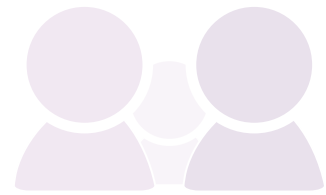
RELIABILITY AND JOURNEY TIMES



| Current position | Short-term target (up to 2023) | 2025 target | 2030 target |
|-------------------------------------|--------------------------------------|--------------------------------------|----------------------------------------------------------------------------------------------------------------------|
| % bus services running on time: 87% | % bus services running on time: >90% | % bus services running on time: >95% | To be explored further in future versions of the BSIP based on increased data and evaluation of short-term measures. |

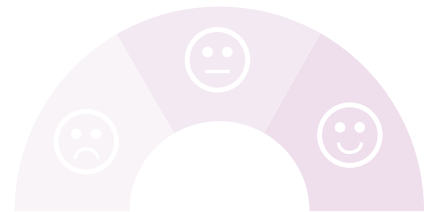
Patronage

The Borough is currently ranked as one of the lowest nationally in terms of bus use; the bus trips per head of population is just 9.3. We recognise that this should be improved, and we have analysed the performance of neighbouring Berkshire authorities to understand what the patronage levels can look like in areas similar to our demographic. For this reason, we have set a short-term target to bring patronage up to 17 bus trips per head of population. This is the wider Berkshire average that we would like to aim to reach. This excludes Reading, a Borough that has an exceptionally high bus trips per head of 137 as they have developed an advanced bus network with the Council owning the main operator. In the medium term, we'd like to be one of the leading Berkshire authorities and reach at least 20 bus trips per head. Our long term target is to be the leading Berkshire authority behind Reading, achieving over 30 journeys per head.



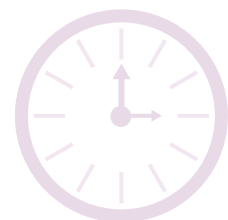
User satisfaction

The Council acknowledges that the Borough lags behind on user satisfaction compared to other Berkshire authorities and nationally. This is based on the NHT survey results, a survey conducted nationally by the National Highways & Transport Network. The overall score for local bus services is 48% in RBWM, compared to 62% as an average for other Berkshire authorities. We have therefore set the short-term goal to reach the average of the other Berkshire authorities, and moving forwards we would like to increase this to 70%. As with the other targets, this will be continually reviewed to reflect the bus network and may change depending on the Council's and operator's progress.



Reliability and journey times

While the Borough currently performs relatively well with regards to the percentage of journeys on time at 87%, we would like to keep this standard up and have therefore set a target of at least 90% of services on time in the short term. This is in the context of a 2018/19 figure of 95%. We recognise that this however was unusually high in comparison with previous years, and so the short-term target is lower than this as to not set an unrealistic target. This allows some room for delay due to the potential implementation of measures such as increased frequencies that may make achieving a higher figure more difficult. The 2025 target has increased to 95% of journeys on time, as by then we hope to have developed our bus network more significantly and have understood and started to address the problem hotspots on the network. As we develop the BSIP in future years, we would like to set more detailed journey time targets as we investigate potential infrastructure improvements that will aim to increase journey times for buses. This is listed as a medium-term measure in our 'suggested measures' section.



SUGGESTED MEASURES



SUGGESTED MEASURES

This section of the BSIP sets out how the Council is going to achieve the targets as set out in the previous section. These measures represent the package that the Council has identified to increase bus patronage in the Borough and develop the bus network. Any future DfT funding opportunities that the Council applies for will be informed by the measures outlined in this section, and therefore these measures have been carefully considered using a range of key factors.

The measures that have been put forward are based on evidence and data outlined in the 'current offer' section, including:

- the engagement with bus users;
- detailed survey of non-bus users;
- bus patronage;
- bus stop arrival and departure times
- extensive research on bus fares, DRT and multi-operator ticketing schemes;
- discussions with operators and neighbouring authorities

Measures, as with the rest of the BSIP are considered to be live and so will be continually reviewed in light of further information collected and updated annually.

The measures put forward are grouped into short, medium and long-term ambitions. This enables the Council to plan for any relevant future DfT funding bids. For each measure, the reason why this has been put forward is explained, in addition to how the success of it will be measured and the approximate cost. Again, this will guide the Council in the preparation of future funding bids. Table 6 is a summary of these proposed measures followed by supporting detail of why each measure has been identified and the benefit it will bring. The table is split into short, medium and long term measures. Each measure is grouped into a category as included on the funding guidance spreadsheet provided by the DfT that accompanies the BSIP. A symbol indicating which category each measure falls into is included in the second column of the table. These categories are:






- Bus priority infrastructure
- Other infrastructure
- Fares support
- Ticketing reform
- Bus service support
- EP/Franchising delivery: LTA costs

- Further research to inform future measures (added by RBWM)

These measures are intended to not only benefit bus users but also increase the mode share of bus across the Borough thus supporting the transport aim in RBWM's Environment and Climate Strategy (2020) of enabling sustainable transport choices.

The subsequent paragraphs outline the justification of each suggested measure being put forward, the reasoning behind the estimated funding required, and the key benefits of implementing the measure.

Table 6. Summary of proposed measures (short-term)

| Measure | DfT funding category | Detail | Why was this chosen? | How will this be measured? | Which objectives does it meet? | Approximate funding required |
|----------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|--------------------------------|-----------------------------------------------------------------|
| Short term (next 12 months) | | | | | | |
| Review of the RBWM bus network |  | RBWM funding to conduct a wider review of the network with operators and neighbouring authorities, with the aim of capturing any uncovered demand and maximising bus patronage | <ul style="list-style-type: none"> Lack of recent review of services from some operators Continuous changing demand for travel in the Borough Unserved destinations highlighted in engagement with residents | Patronage and passenger satisfaction monitoring following implementation of any changes resulting from the review | 1, 2, 4 | £35,000 - £65,000 |
| Feasibility study into potential highway infrastructure improvements |  | RBWM funding to support a study into potential improvements to RBWM's road network that will increase bus reliability | <ul style="list-style-type: none"> Bus stop arrival and departure data from operators highlighted problem areas Reliability highlighted in engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring and bus stop timing data following implementation of any changes | 1, 6 | £35,000 - £65,000 |
| Trial of cheaper tickets | £ | Funding from DfT to trial cheaper fares for three years, supporting the operator with any losses until support can fall away | <ul style="list-style-type: none"> Relatively higher fares compared to neighbouring authorities Engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring following implementation | 1, 2, 3, | £300,000 for a three-year trial (£100,000 per year) |
| Trial of discounted fares for RBWM advantage card holders | £ | Funding from DfT to trial discounted fares for RBWM advantage card holders for three years, supporting the operator with any losses until support can fall away | <ul style="list-style-type: none"> Relatively higher fares compared to neighbouring authorities Engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring following implementation | 1, 2, 3 | Up to £600,000 for a three-year trial (up to £200,000 per year) |
| Trial of increased frequencies and more evening and Sunday services |  | Funding from DfT to trial increased frequencies for three years, supporting operators with any losses until support can fall away | <ul style="list-style-type: none"> Services relatively infrequent in the Borough, often hourly or at irregular intervals Engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring following implementation | 1, 2 | Up to £1.5m for a three-year trial (up to £500,000 per year) |
| Demand Responsive Transport trial |  | Funding from DfT to trial a DRT or similar scheme | <ul style="list-style-type: none"> Costly, unused supported services Engagement with residents | Patronage and passenger satisfaction monitoring following implementation | 1, 2, 4 | £150,000 - £500,000 |
| Investment in technology for operators |  | RBWM funding to invest in technology to provide to operators that do not have bus stop arrival and departure data collection capabilities (timing data) | <ul style="list-style-type: none"> Some operators do not have resource to fund on-board technologies, limiting the Council in having a consistent dataset across operators | Bus stop timing data following provision of technology to operators | 5 | £10,000 - £50,000 |



Bus priority infrastructure



Other infrastructure



Fares support



Ticketing reform



Bus service support





EP/Franchising delivery - LTA costs



Further research to inform future measures

Table 6. Summary of proposed measures (short-term)

| Measure | DfT funding category | Detail | Why was this chosen? | How will this be measured? | Which objectives does it meet? | Approximate funding required |
|-----------------------------------|-----------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|--------------------------------|------------------------------|
| Short term (next 12 months) | | | | | | |
| Creation of Bus Passenger Charter |  | Create a Bus Passenger Charter (BPC) giving bus users rights to certain standards of service. | <ul style="list-style-type: none"> Engagement with residents Came out of discussions with operators | Monitoring of feedback from passengers using BPC web page | 1, 5 | Internal to RBWM |
| Creation of a RBWM bus webpage |  | Create a website with fares, timetables and maps, in addition to somewhere passengers can provide feedback | <ul style="list-style-type: none"> Engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring following implementation | 1, 5 | Internal to RBWM |



Bus priority infrastructure



Other infrastructure



Fares support



Ticketing reform



Bus service support








EP/Franchising delivery - LTA costs



Further research to inform future measures

Table 6. Summary of proposed measures (medium-term)

| Measure | DfT funding category | Detail | Why was this chosen? | How will this be measured? | Which objectives does it meet? | Approximate funding required |
|----------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------|
| Medium-term (12-36months) | | | | | | |
| Feasibility study into multi-operator ticketing, including website and phone app |  | RBWM funding to carry out a feasibility study into the implementation of multi-operator ticketing scheme in RBWM and potentially further afield. This will include the launch of a website and phone app | <ul style="list-style-type: none"> Complex ticketing environment for passengers Engagement with residents Came out of discussions with operators and neighbouring authorities | Patronage and passenger satisfaction monitoring following implementation | 3, 4, 5 | £35,000 - £65,000 |
| Improvements to bus stops in town centres |  | Funding from DfT to invest in consistent bus stop infrastructure in town centres, such as standardising bus stops and improving lighting and maps. This will also allow RBWM to consider the introduction of EV charging points in select locations to support the long-term goal of operators using electric over diesel | <ul style="list-style-type: none"> Engagement with residents Came out of discussions with operators and neighbouring authorities Plan for operator aspiration for electric fleet | Patronage and passenger satisfaction monitoring following implementation | 5, 6 | Up to £500,000 |
| Roll-out of real-time information at bus stops in town centres |  | Funding from DfT to install real-time data and support the maintenance of it at bus stops within town centres | <ul style="list-style-type: none"> Only 23 stops out of 96 in town centres have real-time information Engagement with residents | Patronage and passenger satisfaction monitoring following implementation | 4, 5, 6 | Up to £750,000 |
| Make improvements to buses |  | RBWM funding to support operators with improving buses to have better and consistent on-board technology | <ul style="list-style-type: none"> Engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring following implementation | 1, 6 | Up to £50,000 |
| Highway Infrastructure improvements |  | Funding from DfT to design, consult on and construct the infrastructure improvements identified in the feasibility study | <ul style="list-style-type: none"> Bus stop arrival and departure data from operators highlighted problem areas Reliability highlighted in engagement with residents Came out of discussions with operators | Patronage and passenger satisfaction monitoring and bus stop timing data following implementation of any changes | 1,6 | Up to £10 million |



Bus priority infrastructure



Other infrastructure



Fares support



Ticketing reform



Bus service support






EP/Franchising delivery - LTA costs



Further research to inform future measures

Table 6. Summary of proposed measures (long-term)

| Measure | DfT funding category | Detail | Why was this chosen? | How will this be measured? | Which objectives does it meet? | Approximate funding required |
|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|--------------------------------|------------------------------|
| Long-term (36 months +) | | | | | | |
| Creation of a multi-operator ticketing scheme, including website and phone app |  | Funding from DfT for the implementation of multi-operator ticketing in RBWM and potentially further afield. This will include the launch of a website and phone app | <ul style="list-style-type: none"> Complex ticketing environment for passengers Engagement with residents Came out of discussions with operators and neighbouring authorities | Patronage and passenger satisfaction monitoring following implementation | 3, 4, 5 | Up to £5 million |
| Feasibility study into the construction of a bus station in Maidenhead |  | RBWM funding to support a feasibility study into a potential bus station in Maidenhead | <ul style="list-style-type: none"> No bus station in RBWM whereas some neighbouring authorities have one Has a number of benefits including integration with town centre, and housing facilities for customers / drivers and future EV charging infrastructure | Patronage and passenger satisfaction monitoring following any future construction. Operator feedback also monitored | 4, 6 | £35,000-£65,000 |
| The construction of a bus station in Maidenhead |  | Funding from DfT design, consult and construct a bus station in Maidenhead | <ul style="list-style-type: none"> Lack of bus station in RBWM compared to neighbouring authorities Has a number of benefits including integration with town centre, and housing charging infrastructure | Patronage and passenger satisfaction monitoring following any future construction | 4, 6 | £5 million - £10 million |

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Bus priority infrastructure


Other infrastructure


Fares support


Ticketing reform


Bus service support


EP/Franchising delivery - LTA costs


Further research to inform future measures

Short term (12 months)

Review of the RBWM bus network:



The 'current offer' section outlines the current bus network within RBWM and suggests that while some operators regularly review their routes using patronage and other useful data to make the appropriate changes to meet demand, some are unable to do this. We have also seen the impact of operators removing services from the Borough has on patronage figures and the accessibility of buses to the population in RBWM. For example, passenger journeys in the Borough dropped by half a million between 2012 and 2013, which can be attributed to the removal of commercial services from one operator.

Our engagement with residents showed that 20% of bus users believe that bus routes are excessively long in comparison to other modes or there are too many changes to reach their destination by bus. Furthermore, the general opinion of non-bus users is that buses do not travel to the 'right destinations'.

Over time, demand for reaching destinations change as new developments come online and new workplaces open up. It is important that the bus network reflects this in order to maximise the number of potential bus users and ensure the Council meets the DfT's aspiration of a more comprehensive network. Therefore, the Council would like to work with operators and neighbouring authorities to conduct a wider review of the bus network within RBWM, to unlock any uncovered demand and maximise patronage.

As an example, RBWM, Slough Borough Council and Buckinghamshire Council have together identified the A4 corridor between Slough and Maidenhead, a prime commuter route, as a pinch point in the network and would like to identify potential solutions. RBWM would like to provide funding of between £35,000 and £65,000, and work with operators and neighbouring authorities to suggest any necessary improvements to the bus network.

This review will cover the existing routes and the associated locations of bus stops. It will also take account of school transport, which has not been part of the scope of the BSIP. Future monitoring of bus patronage and user satisfaction following any changes to services as a result of the review will take place to analyse the impact of the improvements made. While an initial review is proposed, the Council would continually refresh the final report to ensure the recommendations are up to date.

In the accompanying DfT funding template, this falls into the 'further research to inform future measures category', which we added to the existing categories.

The BSIP can be found on the RBWM website here:

<https://www.rbwm.gov.uk/home/transport-and-streets/public-transport>

A wider review of bus routes and stops within RBWM will help us to unlock any uncovered demand, ensuring key developments, estates and workplaces have an option of taking the bus. Using internal funding sources, the Council can dedicate the resource to conducting this piece of work, which will include working with employers and developments to map origin/destination data of staff/residents and therefore make recommendations to ensure the maximisation of the bus network.

Feasibility study into potential highway infrastructure improvements



The punctuality evidence set out in the 'current offer' section identifies that the bus network can be improved via modifications to the road network to allow for faster, more reliable bus services. We are aware from our engagement with residents that there is a perception amongst non-bus users that buses take too long, and 18% of bus users said more reliable services would make them use buses more.

Operators have provided us with the details of where the problem locations are on the network, and we have evidenced this through analysis of their bus stop arrival and departure data.

The Council would like to commit to a full review of problem locations on the bus network and where infrastructure improvements such as bus priority measures can be made. Should any identified improvements be constructed, this would improve the reliability of bus services and bring journey times closer to that of a car. The Council would like to provide funding of between £35,000 and £65,000 to conduct a feasibility study into potential infrastructure improvements to improve bus reliability within RBWM. We would consider the use of a strategic model to provide a further evidence base. This would support the need for infrastructure improvements at congestion hotspots and provide data for growth in later years.

Discussions with operators and the data that sits behind these have indicated some potential areas for further investigation into potential improvements. These include Windsor town centre where congestion is particularly bad, in addition to Maidenhead town centre where the layout is a hindrance to buses. Heathrow have identified Windsor as a location for bus priority in their 'Bus Vision' published in August 2021, further justifying the need to investigate solutions. Other areas including Sunningdale, Sunninghill High Street and the A4 near Maidenhead bridge are also problem locations that could potentially benefit from infrastructure improvements. A medium-term measure is included for the actual design, consultation and construction of any improvements identified. The funding needed for this will depend on what is identified in the feasibility study, however at this stage we have estimated a cost of up to £10 million. Future monitoring of bus patronage, user satisfaction and bus stop timing data following any infrastructure improvements will take place to analyse the impact of any improvements made.

In the accompanying DfT funding template, this falls into the 'bus priority infrastructure' category.

A feasibility study into potential highway infrastructure improvements allows the Council to identify specific locations that suffer from poor reliability and the opportunities and risks associated with implementing improvements. Highway infrastructure improvements, such as bus priority measures, would aim to increase journey times for buses and improve reliability. This would make buses a more attractive option for passengers, attracting new users and making current users take the bus more.

Trial of cheaper tickets



The 'current offer' section shows that fare prices in RBWM are generally more expensive than in neighbouring authorities. Our engagement with residents showed that fare prices are a key factor in people deciding to take the bus, and it was concluded from our on-board survey that reduced fares would make people use the bus more. The non-bus user research also suggested that reduced fares have the potential to capture people who do not currently use the bus.

While we know fares are an area where we would like to explore potential interventions, they are part of operator's commercial strategies and therefore the Council has limited influence. However, working with at least one of our operators, we would like to run a trial period of cheaper fares, to see how that could increase patronage. With DfT support, the Council would have the funds to top-up the operators' revenues should the drop in fare prices cause any short-term losses. As patronage increases the need for support funding will decrease and the support funding will be phased out. The trial allows us to confirm this and demonstrate that cheaper fares can be a viable solution.

We have already had discussions with several operators willing to participate in the trial. In order for us to provide assurances to them, allowing them time to adjust to the change in fares and develop an exit strategy if required, the Council would ask the DfT for support for three years.

Operators have indicated that fares in the Borough are relatively high as the Borough is closer to London than other Berks authorities which pushes wages up. Other Berks authorities have more passengers, so operators can use bigger buses which have more passengers per journey which brings down overall costs. Operators have suggested that in order for reduced fares to be sustainable, patronage of paying passengers (i.e. not concessionary) would have to increase by the same or a higher percentage than fares were reduced by. We would therefore aim to increase patronage by at least the percentage that fares were reduced by so that the operator can run commercially without support. In the short-medium term, we would use the funding to bridge the gap of any losses the operator may experience as a result of the lower fares.

Approximate funding required is based on an assumption that a trial is done with an operator in one town centre to reduce fares by 25%. Without an increase in patronage, a 25% drop in fares would therefore cause annual revenues to drop by 25%. We estimate this at approximately £100,000 for Year 1. Therefore, to provide assurance to the chosen operator, we would require this funding for three years, totalling £300,000. It is unlikely that the payments to operators would equate to this amount as the ambition is for the increase in patronage to reduce losses and eventually lead to profit. Support for three years ensures the Council has the ability to commit to a trial period that allows some time to see the impacts.

As part of this measure, we would work with the operator(s) to market the discounted fares and reach as many people as possible. Some non-bus users indicated that their perception of costs were higher than actual costs, when told what these are. Therefore, effective marketing of a reduced fares scheme will enable more people that wouldn't have otherwise been aware of fares in the Borough.

Patronage and user satisfaction will be analysed over the period to track the trends in bus use and passenger experience. The BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage. When we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it.

In the accompanying DfT funding template, this falls into the 'fares support category'.

A trial of cheaper fares aims to make bus users take the bus more, and attract current non-bus users. With support from the DfT, a trial allows the Council and the operators to work together to see if cheaper fares can become commercially viable through increasing bus patronage in the Borough

Trial of discounted fares for RBWM Advantage card holders



A common suggestion that several interview respondents provided was to explore the option of discounts on fares for RBWM Advantage card holders. Local residents who pay council tax to RBWM are entitled to a free card which gives discounts at a range of attractions, retailers, restaurants, council services and leisure activities.

Working alongside at least one operator that is already willing to take part, we would like to run a trial period of discounted fares for Advantage card holders, to see how that would affect patronage. With DfT support, the Council would have the funds to top-up the operators' revenues should the discounted tickets cause any losses in the short-term. As patronage increases, the need for support funding will decrease and will be phased out. The trial allows us to confirm this and demonstrate that discounted fares can be a viable solution.

We would like to work with at least one operator to trial discounted fares for Advantage card holders with support from the DfT over three years. Operators have suggested that in order for reduced fares to be sustainable, patronage of paying passengers (i.e. not concessionary) would have to increase by the same or a higher percentage than fares were discounted by. We would therefore aim to increase patronage by at least the percentage that fares were discounted by so that the operator can run commercially without support. In the short-medium term, we would use the funding to bridge the gap of any losses the operator may experience as a result of the discounted fares.

Approximate funding required is based on an assumption that a trial is done with an operator across the whole borough to discount fares for RBWM advantage card holders by 25%. Without an increase in patronage, a 25% discount for advantage card holders would therefore cause associated annual revenues to drop by 25%. While we know there are approximately 200,000 advantage card holders, our funding requirement is based on the assumption that everyone boarding within RBWM has access to an advantage card. Therefore, we estimate an approximate loss in revenue of up to £200,000 for Year 1.

In order for us to provide assurances to the operator(s), allowing them time to adjust to the change in fares and develop an exit strategy if required, the Council would ask the DfT for support for three years, totalling to up to £600,000.

Patronage and user satisfaction will be analysed over the period to track the trends in bus use and passenger experience. The BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage. When we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it.

In the accompanying DfT funding template, this falls into the 'fares support category'.

A trial of discounted fares for RBWM advantage card holders aims to make bus users take the bus more, and attract current non-bus users. With support from the DfT, a trial allows the Council and the operators to work together to see if discounted fares can become commercially viable through increasing bus patronage in the Borough

Trial of increased frequencies and more evening and Sunday services



A conclusion of the 'current offer' section was that the frequencies of bus services in the Borough, often hourly or at irregular intervals, is a barrier to potential bus users. Our engagement with residents of the Borough indicates that more frequent bus services and more evening and Sunday services would make people use buses more, and the general perception of buses in the Borough was that they are too infrequent to serve a useful purpose.

As with fares, frequencies are part of operator's commercial strategies and increasing them comes at a cost, particularly as evening and weekend patronage is perceived to be lower than that of a weekday, when commuter trips occur. Working alongside at least one operator that is already willing to take part, we would like to trial increased frequencies with support from the DfT over three years.

Operators have suggested that in order for increased frequencies to be sustainable, patronage would have to increase by a percentage determined by how many additional buses were operational. The approximate cost of adding a bus to a service over a year (assuming 6 days a week) is between £90,000 and £160,000 (depending on the length and time the route takes). If this represents an increased cost of running the service of 30%, as an example, revenue from fares would have to be increased by at least that percentage in order to make the service commercially viable. Therefore, up to £500,000 of funding for Year 1 will allow for a trial of up to five additional buses on at least one route in the Borough. In order for us to provide assurances to the operators, allowing them time to adjust to the change in frequencies and develop an exit strategy if required, the Council would ask the DfT for support for three years, totalling up to £1.5m.

Patronage and user satisfaction will be analysed over the period to track the trends in bus use and passenger experience. The BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage. When we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it.

In the accompanying DfT funding template, this falls into the 'bus service support' category.

A trial of increased frequencies and more evening and Sunday services aims to make bus users take the bus more, and attract current non-bus users. With support from the DfT, a trial allows the Council and the operators to work together to see if increased frequencies can become commercially viable through increasing bus patronage in the Borough

Demand Responsive Transport trial



RBWM currently supports 10 bus service packages, costing £870,000 annually. Patronage on these services for the 2019 calendar year was approximately 400,000, with an average cost per journey to the Council of £3. Some of the services have a particularly high cost per service; for example, the 234/5/8/9 service has a cost per journey of £5.81, and the 15 has a cost per journey of £6.98. These serve our rural communities and connect them to nearby towns. These services achieve a relatively low patronage, meaning a relatively high cost to run.

Boosting patronage and reducing costs on these services helps to bring the cost per journey down, making them more economically viable for the Council to continue running them. A potential method of achieving this is through a DRT scheme. This would provide a tailored service, reducing empty buses and the associated costs in addition to having the potential to unlock demand. A DRT scheme also has the benefit of reducing unnecessary bus trips and therefore reducing the climate emissions emitted, aligning with our Environment and Climate Strategy (2020).

In our engagement with residents, 34% of the sample said that they would definitely be interested in a DRT type scheme. Furthermore, 41% said they'd be interested if it suited their needs.

Working alongside at least one operator that is already willing to take part, we would like to trial a DRT scheme with support from the DfT. The scope of the scheme is yet to be determined, however our ambition is to trial the scheme to replace a former route, such as the Thames Valley 10 service. This service was withdrawn due a lack of funding from Heathrow as a result of the pandemic, and the Council was unable to fund the route without this support. A DRT trial that serves the areas of the former 10 route would be of huge value to the Council, allowing the impact of a new model of transport to be trialled without having consequences on operators on their existing services. Patronage will be tracked along with all other routes to understand the impact of overall bus use in the Borough while the trial is ongoing.

Following an analysis of other schemes nationally, the Council would be prepared to bid for between £150,000 to £500,000 of funding for a one-year trial depending on the scale of the scheme that was proposed. The BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage. When we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it.

In the accompanying DfT funding template, this falls into the 'bus service support' category.

A trial of an alternative type of bus service, such as a DRT scheme has the potential to make bus users take the bus more, and attract current non-bus users. With support from the DfT, a trial allows the Council and the operators to work together to see if a DRT can be commercially viable, and reduce the cost per journey on supported services.

Investment in technology for operators



The majority of operators within the Borough own the technology to be able to record bus stop arrival and departure data (timing data) on their services. This means they can see when the bus arrives and departs from a stop and compare it to the scheduled times. This data has been provided to the Council, which informed part of the 'current offer' section of the BSIP. It is particularly useful as it allows us to understand where the problem areas are within the bus network, as demonstrated in APPENDIX D.

Unfortunately, some of our operators do not have the capability to capture timing data, as they are relatively small in size and do not have the financial resource to invest in the technology. The Council would like to invest in this technology, and provide it to operators that do not have the capability to track bus stop timing data. This would mean that for all services, the Council has access to reliable data that can be monitored over time and inform future measures.

This is critically important in the first year following the adoption of the BSIP, as it allows for continuous data gathering that is consistent across all services. If technology is procured that can be put on and taken off buses, it can also be used with operators that do have capability to capture timing data, however the Council could manage the data and not have to rely on the provision of data from operators.

This could be in the form of tap on-tap off technology, which can allow origin-destination data to be analysed, and also improves the experience for passengers able to make contactless payments. Initial estimates based on costings provided by operators suggest this is likely to cost between £10,000 and £50,000 depending on the scale and packages chosen.

In the accompanying DfT funding template, this falls into the 'further research to inform future measures' category, which we added to the existing categories.

Investing in technology for operators means that we can capture bus stop arrival and departure times which continuously improves the Council's understanding of bus punctuality over time. This will help us in ensuring we have the right evidence base to deliver the medium-term measure of conducting a feasibility study on potential infrastructure improvements.

Creation of bus passenger charter



In line with the BSIP guidance which states the requirement to create a Bus Passenger Charter (BPC), the Council would like to give passengers more of a voice and say, and will therefore set-up a BPC in the short-term. We will create a webpage on the Council website that sets out how passengers can use services (timetables, fares, maps of all operators in the Borough) and what passengers can expect from operators delivering bus services across the Borough.

The webpage will give the option for passengers to provide feedback so that passengers have a voice and enable the Council in collaboration with the operators to address the concerns of passengers.

The Charter will not create any new legal relationship between the Council and passengers, but will open up dialogue and help the Council understand the opinions of passengers on an ongoing basis. The Charter will be reviewed annually to ensure it is kept up-to-date with the relevant needs of passengers.

In the accompanying DfT funding template, this falls into the 'EP/franchising delivery: LTA costs' category.

A Bus Passenger Charter gives passengers a voice with regards to bus travel, and can provide constant feedback from which we can work with operators to improve services. Passengers will be aware of what they can expect from operators delivering bus services across the Borough, which creates a more transparent relationship between the Council, bus passengers and operators.

Creation of a RBWM bus webpage



As outlined in the paragraphs around the creation of a bus passenger charter, the Council will create a webpage on the Council website that sets out how passengers can use services (timetables, fares, maps of all operators in the Borough) and what passengers can expect from operators delivering bus services across the Borough.

Currently, there is no central place that passengers can look at to view Borough wide bus information. Having several operators running services in the Borough means that passengers have to look on different website to find the information they require. In our research with non-bus users, many respondents stated that it would be particularly useful to have a central place to go for borough wide bus information, such as route maps, fare prices and timetables. For this reason, we will collate this information and put in on the RBWM website. We will update this regularly to reflect any changes, and use feedback from passengers to help define the content of the website in the months and years ahead.

In the accompanying DfT funding template, this falls into the 'EP/franchising delivery: LTA costs' category.

The creation of a RBWM bus webpage with route maps, fare information and timetables that is regularly updated makes the passenger experience easier by having a central location where information is available from multiple operators. Passengers don't need to visit several operator's website to retrieve information, making the 'planning' stage of a journey quicker and simpler.

Medium and long-term (12-36 months and 36 months +)

Feasibility study into a multi-operator ticketing scheme



A conclusion from the 'current offer' section was that the complex environment for buying tickets acts as a barrier to people using the bus. In RBWM, there are 7 operators running services within the Borough, all of which have different ticket types with different prices. There isn't a multi-operator ticketing scheme that allows passengers to use the same ticket across several operators, meaning passengers must buy individual tickets for each service run by a specific operator. Research suggests that the sheer number of ticket types provides a complicated environment for passengers wishing to undertake journeys that involve routes with more than one operator.

Engagement with residents emphasised the inconvenience of having to purchase different tickets for different operators. Respondents indicated that a multi-operator ticketing system would make their journey easier and therefore encourage them to use the bus more often. It would also allow the capture of current non-bus users who may be deterred by the complexity of buying tickets.

A number of the operators have also raised the need for easier, multi-operator ticketing and are supporting of the introduction of this measure. Several operators have already been part of the delivery of the multi-operator ticketing in other areas and therefore bring that knowledge and practical experience to the delivery of this measure in the Borough.

Therefore, the Council would like to investigate the feasibility of introducing a multi-operator ticketing scheme, including the launch of a website and phone app. This would not necessarily be limited to just RBWM, but we are working closely with Slough Borough Council and Buckinghamshire Council to explore options of a potential cross-Borough ticketing system. We would also like to investigate the scope for including links to Heathrow in any scheme, following their priority for multi-operator ticketing outlined in their 'Bus Vision', published in August 2021.

The Council would like to provide funding of approximately £35,000-£65,000 to conduct a feasibility study into the implementation of a multi-operator ticketing system. A long-term measure is included for the creation of the multi-operator ticketing scheme and website and app launch, should the feasibility study indicate that it should be progressed. Should the study conclude that a multi-operator scheme is feasible, we expect that the funding required would be up to £5 million.

Future monitoring of bus patronage and user satisfaction following an introduction of a multi-operator ticketing scheme will take place to analyse the impact of any improvements made. In the accompanying DfT funding template, this falls into the 'ticketing reform' category.

A feasibility study into a multi-operator ticketing scheme allows the Council to understand the opportunities and risks associated with introducing such a scheme. Multi-operator ticketing makes the passenger experience simpler and cheaper for those that make journeys that involve more than one operator. Should a scheme be introduced, passengers would no longer need to purchase multiple tickets, as tickets could be purchased and would be accepted on several operators.

Improvements to bus stops in Windsor and Maidenhead town centres



The importance of the infrastructure supporting the bus network was highlighted in the 'current offer' section. A measure was identified to roll out a programme of improvements to bus stops in town centres. This was also highlighted by the operators as a key point raised in terms of increasing patronage and customer satisfaction.

With financial support from DfT, we would like to improve shelters, lighting and timetable cases where appropriate. The specific bus stops and improvements made will be dependent on the outcomes of the review of the Borough wide bus network as identified in the short-term measures ensuring stops are in the right locations.

This measure will involve standardising the bus stops and ensuring all have an obvious bus flag. We would like to work with neighbouring authorities to standardise bus stops which will allow for an easier journey for passengers travelling around the wider Berks area.

A further infrastructure improvement will be considered depending on the future plans for the bus fleet to become electric rather than diesel and whether any EV charging infrastructure should be provided at points across the network. This supports the ambition to invest in zero emission vehicle infrastructure within the RBWM Environment and Climate Strategy (2020) and could then be incorporated into the bus stop improvement measures to ensure that future plans are included and a cost-effective use of funding.

Future monitoring of bus patronage and user satisfaction following any improvements to bus stops will take place to analyse the impact of any improvements made.

There are a combined 96 bus stops in Windsor and Maidenhead town centres. The replacement of a bus stop is estimated to cost approximately £10k. The number of bus stops selected for improvement will depend on the outcomes of the wider bus network review suggested as a short-term measure. However, should slightly over half of the combined bus stops be selected for improvement, an initial estimate of the programme cost is up to £500k. As stated, this depends on the outcomes of the wider bus network review and while the BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage, when we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it.

In the accompanying DfT funding template, this falls into the 'other infrastructure' category.

Upgrades to bus stops in Windsor and Maidenhead town centre improve the end-to-end passenger experience, by providing a more pleasant environment for passengers to wait for and alight the bus. Standardising stops with neighbouring authorities helps passengers to understand the bus network and its link with neighbouring authorities, and improved shelters and lighting will make passengers feel safer. Upgraded flag poles and timetable cases provide better information for passengers, making their journey simpler and easier to plan. These benefits combined can help increase bus patronage in the Borough.

Roll-out of real-time information at bus stops in Windsor and Maidenhead town centres



Following on the review of the wider bus network (short-term measure) and to accompany the ambition of improvements at bus stops across RBWM, we would also like to invest in real-time data at bus stop in town centres. Currently, only 11 stops in Windsor and 12 stops in Maidenhead town centres have real-time data, leaving 37 without in Windsor and 36 without in Maidenhead. The 'current offer' section presented 'information' as a key factor in the passenger experience, with 13% of survey respondents saying that access/more reliable access to real-time information would make them use buses more.

There are a combined 73 bus stops in Windsor and Maidenhead town centres without real-time information. The approximate cost of the hardware and installation per stop is £7,500. Additionally, annual maintenance of the real-time costs approximately £360 per unit. Therefore, to cover all bus stops in the town centre without real-time, in addition to five years of maintenance, the Council would be looking for funding of up to £750,000 from DfT. In line with other improvements to bus stops, the specific stops identified for real-time data will depend on the outcomes of the review of the Borough-wide network as identified in the short-term measures.

The BSIP guidance states that the BSIP will be assessed as a Strategic Outline Business Case (SOBC) and that further assessment will be required after this stage. When we reach this point in the process to unlock funding, we will provide additional detail on our funding request and the supporting evidence behind it. As with other improvements to bus stops, future monitoring of bus patronage and user satisfaction following the installation of real-time data will take place to analyse the impact of any improvements made.

In the accompanying DfT funding template, this falls into the 'other infrastructure' category.

The provision of real-time information at bus stops improves the end-to-end passenger experience, by providing information to passengers waiting at bus stops on when their bus is expected. Having better access to information can help passengers plan their journey better, which is likely to attract new bus users and make current users take the bus more.

Upgrade and make improvements to buses



The 'current offer' section highlights the importance of on-bus experience and the facilities available plays as important a role as the off-bus infrastructure in attracting people to use the bus. The condition of the buses plays an important role in the experience of passengers, and defines the comfort level of one's journey. Our engagement found that 9% of the sample said improved buses (including on-board WiFi, charging ports, next stop announcements) would make them use buses more.

The Council would like to use internal funding sources to work with operators to improve their buses, and where they currently do not, ensure they have modern facilities including on-board WiFi, charging ports and next stop announcements. We estimate that the approximate cost for installing technology, including WiFi, charging ports and next stop announcements on buses that do not currently have it at up to £50,000.

In the accompanying DfT funding template, this falls into the 'other infrastructure' category.

Upgrading and making improvements to buses, such as retrofitting WiFi, charging ports and next stop announcements improves the passenger experience by increasing comfort levels on the buses. It provides passengers the opportunity to work while on the buses, attracting potential new users and making existing users take the bus more.

Feasibility study into the construction of a bus station in Maidenhead



As identified in the 'current offer' section, RBWM currently does not have a bus station within the Borough. Routes therefore often start and finish in town centres, waiting on the public highway which contributes towards congestion. Some of our neighbouring authorities benefit from a bus station, including Bracknell Forest, Slough and Buckinghamshire (High Wycombe and Aylesbury). A bus station acts as a focal point for services, where routes can start/finish without waiting on the public highway. They allow for integration for passengers between the town centre and their transport to their destination, and can also be of benefit to operators in the form of somewhere to have welfare facilities for drivers. Looking towards the future, bus stations could play a key role in housing charging infrastructure for electric vehicles. Furthermore, Maidenhead Railway Station is on the Crossrail line. It is important that bus services and facilities in Maidenhead encourage bus use given the projected increase in passenger journeys arriving at and departing from Maidenhead Station.

The Council has had a long-standing aspiration for a bus station in Maidenhead, and the BSIP presents an opportunity for the Council to realise it as an ambition. The Council would like to provide funding of between £35,000 to £65,000 to commission a feasibility study into the construction of a bus station in Maidenhead. A long-term measure is included for the actual design, consultation and construction of the bus station, should the feasibility study indicate that it should be progressed. Should the Council decide a bus station in Maidenhead is feasible, we expect that the funding required would be between £5million and £10 million.

In the accompanying DfT funding template, this falls into the 'other infrastructure' category.

A feasibility study into construction of a bus station in Maidenhead allows the Council to identify potential locations for a bus station and the opportunities and risks associated with constructing one. A bus station has a number of benefits including enabling integration with town centre, acting as a focal point for services, and housing facilities for customers / drivers and future EV charging infrastructure

Funding Requirement

In order for the Council to deliver the entirety of the measures put forward on our BSIP, the maximum funding required from DfT and internal sources is the following:

| Period | Capital funding | Resource Funding | Total |
|--------------|-----------------|------------------|----------------|
| Short-term | Up to £930k | Up to £550k | Approx. £1.5m |
| Medium-term | Up to £7.1m | Up to £865k | Approx. £8m |
| Long-term | Up to £20m | Up to £65k | Approx. £20m |
| Total | Approx. £28m | Approx. £1.5m | Approx. £29.5m |

This will depend on further assessment to allow for more specific cost estimates at the appropriate stage in the funding process. Furthermore, some of the more costly schemes, including the introduction of a multi-operator ticketing scheme, infrastructure improvements and the construction of a bus station in Maidenhead town centre will depend on the outcomes of the respective feasibility studies.

Government define spending as either resource or capital; Resource spending is money that is spent on day to day resources and administration costs. Capital spending is money that is spent on investment and things that will create growth in the future. We have allocated all measures around further research and trials of schemes as resource spending. All other suggested measures are categorised as capital spending.

Delivery Approach

To maximise the success of all of the measures outlined in the 'suggested measures' section, we have phased the delivery into short, medium and long-term measures. While there is no set order to which we currently believe the measures should be delivered, phasing them allows for an approximate indication of when each measure is likely to be implemented should we receive funding. The period in which each measure has been positioned has been carefully considered and was based on discussions with operators and neighbouring authorities, in addition to the priorities of residents.

We have included the wider bus network review in the short-term, as depending on the outcomes of that, the detail of the other medium and long-term measures will be defined. For example, the wider bus network review will likely make recommendations around current areas of the Borough that are not sufficiently covered by bus routes. Therefore, improvements to bus stops and the real-time information roll-out will reflect these conclusions.

We commit to continually working alongside our neighbouring authorities to deliver the measures, as we have done in the development of our BSIP. We value partnership working and recognise its importance in delivering a consistent, cohesive bus network.

We also commit to working closely with operators through the development of Enhanced Partnerships. We have put forward a package of measures in our BSIP that aim to improve the bus network and grow patronage which is of benefit to the operators, and we therefore expect commitment in return. We expect operators to continually engage, and be open to trialling measures such as reduced fare prices, increased frequencies and multi-operator ticketing. As part of the Enhanced Partnerships, we also expect the continuous sharing of data (within the necessary legal frameworks in place, such as NDAs) from operators. This will allow us to continue to monitor the bus network and the impact of the measures, and evaluate which measures should be implemented going forward.

The BSIP will be a live document that is constantly evolving, and the measures and targets within it may change to fit the circumstances at the time. Priorities may change and future updated BSIPs will reflect that.

FUNDING £

FUNDING

The BSIP funding guidance produced in August 2021 asks for detail regarding potential funding requirements, both capital and resource, to deliver the expectations set out in the Strategy. It also suggests that LTAs should set out what alternative sources of funding are available to support delivery of BSIPs (e.g. operator or LTA contributions).

As part of the development of our BSIP, we have explored alternative, external sources of funding. This includes a range of potential funding sources that could potentially contribute to some of the measures outlined in the BSIP, such as the levelling-up fund. Unfortunately, the Council has been unsuccessful in previous funding bids due to the relative affluence of the Borough, and therefore to achieve a transformational improvement of the bus network we would be largely relying on BSIP funding. With regards to internal sources of funding that could supplement that received from the DfT, the Council will aim to internally fund a number of the measures outlined in the 'suggested measures' section, using capital funding. This includes three feasibility studies, the wider bus network review, improvements to buses, and investment in technology.

For schemes that we are relying on DfT funding for, we will seek developer contributions, in the form of Section 106 and CIL, towards funding those more costly measures. This is in addition to any future bids to the Council's capital programme. As outlined in the 'supported services' section, the Council funds supported services at a cost of £870,000 annually. As part of the review of the bus network that we have put forward as a short term measure, we will seek to make best possible use of existing revenue funds for supported services. As patronage increases, and new models of delivery are implemented (such as DRT), it may be possible to reduce subsidies on some of our supported services so we can reinvest that in new trials and measures in other parts of the bus network.

As part of our Enhanced Partnerships, we will work with operators to identify sources of funding that they are able to bid for, which will help them in improving and growing their services.

We recognise that RBWM are one of the worst performing Councils nationally with regards to bus patronage, and we are therefore looking to DfT to support us in our ambitions to grow patronage and experience the benefits that come with greater bus use.

The table in APPENDIX F outlines how we deduced the costs of all of the measures proposed in our BSIP. We recognise that some of these values are broad, however in the time provided to write the BSIP we were unable to collate the evidence base to cost more precise figures. For this reason, we have provided broader figures that allow us to calculate more accurate costings as we have more time going forward.

REPORTING

REPORTING

The BSIP guidance provided by the DfT gives some direction on reporting arrangements against the targets. It suggests that Councils should set out arrangements for publishing six-monthly performance against BSIP targets. This allows the Council, operators, passengers and DfT to monitor the bus network and understand whether any implemented measures have had their desired effect.

We have therefore set out a reporting plan which details reporting against the targets set in the 'targets' section of the BSIP. This outlines our aspiration to report against several metrics on a six-monthly or annually (depending on availability of data) basis. By reporting regularly, we can capture data that continuously improves our understanding of the bus network, helping us to inform the measures set out in the 'suggested measures' section.

We will publish the reporting data on our website at <https://www.rbwm.gov.uk/home/transport-and-streets/public-transport> every six months so that stakeholders, including residents, DfT, operators and neighbouring authorities are able to view our progress against the targets set in the BSIP. We will also update the BSIP document annually, to input updated reporting figures against targets, and potentially change targets accordingly. This will help to inform the suggested measures included within the BSIP.

Table 7 below summarises the metrics for which we will report on, the frequency of reporting, and the reason why we will report on it.

Additional mechanisms to record feedback will be put in place and reported on separately; for example, the creation of a Bus Passenger Charter will provide passengers with the opportunity to provide constant feedback through the RBWM website. Furthermore, we will receive feedback from operators through a constant line of communication in the Enhanced Partnerships that we develop alongside them.

| Metric | Reporting frequency | Reason |
|----------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| % of journeys on time for all services (average of the month for each month) | Aspiration to publish as soon as DfT funding is in place, with the aim of publishing twice annually in January and July. | Capturing this data continuously improves the Council's understanding of bus punctuality over time. This will help us in ensuring we have the right evidence base to deliver the medium-term measure of conducting a feasibility study on potential infrastructure improvements. |
| Bus stop arrival and departure times (timing data) (monthly average) - as shown in APPENDIX D for October 2019 | Aspiration to publish as soon as DfT funding is in place, with the aim of publishing twice annually in January and July. | Capturing this data continuously improves the Council's understanding of bus punctuality over time. This will help us in ensuring we have the right evidence base to deliver the medium-term measure of conducting a feasibility study on potential infrastructure improvements. |
| Patronage (monthly totals) | Aspiration to publish in January 2022 and every subsequent 6 months | This is the key metric in understanding the impact of measures on bus use. The majority of our suggested measures target increased patronage, including improvements to bus stops and buses, trials of cheaper fares, increased frequencies/Sunday/evening services and DRT and research into multi-operator ticketing and apps |
| NHT Satisfaction Survey scores for RBWM | Aspiration to publish in 2022 for 2021 survey (date TBC with NHT) and every subsequent year | Analysing the outcomes of the NHT survey and comparing them with previous years will provide an insight into the opinions of buses users. This enables us to understand what measures have been successful, and which aspects of bus travel requires further attention |
| On-board surveys | Aspiration to publish in August 2022 for a July 2022 survey, and every subsequent year | Analysing the outcomes of the on-board survey and comparing them with the survey conducted in 2021 will provide an insight into the opinions of buses users. This enables us to understand what measures have been successful, and which aspects of bus travel requires further attention. On-board surveys give bus users a voice and provides an annual opportunity for passengers to engage directly with the Council to provide feedback. On-board surveys also allows us to have an understanding of the levels of new bus users and climate impacts by asking the relevant questions around bus usage and behaviour change. |

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Table 7. Reporting Plan

APPENDIX A

BSIP Overview Table

BSIP Overview Table Template

| | |
|------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------|
| Name of authority or authorities: | Royal Borough of Windsor and Maidenhead |
| Franchising or Enhanced Partnership (or both): | Enhanced Partnerships |
| Date of publication: | October 2021 |
| Date of next annual update: | October 2022 |
| URL of published report: | https://www.rbwm.gov.uk/home/transport-and-streets/public-transport |

| Targets | 2018/19 | 2019/20 | Target for 2024/25 | Description of how each will be measured |
|------------------------------------------------------------------------------|---------|---------|--------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Reliability and Journey times (% bus services running on time) | 95% | 87% | >95% | Measured using a combination of published DfT statistics and punctuality figures from operators. Journey times to be explored in further detail in wider bus network review proposed as a short-term measure |
| Passenger numbers (bus trips per head of population) | 9.3 | 9.3 | >20 | Measured using a combination of published DfT statistics and patronage figures from operators |
| Average passenger satisfaction (NHT survey local bus services overall score) | 52% | 48% | 70% | Measured using the overall local bus services score for RBWM in the NHT survey |

| Delivery - Does your BSIP detail policies to: | Yes/No | Explanation |
|-------------------------------------------------------|--------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Make improvements to bus services and planning | | |
| <i>More frequent and reliable services</i> | | |
| Review service frequency | Yes | Service frequency analysed in 'current offer' section of BSIP. A short-term measure of a wider bus network review is proposed which will further review frequencies and make recommendations. An additional short-term |

| | | |
|----------------------------------------------------------------|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | measure is proposed to conduct a trial of increased frequencies on a package of routes with at least one operator. |
| Increase bus priority measures | Yes | A short-term measure is proposed to conduct a feasibility study into potential infrastructure improvements such as bus priority measures. Potential locations have been identified from discussions with operators and evidenced using bus stop timing data. A medium-term measure of implementing the improvements has been included but will depend on the outcomes of the feasibility study should it be progressed |
| Increase demand responsive services | Yes | A short-term measure of a wider bus network review is proposed which will further review DRT and make recommendations. An additional short-term measure is proposed to conduct a trial of DRT to see how effective it can operate in the Borough. |
| Consideration of bus rapid transport networks | No | The Council believes that we are not yet in a position to consider advanced bus priority schemes such as bus rapid transport networks. We recognise we are at an earlier stage in our bus network development and will priorities other measures such as trials of increased frequencies, cheaper fares and DRT in the short-term. |
| <i>Improvements to planning / integration with other modes</i> | | |
| Integrate services with other transport modes | Yes | A short-term measure of a wider bus network review is proposed which will analyse the bus network, including routes, stops and areas of uncovered demand. This will review integration with other transport modes and make recommendations. |
| Simplify services | Yes | A short-term measure of a wider bus network review is proposed which will analyse the bus network, including routes, stops and areas of uncovered demand. In analysing routes, recommendations will be made that aim to simplify services |
| Review socially necessary services | Yes | The 'supported services' section reviews socially necessary services and makes recommendations to improve the efficiency of the socially necessary services offered by the Council |

| | | |
|------------------------------------------------------|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Invest in Superbus networks | No | The Council believes that we are not yet in a position to consider advanced schemes such as superbus networks. We recognise we are at an earlier stage in our bus network development and will priorities other measures such as trials of increased frequencies, cheaper fares and DRT in the short-term. |
| <i>Improvements to fares and ticketing</i> | | |
| Lower fares | Yes | An analysis of fares in the Borough and comparison with fares in neighbouring authorities is conducted in the 'current offer' section. A short-term measure is proposed to trial cheaper fares on a package of routes with at least one operator. |
| Simplify fares | Yes | A feasibility study is included as a medium-term measure to investigate a multi-operator ticketing scheme that will simplify fares. A long-term measure of implementing the scheme is included and depends on the findings of the study. |
| Integrate ticketing between operators and transport | Yes | A feasibility study is included as a medium-term measure to investigate a multi-operator ticketing scheme. A long-term measure of implementing the scheme is included and depends on the findings of the study. |
| Make improvements to bus passenger experience | | |
| <i>Higher spec buses</i> | | |
| Invest in improved bus specifications | Yes | While the Council believes we are not yet in a position to be buying buses or investing in electric buses and the associated charging infrastructure, a medium-term measure is included to invest in retrofitting buses not already fitted with technologies such as WiFi, charging ports and next stop announcements. |
| Invest in accessible and inclusive bus services | Yes | A short-term measure of a wider bus network review is proposed which will analyse the bus network, including routes, stops and areas of uncovered demand which aims to improve accessibility to buses in the Borough. A medium-term measure is included to invest in retrofitting buses with technologies such as next-stop announcements. |
| Protect personal safety of bus passengers | No | In engagement with bus users and non-bus users conducted as part of the development of the BSIP, personal safety was not raised as a concern and was rated the highest of all aspects when asked about satisfaction (4.66/5). Other measures were therefore |

| | | |
|---------------------------------------------|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| | | prioritised in the BSIP. |
| Improve buses for tourists | Yes | A short-term measure of a wider bus network review is proposed which will make recommendations around improving buses for tourists. This is particularly important in RBWM which attracts high numbers of tourists. |
| Invest in decarbonisation | No | The Council believes that we are not yet in a position to invest in decarbonisation. We recognise we are at an earlier stage in our bus network development and will priorities other measures such as trials of increased frequencies, cheaper fares and DRT in the short-term. |
| <i>Improvements to passenger engagement</i> | | |
| Passenger charter | Yes | We have committed to a Bus Passenger Charter, which includes a new webpage on the Council website with route information and an area for passengers to provide feedback. |
| Strengthen network identity | Yes | A short-term measure of a wider bus network review is proposed which will analyse the whole bus network and make recommendations that strengthen its identity. |
| Improve bus information | Yes | Information is considered in the 'current offer' section and medium-term measures are proposed to invest in real-time information and improving bus stops for those in Windsor and Maidenhead town centres. An additional medium-term measure is proposed to conduct a feasibility study into a multi-operator ticketing scheme that includes the launch of a website and mobile phone app. |

APPENDIX B

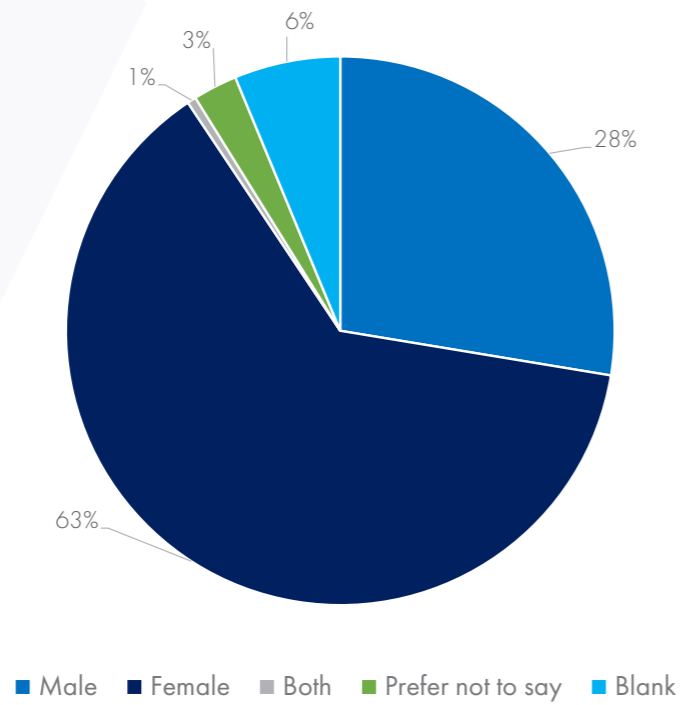
On-board survey results

DEMOGRAPHICS

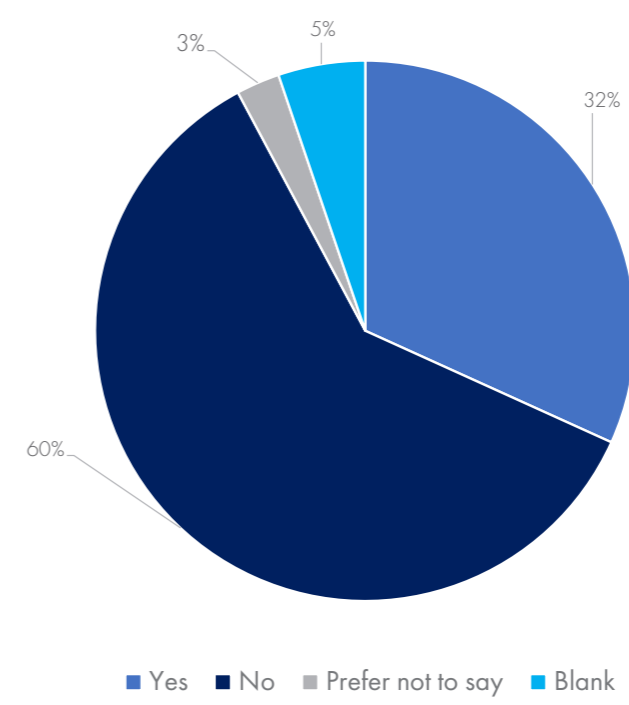
Total: 192 responses

297

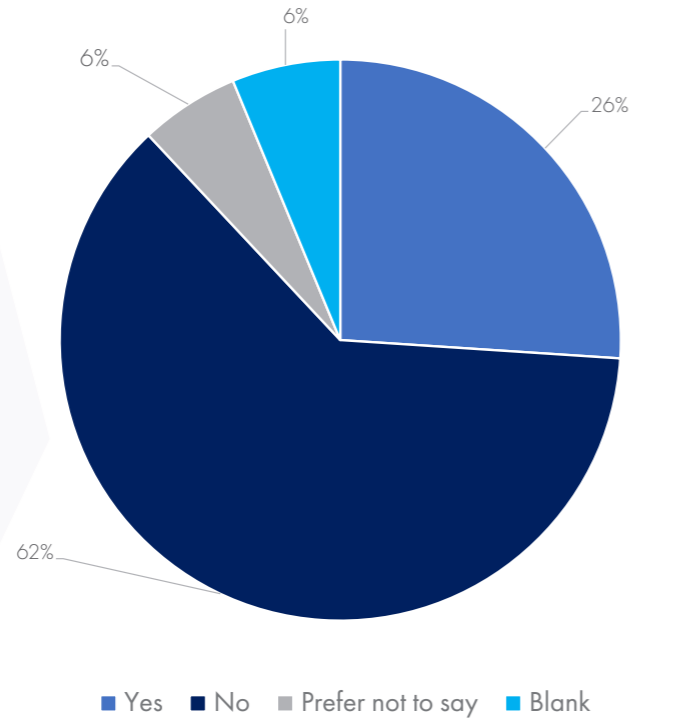
On-board survey: gender split



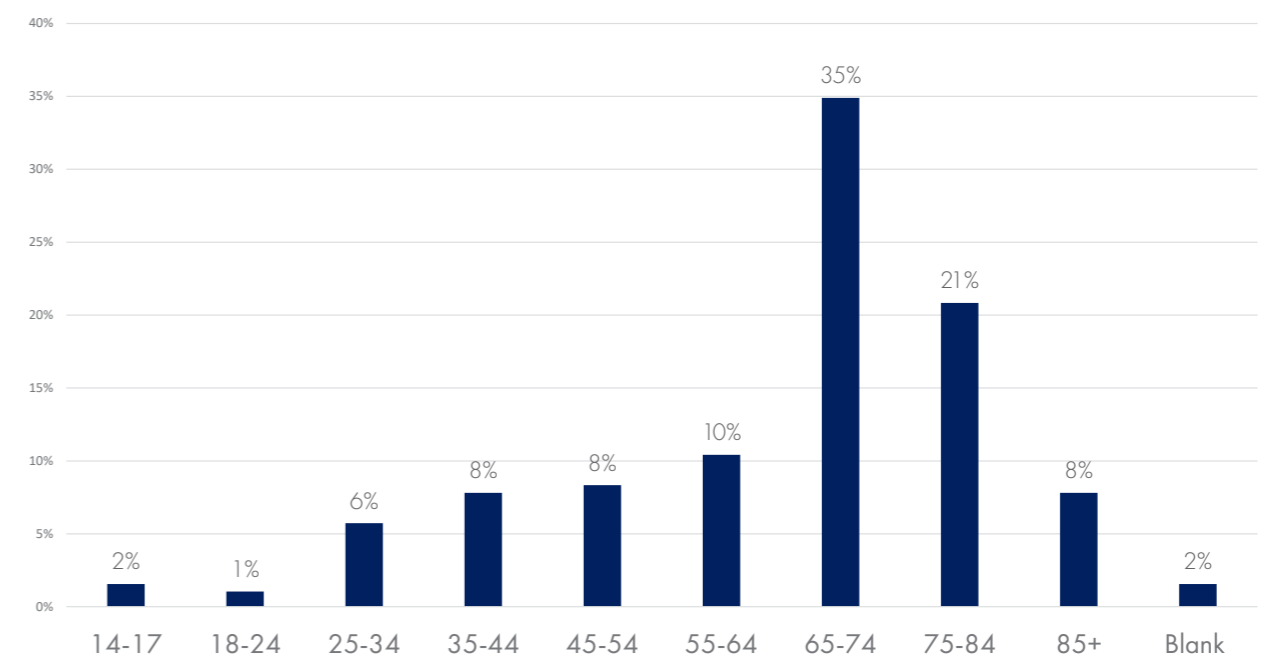
On-board survey: Own a car split



On-board survey: Long-term illness or disability split

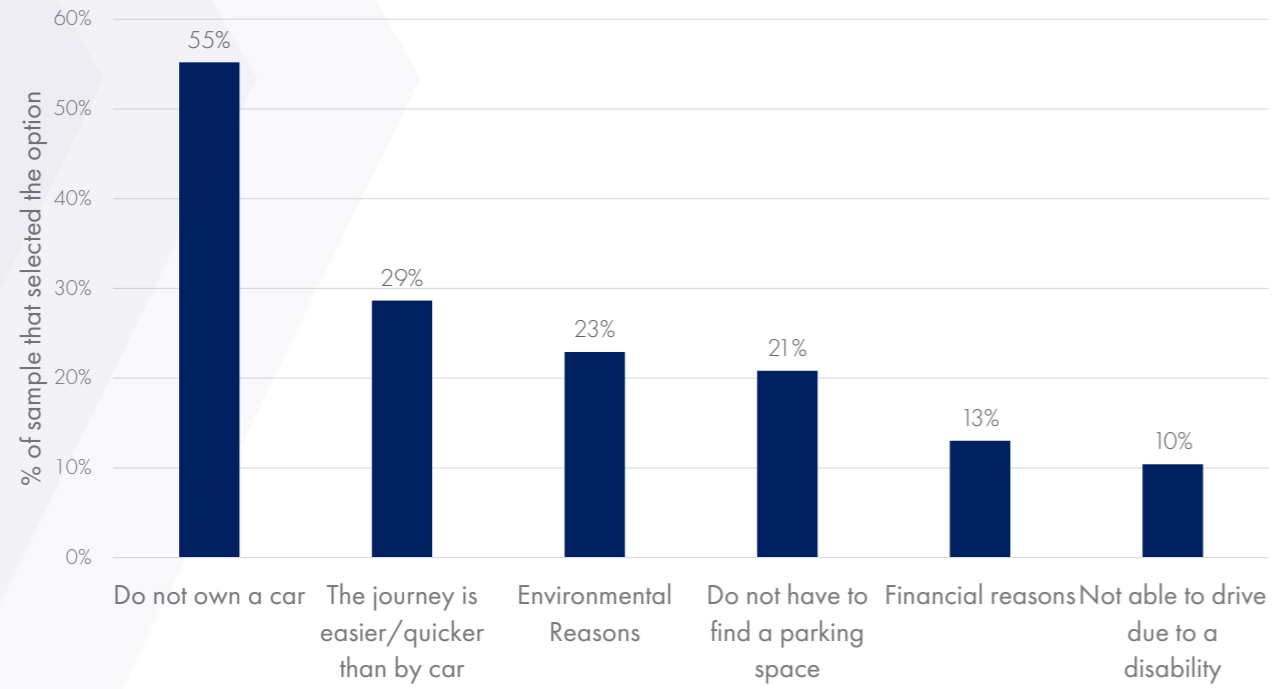


On-board survey: Age split

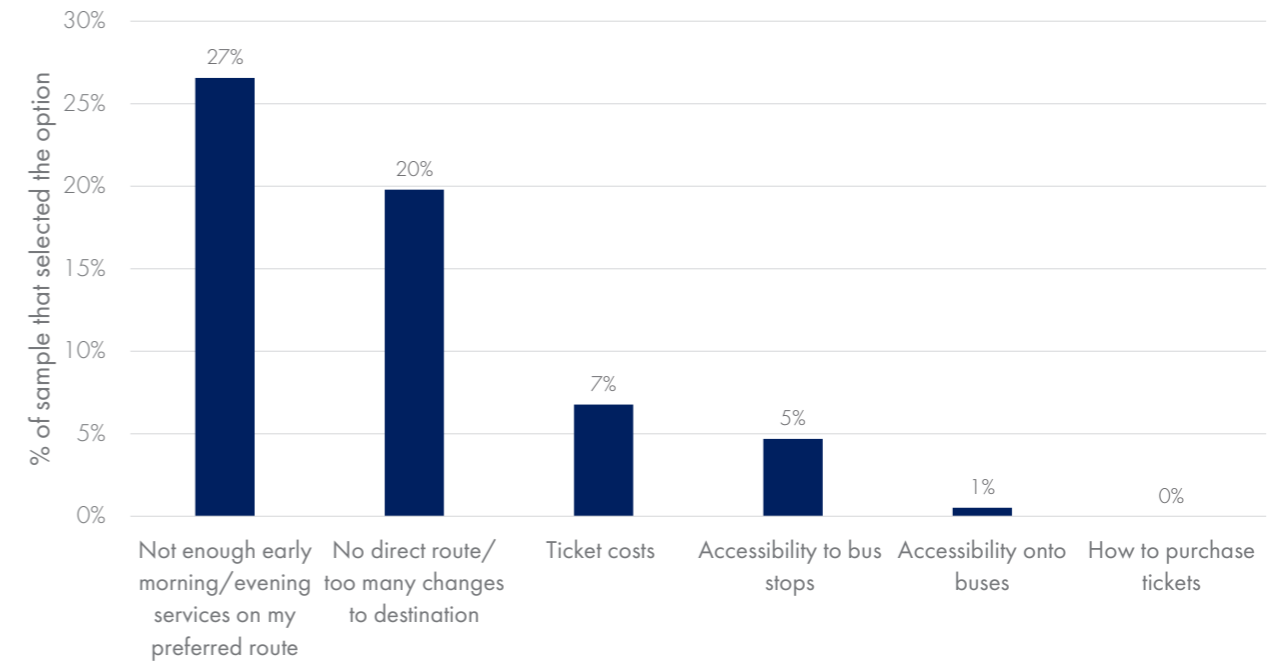


BUS TRAVEL INSIGHTS

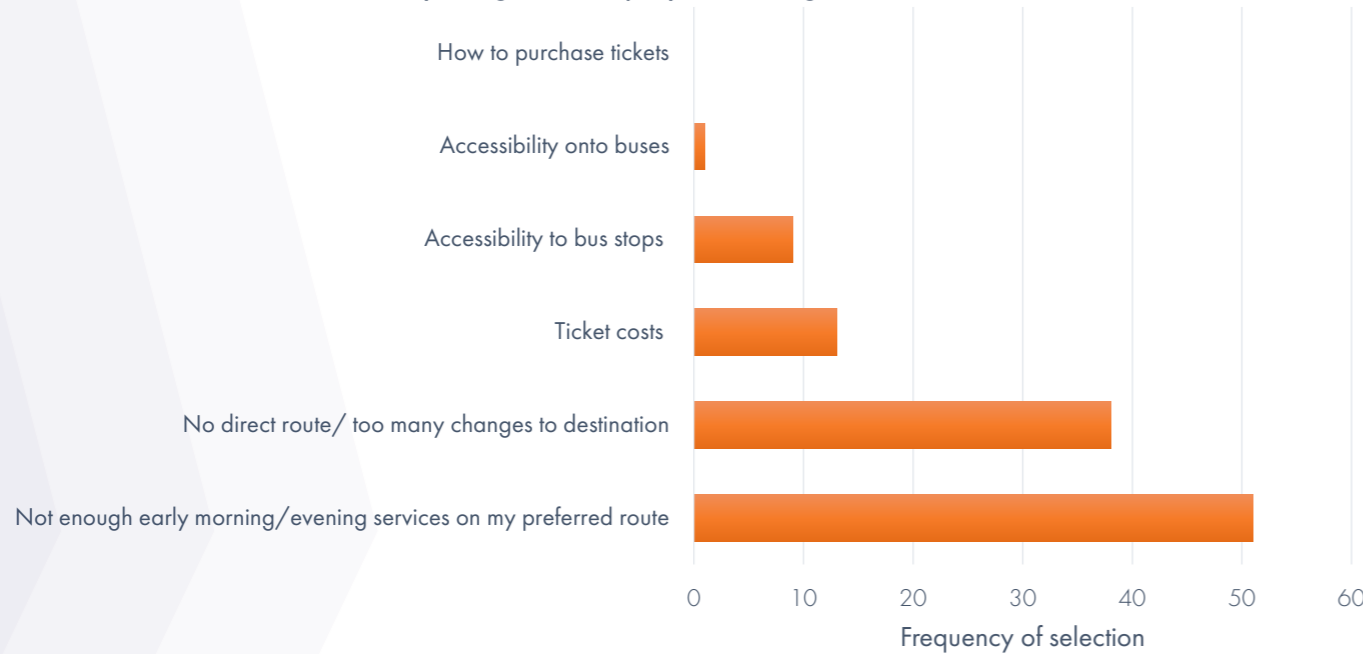
On-board survey: Why do you take the bus?



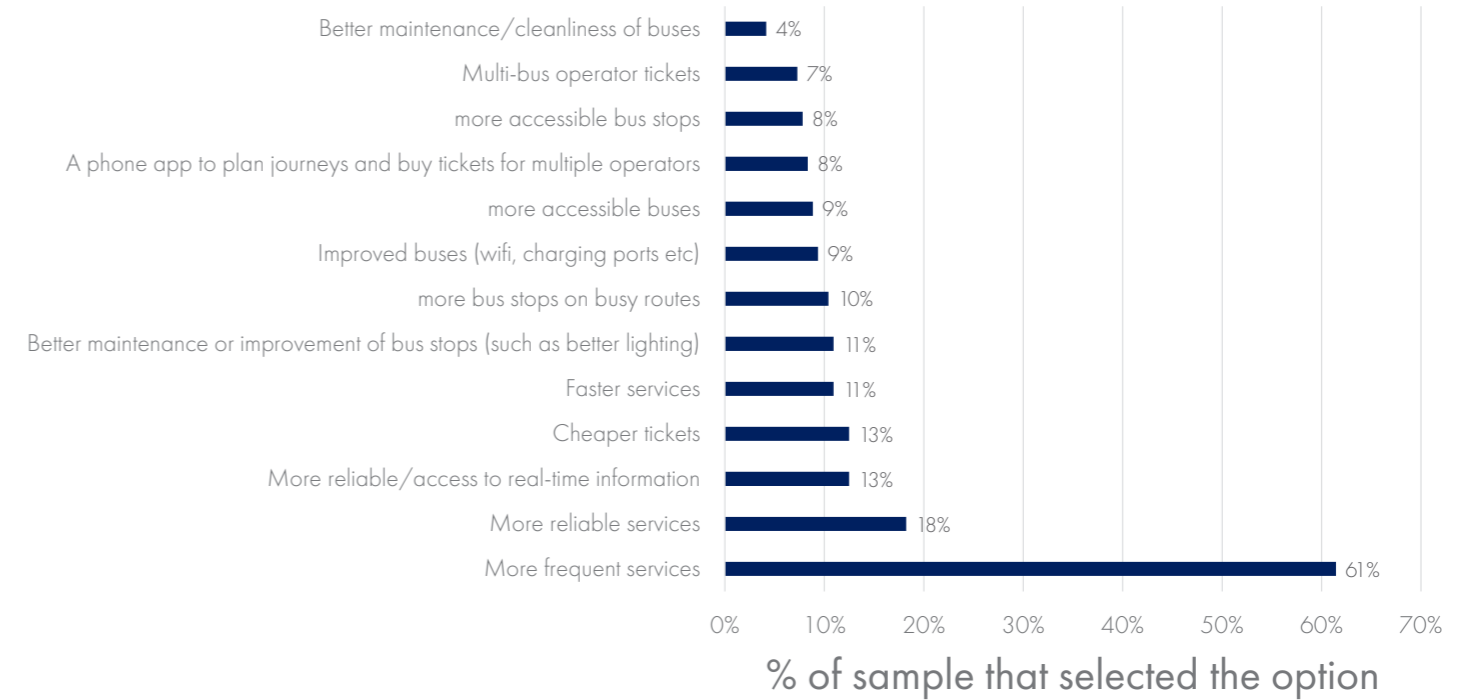
On-board survey: What stops you taking the bus more often?



Is there anything that stops you taking the bus more often?



On-board survey: What would make you use the bus more often?



APPENDIX C

Non-bus user research

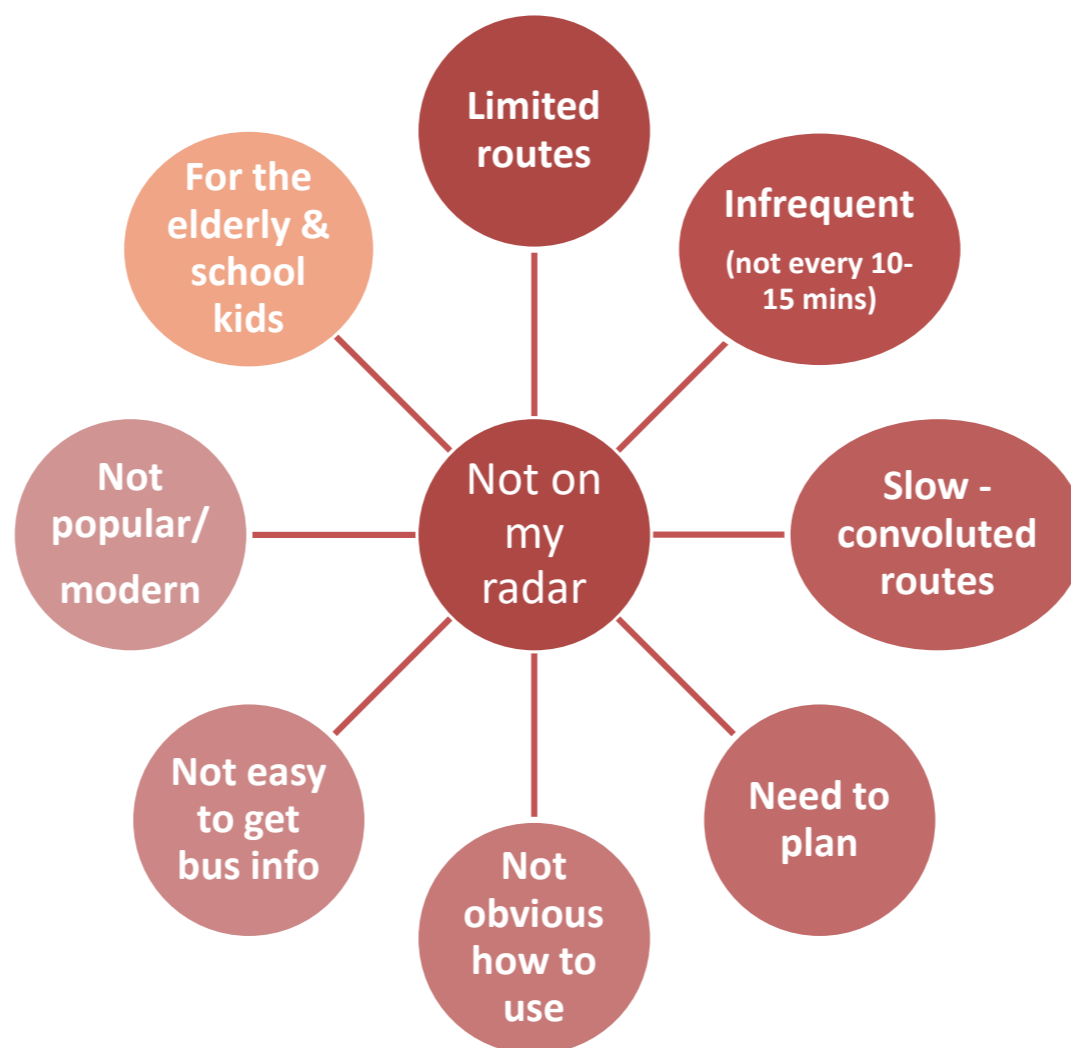
Barriers to using a bus in RBWM are often well-rooted and strong

“I used to get the school bus when I was young. But now I think of old people getting the bus. Pensioners...we have a couple of bus stops in Mortimer and there’s always OAPs and school kids waiting. The ‘school bus’ goes into Reading every day from here.”

“In Reading the buses have all this funky branding.”

“A 15 minutes wait is acceptable. But it’s probably more like 30 minutes. 3 an hour, every 20 minutes feels like about the ends of acceptability.”

“There’s a bus stop outside our house ..the one on the opposite side goes to Staines. I occasionally see someone waiting for a bus. But it’s rare I see someone using the bus.”



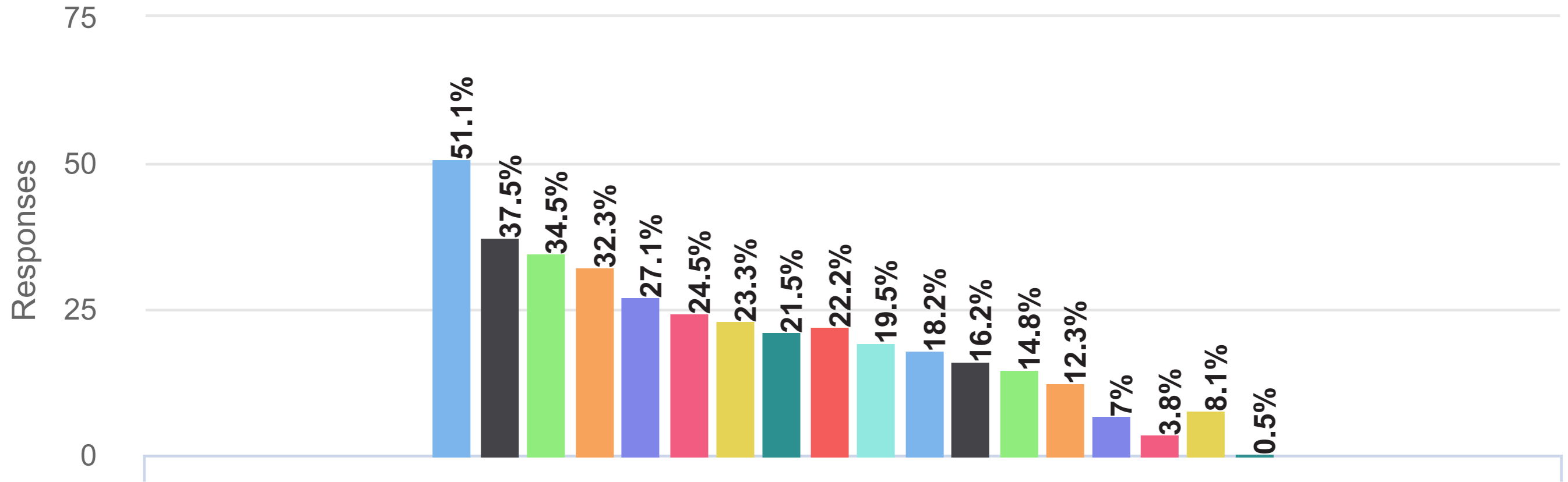
“In London it feels like everybody does it. It does feel like it [getting the bus] is something for people who can’t drive or are elderly.”

“It’s easier to go to Reading by train by the time we pay to get car parking and with the traffic. But generally, it’s easier by car. 9 times out of 10 we’re nipping here and there, dropping the kids off somewhere. I’d rather cut off my legs than give up my car.”

“I used to hate the bus timetables. Whereas I know the train is every 35 mins. 20 past and 10 to. You know the train is going to run. Buses might get caught up in traffic and not be reliable. It’s inconsistent.”

What would make people use buses

301



- Cheaper fares
- More frequent service
- More bus routes
- Cleaner buses
- Better punctuality
- Better live information on arrival times, schedules, etc on an app
- Wi fi on the buses
- Tickets that work across multiple bus companies
- Feeling safer
- Better live information on arrival times, schedules, etc at the bus stop
- Integrated tickets (with trains, for example)
- More late night buses
- More accessible bus stops
- More bus lanes
- Having to pay to drive into town
- Lower speed limits for cars
- Nothing
- Other

APPENDIX D

Problem locations

| OPERATOR | PROBLEM LOCATION | ROUTES AFFECTED | STOP | FINDINGS |
|-----------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">White Bus</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">303</p> | <p>Cannon Crossroads, the junction of the A329 and B383 north of Sunningdale, can be congested in the PM peak and cause delays, though this has yet to become a major issue post-covid.</p> | 1 | Cannon Crossroads | <p>Average variance at Cannon Crossroads between 16:00-18:00 is 3 minutes and 27 seconds late</p> <p>Average variance at Cannon Crossroads at all times is 4 minutes and 46 seconds late</p> |
| | <p>Windsor Town Centre can be congested, especially in PM peaks on weekdays and from 12-3 on Saturdays.</p> <p>The bus stop provision is not ideal because bus stops often get crowded – causing a backlog of vehicles and confused passengers. Only one bus needs to stop at the bus stop outside WHSmith and, with the taxis opposite, the town is completely blocked while the bus is waiting there. Since the withdrawal of service 10 and reduction in services 16/16A, there have been fewer issues of bus congestion, but if this scheme is to increase the number of buses again then it will come back.</p> <p>Parking can be an issue in the town, as well as delivery lorries and the taxis.</p> | 1, W1, P1 | Barclays bank | <p>(W1) Average variance at Barclays bank at PM times on weekdays (no Saturday data) is 58 seconds early</p> <p>(W1) Average variance at Barclays bank at all times is 30 seconds late</p> |
| | <p>Sunninghill High Street causes lots of congestion from the parked cars on the main road. This is more of an issue towards Ascot as that's the side on which cars are parked. Reallocating parking spaces in the area to improve congestion would also improve reliability of the bus service</p> | 1 | Sunninghill, High street shops | <p>Average variance at Sunninghill High St INBOUND is 2 minutes 59 seconds late</p> <p>Average variance at Sunninghill High St OUTBOUND is 8 minutes and 9 seconds late</p> |
| <p style="text-align: center;">Thames Valley</p> | <p>Traffic Congestion especially on school days, peak times and weekends in Windsor High Street due to road layout on River Street. No bus priority measures in Windsor High Street.</p> | 2/16/702/3 | Windsor, Parish Church | <p>(2) Average variance at Parish Church is 3 minutes and 17 seconds late</p> <p>(2) Average variance for all stops is 3 minutes and 54 seconds late</p> |
| | <p>Taxi rank blocking the flow of traffic and food takeaway delivery drivers parking outside McDonalds in Windsor</p> | 2/702/3 | - | No nearby bus stop |
| | <p>Slough bound bus stop (All Saints Church) - Buses unable to get close to kerb and to drop off customers safely because buses can hit (tailswing) nearby pillar box.</p> | 702/3 | - | Awaiting Reading buses data |
| | <p>Traffic Congestion on Winkfield Road at peak times and Legoland closing time. Traffic lights at the junction of Clewer Hill Road and Winkfield Road should be replaced with mini roundabouts to improve traffic flow</p> | 702/3 | - | Awaiting Reading buses data |

| OPERATOR | PROBLEM LOCATION | ROUTES AFFECTED | STOP | FINDINGS |
|----------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|--------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p style="text-align: center;">Thames Valley</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">304</p> | <p>No right turn (except buses) coming down the hill by the car park towards Slough at the top of river street. Will allow traffic to flow easier and divert traffic away from town centre.</p> | <p>702/703/2</p> | <p>WH Smith, Arthur Road</p> | <p>(2) Average variance at Arthur Road is 3 minutes and 13 seconds late</p> <p>(2) Average variance for all stops is 3 minutes and 54 seconds late</p> |
| | <p>The A4 constantly has roadworks</p> | <p>53/15</p> | <p>Dumb bell, Bishops centre, Ellington road</p> | <p>(15) Average variance at the 3 stops (Dumb Bell PH, Bishops Centre and Ellington) is 4 minutes and 56 seconds late</p> <p>(15) Average variance for all stops is 2 minutes and 53 seconds late</p> |
| | <p>Make bus, taxi & delivery only and ban cars on Windsor High Street</p> | | <p>-</p> | <p>Demonstrated in Parish Church findings (2)</p> |
| | <p>Phased to allow more traffic to flow with Legoland</p> | <p>16/16A/702/3</p> | <p>-</p> | <p>Awaiting Reading buses data</p> |
| | <p>Severe congestion, parked taxis, illegal parking, esp evenings & Sundays when no wardens on Windsor High Street</p> | | <p>-</p> | <p>Demonstrated in Parish Church findings (2)</p> |
| | <p>Very tight, blind bend, vehicles have to reverse if they meet (often)</p> | <p>8</p> | <p>Ray Street</p> | <p>Average variance at Ray Street is 2 minutes and 09 seconds late</p> <p>Average variance for all stops is 1 minutes and 13 seconds late</p> |
| | <p>Tight times at rush hours</p> | <p>8</p> | <p>All stops</p> | <p>Average variance for all stops at peak times is 1 minute and 2 seconds late</p> <p>Average variance for all stops at all times is 1 minutes and 13 seconds late</p> |
| <p style="text-align: center;">Arriva</p> | <p>Cookham pound where the road is very narrow and car drivers don't give way to our buses.</p> | <p>37</p> | <p>Cookham Rise Station, Bourne End Station</p> | <p>Average variance for all stops is 45 seconds late</p> <p>Average variance at Bourne End Inbound is 1 minute and 49 seconds late</p> <p>Average variance at Cookham Rise Railway Station Outbound is 8 seconds late</p> |

APPENDIX E

Bus fares in RBWM

| OPERATOR | ROUTE | AREA SERVED | ADULT SINGLE | ADULT RETURN | ADULT DAY | NOTES |
|---------------|-------|-------------------------------|--------------|--------------|-----------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Arriva | 37 | High Wycombe - Maidenhead | 2.70 | 2.80 | 4.70 | |
| First | 8 | Slough - Heathrow T5 | N/A | N/A | 6.00 | Slough and Windsor Zone. Berkshire Zone (to T5) is £7.50 |
| | 4 | Maidenhead - Heathrow T5 | N/A | N/A | 6.00 | Slough and Windsor Zone. Berkshire Zone (to T5) is £7.50 |
| Reading | 702 | Legoland - London | 2.00 | 3.50 | 20.00 | Price given is lowest fare within Windsor (Windsor Parish Church to Windsor boys school). simplySlough and Windsor fare with Thames Valley buses - Adult day £5.50 |
| | 703 | Bracknell - Heathrow T5 | 2.00 | 3.50 | 20.00 | Price given is lowest fare within Windsor (Windsor Parish Church to Windsor boys school) |
| Red Eagle | 63/68 | Slough - Maidenhead | | | | Awaiting confirmation from operator |
| Thames Valley | 3 | Maidenhead | 2.60 | 3.90 | 4.70 | Price given is lowest fare (Maidenhead Centre to All Saints Church) |
| | 2 | Slough to Dedworth | 2.00 | 3.50 | 5.50 | Price given is lowest fare (Windsor Town Centre to Windsor Boys School) |
| | 7 | Maidenhead | 2.60 | 3.90 | 4.70 | Price given is lowest fare (Maidenhead centre to Larchfield) |
| | 8 | Maidenhead | 2.60 | 3.90 | 4.70 | |
| | 5 | Slough | 2.50 | 3.50 | 5.50 | Price given is lowest fare (Slough Bus Station to Chalvey Shopping Centre) |
| | 9 | Maidenhead | 2.60 | 3.90 | 4.70 | Price given is lowest fare (Maidenhead centre to Australia Avenue) |
| | 15 | Maidenhead - Windsor - Slough | 2.00 | 3.50 | 4.70 | Price given is lowest fare (Windsor Road McDonalds to Slough bus station) |

| OPERATOR | ROUTE | AREA SERVED | ADULT SINGLE | ADULT RETURN | ADULT DAY | NOTES |
|---------------|-------|--------------------------------------|--------------|--------------|-----------|----------------------------------------------------------------------|
| Thames Valley | 16 | Maidenhead - Windsor | 2.60 | 3.90 | 4.70 | Price given is lowest fare (St Mark's Hospital to Maidenhead centre) |
| | 53 | Bracknell - Maidenhead - Wexham Park | 2.60 | 3.60 | 4.70 | Price given is lowest fare (Maidenhead Bridge to Dumb Bell) |
| | 127 | Maidenhead - Reading | 2.20 | 3.50 | 4.70 | Price given is lowest fare |
| | 234/5 | Maidenhead | 2.60 | 3.90 | 4.70 | Price given is lowest fare (Larchfield to Maidenhead centre) |
| | 238 | Maidenhead | 2.60 | 3.90 | 4.70 | |
| | 239 | Maidenhead | 2.60 | 3.90 | 4.70 | |
| White Bus | P1 | Windsor park and ride | 0.00 | N/A | N/A | Travel anywhere to or from Datchet is £1 single |
| | W1 | Windsor - Dedworth | 2.30 | 3.70 | 8.00 | Price given is lowest fare |
| | 1 | Windsor - Ascot | 1.30 | 1.90 | 8.00 | Price given is lowest fare |
| Bear Buses | 305 | Staines - Colnbrook | | | | Awaiting confirmation from operator |

APPENDIX F

Funding for proposed measures

| Measure | Approximate funding required | Explanation |
|----------------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Review of the RBWM bus network | £35,000 - £65,000 | In preliminary discussions with consultants, we were provided with a cost of between £35,000 and £65,000 to conduct a review of the RBWM bus network. A more precise cost can be provided once a scope of the review has been agreed. |
| Trial of cheaper tickets | £300,000 for a three-year trial (£100,000 per year) | In discussions with an operator in the Borough, it was calculated that to reduce fares by 25% on all routes within Maidenhead would equate to £100,000 annually. This is based on data from October 2019. Therefore, we have provided a figure of £100,000 per year which will cover that 25% loss in revenue. The ambition for the trial is that the full £100,000 annually is not required, however it is important that it is available to provide operators that guarantee that they will not be out of pocket as a result of the trial. The percentage that fares will be reduced by, and the scope of the scheme, has not yet been agreed. |
| Trial of discounted fares for RBWM advantage card holders | Up to £600,000 for a three-year trial (up to £200,000 per year) | In discussions with an operator in the Borough, it was calculated that to reduce fares by 25% on all routes within the Borough would equate to £200,000 annually. This is based on data from October 2019. It is also based on trips starting within RBWM with any destination, and on the assumption that everyone in the Borough has access to a smartcard. We recognise that this is not the case, and the ambition for the trial is that the full £200,000 annually is not required, however it is important that it is available to provide operators that guarantee that they will not be out of pocket as a result of the trial. The percentage that fares will be discounted by, and the scope of the scheme, has not yet been agreed. |
| Trial of increased frequencies and more evening and Sunday services | Up to £1.5m for a three-year trial (up to £500,000 per year) | In discussions with operators it was calculated that to provide an additional bus on any route would equate to approximately £100,000. In order for any impact to be seen of increasing frequencies, we would like to allow up to 5 routes to have an additional bus. Therefore, for 5 buses over three years a cost of up to £1.5m is provided. The ambition for the trial is that the full £500,000 annually is not required, however it is important that it is available to provide operators that guarantee that they will not be out of pocket as a result of the trial. The specific routes and scope of the scheme has not yet been agreed. |
| Demand Responsive Transport Trial | £150,000 - £500,000 | A cost of a DRT scheme depends on the scope of the scheme, in terms of number of routes, number of vehicles, mileage, expected patronage etc. However, we have analysed case studies of other schemes nationally, including MK Connect in Milton Keynes, Arriva Click in Watford, and a smaller scheme in Cannock Chase District Council. Funding of between £150,000 and £500,000 will allow us to set up a DRT scheme, invest in vehicles and arrange operations. For a small, local scheme, we estimate a cost of approximately £70,000 for a scheme operating six days a week using 2 minibuses. Therefore, to operate on at least 2 routes with 5 minibuses, we would require at least £150,000 of capital funding. |
| Investment in technology for operators | £10,000 - £50,000 | In discussions with an operator it was calculated that on-board ticket technology that allows for arrival and departure data to be collected and analysed costs approximately £100,000 for 60 buses. In working with operators much fewer buses would require the installation of this technology. An assumption of 6 buses was made based on the routes of smaller operators. This would equate to £10,000, however the figure provided by an operator for 60 buses is likely to be discounted due to the large number of buses. Therefore, we have allowed room for increased costs, and also for us to explore additional technologies such as tap on tap off technology. |
| Creation of a bus passenger charger | Internal to RBWM | N/A |
| Creation of a RBWM webpage | Internal to RBWM | N/A |
| Feasibility study into multi-operator ticketing, including website and phone app | £35,000 - £65,000 | In preliminary discussions with consultants, we were provided with a cost of between £35,000 and £65,000 to conduct a study. A more precise cost can be provided once a scope of the study has been agreed. |

| Measure | Approximate funding required | Explanation |
|--------------------------------------------------------------------------------|------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Improvements to bus stops in town centres | Up to £500,000 | There are a combined 96 bus stops in Windsor and Maidenhead town centres. The replacement of a bus stop is estimated to cost approximately £10k based on internal costs, and comparisons with the costs of other Local Authorities. The number of bus stops selected for improvement will depend on the outcomes of the wider bus network review suggested as a short-term measure. However, should slightly over half of the combined bus stops be selected for improvement, an initial estimate of the programme cost is up to £500k |
| Roll-out of real-time information at bus stops in town centres | Up to £750,000 | There are a combined 73 bus stops in Windsor and Maidenhead town centres without real-time information. The approximate cost of the hardware and installation per stop is £7,500. Additionally, annual maintenance of the real-time costs approximately £360 per unit. Therefore, to cover all bus stops in the town centre without real-time, in addition to five years of maintenance, the Council would be looking for funding of up to £750,000 from DfT. In line with other improvements to bus stops, the specific stops identified for real-time data will depend on the outcomes of the review of the Borough-wide network as identified in the short-term measures. |
| Make improvements to buses | Up to £50,000 | In discussions with operators it was calculated that USB installation costs approximately £1,500 per bus, and WiFi installation costs approximately £1,000 per bus. Assuming a retrofit programme of 20 buses across all operators that will equate to £50,000. |
| Feasibility study into potential highway infrastructure improvements | £35,000 - £65,000 | In preliminary discussions with consultants, we were provided with a cost of between £35,000 and £65,000 to conduct a study. A more precise cost can be provided once a scope of the study has been agreed. |
| Feasibility study into the construction of a bus station in Maidenhead | £35,000 - £65,000 | In preliminary discussions with consultants, we were provided with a cost of between £35,000 and £65,000 to conduct a study. A more precise cost can be provided once a scope of the study has been agreed. |
| Creation of a multi-operator ticketing scheme, including website and phone app | Up to £5m | The scope of any multi-operator scheme will depend on the outcomes of the feasibility study. This will help to inform the costs of the scheme. An indicative cost of up to £5m has been provided which would cover elements including the delivery of a commercial smart ticketing product, sales infrastructure, back-office functionality, marketing and promotion and the development of a website and phone app. The cost is based on research into other multi-operator schemes, including in York, Transport for the West Midlands and the West of England Combined Authority |
| Infrastructure Improvements | Up to £10m | The scope of any infrastructure improvements will depend on the outcomes of the feasibility study. This will help us to inform the costs of any improvements. A cost of up to £10m allows us to explore transformative schemes, such as town-centre redesigns that will improve bus reliability. |
| The construction of a bus station in Maidenhead | £5million - £10million | The scope of any scheme will depend on the outcomes of the feasibility study. This will help us to inform the costs of the construction of a bus station. A cost between £5million and £10million is provided due to the estimated costs of purchasing the land, designing, consulting and constructing the scheme. This cost is based on schemes of a similar size and scope. |



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD

**Qualitative & Quantitative
Research Findings:
Bus Usage
31st August 2021**

CTA

Caroline
Thompson
Associates

Background

- As part of its strategic business planning, and to meet obligations to the local authorities, the RBWM wishes to understand current residents' behaviours and attitudes towards using buses within the borough - to establish where RBWM/how should invest to encourage more people to take the bus in the future. The RBWM currently has comparatively low uptake of bus travel vs other UK boroughs.
- RBWM commissioned market research amongst its residents to provide robust data regarding the perceived barriers to using the buses/using them more:
 - A **Quantitative** survey on-line with residents in the borough:
 - Online survey with residents of Windsor & Maidenhead
 - Respondents recruited via specialist panel
 - Survey hosted on Survey Mechanics
 - A **Qualitative** survey consisting of 15 interviews on Zoom with non-users of buses.
- The key question which needs to be addressed is what is stopping people using the buses, with a further 'build' question being where/how should RBWM invest limited resources to encourage more usage of buses in the future.

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Research Objectives

- **To provide contextual insight about current transport choices when travelling within the RBWM, including:**
 - the kind of trips people are making (shopping, school, visiting friends/relatives, work)
 - the mode of transport chosen for these different occasions
 - the reasons for choosing these modes of transport for these trips
 - whether taking the bus is considered, and how feasible an option it is for these trips.
- **To understand attitudes towards using a bus to travel within the borough, inc. positives and negatives.**
- **To elicit the barriers to travelling by bus within the borough, providing a sense of the most/least common barriers; and ascertaining the underlying rational and emotional perceptions that underpin these barriers.**
- **To understand where the potential to uplift usage of buses seems to lie (which parts of the target audience)**
- **To understand what kind of initiatives would be likely to motivate potential bus users to take the bus (more often) in the future.**

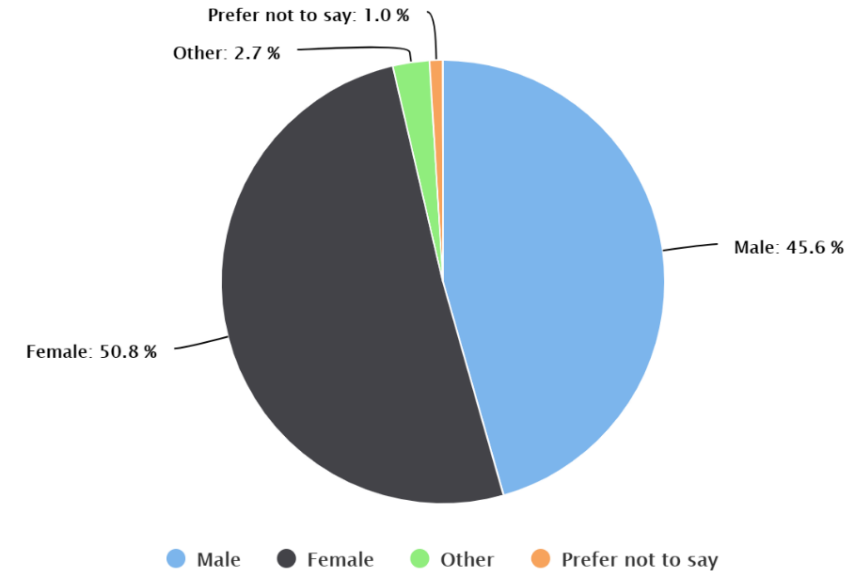
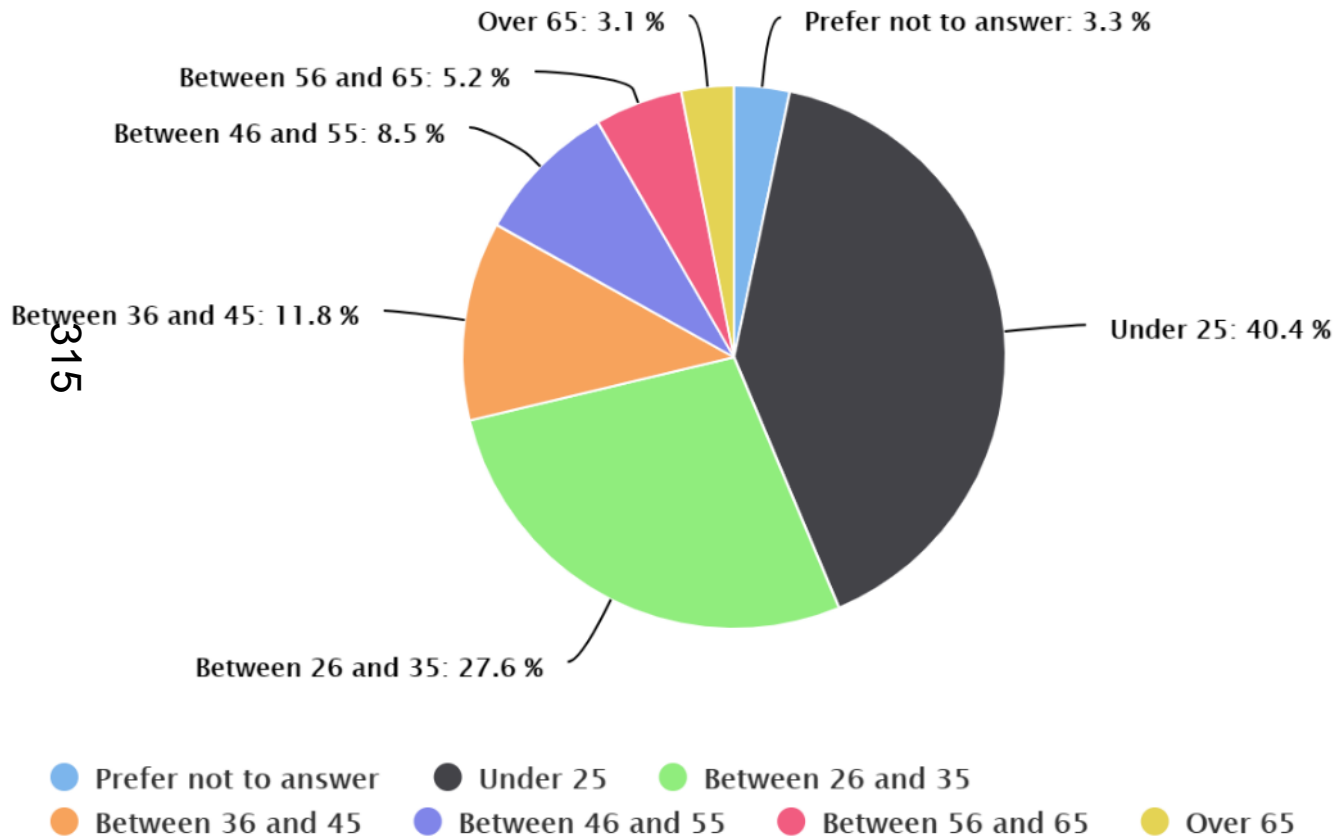
313



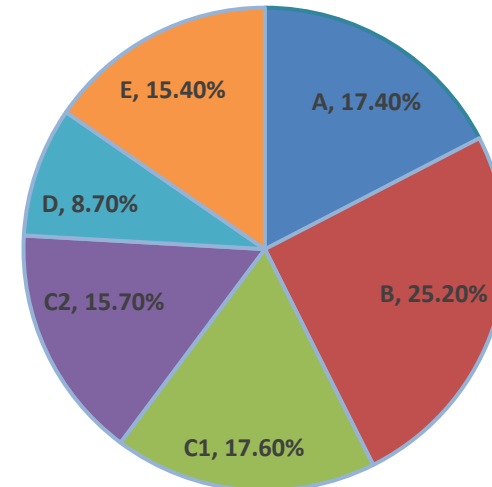
314

SAMPLE PROFILE – QUANTITATIVE & QUALITATIVE

Profile of the Quantitative Sample: 554 respondents (including 205 bus users)



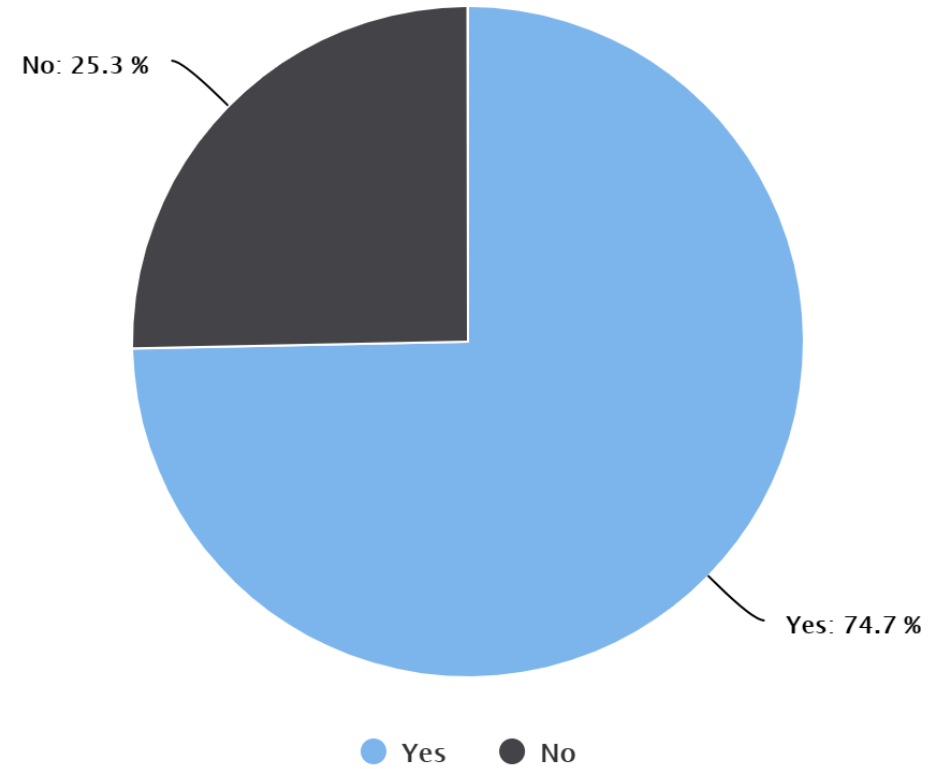
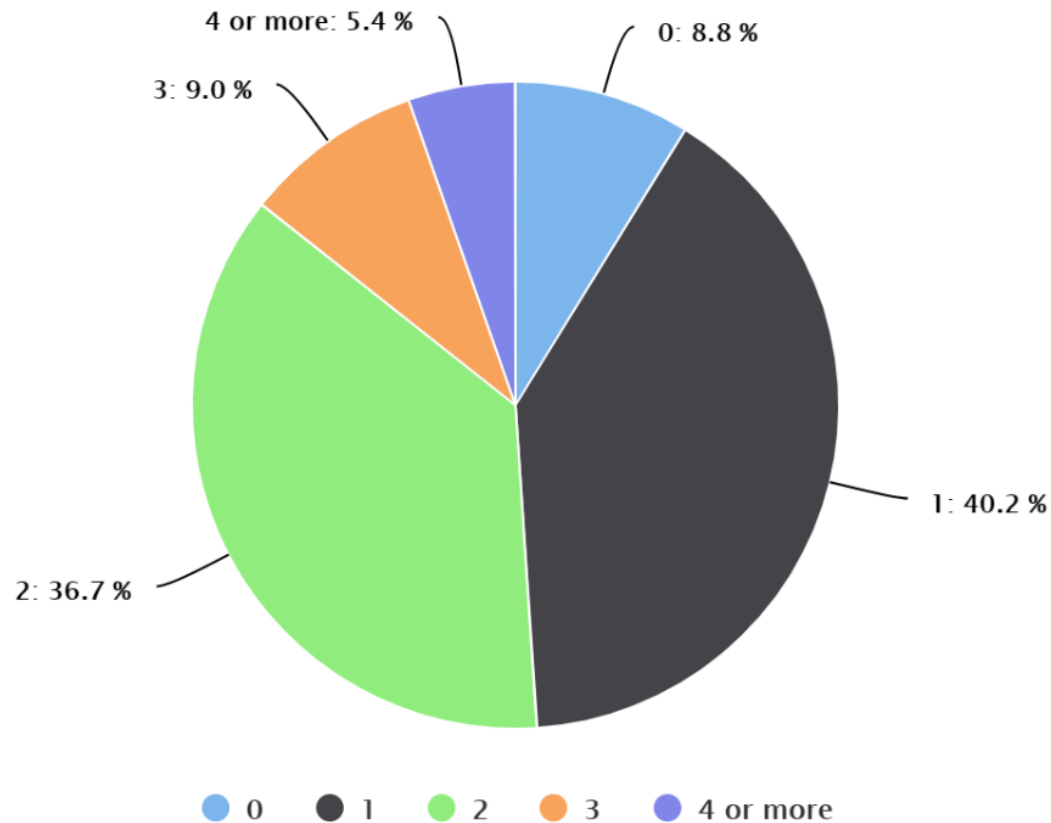
Socio-economic group



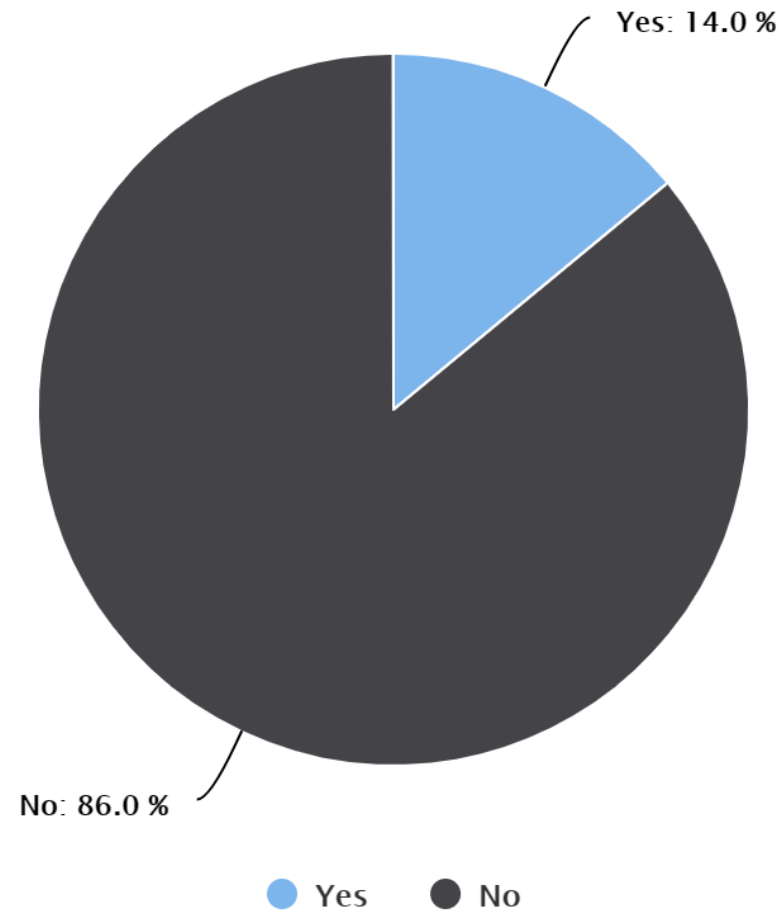
40% had 1 car, and approx 50% had 2+ cars, in their household

"I have a Land Rover Discovery which is really costly, and a small Hyundai which I use everyday for short journeys locally. I also have a Merc soft top, but I am thinking of selling it because we hardly use it."

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14% of the quant sample had a long term disability that makes it difficult for them to use public transport



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Qualitative Sample of 15 Residents

- Mix of ages - 2 x 20s, 3 x 30s, 5 x 40s, 4 x 50ys, 1 x 60s
- 5 men, 10 women
- Mix of occupations e.g. psychologist, facilities administrator, community carer, several teachers, social services managers, police officer, charity administrator, student, financial administrator
- Mix of urban, semi rural, rural residents
- Living in places like:
 - Old Windsor; Windsor town; Datchet, Sunningdale, Crowthorne, Cookham, Binfield, Winkfield Row, Maidenhead, Sippenham, Wooton Way, Wargreave (Twyford), Mortimer
- Some working locally; some WFH; and a few were commuting further afield
- Everyone had at least one car in the household – but many had 2+ cars
- All were not travelling by bus nowadays but did not reject the idea of using the bus in the future.



318



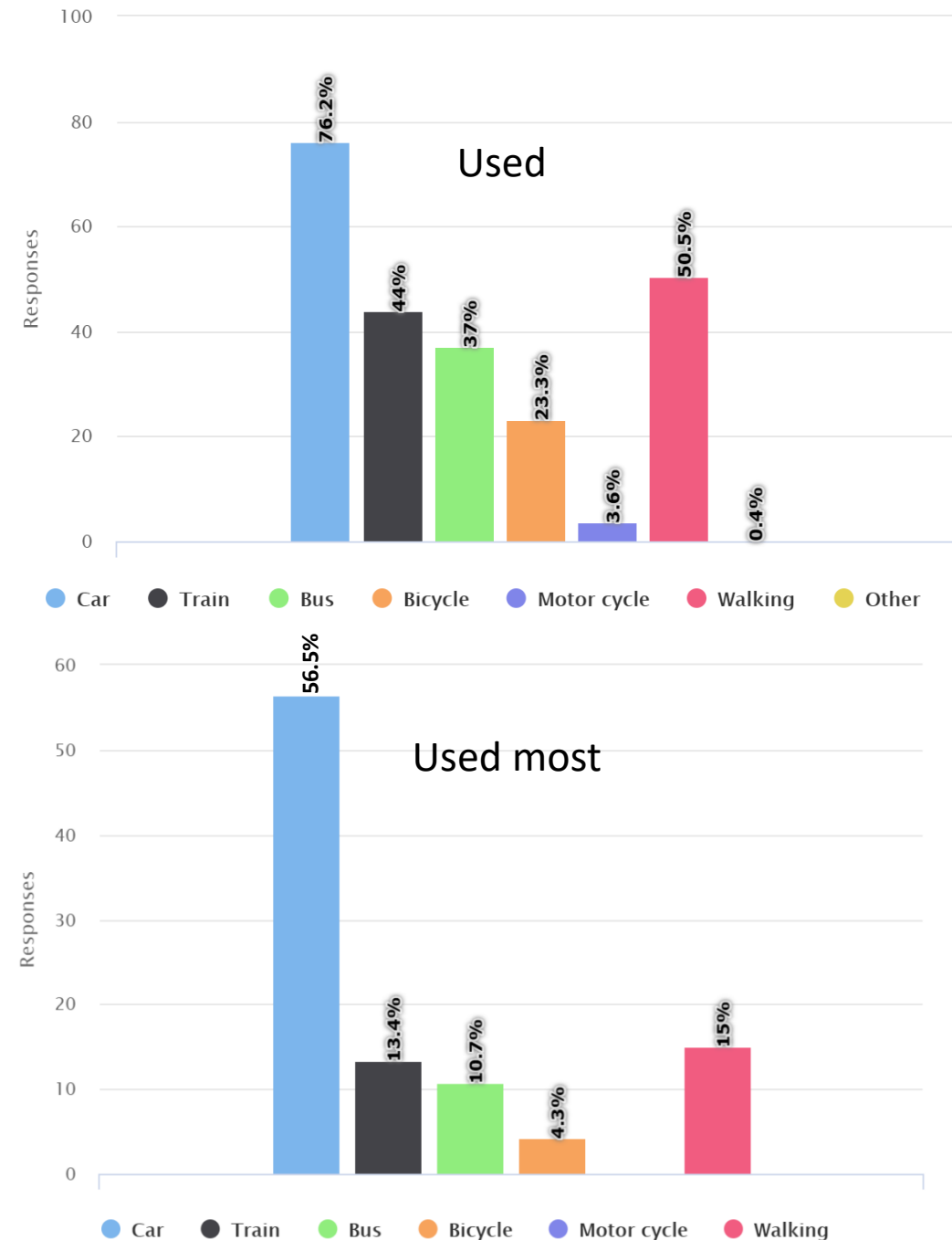
319

TRANSPORT CHOICES & BEHAVIOURS

Overwhelmingly the car is the most favoured means of transport in the Borough

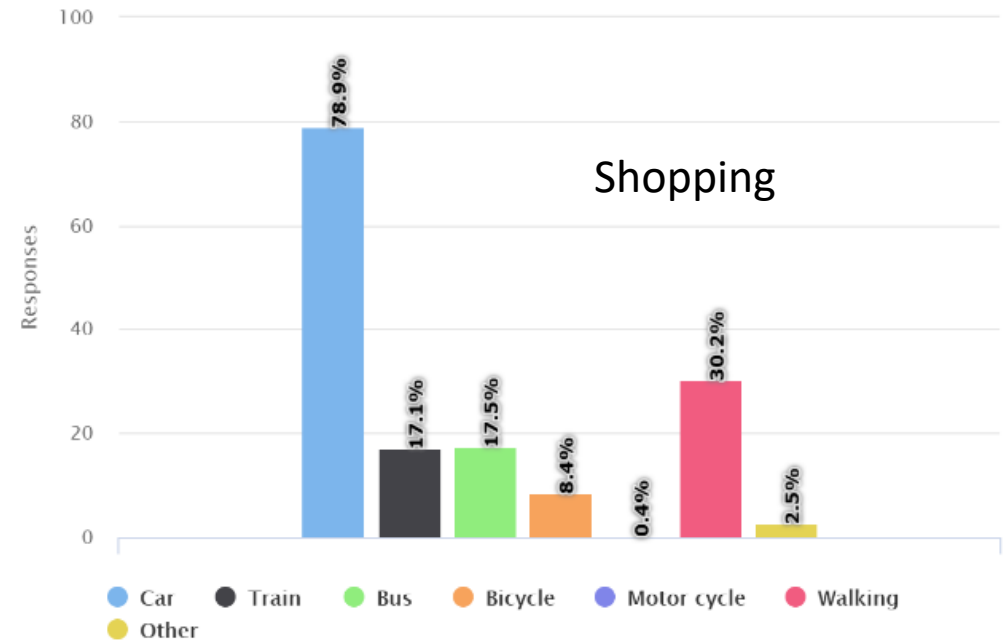
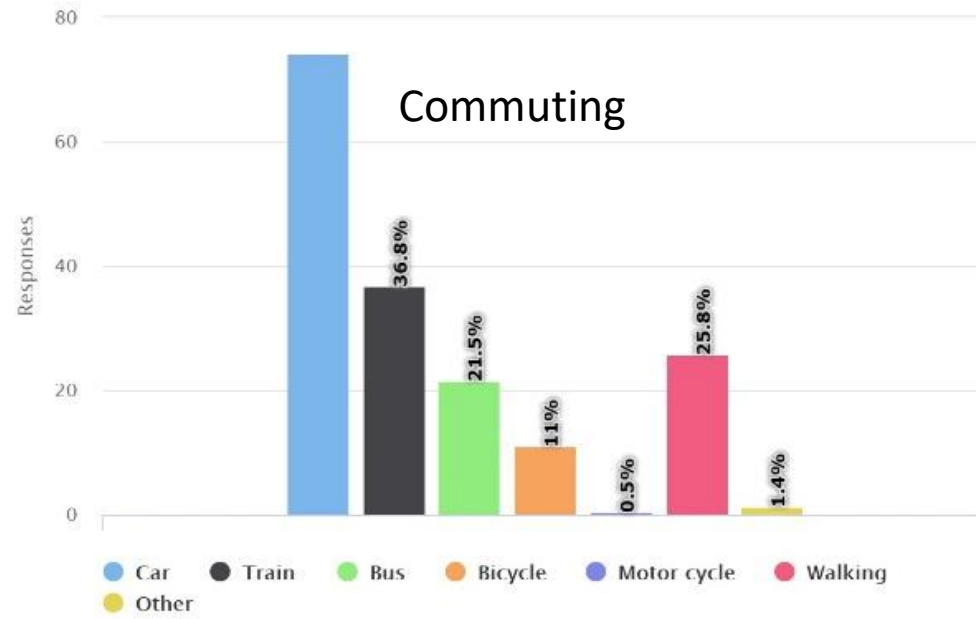
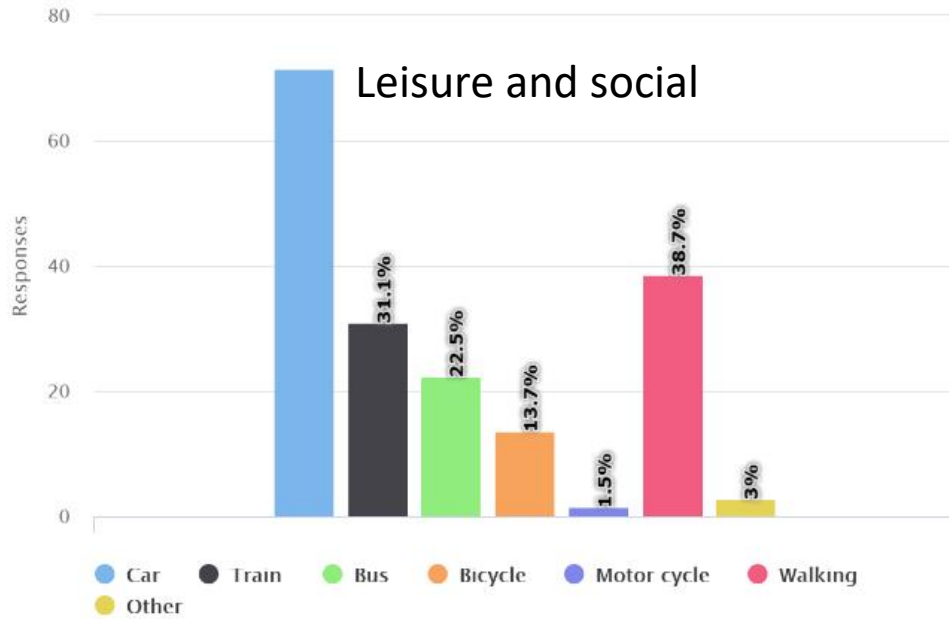
- Bus users use the bus as part of a wider repertoire of transport modes:
 - only 28% of bus users use the bus most often
 - 68% of bus users also travel by car
 - 78% of bus users travel by other means at least weekly
 - 39% of bus users use the car more than the bus
- Only about a fifth of people (or less) use the bus when commuting (21%), going shopping (17%), or going out for leisure and social purposes (20%).
- The car dominates as the most used mode of transport with the train being used mostly by a about a third of the sample for commuting, leisure and social purposes.
- Cycling also features as a way of moving about the Borough.

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Cars are used more often for every purpose

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The Qual insight supports the Quant data with non-users of the bus using the car for nearly all types of outing

“The majority of the time it’s in the car”

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Trips by themselves

- Driving to work locally & further afield e.g.
 - Maidenhead, Camberley, Thiele, Reading, Greenford, Bracknell, Slough, Basingstoke
- Grocery Shopping, DIY Stores
- Visiting Friends & Family (locally, further afield/outside Borough)
- Going to parks/river to walk (often with dog)
- Going to the gym (before Covid)
- Volunteering (locally)

All driving habitually

Trips with others

- School runs
- Visiting Friends & Family
- Social & shopping outings in towns:
 - **Windsor** - restaurants, cafes, bars, clubs, picnics in the park/by the river, lifestyle shopping (Zara)
 - **Reading** – lifestyle shopping, restaurants & bars etc
 - **Maidenhead** – cinema, shopping, but limited shopping
 - **Bracknell** – lifestyle shopping, restaurants, bars
 - **Ascot** (a few) - for socialising
 - **Guildford** (one mention)– lifestyle shopping, eating out (day/evening)
- Local pubs/restaurants
- Going for walks/picnics

Giving lifts to kids/teenagers

- Meeting friends in town/at their homes, gym, shopping outings, cinema, bowling, school/college, swimming club, scouts

Driving usually....

But these leisure trips are where people already switch the car for the train or an uber/taxi sometimes, or teenagers get the train sometimes.

"If I'm going into London I get the train into Waterloo, but I often drive to Westfield because its easier."

"I drive to Windsor Great Park or the race-course to walk the dog."

"I visit family and friends by car. I have elderly parents in Ascot, and a daughter in Bracknell"

"It just takes too long. My pace of life is so much more manic and it frustrates me waiting for a bus. Although I know from an environmental point of view there should be less cars on the road. But getting the bus means you have to do their schedule rather than yours. I would miss buses all the time! "

"It's just so easy. You're in your own little space. I am aware obviously of the carbon footprint and trying to extend the expiry date of the earth. I know its bad, but I do love the car because it is so easy. We did think about an electric vehicle but it doesn't quite work for doing long trips. "

"It's easier to go to Reading by the train by the time we pay to get car parking and with the traffic. But generally its easier by car. 9 times out of 10 we're nipping here and there, dropping the kids off somewhere. I'd rather cut off my legs than give up my car."

"It's always the car. It's easier. Especially if you have loads of shopping. Like last weekend we went shopping [fashion] and we had 5 bags of stuff because the sales were on."

"There isn't a bus stop on our road. You'd have to walk to the A4 Bath Road first. The car is quick and easy. It's knowing I'll get somewhere on time."

Whilst people are wedded to using their car, some downsides are acknowledged

Pull Factors Towards Car

- **CONVENIENCE & PRACTICALITY:**
 - Door to door
 - Flexibility:
 - Any time, at a moment's notice
 - Can go A → B → C easily
 - Efficient use of time
 - Easier with shopping bags
- **QUICKER**
 - Direct, no changes, no waiting around
- **PRIVACY**
 - Own personal space
- **CHEAPER**
 - Especially vs a train fare
- **SEE NO OTHER CREDIBLE OPTIONS:**
 - *"Buses don't go to places I need to go."*

Push Factors Away from Car

- **INCONVENIENCE & EXPENSE:**
 - **PARKING** a big cost issue
 - Especially Windsor & Reading towns
 - Increasing cost of fuel & maintenance
 - *But expense diminishes if 2+ people*
- **CAN'T DRINK LIQUOR – EVENINGS/WEEKENDS**
- **PREFER TEENAGERS TO BE INDEPENDENT**
- **ENVIRONMENTAL GUILT (in some cases)**
- **SLOW – LOTS OF TRAFFIC:**
 - but a good level of tolerance of traffic

Can be prompts to consider alternatives

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There is a readiness to leave the car at home when socializing and shopping – especially when going into towns

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People are more likely to consider leaving the car behind:

- To be able to drink alcohol (++)
 - To avoid high parking fees
 - To avoid the hassle of driving and parking.
- **Taxis are cost effective:**
 - especially if shared between 2-4 people, but can still be affordable for one
 - E.g., Uber cab from Clewer Hill Road Windsor to Windsor town is £10-£12 each way
 - E.g., Uber cab from Datchet to Maidenhead is £6 after 30% promo discount
 - E.g., Cab from Reading to Mortimer is £25
 - **Trains can be seen as reasonably cost effective and quick:**
 - Cheaper compared to parking costs or a taxis
 - E.g., Train into Reading from Mortimer is £4 each single ticket
 - E.g., £8.40 return to Guildford from Crowthorne

Leisure trips are important future opportunities for bus uptake.

“If I go from Crowthorne to Reading or Guildford to meet friends I take the train. I hate parking – it’s expensive and its hassle getting there. And it means I can have a drink if it’s like Bottomless Breakfast with Prosecco. It’s cheap and easier.”

“I meet friends in Windsor town – it’s nice but its expensive to park. If I had the choice I would get a bus. There are 2 route options from the Clewer Road – one direct to Windsor and one indirect around Dedworth. It drops you off at Pescod Street in Windsor.”

“Bracknell is a 15 minute drive away, and Windsor is our local town. It’s got good shopping, Zara ...but a few shops have shut down. It’s too busy at the weekend. It’s a nightmare to park anywhere. There is a car park I use which is 50/hour and I walk in, and the main one in Windsor is £2.40. Its so easy as it’s next to Zara. It’s at the bottom of the high street.”

“To go into Windsor with friends it’s cheaper to get a taxi...£5. Whereas 2-3 of us on the bus would probably be £7.50. And the taxi is door to door. Normally its 4 of you.”

“We take the train if we’re having dinner in Reading. The traffic into Reading is horrendous...and we can have a little drink. The parking is ridiculous in Reading. For 2 hours its £8. It’s about 30 minutes on the train but it’s a direct line into Reading. It’s about £4 each way. Then we get the train back. The last one is 11.35pm.”

“By the time we have paid for car parking it costs a fortune so we like to go by train.”

Lots of resistance in this sample to using the bus for work

- No buses service my route for work/impossible by bus
- To get a bus (or a train) would involve a lot of hassle
 - Would need to change
 - Would be slow
 - You'd arrive at work stressed and disheveled
- 327 • Inconvenient:
 - too slow – bus takes too convoluted a route
 - Wouldn't be able to fit in other 'tasks' alongside driving to/from work e.g. supermarket shopping, dropping kids at school
- Need the car during the working day to go to clients/other offices
- Since Covid 19, been avoiding taking public transport.

"Oh, it would be impossible to get the bus to work. I commute an hour. It would be longer than that on a bus. So it's an hour to drive. I think it would just be an absolute pain. From here [near Reading] to Basingstoke. And it's like kind of a walk away from the town centre of Basingstoke - a fairly sizable walk."

"During the day [at the office] I need the car...if I'm having to go down to either the police station or further places in Slough. That's so more difficult, really, [without the car] because some of the buses don't go to the places where we need them to go.."

"I couldn't to Camberley. It would be, it would probably triple my time. Oh my God. I it's not feasible. I mean, I'm not actually on a bus route at work anyway,...It wouldn't be impossible. It would involve more walking, I guess. I'd get so hot. I'd have to get up earlier. .."

There seems to be a lot of variation across the Borough in terms of how much access to buses and trains people have

Potentially more about new bus routes or types of bus services

Potentially more about pulling people towards using buses – and introducing new types of bus service

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No public transport at all

e.g. Winkfield Row

e.g. Oldfield Road near Maidenhead.

“There isn’t a bus stop on our road. You’d have to walk to the A4 Bath Road first. The car is quick and easy. It’s knowing I’ll get somewhere on time.”

Can get a train, but no buses

e.g. Datchet – Train to Windsor local train station, then change to Windsor Central for Reading or Maidenhead, then a lift to work. Takes 75 mins (20 mins by car)

e.g. Direct train from Burnham to Slough
e.g. Mortimer to Reading/Basingstoke.
e.g. Binfield, near Cookham

Bus option(s), but no train option

e.g. Dedwash Road (Windsor) - believes buses go to Reading, Slough, Windsor. *“There’s a bus stop either side of the road, but I never thought of using it.”*

e.g. Wargreave (near Twyford) – can see a bus stop but never sees a bus.

Both bus and train options

e.g. train from Sunningdale to London, Reading, Windsor, Maidenhead. Buses from Sunningdale to Windsor & to Ascot and Bracknell
e.g. London- and can pick up mainline at Reading. Upon prompting discovered also buses to Guildford and other towns.
e.g. Wooton Way near Maidenhead.

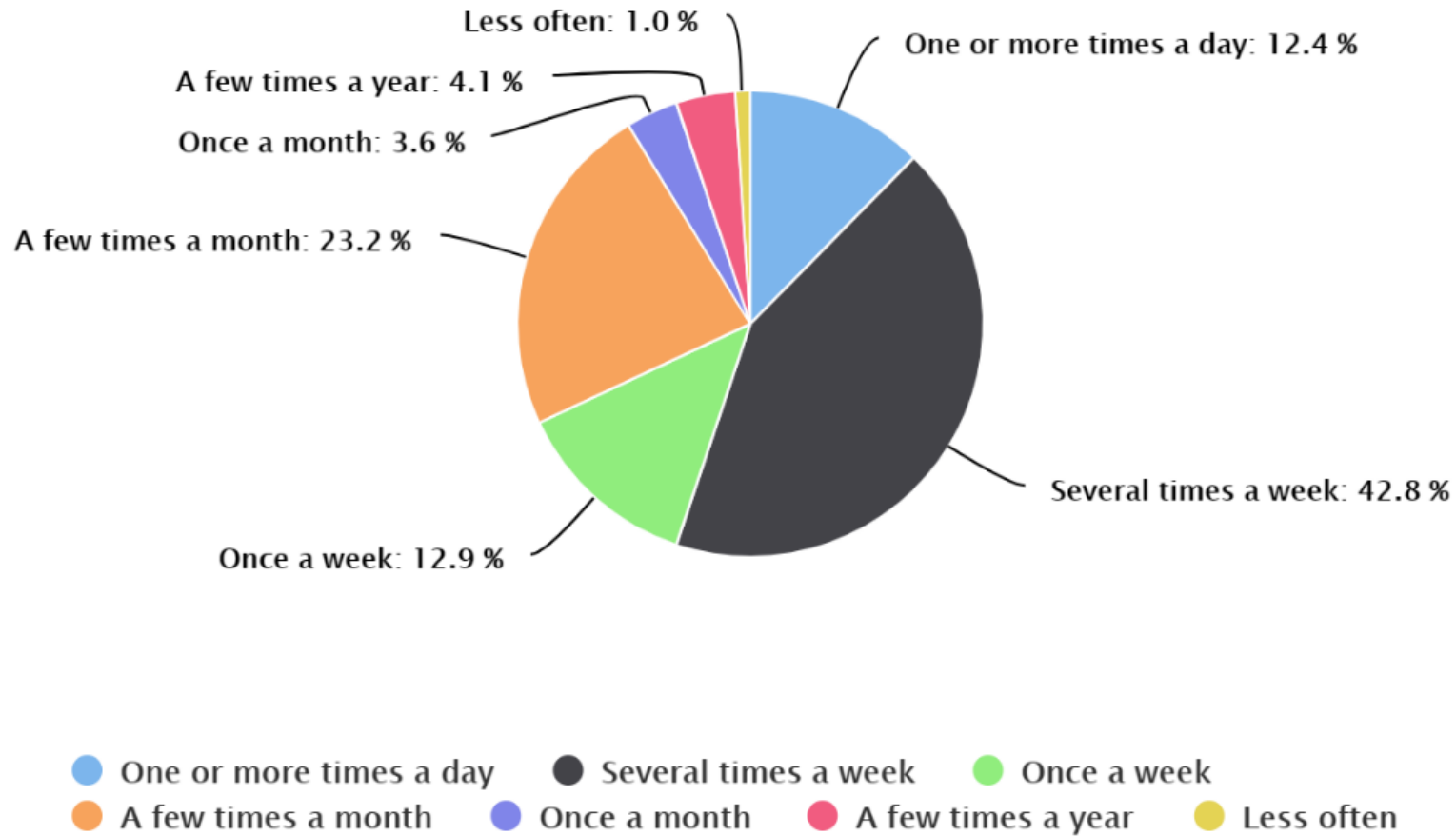
People often struggled to know what public transport alternatives to taking the car are available unless they already have had direct experience of using it – especially poor understanding of the bus options. More likely to consider the train (or a taxi) if they are looking for an alternative to using the car.



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MOTIVATIONS FOR, AND BARRIERS TO, TAKING THE BUS

Bus users: 2/3's of them use the bus at least weekly



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Usefulness of buses to bus users

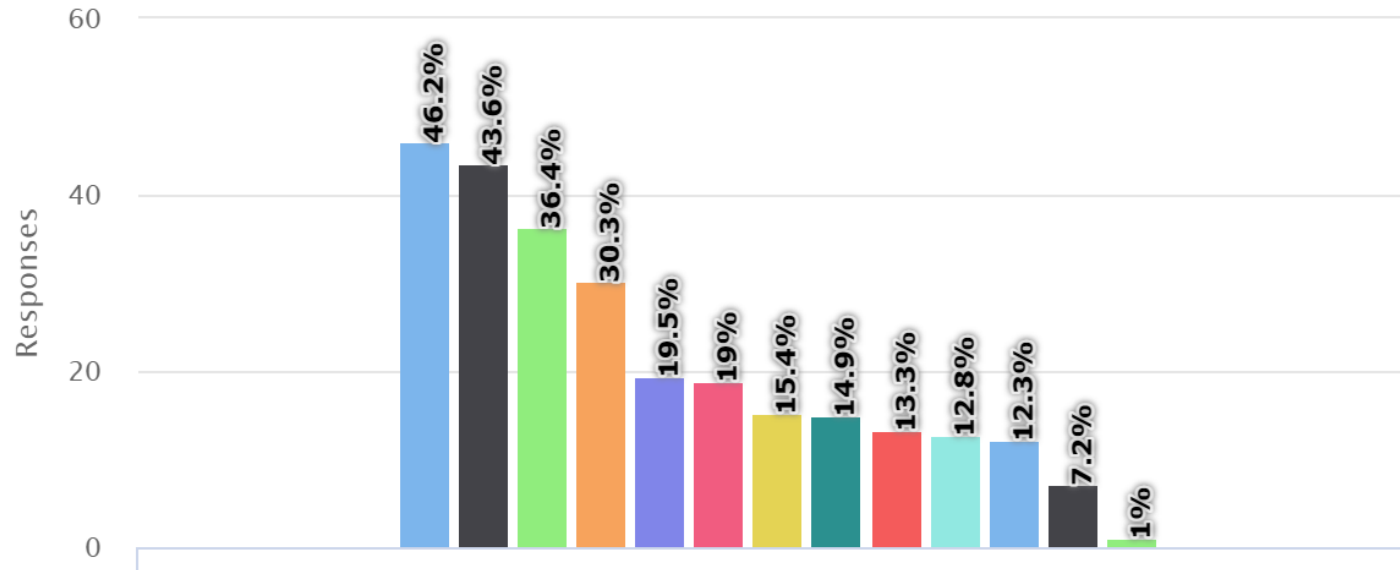
- Fewer than half (46%) of bus users agreed that without buses they'd not be able to travel.
- More than half (52%) agreed buses are an essential part of their life:
 - Applies to people with fewer than 2 vehicles (64% vs 39%)
- 60% agreed "buses are useful but I could live without them"

Satisfaction of bus users: scores out of 6

- Overall = 3.94
- Punctuality = 3.85
- Cleanliness = 3.70
- Value for money = 3.56
- Personal safety = 3.95
- Ease of journey = 3.97

Bus Users: Main reasons for taking the bus (n = 195)

- Cost (cheaper), parking, the environment, too far to walk/cycle, better in bad weather than walking/cycling
- Only 20% use the bus because they don't drive

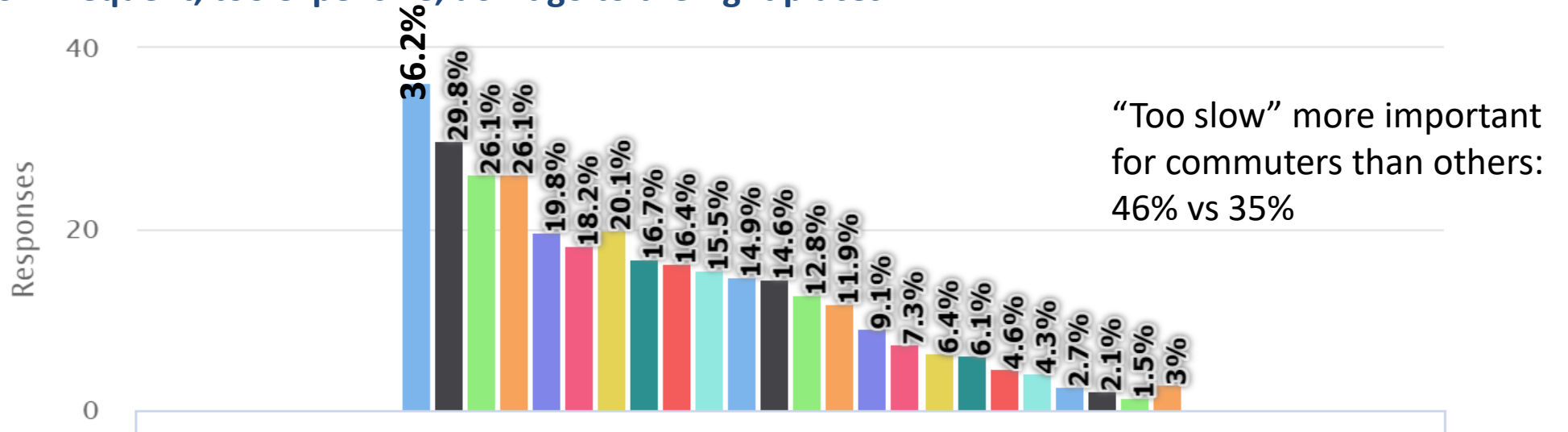


- It's cheaper than driving
- Don't have to worry about parking
- It's better for the environment than driving
- It's too far for me to walk/cycle
- I don't drive
- It's better in bad weather than walking or cycling
- I don't have a car
- Means I can have a drink at my destination
- There are no other public transport options available
- It's safer than walking or cycling
- I prefer not to drive
- My car is unreliable
- Other

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Non-users of buses: their reasons for not using buses (n = 348)

- Too slow, too infrequent, too expensive, don't go to the right places



“Too slow” more important for commuters than others: 46% vs 35%

- Too slow
- Too infrequent
- Too expensive
- Buses don't go near my destinations
- I've stopped using buses since the pandemic
- I prefer to avoid contact with other people
- Buses are too crowded
- Other public transport is quicker/more convenient
- I need to take two or more buses to reach my destination
- I don't feel safe on a bus
- Don't have a bus stop near me
- It's difficult to carry all my shopping on a bus
- Buses are not punctual enough
- There aren't enough buses for the times I need to travel

People not using buses nowadays seem to have positive sentiments about buses, but resist using them in practice

Positive sentiments about bus use:

48% agreed that “I might consider taking the bus in the future” (average score = 3.53/6)

333 37% agreed that they liked the idea of using the bus in the future (3.09/6)

A third disagreed with “Taking the bus would be a last resort”

- Especially under 25s and non-drivers

But resistance in practice:

- Two thirds agreed that “Taking the bus would be a last resort” (4.22/6)
- 57% tend to agree buses are not a convenient way to travel (3.85)
- 80% agree they prefer the privacy of the car (4.73)
- 81% agree they need to have the flexibility to travel when and where they want (4.67)
- 70% agree they are wary of public transport since the pandemic (4.15)
- 55% agree they are wary of who they may encounter (3.69)

The Qualitative research also picked up an underlying positive sentiment towards using buses: when buses are done well, even non-users love them

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“When we lived in a different part of Maidenhead, we used to take the bus to go into town – there was a bus stop outside our house.”

“We went into Windsor from Bracknell. We thought the 702 goes into Windsor. It’s only a couple of quid and we thought it would seem like a fun thing to do.”

“Getting a bus is fun you know. It’s not stressful. You can take in the journey and chat to people.”

“I will probably do the bus with my grandson – into Egham or Windsor. Just for the trip. He’s just at that kind of age. Trains, buses, they love getting those..”

Efficient, frequent, hop on/hop off, services in London and Uni towns

Nostalgic memories of childhood trips

Fun way to travel for a night out or to a festival

Great Heathrow Link

“I have really positive associations with using the bus. I used to take it at University in Southampton. The bus service was fantastic. So many buses. I took the bus everywhere for 3 years. It was hop on and hop off. There were 14 numbered buses I could take. They were almost like shuttles. It was only 2 stops to get from campus to the university. But here in Datchet, in 23 years I have never taken the bus. There’s only the Slough/Heathrow bus and the tourist ones for Windsor.”

“I got the bus when we were going to a festival around the corner. I cannot remember the last time I got the bus other than that. The buses are always jam packed in London.”

Overall, the bus is not even on most people's radar

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- **Majority hadn't even considered the bus**
- **Perceived almost like a "ghost service", that they're "completely in the dark about"**
 - **"A bit of an unknown.....whereas the train is familiar."**
- **Non-users of the bus in this sample would get a train ...or take an uber or a lift with a friend/family member before considering the bus.**

"The challenge is to get someone like me to use the other transport options when using the car is an engrained habit."

"It just takes too long. My pace of life is so much more manic, and it frustrates me waiting for a bus. Although I know from an environmental point of view there should be less cars on the road. But getting the bus means you have to keep to their schedule rather than yours. I would miss buses all the time!"

"When I think bus, the first thing that comes to mind is I'd say 'Empty'!"

"I literally don't know what buses there are. There are bus stops on our road. Its every few hours rather than every half an hour. I see it rarely. Maybe once or twice a day. And there's only maybe on person on there. It's a ghost service. It's not very appealing."

"If I couldn't drive, I'd ask a friend for a lift, or I'd work from home. My absolute last thought would be to take a bus!"

The big challenge is to get the bus on people's radar for consideration.

Barriers to using a bus in RBWM are often well-rooted and strong

"I used to get the school bus when I was young. But now I think of old people getting the bus. Pensioners...we have a couple of bus stops in Mortimer and there's always OAPs and school kids waiting. The 'school bus' goes into Reading every day from here."

"In Reading the buses have all this funky branding."

336 "A 15 minutes wait is acceptable. But it's probably more like 30 minutes. 3 an hour, every 20 minutes feels like about the ends of acceptability."

"There's a bus stop outside our house ..the one on the opposite side goes to Staines. I occasionally see someone waiting for a bus. But it's rare I see someone using the bus."



"In London it feels like everybody does it. It does feel like it [getting the bus] is something for people who can't drive or are elderly."

"Empty...but then I'd think germs, condensation, noisy, the elderly, youth."

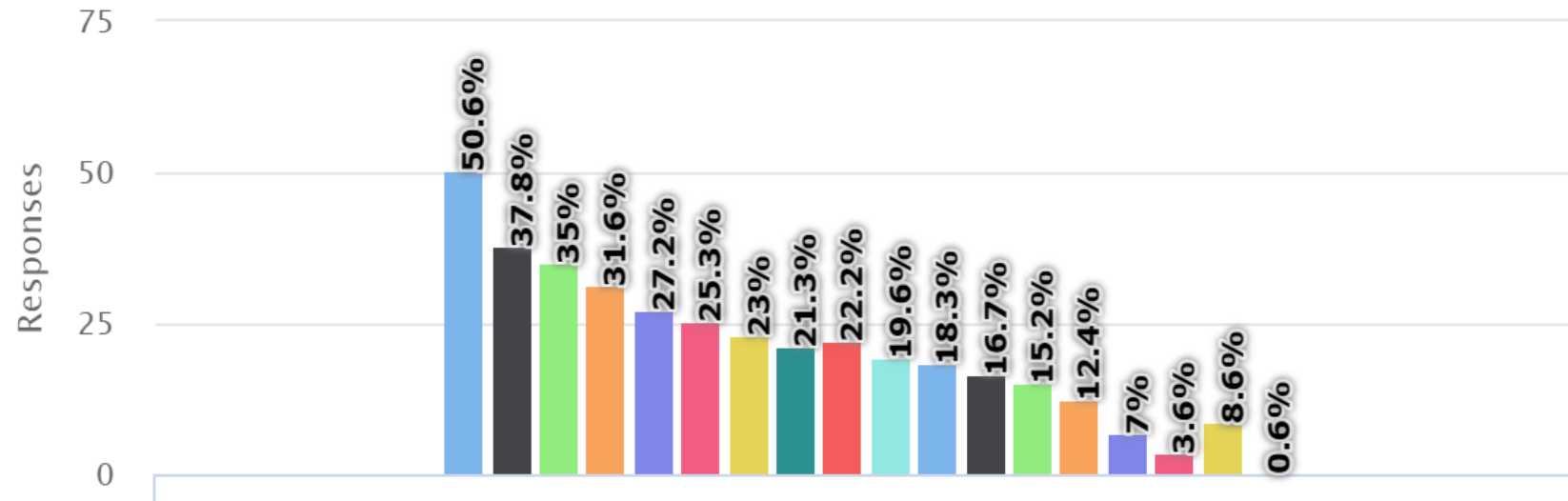
"There is a bus service ..but I've never seen it used. They've probably stopped the bus."

"I used to hate the bus timetables. Whereas I know the train is every 35 mins. 20 past and 10 to. You know the train is going to run. Buses might get caught up in traffic and not be reliable. It's inconsistent."

BUSES ARE NOT SEEN AS A POPULAR, QUICK, EFFICIENT CHOICE OF TRANSPORT – A BIT STUCK ON THE MANTLEPIECE

Incentives to use buses more, as cited in the Quant

- Cheaper fares
- More frequent service
- More bus routes
- Cleaner buses
- Better punctuality
- Better live info

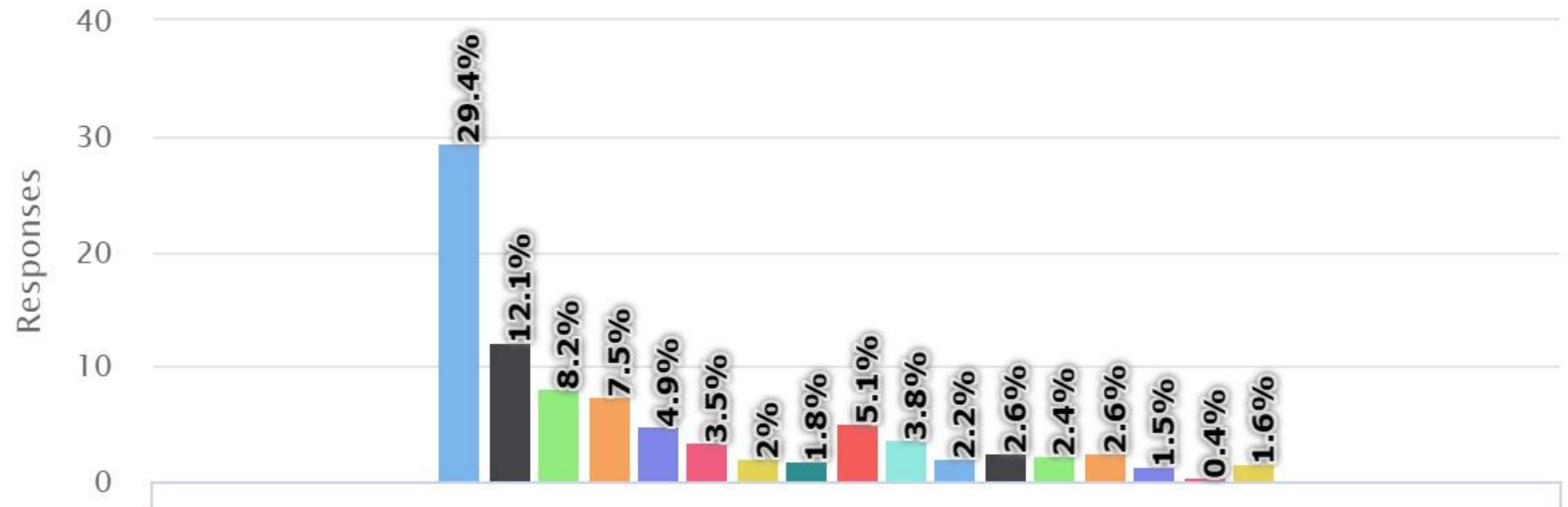


- Cheaper fares
- More frequent service
- More bus routes
- Cleaner buses
- Better punctuality
- Better live information on arrival times, schedules, etc on an app
- Wi fi on the buses
- Tickets that work across multiple bus companies
- Feeling safer
- Better live information on arrival times, schedules, etc at the bus stop
- Integrated tickets (with trains, for example)
- More late night buses
- More accessible bus stops
- More bus lanes

What *single* thing...

- Cheaper fares
- More frequent service
- More bus routes

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- Integrated tickets (with trains, for example)
- More late night buses
- More accessible bus stops
- More bus lanes
- Having to pay to drive into town
- Lower speed limits for cars
- Other

Summary

- Buses are not on the radar for most travellers
 - Preferred methods are cars, trains and walking
- Buses are used where alternatives aren't available:
 - “last resort” apart from under 25s and non drivers
 - But even bus users prefer other means.
- The key issues are:
 - Not enough buses (not frequent enough, not enough routes, not enough destinations, no bus stop close to me)
 - Less convenient and flexible than car
 - Perceived slowness of bus journeys (convoluted routes, lots of stops, long intervals in bus times)
 - Perceptions that buses are expensive (although prices not known by non-users)
 - Lack of information/understanding of buses on their routes that would work for them

Plus from the qualitative research, a sense that buses in RBWM are ‘lost in time’, for others (like pensioners and school kids) and not for me
- However, people often hold an underlying positive sentiment towards using buses where they are ‘done well’ and we believe there is the potential to leverage this through updating the bus service in the RBWM and introducing innovation.

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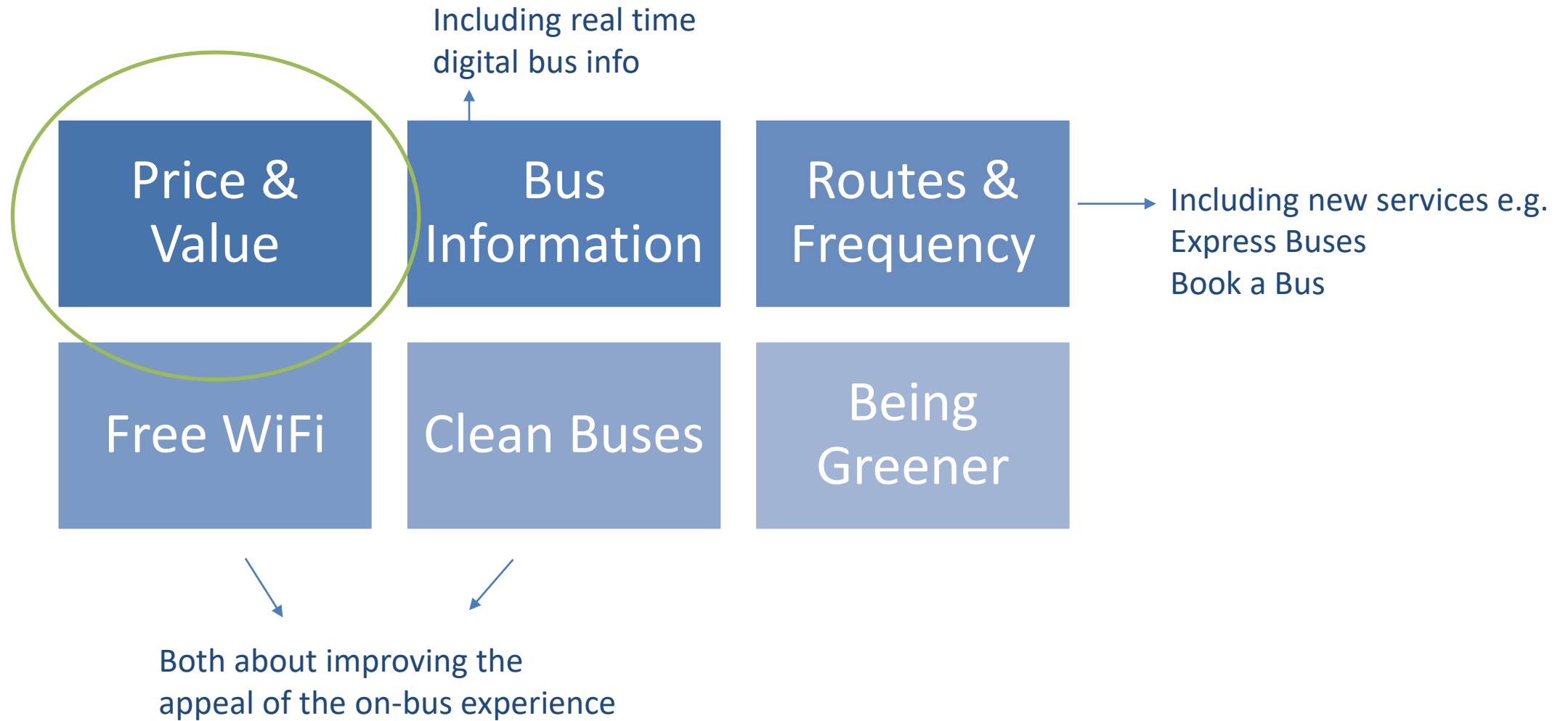
IN-DEPTH EXPLORATION OF POTENTIAL LEVERS

The Qualitative insight throws further light on potential levers

- **Whilst the Quant data indicates cheaper fares would incentivise people to use buses more, it's not clear cut:**
 - Non-users *don't know the price* of bus fares (and can be pleasantly surprised by price points on local journeys when researched)
 - Further analysis of actual price points and their competitiveness (vs trains, taxis) may be required
 - *Plus*, it's not just about the price points, people want to feel that the prices are easy to understand/grasp and predictable
 - *Plus*, they want to feel rewarded for bus usage
 - *Plus*, people need to feel the prices are competitive because they are trading off the bus fare cost with the cost of alternative modes of transport like the train or the uber, as well as perceived trade offs in convenience and comfort.
- **The Quant data shows that frequent buses is appealing to people, but there is a sense this is potentially 'not the whole story':**
 - But people want more frequent buses that are also quick to their destination
 - Whilst people may ideally think more frequent means every 10-15 minutes rather than every 30-40 minutes they may feel more tolerant of longer gaps between the buses on their service:
 - if they have precise real time information about when the bus is going to arrive:
 - Live, accurate digital information came across in the Qual as having the potential to be a game-changer generally
 - If the journey to their destination is direct and quick (minimal stops).
- **Finally, perceived cleanliness of the buses remains important as a table stake, especially given the current 'Covid Times'.**

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Exploring the opportunities to encourage more bus usage



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Price of the bus fare matters but to grow bus usage it's not simply about making prices cheaper

- **Non-users don't know how much buses cost or how to find out about prices:**

- Consequently can't assess the appeal or value of buses
- Prices not given at bus stops or with schedules online if they do a search
- Some assume bus fares are expensive (hearsay), some assume they're cheap (experience elsewhere).



When some people researched the price of the bus fare for a local trip for them, when they found the price information, they were often positively surprised.

Further research into the competitiveness of price points for bus fares across the borough bus fares is recommended.

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- **Assume the price structure will be complicated and off-putting:**

- Peak vs off-peak tariffs; longer vs shorter journeys
- Fares for different users – adults, elderly, school kids
- Don't even think about differences between different operators across the Borough – this idea is an unwelcome surprise.

- **Plus, the notional costs of taking the bus can undermine the perceived appeal and value of taking the bus e.g.**

- Inconvenience of waiting for a bus at a bus stop
- Having to plan the journey (vs taking the car)
- The slowness and discomfort of the journey (vs taxi, train, car).

“...Thames Valley Buses. The no 16 ...Oh, the single fare is £2.60 which is not too bad. A return is £3.70. When you think that the car parks charge £4/hour. It's much better to get the bus. It's beating the car parking cost.”

Using price as a lever to shift bus usage behaviour

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Tell people how much it is

Opportunity to get a clear message out about what bus fare prices are:

- Marketing and comms about the price
- Even as obvious as slapping the price on the side of buses and bus shelters!

Have a simple tariff structure

Opportunity to keep the bus tariff structure very simple (across the borough) e.g.

- *Ideally*, one price per journey no matter when, where, who

Tell them how to get prices

Opportunity to make it simple and obvious how to find out the price of a fare and how to buy a ticket e.g.

- An App that includes prices alongside bus times
- Information at the bus stops.

When prompted, people like to imagine it will cost £2- £2.50 for a single one-way bus fare

- They're comparing the cost of a bus fare (for 1+) with the cost of a taxi/uber and parking costsand building in any experience of bus fares elsewhere
- They suggest £2 (up to £2.50) as a competitive price point that feels fair and worthwhile:
 - This price point is easy to 'grasp', feels affordable
 - Can transform the idea of getting the bus into a 'no brainer':
 - If they otherwise would pay for parking, a train/taxi.

"From here to Maidenhead I'd say it's probably £2.80 on the bus. I'm going by the fact you can get an uber taxi for a fiver straight into Maidenhead from my house. They would have to be competitive. But if it were anymore than £2.50, I'd get a taxi every time because its less convenient."

"It's £1.70 in London, and £2.30 in Nottingham. I'd expect maybe £2 here. Maybe £2.50 return. London is cheaper but there is a bigger number of customers. "

"It's £8 for parking in Windsor for 2 hours."

"It's £6 for an uber from Datchet to Maidenhead with the 30% discount."

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The concept of a 10-journey card/carnet had appeal: for its ease, modernity, and sense of value

- Convenient, flexible, predictable
- Feels modern, simple, user-friendly
- Great for anyone including teens
- Encourages repeat bus trips, so habit forming
- Assume has a discounted price, so good value
- Would expect it to be valid for 6+ months across multiple operators
- Expect it to be a digital card or on your phone
- Expect to work in both peak and off-peak time periods
- Prefer it can be shared between different travellers, not just the purchaser.

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“That is attractive.. I like that. The idea that comes to mind is the Carnet ticket system. You can use it anywhere. To be able to buy a bulk system. I’d be attracted to that. If I committed to 10 tickets in advance, that would encourage me to use it. But getting people over the hump to buy a 10-journey ticket as a non-user would be hard. But if you could get them to buy it, then 10 journeys is habit forming. It might take a year, but you’d get a complete new set of users.”

“With a discount it’s a nice idea for youngsters”

“A 10-journey ticket I can understand that. It would work for people commuting and working 5 days a week.”

“I like the 10 journey ticket idea. One ticket for all. The freedom that affords you. If I knew for example I had 8 journeys on my ticket that would give me autonomy and flexibility. But I would need better routes. ”

“I wouldn’t want a multiple ticket offers. I’m not using it every day or even every week. It would be more now and then. ”

Other promotional ideas (suggested by participants) that could enhance the perceived value of taking the bus

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- **Using RBWM residents' card to earn discounts on bus fares:**
 - Used to be popular when they could use it for payments for car parks in town
 - Feels like RBWM would be rewarding 'greener' choices.
- **Promotional offers to encourage visits by bus into town at weekends/evenings:**
 - Link saves with cafes in towns (e.g. Windsor Costa)
 - Discounted fares from 6pm-7pm on Friday/Sat evenings, like a 'Happy Hour'
- **Promotional Day Trip offers**
 - e.g. Taking a day trip to town, to a local amenity/attraction on the bus
 - e.g. Friends & Family group ticket

"Would you be able to use your discount card that gets you into certain places like Windsor Castle? It would be nice to use your resident's card as a perk."

"I do think it's good to work on loyalty. If you take 20 buses, you get a discount somewhere. The residents loyalty card has been forgotten about. Can they do something with that?"

"I would go into Windsor and meet friends, go to Zara. Can you do something with the shops? Or Costa?"

But overall, lots of factors contribute to the perceived value of taking the bus, and should be considered as potential value levers

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Value Levers

- Competitive prices
- Promotions & deals
- Contactless payment on bus or on line payment (no over payment)
- Speedy, direct journey
- Punctuality, not waiting around
- Precise real time information
- Feeling the on-board journey is comfy and modern:
 - Clean bus & bus stop
 - Free WiFi
 - Timely information about next stops
 - Free phone charging on bus
 - Green credentials (for some)

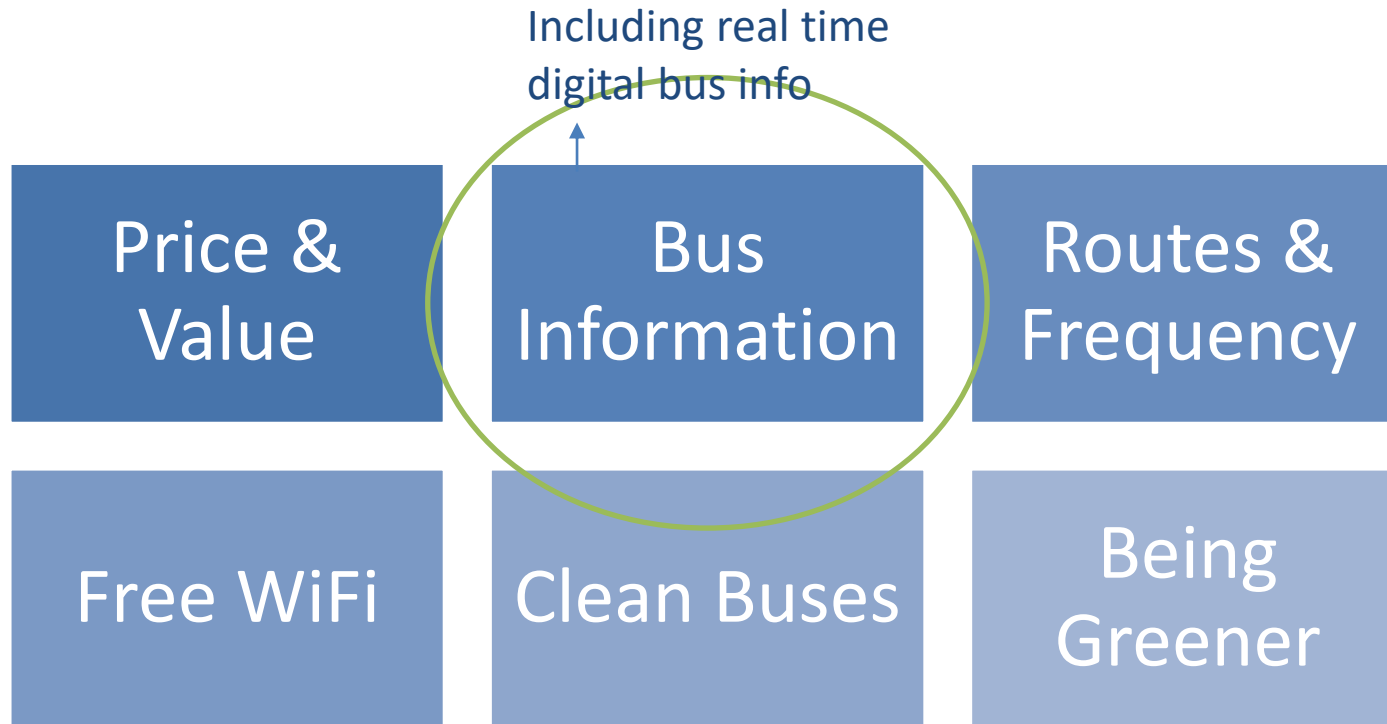
“Can I scan my travel card onto my phone? In Nottingham if I tap it on the back of the phone, it tells me how much is left on it.”

“It’s £1.70 in London, and £2.30 in Nottingham. I’d expect maybe £2 here. Maybe £2.50 return. You need to keep it to an easy number because they won’t give you change. You end up paying £2.50 in Nottingham. London is cheaper but there is a bigger number of customers.”

“You’ve got to make it really easy to pay. ...When I go out with my friends, I can then just wonder down and do a tap.”

Exploring the opportunities to encourage more bus usage

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People expect information about bus & journey times (along with the prices) to be at their finger-tips

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People don't know where to start to get bus information

Do they look on the bus stop at the schedules on display?

Is there information on the Council/Borough's website?

Do they do a Google search on their journey?

Is there an App?

The current information set up does not inspire confidence

Current bus information format is fragmented and feels outdated

People have become used to amalgamated travel websites and apps to source info for transport and wayfinding

They want to know the info that relates to their specific journey, at a specific day and time.

Real time information changes perceptions of taking the bus

Bespoke information to plan their journey on a website - with an App option

Real time live updates on bus times on-line, at the bus stops, and on the buses

Need to integrate prices within schedule information

Real time digital information has the potential to be a game changer in terms of getting people to use buses more. A golden opportunity e.g. Best/next bus is at X, from your bus stop Y, and costs Z.

There is a need to give people accurate timely information to put them in control and give them certainty

- **People were much less motivated by the idea of introducing bus lanes:**
 - Could cause even more traffic congestion
 - Difficult to achieve given narrow roads in the RBWM
 - But could be useful for alleviating bottlenecks (e.g. Windsor Relief Road) if wide enough
- **A main concern about using the bus is it being unpredictable and not having to deal with 'surprise' schedule delays and long waits:**
 - Even for leisure trips they want to be able to plan bus times and feel that they can rely on the buses.
- **They want to be kept up-to-date so they can plan efficiently and adapt around any changes to the schedule in a timely way.**
- **Some want an App - others just want information available on Google search on a web site**
- **Everyone likes the idea of real time digital information at the bus stops**
- **Digital information about bus times should be coupled with the price of that journey.**

"I can't see that they can do any bus lanes. We're in a little tiny village."

"You just feel like if you knew, for example, when a bus was going to get to the bus stop, you wouldn't have to sit at the bus stop or is this bus for whatever reason...if it's not going to be there for 15 mins you can leave home 10 minutes later"

"We used to live in Arthur Road on the main drag in from the M4. That would be at a standstill. It's so narrow. How would they put a bus lane route in there?"

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“Accuracy and being able to predict when it’s going to be arriving. You can use Google Go App to plan the time to walk to the bus stop, where to swap between buses...I prefer a Google App to a company App. Company Apps tend to draw you into their services and be biased towards their services. A wayfinding app is more trustworthy and less biased.”

“If you’ve got an App you can plan your arrival at the bus stop....that helps a lot.”

“Where you can find out when the buses are going with a map of where all the buses go in your area. And the price. I’d be able to say well I drive that everyday and its £2 for a single. I spend that on petrol, I should get a bus.”

“The real time information and App...its informative. And adds precise value to your journey. You know when the journey is expected to start and end.”

“I don’t want another App. I’ve got more than enough already. I’m even anti-Google. I’m more inclined to use a dedicated app than a Google App.”

“That’s good. Especially if there is the app. For me it’s about knowing the time I need to be there. It would be good to have the whole Borough on the app and then they can separate it for you. I would expect to type in my road name and it would give me when the buses are due, where they go to, the time it takes and the price. But it all depends if the price is right. And the key is being on time. And knowing it’s relatively comfortable and you’re going to get a seat.”

Price information isn't easy to find online– hard to know where to go to find it, and prices don't automatically appear alongside the route schedule.

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[PDF Route Map 16, 16A](#) | [PDF Fares 16, 16A](#)

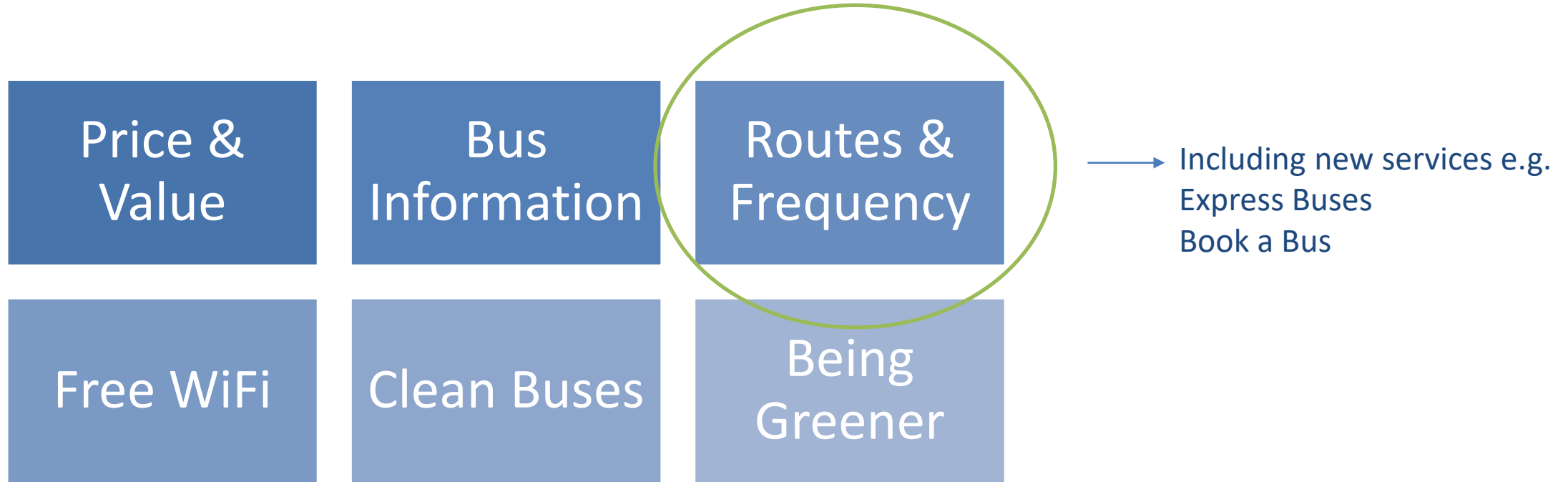
To Windsor | To St Marks Hospital (Maidenhead) | Major stops | All stops | 23/08/2021 | Update

| | 16 | 16A | 16 | 16A | 16 | 16A | 16 | 16 | 16A | 16 | 16A | 16A |
|---------------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-------|
| <u>St Marks Hospital, Stop C</u> | - | - | 08:45 | 09:55 | 11:00 | 12:05 | 13:10 | 14:15 | 15:30 | 16:35 | 17:55 | - |
| <u>Frascati Way (Teapot Cafe)</u> | 06:35 | 07:40 | 09:00 | 10:05 | 11:10 | 12:15 | 13:20 | 14:25 | 15:40 | 16:45 | 18:05 | 18:45 |
| <u>Bray Village</u> | 06:38 | 07:49 | 09:10 | 10:16 | 11:21 | 12:26 | 13:31 | 14:36 | 15:51 | 16:56 | 18:16 | 18:54 |
| <u>Holyport</u> | 06:41 | 07:54 | 09:15 | 10:20 | 11:25 | 12:30 | 13:35 | 14:40 | 15:55 | 17:00 | 18:20 | 18:57 |
| <u>Windsor Road, Fifield Road End</u> | 06:48 | 08:04 | 09:24 | 10:27 | 11:32 | 12:37 | 13:42 | 14:47 | 16:04 | 17:08 | 18:28 | 19:03 |
| <u>Fifield</u> | - | 08:07 | - | 10:30 | - | 12:40 | - | - | 16:07 | - | 18:31 | 19:06 |
| <u>Testwood Road</u> | 06:52 | 08:16 | 09:29 | - | 11:37 | - | 13:47 | 14:52 | - | 17:13 | - | - |
| <u>Dedworth (Tesco)</u> | 06:54 | 08:20 | 09:33 | 10:39 | 11:40 | 12:49 | 13:50 | 14:55 | 16:16 | 17:16 | 18:39 | 19:13 |
| <u>Wolf Lane/Foster Avenue</u> | - | 08:23 | 09:36 | 10:42 | 11:43 | 12:52 | 13:53 | 14:58 | 16:19 | 17:19 | 18:41 | 19:15 |
| <u>King Edward VII Hospital</u> | 07:01 | 08:35 | 09:46 | 10:50 | 11:51 | 13:00 | 14:01 | 15:06 | 16:27 | 17:28 | 18:48 | 19:22 |
| <u>Windsor (High Street Stop C)</u> | 07:06 | 08:40 | 09:51 | 10:56 | 11:57 | 13:06 | 14:07 | 15:12 | 16:33 | 17:33 | 18:53 | 19:27 |

“Once I took the bus to work from Crowthorne Village and I was so confused. When you go online you can find the whole timetable. That’s not so easy to read on your phone. It’s not like National Rail where you say I want to go from there to there, when are the trains? You have to look at the whole timetable Mon-Fri, and you think ‘where do I start’? It’s a bit of an unknown. I just want it to come up with the options and the price. It comes up with the company and then you have to plough your way through the timetables. If you don’t use them that often its confusing.”

Exploring the opportunities to encourage more bus usage

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Some areas are not served by buses at all

- 26.1% of people who don't use a bus say its because there isn't a bus
- This was supported by the qualitative findings e.g. Datchet, Mortimer, Binfield
- Adding new routes could be one solution....
- But economically, it may not be feasible to provide scheduled bus services to all areas
- And people feel it is wasteful to add more buses onto the road, if they are not going to be full.

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- We found that the Book a Bus idea had some appeal
- Plus we believe that people not served by buses nowadays could potentially be motivated in the future to go to a local 'hub' to pick up an Express/Direct bus into the local town (e.g. like Windsor) instead of driving.

Issues raised tend to centre on the slowness of bus journeys and their disappointing frequency

The slowness of the journey

- **Usually stemming from convoluted journeys with multiple stops, rather than going directly from A to B:**
 - E.g. want from 'here' direct into town - Windsor especially, also Maidenhead, Reading, Ascot
 - E.g. want town A to B, not via C – Windsor to Maidenhead, not via Slough
- **But recognise slowness can be because of traffic congestion too**

Want direct Express Buses or Fast Buses between towns & into town from key link points

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Disappointing Frequency of Buses

- **A key concern is long interval times in the schedule:**
 - Don't expect to wait more than 10 minutes for a bus
 - every 10-15 mins feels tolerable
 - every 20 mins is starting to push acceptance levels
 - Intervals of 30,40 or 50 mins is too long for many people
- **But also feel buses aren't always scheduled when they need them:**
 - Important that school times and commuting times covered well
 - But weekends (inc Sun) and evenings are not always well served (key for leisure usage)
 - Need to have frequent coverage for those trips especially:
 - Into/out of towns, with last bus at around 11.30pm at least.

Want to avoid waiting for buses – want more frequent buses and/or updates on when the bus due.

Want have more frequent buses at weekends (Fri-Sun) as well as for schools/work

What consumers said about the disappointing frequency of buses



“A 15 minutes wait is acceptable. But it’s probably more like 30 minutes. 3 an hour, every 20 minutes feels like about the ends of acceptability.”

“There’s only one route through Old Windsor. I tend not to use the bus because the car is just so convenient. There’s only one bus every half hour to Windsor.”

“It’s 2 miles to the train station but there’s no bus stop at the train station. It’s not something that is normal to take a bus ..you see them so infrequently.”

“You really need to increase the frequency of the buses.....but a whole load of buses with just 2 people on it will add to the carbon footprint.”

“Weekends are a really busy time. That's when people who work during the day and don't have time to ...go to the shops in Maidenhead. That's when people go out to do that and Sundays has always been a day where you don't see that many buses ”

The idea of introducing an Express Bus or Direct Shuttle Bus appealed

- People want a faster option that doesn't stop en route or stops perhaps once:
 - Like there are fast trains and slow trains
- The fast express bus could be an option intertwined into the scheduleor an exclusively fast service
 - e.g. an express link into Windsor from key points around Windsor
- Would feel more reliable, quicker and modern
- Could be a mini-bus or smaller bus
- Clearly branded or signaled.

"I'd have the buses run along the main routes and then the buses for the people in the intertwined streets would get a less frequent (every half hour service). And the main trunk runs every 10 minutes."

"Like the underground ..super quick and there are a lot of them [frequent]. Every 10 minutes, if its longer than that you are starting to wonder why did I do this? "

"When we have a girl's get together ...It would be like a hop on, hop off bus...no cab fares, safe, low cost. A bit like in London when you get on and off a red bus. Convenient, every half an hour. Maybe a few pounds for a local trip."

"A quick link into Windsor from Clewer Lane e.g. 10 mins. Sometimes it can take you half an hour to get into Windsor in the car."

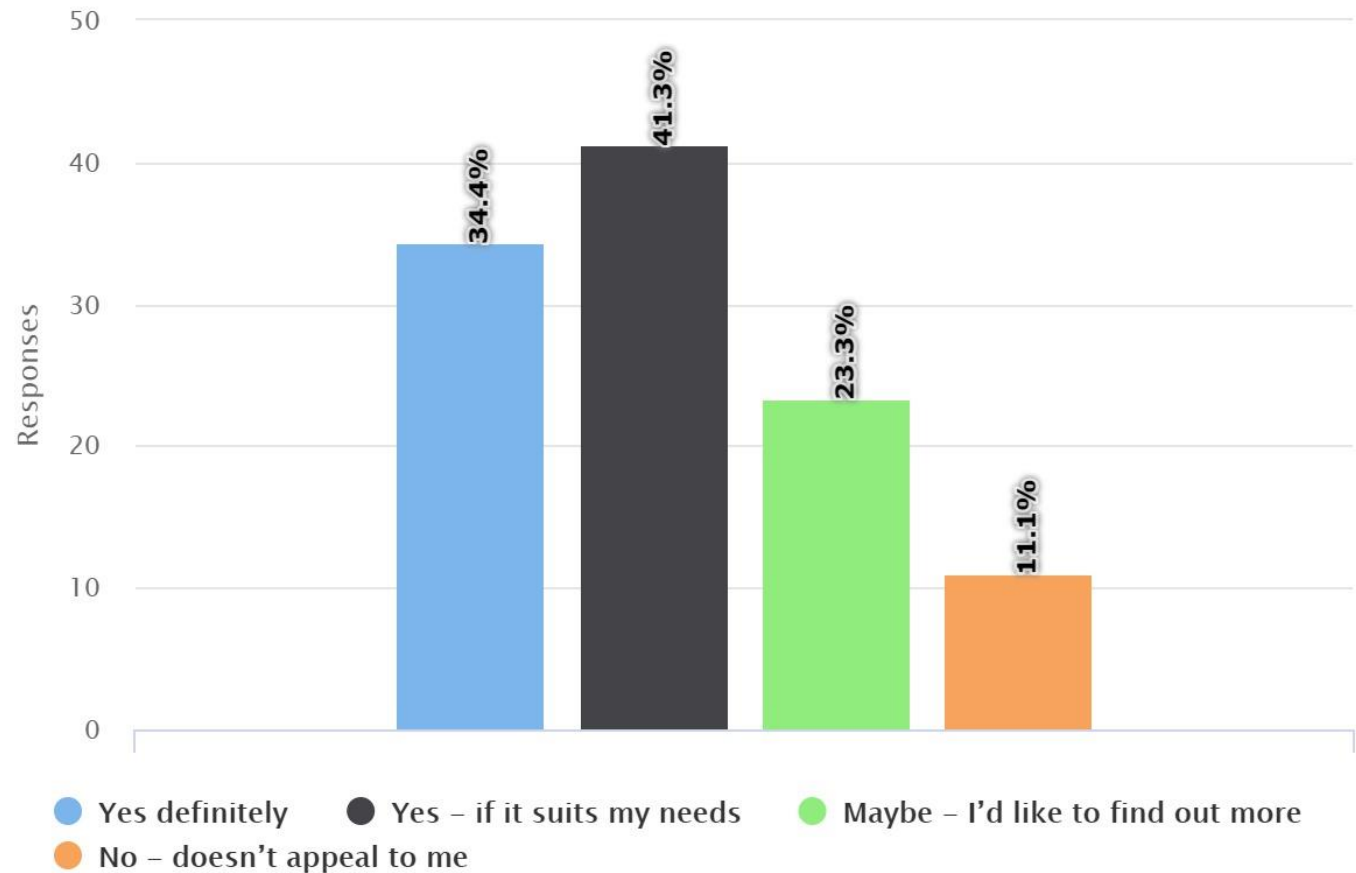
358

Interest in “Book a Bus”

- 34% “Definitely”
- 41% “If it suits my needs”
- 23% “Maybe”
- 11% “No”

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This may overcome the perceived weaknesses of bus travel – i.e. lack of flexibility, sufficient routes and timetables



The Book a Bus idea appealed – but some people were unsure

Positive Reaction

- Feels modern and new – “the future”
- Great option if no public transport options currently
- Many assume it’s like booking an uber online – but cheaper:
 - Great for groups of friends going out in the evening
 - Great for individuals going out
 - Great for family days out shopping
- Others intuitively feel it would suit older people like their retired parents:
 - Especially if collects from their front door and can be booked by phone.
- Potentially safer than taking an uber.

Negative/Unsure Reaction

- How would it work?
- Would require more advance notice – doesn’t suit spontaneous arrangements (especially younger people)
- Wouldn’t work for unstructured evenings out (but great if you know what time you will need to go home at e.g. going to a film)
- Would it be a slow journey – very convoluted:
 - Especially if you’re the first person picked up
- Some would expect it to be more expensive than getting a bus/train
- The economics perplex some people - how is it affordable for RBWM to provide?

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What consumers said about the Book a Bus idea

“Like an Uber.....book it through an app. Like booking a big taxi. Maybe £2 each. Or maybe for older people who are not time constrained because you would want to know when it is coming.”

“I like the idea. Its being able to plan my day and know I can book something at my convenience.”

“I could see the appeal for my ex-in-laws. For the elderly...They wouldn't book it online or on an App...they would have to phone a number. ..the Book a Bus gives them more freedom than they get at the moment. Especially for the elderly on their own.”

“I would probably look into that to be honest. To go into town. If I go by train I have to walk into town and get a train from the station. It would be good for the community.”

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“All sounds quite positive and interesting [really rural location]. It's like booking an uber. If they made that work it would be magical. Like a cab share. If it's for work or an appointment it sounds a little too flexy for that kind of need but for leisure/socialising it's a good idea.”

“How would that work? It would be expensive for them (RBWM)? It makes sense for the elderly. I wouldn't go to the effort of booking a bus given I would have the luxury of the car. Surely you would have to book it way in advance? Like 24 hours in advance. It's not really something for me. For the effort I'd ask my mum to give me a lift.”

“I'm not sure about the minibus. I don't know how that would work. Will it go around the houses? I'd rather know the route.”

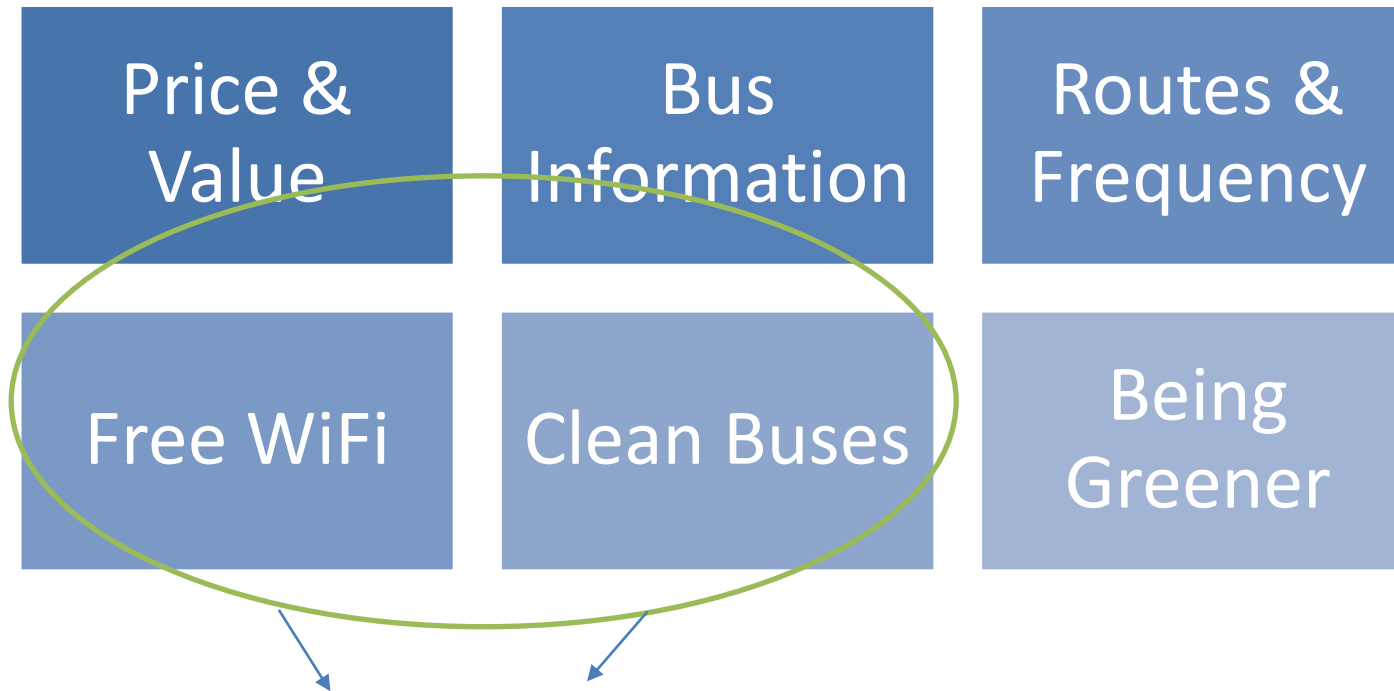
“I'd expect it to be more expensive than getting a bus. How would it compare with getting other buses?”

“Is it going to be more hassle? Is it going to take me longer? How frequent is it going to be? If it's not frequent then I'd go back to using the car. .”

“It wouldn't work unless you were going to the Cinema or something. At the evening it would suck a bit if you said 'sorry I have to go now'.”

Exploring the opportunities to encourage more bus usage

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Both about improving the appeal of the on-bus experience

On-board free WiFi appealed

- **Helps modernise perceptions of RBWM buses**
- **Makes people reconsider time on-board:**
 - Useful/enjoyable/relaxing time:
 - Catching up on emails, programmes, social media, Kindle reading
 - Rather than wasted time - can be frustrating
 - Makes getting the bus a smart way to move around
- **Would make it easier to travel with children**
- **May encourage teenagers to use the bus**
- **Would be great to have phone charging too**
- **Some expect buses in RBWM to have free WiFi anyway these days**

” A decent WiFi signal so you could pick up emails, send messages...”

Overall, free WiFi adds support to reasons to consider travelling by bus, rather than being a key lever to gain switches to the bus.

“That’s part of the reason I do take public transport - you can sit back and not worry about driving. I love the idea of sitting back and relaxing. That appeals and resonates, but it’s not new.”

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Clean buses – important to deliver on and communicate this

- 31.6% of non-users of buses in the Borough said that cleaner buses would help encourage them to use the bus
- In the qualitative research, the cleanliness was not raised as a huge barrier to using the bus
- But it is a concern for some people:
 - Especially in these post-Covid times
 - 70% of non-users of buses agreed they are wary of public transport since the pandemic
- People remain cautious and would like reassurance that the buses are clean and safe.

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- Ways to show or tell people that the buses are clean include:
 - Keeping the outside of the buses clean and smart
 - Ensuring the inside of the bus is clean and clear of litter – and smells clean
 - Ensuring the bus shelters/bus stops are clean areas and clear of litter/debris
 - Posting notification on board the bus as to the last time it was cleaned
 - People want/expect it to be cleaned as often as possible – ideally after each circuit route trip

“My impression is [from historically] that the buses always had a horrendous, horrible, dirty smell. I don't know if it was, they were mopped with a dirty mop or, they weren't cleaned. I just always remember them being grubby. Yeah. It just, isn't very nice to sit in a journey ”

Travelling greener - an underlying important but not primary reason to take the bus

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- We explored how engaging the idea of taking the bus to be greener was
- Specifically, we explored how the idea of taking the bus once a week to reduce the carbon footprint resonated.
- Being greener resonated with some, but not others.



- Taking the bus to be greener resonates with some people – ‘pricking their conscience’ and does make them reconsider whether they could take the bus at least once a week/at times
- For these people, some of the new ideas like real time information, Book a Bus, Express Buses help make taking the bus a real future possibility.
- However, for others whilst they recognise the environmental impact of driving, being greener is not sufficiently important or motivating to prompt a shift in their travel behaviours.
- They are only going to change for greater convenience or because taking the bus suits their needs better. They’ll stick with the car.



- Taking the bus to be greener is not a universally strong motivating lever to shift people’s transport behaviour.
- But it does have relevance to some and should be part of the communications plan to shift behaviours
- There was a feeling that to be credible, RBWM should be moving the bus fleet to electric or hybrid vehicles in the future.

Positive responses to the idea of taking a bus to be greener

“ Being Greener...I like that. I’m drawn to the idea of carbon footprint reduction. The idea draws me in. I like if it says on the bus ‘this bus is carbon neutral’. It’s environmentally important. I like the idea of being part of the movement. It feels worthwhile. For me, it would be I need to go into Windsor, so I’ll take the bus in and walk back. You could use it for exercise.”

“I like the Save the Planet idea. They should make something of that. I’m sitting here with my 3 cars and I’m feeling slightly guilty.”

“Why not? They’ll need to encourage people to use it...they’ll need to show that its clean, that it runs smoothly, and it will need to be efficient.”

“I like it. I have to admit I’m not very good with being green ...I take the car. I’ve become more conscious about it since Covid. I’m walking more and I walk into Windsor more if I’m not pushed for time. To save money, to save carbon. I’m feeling more conscious of that. If there were more of a green way to travel I would go.”

“Even switching once a week ..it feels do-able, achievable. You could make it part of your routine. I could do that. Sam goes to the gym so I drive him. But Sam could get the bus by himself.”

“I know its not going to happen over night. We see a lot of hybrids. I ‘d to like to see an advert that says this bus generates less emissions..”

“The charging facilities aren’t there for them to introduce electric buses now. It’s not going to be doing that right away. But it would make me drawn to taking the bus even once a week. It would put it in my thought process that idea of taking the bus once a week to make a difference.”

For others being Greener isn't a strong motivator

"I drive a Mercedes and it's a diesel guzzler. I get all that. I know petrol is so expensive...But it's not that that would make me start taking the bus...My heart tells me I should be greener and be sensible, but I do like getting the car and driving. It's your independence."

"I like the idea of being greener. If buses were electric and carbon neutral I'd consider that more. Oh no, I couldn't get the bus to Camberley [for work] ..it would triple my time, there isn't a direct bus route. I'd end up having to get up earlier and arriving for work all hot."

"I feel really guilty that the local carbon footprint is not a priority for me. It's not something that I would think about. It wouldn't be my big concern."

"Young people are very in touch with carbon footprint. A lot of young people are interested in reducing their carbon footprint. You should engage the younger population to take bus travel with discounts on things they buy when they're out for the evening if they take the bus...But I'm not going to be changing my planned transport from just reading that."

"I want to hear more about the buses being more carbon neutral. I'm pretty sure some of the buses in Reading are electric. I'd be very impressed if the local bus was electric. But it wouldn't change me really. It would have to be safe, easy and cheap. It's not just about carbon neutral."

"People are on about that a bit. But it's not really for me."

At the heart of developing motivating ideas are Predictability, Speed, Ease & Value

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| Predictability | Speed | Ease | Value |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <ul style="list-style-type: none"> • Live digital live information about bus times and prices from A to B... • On a website: <ul style="list-style-type: none"> – One overall borough website • On an App (for some) • At the bus stops • Ideally, one set fare e.g. £2 per journey | <ul style="list-style-type: none"> • More frequent bus services: <ul style="list-style-type: none"> – E.g. every 10-15 mins – Late night services at weekends (11.30pm) • Express bus services, either direct to destination or with minimal stops en route: <ul style="list-style-type: none"> – Potentially could be smaller vehicles • Bus lanes are not generally an expectation given the narrow road network in RBWM (and some worry bus lanes would accentuate road congestion). | <ul style="list-style-type: none"> • Easy to find out bus information (like the TfL or Trainline approach) • Direct way to travel from town to town, or into town centre • Easy access - a stop near me • Contactless payment on board – card, phone. • Book a Bus – easy option for those not near a bus stop. • Easier journey than driving – can work, catch up with reading, social media, TV • Easier than parking in town | <ul style="list-style-type: none"> • Make it clear what the price of the bus fare is – no/little knowledge currently. Assume it’s expensive. • Affordable fares, cheaper than taking the train and/or an uber <ul style="list-style-type: none"> – £2 feels great value ...or even £2.50 • Value carnet of 10 tickets (e.g. on your phone). • Tickets are assumed to operate across different bus companies. |

“It’s just knowing I could trust it [the bus to be on time]. If I’m going to go to use the train it has to be to the minute. You want to be confident where the bus is..”

“You really need to increase the frequency of the buses....but a whole load of buses with just 2 people on it will add to the carbon footprint.”



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CONCLUSIONS & RECOMMENDATIONS

In summary, to increase people's propensity to consider buses..

- **The bus needs to be brought onto people's radar. They're not even considered by the majority of people who don't use buses nowadays.**
- **People need to see:**
 - the relevance to them in their lives, on the routes they travel – we believe that this is particularly for **leisure** journeys which involve going into town centres for Retail, and Food & Drink activities.
 - bus travel as a credible and cost-effective alternative to other transport options like the train and taxis/Ubers
 - there is a need to establish a clear price point(s) or bus fares and create awareness of this
 - that taking the bus as a more liberating cost-effective alternative to taking the car (no car parking cost or hassle, no worries about drink-driving, no need to deal with traffic, and congestion)
 - more evidence of buses around their area and to feel buses are modern and popular
 - that the buses are clean.
- **But to achieve this, it means re-shaping the kind of bus services that are available to people and modernising perceptions:**
 - more frequent buses
 - faster express bus services on key routes
 - more bus routes/stops near me
 - new flexible services e.g. Book a Bus Ride to cater for people who are not well served by buses currently
 - new 'greener' buses would also help modernise the appeal of buses – but asking people to take a bus to be greener by itself will not generate a shift in bus usage.
- **There is a huge opportunity to modernise the way bus information and prices are communicated:**
 - with people wanting real-time digital information on what bus will take them from A to B, the bus times around their preferred departure times, where the relevant stops are, how long their journey will take them, and how much it will cost. The information should be online (App, website) and at the bus stops
 - they want a cohesive cross-operator website information service like that provided by TfL or The TrainLine.com
 - this (along with predictable prices) could be a game changer.

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The opportunity for increasing bus usage

Priority opportunities

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We believe that there is most ready potential to create incremental shifts in bus usage. The priority is to encourage people to use the bus more for *leisure* trips (shopping, visiting restaurants and bars) - a side benefit may be a positive impact on work travel.

Make buses a more serious contender vs driving & parking and/or taking an uber or the train - especially for getting into town – with a proposition centered around being easier and more liberating, and cost-effective

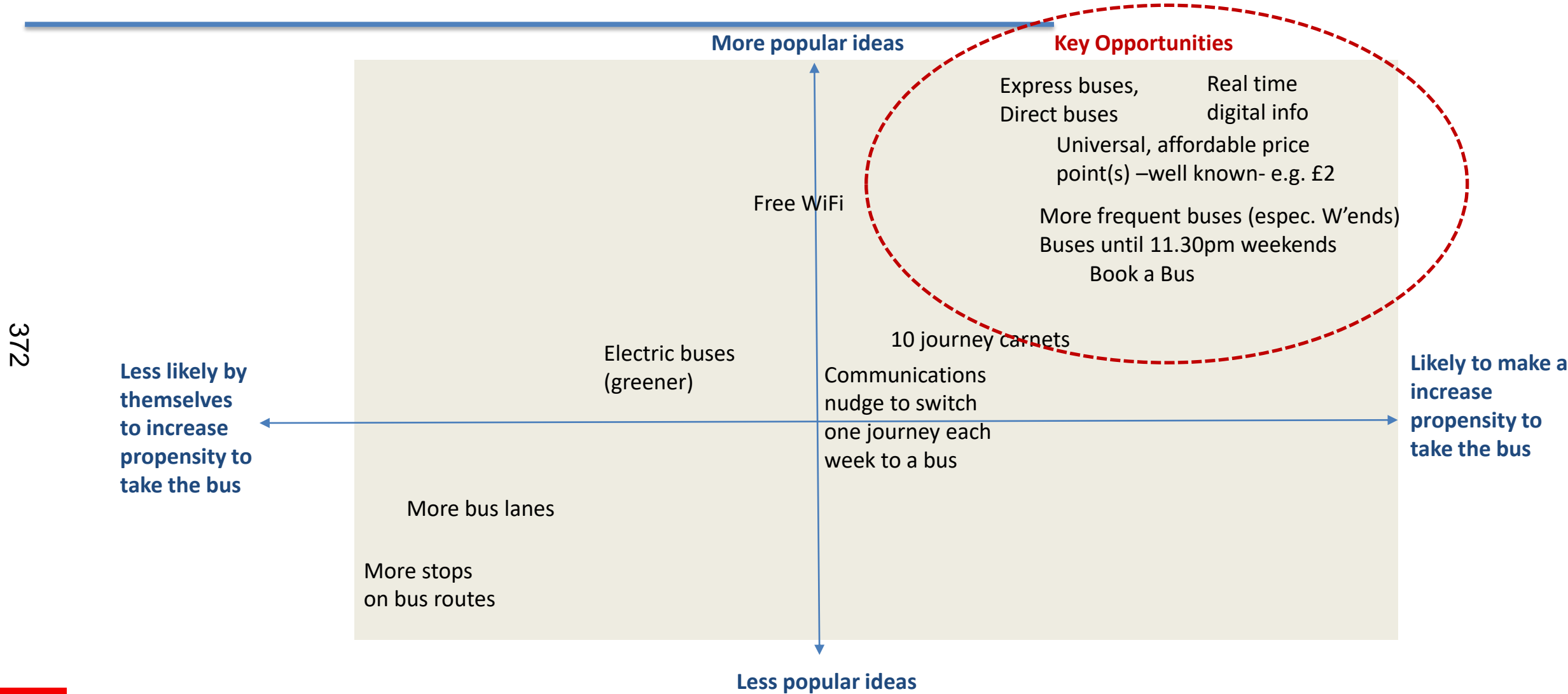
Big opportunity to create a real time bus information system – providing accessible (digital) info about the times and prices for journeys from A to B

Opportunity to simplify/ standardize bus prices so people know and believe they are cheap(er) and great value.

Create more bus options inc (a) Express routes (direct/minimal stops) from A to B, especially focusing on links *between* towns and into town centres, particularly Windsor (b) Book a Bus Ride. Both are worth exploring further. Adding new routes may also be considered where needed and economically viable.

Other communications messages that are likely to enhance the appeal of taking a bus include (a) take a bus just once a week (or more often) to be greener (b) the idea that travelling by bus is relaxing and with free WiFi it allows you time to catch up (reading, programmes) or do work (c) get your teenagers to take a bus. Furthermore, for reassurance in this post Covid market, it is important to have clean buses and signal/communicate their cleanliness.

Opportunities



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More Detail on the Quantitative Survey Results

<https://surveymechanics.com/r/buses&sharedResults=2ybhGNL>

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APPENDIX – THE STIMULUS MATERIAL FOR THE QUALITATIVE INTERVIEWS

Efficient & Predictable

We understand that people worry about getting to their destination on time if they take the bus – they just don't want to be held up. There can be uncertainty about whether the bus will arrive to pick them up punctually, how long they'll have to wait, and whether traffic en route will delay their journey.

That's why in the RBWM we're making changes:

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- We will provide **real time information at the bus stops** and on our **Bus Journey App**, to let you know what time the next bus is due to arrive at, and if there any delay to the journey so you can build that into your plans.
- We have a new schedule in place to **increase the frequency of our buses on popular routes**, especially at the beginning and end of the working day when there is most demand
- We're also **introducing bus lanes** wherever it's feasible to ensure we keep to our promised schedules.

We're doing everything we can to keep our buses moving quickly, and to let you know just when to expect them!

Great Value

We know that consumers can find it difficult having to buy different types of ticket to travel on buses from different operators in the Royal Borough of Windsor and Maidenhead area. It's hard to keep a track of all the tickets and prices, and how to buy them, and you can't easily make savings on multi-ticket offers.

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That's why we're introducing **a new type of ticket that works across all operators...one ticket fits all...and you can buy a 10-journey ticket at a discounted rate.**

We're making it easier and cheaper to ride on any bus in our Borough!

Great On-Board Experience

Consumers are looking for less stressful and more convenient ways of doing things – including travelling around the local area. Taking the car isn't always that convenient or easy – especially by the time you've navigated the traffic and found a car parking spot!

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We've improved our bus routes and schedules so its easier for you to get the bus and enjoy a hassle-free journey.

Buses in the Royal Borough of Windsor & Maidenhead have got **new systems and protocols to make sure all our passengers are safe**, there's **free WiFi** on all our buses, **all buses are cleaned thoroughly** at the bus depot at regular times.

Why not take the bus and relax?

CTA

Caroline
Thompson
Associates

More Buses on Your Door Step

We know many residents in the Borough of Windsor & Maidenhead would like to take the bus if it were closer to them and easier for them to access.

The Royal Borough of Windsor & Maidenhead is **improving its bus routes** to make it easier to travel from A to B directly, **adding more bus stops** in places where there are 'gaps' in the route coverage – and we've extended the bus service to later in the evening.

We're also introducing a new **Book-A-Bus service** in some areas that are currently less well served by buses. People can book a bus ride, and a mini-bus will pick them up during the agreed period, and take them to where they need to go, with people on the same journey route sharing the same bus ride. So, you can get out and about more easily, no matter where you live.

We've got new bus services coming to your area to serve you better.

Greener Travel

The impact of how we travel on the environment is something that matters – making travel choices is not just about price of a ticket vs the price of petrol. We understand the importance of **reducing our local carbon footprint** in the Royal Borough of Windsor & Maidenhead.

That's why we are encouraging more people to take the bus rather than the car whenever they can. We're got lots of new and different bus services, including a **late-night service** - and a **Book a Bus** service where people in some areas which were not so well served by buses can readily access a mini-bus service when they need it.

Even switching once a week to the bus will help reduce our carbon footprint. You can rest assured we're doing our bit to help.

We hope you'll Take a Bus to Be Greener!

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| | |
|---------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
| Report Title: | Drug and Alcohol Services Re-commissioning |
| Contains Confidential or Exempt Information | No - Part 1 |
| Lead Member: | Councillor Carroll - Deputy Chairman of Cabinet, Adult Social Care, Children's Services, Health and Mental Health. |
| Meeting and Date: | Cabinet – 29 th October 2021 |
| Responsible Officer(s): | Hilary Hall - Executive Director Adults, Health and Housing Anna Richards – Consultant in Public Health |
| Wards affected: | All |

www.rbwm.gov.uk



REPORT SUMMARY

The Local Authority has a responsibility under the Health and Social Care Act 2012 to improve Public Health. As part of the ring-fenced Public Health Grant, the Council receives a 'Pooled Treatment Budget' of £718,300 to provide drug and alcohol services for residents.

All existing Drug and Alcohol Service contracts end on 31st March 2022, and new services will commence delivery from 1st April 2022.

This report sets out the commissioning and procurement process, and the decision reached, following a 'Light Touch' competitive tender process, conducted between June and September 2021.

Cabinet is recommended to award the drug and alcohol contract to the Preferred Provider for a 5-year term, with the option to extend for a further two years. The provider has a strong focus on supporting opportunity in the Borough, through apprenticeships and opportunities for peer mentors and volunteers to gain skills and qualifications which increase employability.

1. DETAILS OF RECOMMENDATION

RECOMMENDATION: That Cabinet notes the report and:

- i) **Agrees to award the Drug and Alcohol Service Contract to the Preferred Provider.**

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

Options

Table 1: Options arising from this report

| Option | Comments |
|---------------------------------------------|--------------------------------------------------------------|
| Award the contract to the preferred bidder. | The new contract specification brings together the different |

| Option | Comments |
|---------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>This is the recommended option</p> | <p>elements involved in providing drug and alcohol services into a fully integrated model under the responsibility of one service provider.</p> |
| <p>Don't award the contract to the preferred bidder. This is not recommended</p> | <p>As the current contracts end on 31st March 2022, not awarding the contract would mean that there would be no drug and alcohol support provision in the borough from 01 April 2022</p> |

Background

- 2.1 The misuse of drugs and alcohol leads to a wide range of social and health issues. It can have serious consequences for individuals, their family members and whole communities including crime, domestic abuse, child abuse and neglect, family breakdown, homelessness and physical and mental health problems. Providing effective drug and alcohol services has a broader impact upon the health of individuals, families and communities, and on crime rates. Public Health England estimates suggest that the economic cost of alcohol related harm is £21.5bn, while harm from illicit drug use costs £10.7bn. Investing in drug and alcohol services is shown to offer good value for money because it cuts crime, improves health, and supports individuals and families on the road to recovery. Evidence from Public Health England shows that alcohol treatment reflects a return on investment of £3 for every £1 invested, which increases to £26 over 10 years, whilst drug treatment reflects a return on investment of £4 for every £1 invested, which increases to £21 over 10 years.
- 2.2 As the Royal Borough's drug and alcohol contracts were reaching a natural end, there was an opportunity to consider taking a different approach to delivering drug and alcohol recovery support that meets the needs of both residents with low level issues that may not be significantly impacting upon their lives at this point (but may lead to worse health outcomes in the long-term), and those with multiple disadvantages and complex behaviours including entrenched drug and alcohol issues, that are engaged with multiple local services. This delivery model builds on existing partnerships to encourage community cohesion and self-care and tackle key themes linked to multiple disadvantages.
- 2.3 Digital and online approaches have become more acceptable and accessible for early help and self-care. This offer is a key component of the new model for residents with low level needs, which will increase their knowledge and understanding of drug and alcohol use and how they can support themselves to reduce and abstain from health risk taking behaviour. The key aim of the new service is promoting full sustained recovery from opiate and alcohol abuse through self-care, continuous reduction in illicit and prescribed drug use and ultimately abstinence.
- 2.4 In order to derive maximum value from the contract, it is recommended that the new Contract is let for 5 years with a 2-year allowable extension, with

appropriate contractual safeguards should there be reductions in grant funding during the period.

Drug and Alcohol Health Needs Assessment

- 2.5 A comprehensive Drug and Alcohol Health Needs Assessment was undertaken earlier in the year by the council's public health team and has informed the development of the new contract, see Appendix A.

Drug and Alcohol Integrated Model

- 2.6 The new contract brings together the clinical and psychosocial elements into one integrated contract. This will make the service easier to contractually manage, and better serve joint working at the interface between the different, but intrinsically linked services. Responsibility for Pharmacy services is also now included, which equally will support closer working relationships.

Recovery Support and Coordination

- 2.7 The new model will see drug and alcohol Recovery Support Coordinators based within other services, integrating with staff to support their joint clients. Along with residents who require a short period of structured psychosocial interventions, RBWM has a small cohort of residents with long standing issues who are also usually homeless or rough sleeping, who have entrenched drug and alcohol issues, multiple disadvantages, and co-morbidities. Although they are a relatively small cohort in terms of numbers, they put huge pressure on multiple service areas, without ever having their needs fully met. Services impacted range from acute, secondary and primary health, to mental health, police, probation, housing and social care.
- 2.8 The Provider will work in close partnership across the Council to integrate drug and alcohol key work within other Local Authority delivered and commissioned services. This will enable residents to access support relevant to their individual and specific needs, rather than their drug and alcohol issues in isolation, and thus maximising their opportunity for positive outcomes and sustained recovery.
- 2.9 Developing integrated services is a key recommendation of the Dame Carol Black Review (2021), where she notes that to sustain recovery from drug and alcohol abuse, people need a home and a job, too many people are in and out of treatment for years, even decades without turning their lives around for good. The Ministry of Housing, Communities and Local Government (2021) also stated that "Two thirds of rough sleepers have drug and alcohol problems.

Procurement Process

- 2.10 This procurement has been conducted using the principles of the Open Procedure described in Regulation 27 of the Public Contracts Regulations 2015 and used a 'Light Touch Regime' as permitted by Regulation 76 of the Public Contracts Regulations 2015 for the procurement of 'Social and Other Specific Services'. As a result of a robust procurement process, a Preferred Provider has been identified and approval is sought for the contract to be awarded to them.

3. KEY IMPLICATIONS

- 3.1 Although neither mandated nor statutory provision, drug and alcohol services are intensively monitored and have national targets, outcomes and reporting

measures, as set out by Public Health England and the Care Quality Commission. This includes metrics collated and reported using the following digital systems, which comprise both individual and partnership level outcomes:

- Diagnostic and Outcome Monitoring Executive Summary (DOMES)
- Public Health Outcomes Framework (PHOF)
- National Drug Treatment Monitoring System (NDTMS)
- Treatment Outcome Profiles (TOPs)

As the new service has integrated elements with other services, additional bespoke local KPIs will be set with the new Service Provider in order to determine actual return on investment, both financial and in terms of positive impact on other services.

Table 2: Key Implications

| Outcome | Unmet | Met | Exceeded | Significantly Exceeded | Date of delivery |
|-----------------------------------------|-----------------------------------|-------------------------------------------|------------------------------------|-------------------------------|-----------------------------|
| Successful completions for opiates | Worse than the South East average | Same or similar to the South East average | Better than the South East average | Not Applicable | 31 st March 2027 |
| Successful completions for non-opiates. | Worse than the South East average | Same or similar to the South East average | Better than the South East average | Not Applicable | 31 st March 2027 |
| Successful completions for alcohol. | Worse than the South East average | Same or similar to the South East average | Better than the South East average | Not Applicable | 31 st March 2027 |

4. FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications as the cost of the new contract is £650,000 per annum, which is within the allocation set aside in the Public Health grant. No additional budget is, therefore, required.
- 4.2 All combined Drug and Alcohol recommissioned services must not exceed the value of the Pooled Treatment Budget (£718,300) provided by the Public Health Grant. All areas within the Local Authority are expected to look for cost savings. If any opportunity arises to reduce the cost of the Drug and Alcohol programme without compromising the service for residents, the opportunity will be fully explored and evaluated.

- 4.3 Authority to access Residential Rehabilitation services and funding for residents requiring this service will continue to be managed by the RBWM Public Health Service Lead for Contracts and Commissioning and will be jointly agreed between RBWM and the Service Provider in line with the Service Pathway.

5. LEGAL IMPLICATIONS

- 5.1 The Council is a local authority as defined by section 270 of the Local Government Act 1972. Section 1 of the Localism Act 2011 affords the Council a power of general competence “to do anything that individuals generally may do”. Section 2 of the same Act sets out the limits of that general power, requiring local authorities to act in accordance with statutory limitations or restrictions.
- 5.2 The Council also has a general power under section 111 of the Local Government Act 1972, “to do anything which is calculated to facilitate, or is conducive or incidental to the discharge of its function”, including enter into the arrangements proposed in this report.
- 5.3 The Council has the power to offer substance misuse services in accordance with s.1 Localism Act 2011 (the General Power of Competence) subject to complying with the Council’s Contract and Financial Procedure Rules as set out in the Council’s Constitution.
- 5.4 Section 17 of the Crime and Disorder Act 1998, (as amended), requires responsible authorities to consider crime and disorder and the misuse of drugs, alcohol and other substances, in the exercise of all of their duties, activities and decision making. Such authorities must exercise their functions with due regard to the likely effect of the exercise of those functions on crime and disorder in its area, and the need to do all that it reasonably can, to prevent it.
- 5.5 The services provided will be delivered in accordance with this Section 17 duty, as well as the Council’s duties under the Human Rights Act 1998 and the Equality Act 2010.
- 5.6 The Council has a duty under Section 12 of the Health and Social Care Act 2012 to take such steps as it considers appropriate for improving the health of the people in its area including providing services or facilities for the prevention, diagnosis or treatment of illness. Alongside a general duty under section 1 of the Care Act 2014 to promote the well-being of individuals. “Wellbeing” in relation to an individual is defined within the 2014 Act as including (b) physical and mental health and emotional well-being and (h) suitability of living accommodation.

6. RISK MANAGEMENT

- 6.1 The potential service risks are listed below

Table 3: Impact of risk and mitigation

| Risk | Level of uncontrolled risk | Controls | Level of controlled risk |
|-----------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------|
| The transition to a different service model and staff integration within other service areas is unsuccessful | Medium | As the contracts were reaching their natural end point, there was sufficient time to engage and involve key stakeholders throughout the development of the new integrated model and start to embed the focus on recovery within the existing service culture. | Low |
| Sub-Contracting Arrangements for Clinical Prescribing fail. | Low | Local arrangements and contractual terms were agreed after collaborative discussion. The Preferred Provider has additional resources that can be called upon in the event of failure. | Low |
| Treatment resistant clients continue to impact on multiple services despite coordinated support and access to effective pharmacotherapy | Medium | RBWM was successful in gaining £121,000 extra funding in 2021/22 from Public Health England for drug and alcohol services, and this funding has been used to 'trial' services and initiatives that are key deliverables for this client group within the new contract. | Low |

7. POTENTIAL IMPACTS

- 7.1 Equalities. Equality Impact Assessments are published on the Council's website. An EQIA Screening Form has been completed for the new drug and alcohol service and no further action is required.
- 7.2 Climate change/sustainability. There is no potential impact of the recommendation in relation to climate change / sustainability.
- 7.3 Data Protection/GDPR. No personal data is being processed by RBWM.

8. CONSULTATION

8.1 The Adults Children and Health O&S panel agreed to the recommendations in the drug and alcohol service recommissioning report for Cabinet, but also added the following:

RESOLVED UNANIMOUSLY: That the Panel noted the report and recommends that Cabinet agrees to award the Drug and Alcohol Service Contract to the Preferred Provider. Members asked for updates on the progress of those with housing problems, any crime and disorder committed by those receiving treatment, and whether more people accessed services that were being delivered online.

8.2 Informal consultations and collaborative discussions were undertaken with a wide range of key stakeholders from developing the new drug and alcohol service model, through to the final service specification that went out to the market. This is a key recommendation following the review into drug and alcohol treatment services conducted by Dame Carol Black, who proposed moving away from ‘commissioning processes’ and instead moving to inclusive and collaborative commissioning, working with providers to shape services. (Please see Appendix B RBWM Drug and Alcohol Service Specification Overview)

8.3 Once the mobilisation period commences, residents using the service will be consulted and involved with the co- production of various elements of the service.

9. TIMETABLE FOR IMPLEMENTATION

9.1 Implementation date if not called in: Immediately. The full implementation stages are set out in table 4

Table 4: Implementation timetable

| Date | Details |
|-------------------------------|-------------------------------------------------------------------------------------------------------------|
| 29 th October 2021 | Contract Award authorised by Cabinet and successful bidder officially notified following the Call In period |
| 3 rd January 2022 | New service mobilisation process commences. |
| 31 st March 2022 | Service mobilisation completed. |
| 1 st April 2022 | New Contract start date. |

10. APPENDICES

10.1 This report is supported by 2 appendices:

- Appendix A RBWM Drugs and Alcohol Health Needs Assessment (2021)
- Appendix B RBWM Drug and Alcohol Service Specification Overview (2022-27)

11. BACKGROUND DOCUMENTS

11.1 This report is supported by 4 background documents:

[Independent review of drugs by Professor Dame Carol Black - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

[Review of drugs: phase two report - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

[Extra help for rough sleepers with drug and alcohol dependency - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

[Alcohol and drug prevention, treatment and recovery: why invest? - GOV.UK \(www.gov.uk\)](http://www.gov.uk)

12. CONSULTATION (MANDATORY)

| Name of consultee | Post held | Date sent | Date returned |
|--------------------------------------------------|----------------------------------------------------------|-----------|---------------|
| <i>Mandatory: Statutory Officers (or deputy)</i> | | | |
| Adele Taylor | Executive Director of Resources/S151 Officer | 17/9/21 | 5/10/21 |
| Emma Duncan | Deputy Director of Law and Strategy / Monitoring Officer | 17/9/21 | 22/9/21 |
| <i>Deputies:</i> | | | |
| Andrew Vallance | Head of Finance (Deputy S151 Officer) | 17/9/21 | 15/10/21 |
| Elaine Browne | Head of Law (Deputy Monitoring Officer) | 17/9/21 | 15/10/21 |
| Karen Shepherd | Head of Governance (Deputy Monitoring Officer) | 17/9/21 | 15/10/21 |
| <i>Other consultees:</i> | | | |
| <i>Directors (where relevant)</i> | | | |
| Duncan Sharkey | Chief Executive | 17/9/21 | 15/10/21 |
| Andrew Durrant | Executive Director of Place | 17/9/21 | 15/10/21 |
| Kevin McDaniel | Executive Director of Children's Services | 17/9/21 | 15/10/21 |
| Hilary Hall | Executive Director of Adults, Health and Housing | 17/9/21 | 23/9/21 |

| | | |
|---------------------------------------------------|-------------------------------------------------------------------------------------|-----|
| Confirmation relevant Cabinet Member(s) consulted | Cabinet Member for Adult Social Care, Children's Services, Health and Mental Health | Yes |
|---------------------------------------------------|-------------------------------------------------------------------------------------|-----|

REPORT HISTORY

| Decision type: | Urgency item? | To follow item? |
|------------------------------------------------------------------------------------------|---------------|-----------------|
| Key decision First entered into the Cabinet Forward Plan: 26 th July 2021. | No | No |

**Health Needs Assessment for Alcohol and Drugs Prevention,
Treatment and Recovery**

The Royal Borough of Windsor and Maidenhead

April 2021

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1.0 Summary

1.1 Introduction

This Health Needs Assessment (HNA) has been developed to inform the commissioning of interventions for the prevention and treatment of alcohol and drug problems in the Royal Borough of Windsor and Maidenhead (RBWM). This document provides a summary of the evidence base for commissioning services that best meet the needs of the local adult population.

Although alcohol and drug use are both influenced by exposures starting in the early years of life, this HNA focuses on data and interventions for the adult population only. This is because prevention work for children and young people in RBWM is commissioned and provided separately through Achieving for Children and is outside of the scope of this work. However, this HNA does recognise that parental alcohol and drug use has an impact on children and young people.

This HNA jointly considers alcohol and drug use due to the likely shared needs and opportunities for intervention. Alcohol and drugs are considered separately within this HNA where appropriate.

A range of data sources have been used to inform this HNA, including Public Health England reports, data from the National Drug Treatment Monitoring System (NDTMS), RBWM social care data, scientific literature and government reports.

1.2 Key Findings

Alcohol

- Based on the estimated prevalence calculations, there are potentially in the region of 46,709 to 77,607 (38.7% to 64.3%) adults in RBWM regularly drinking at the increased level of risk (more than 14 units alcohol a week).
- A relatively small number of people in RBWM attend the drug and alcohol treatment service solely for support with reducing alcohol consumption (about 125 people in the last year: 219 attended for alcohol, 94 of whom were for drug and alcohol). Instead, support for harmful drinking is more commonly accessed alongside treatment for opiate drugs and/or crack cocaine.
- There is no data available on the number of RBWM adults accessing self-help resources or mutual aid (such as Alcoholics Anonymous) for drinking, nor on the outcomes of these interventions.
- Based on the prevalence estimates alongside the known number of people attending the drug and alcohol treatment services, it is likely that there are a significant number of adults in RBWM who are in need of support with reducing alcohol consumption. This would reduce the risk of harm to health and the wider associated costs to the health system and society.

Drugs

- RBWM commission a drug and alcohol treatment service that provides support with treatment and recovery to a relatively small cohort of the population who use drugs at the most harmful level (primarily people taking opiates and/or crack cocaine), sometimes alongside consuming harmful amounts of alcohol.
- Within this well-established drug and alcohol treatment service, staff have strong local knowledge about the cohort of the population using and/or seeking treatment for opiate and/or crack cocaine use. The service regularly provides robust data on clients and their outcomes to the National Drug Treatment Monitoring System.
- Based on the national prevalence figures for drug use, there are likely to be a significant number of adults, particularly young adults aged 16 to 24, regularly taking recreational drugs in RBWM. Very few people using recreational drugs are accessing the commissioned treatment service.
- There is a lack of available data on the number of adults in RBWM in need of support reducing use of recreational drugs.

Social care

- Parental drug and alcohol use is a key concern for children's social care workers in RBWM. There is currently no dedicated substance misuse worker within the RBWM social care team. Rather, parents with problematic alcohol or drug use are signposted to support from the drug and alcohol treatment service.

1.3 Recommendations

This HNA puts forward the following recommendations:

- 1) Continue to commission and provide a high quality, effective drug and alcohol treatment and recovery service for individuals, including psychosocial and prescribed therapy together with a provision for needle exchange, supervised consumption, and associated health checks for clients.
- 2) Consider providing additional public health interventions for the cohort of adults in RBWM who are regularly drinking more than 14 units of alcohol a week but not accessing the commissioned treatment service. Further work is first required to understand the characteristics of this cohort and the type of support that would be most effective, considering recent digital innovations in this field. Participatory methods could be utilised to gain more direct insight.
- 3) Consider providing targeted public health interventions for adults (particularly young adults) in RBWM who are likely to be using recreational drugs on a regular basis. Again, further work is first required to profile this population and understand the type of interventions that will be best received and most effective. This may include novel digital interventions where shown to be effective.
- 4) Consider strengthening harm-prevention for children and young people affected by parental drug and alcohol use, through embedding a designated substance misuse worker within the children's social care team.
- 5) Consider strengthening universal prevention for drug and alcohol use in RBWM through utilising existing marketing campaigns from Public Health England within RBWM external communications.

2.0 Background

2.1 Alcohol and drug related harm

Use of alcohol or drugs at some stage in life is common. The Health Survey for England in 2019 found that 54% of adults had drunk alcohol in the last week and that nearly one in three had tried illicit drugs at some point in their adult life¹. A proportion of these individuals may use alcohol and/or drugs in a way leading to harm to themselves and/or others¹. The harmful consequences associated with drug and alcohol use are wide-ranging and can be broadly grouped as physical, psychological and social harm.

Physical harm: can result from both alcohol and drug use. Alcohol is associated with over 60 medical conditions, including various cancers, strokes, heart disease, liver disease and damage to the brain and nervous system as well as harm due to accidental injury, self-harm and violence¹. Prolonged alcohol use can lead to physical dependence; a serious condition where the body shows withdrawal symptoms such as sweating, shaking and nausea when blood alcohol levels fall². Harm from alcohol can become apparent in the short term or after many years of drinking, in the form of chronic disease caused by alcohol or the cumulative risk of repeated acute harm². Illicit drugs have been associated with cardiovascular disease, blood borne infections, accidental injury and self-harm and death from overdose³. Similarly, the health consequences can be short term or may develop over many years of ongoing drug use³.

Psychological harm: alcohol and drugs are associated with depression, anxiety and psychosis². Additionally, both alcohol use and drug taking can lead to psychological dependency; a strong, often uncontrollable desire to drink or take drugs^{2,3}. For people who are psychologically dependent, taking drugs or drinking alcohol plays an important part in everyday life, even if not consumed excessively². Tolerance can develop over time, leading people to consume higher volumes of substances in order to achieve the desired psychological effect².

Social harm: alcohol and drugs have wider detrimental impacts on society including harm caused to third-parties, crime and antisocial behaviour¹. The impact of alcohol and drugs on wider communities can be far-reaching and includes 1) direct economic costs on health and social care services, the criminal justice system and the social welfare system; 2) indirect costs from unemployment, economic inactivity and premature mortality; and 3) intangible costs to individuals and family members from anxiety, pain, financial worries and reduced quality of life⁴. The health harms, cost of crime and wider impacts on society are estimated to cost over £19 billion per year in England and Wales⁵.

2.2 Alcohol consumption in the general population

Alcohol is one of the leading causes of non-communicable diseases in England, alongside smoking and obesity⁶.

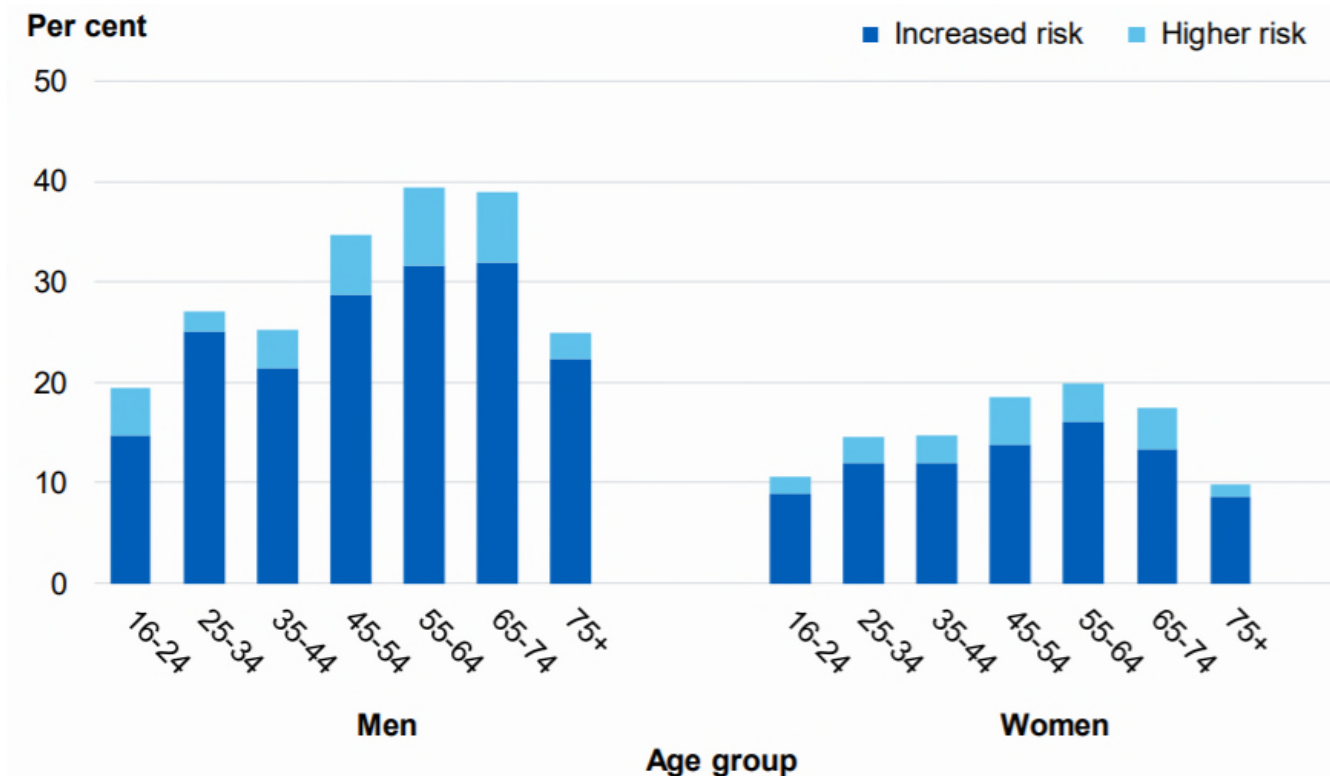
In 2016, the UK Chief Medical Officers (CMOs) published guidelines on alcohol consumption, recommending that men and women should not regularly (defined as most weeks) drink more than 14 units a week⁷. Drinking 14 units or less a week is considered 'lower risk.' Adults who regularly drink up to this amount are advised to spread their drinking over three or more days⁷. Above this level is considered to be 'increased risk.'⁷ Men who regularly drink more than 50 units a week and women more than 35 units, are described as 'higher risk drinkers' and are considered to be at particular risk of alcohol-related health problems⁷.

The 2019 Health Survey for England found differences in typical weekly alcohol consumption for men and women¹.

- Women were more likely to drink at lower levels or not drink compared to men; 17% men and 23% women did not drink in the last 12 months¹.
- 57% of adults (53% men and 62% women) drank at levels which put them at lower risk of alcohol-related harm; drinking 14 units or less in the last week¹.
- Twice as many men than women drank at increasing or higher risk levels of over 14 units a week; 30% of men and 15% of women¹.
- More men than women drank at higher risk levels; 5% men drank over 50 units a week and 3% women drank over 35 units a week¹.

In terms of age, the proportion of men and women who regularly drink over 14 units in a week varied across age groups, increasing with age up to the age of 55 to 64 (39% and 20% of men and women respectively)¹. The proportions drinking at these levels then declined among both sexes from the age of 65¹. Across all age groups, men were more likely than women to drink at increasing and higher risk levels¹.

Figure 1: Proportion of adults drinking over 14 units a week (at increased or higher risk of harm), by age and sex¹

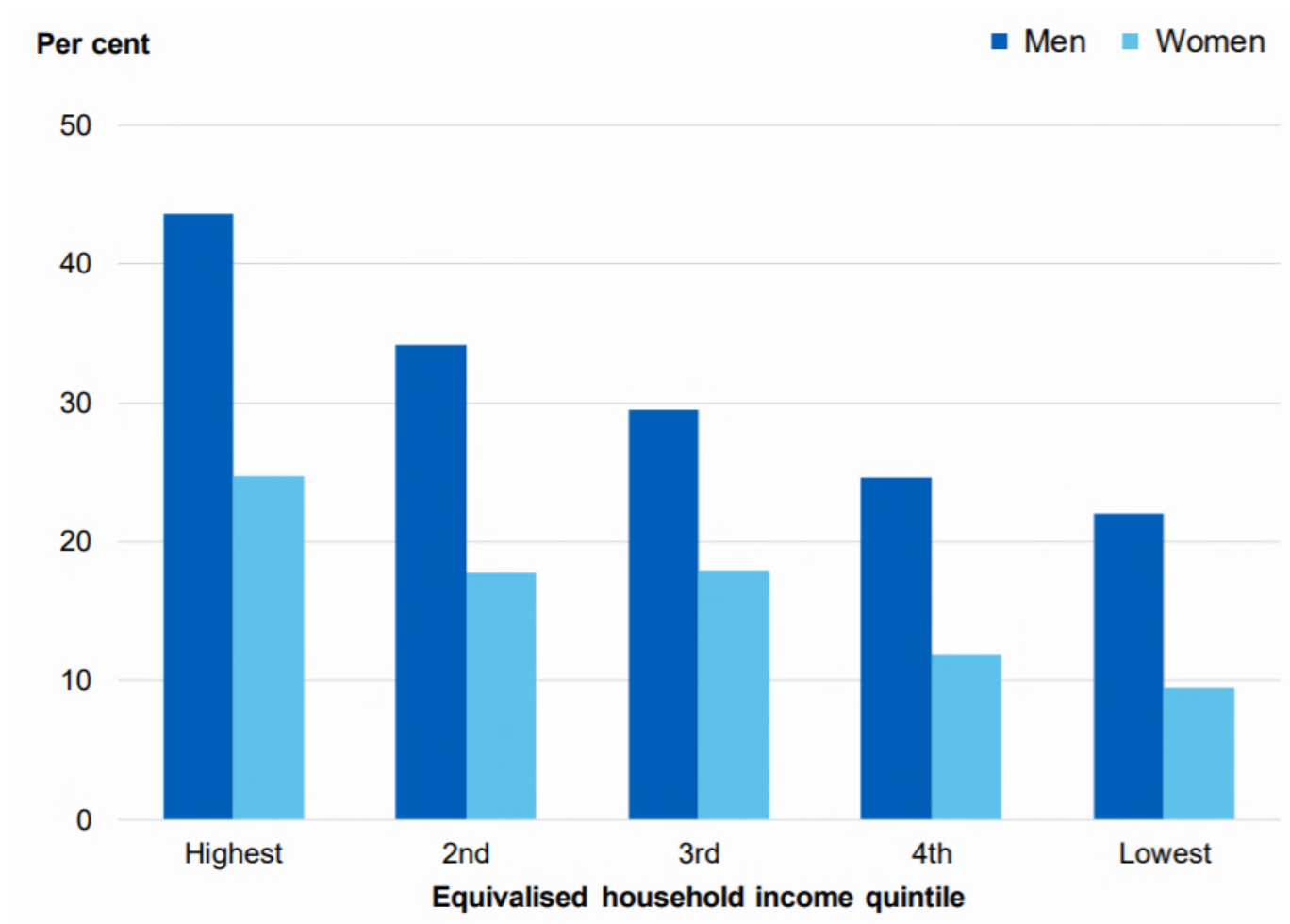


Source: NHS Digital summary of results from the 2019 Health Survey for England

The 2019 Health Survey for England also looked at alcohol consumption by household income, using a measure of equivalised household income which takes into account the number of adults and dependent children in a household. Households are divided into quintiles (fifths) based on this measure. The data is standardised for age to account for differences in the age profile of households¹.

- The proportion of non-drinkers increased as household income decreased¹.
- The proportion of men and women drinking over 14 units of alcohol per week was associated with increased household income¹. In men, the highest proportion of those drinking at this level was in the highest income households (44%), compared to 22% men drinking at this level in the lowest income households¹.
- Similarly, among women, the highest proportion of those drinking alcohol at increased or higher level of over 14 units a week was in the highest income households (25%) compared with 9% in the lowest income households¹.

Figure 2: Proportion of adults drinking over 14 units a week (at increased or higher risk of harm), by equivalised household income and sex¹



Source: NHS Digital summary of results from the 2019 Health Survey for England

It should be noted that this data represents trends at a national level based on survey carried out on a sample of the population. As such, findings intended to inform understanding of the national picture cannot be extrapolated to apply to individuals. For instance, within local populations it is possible that individuals in any household income group may be drinking at levels that are different from those reflected in the national trend.

2.3 Problematic drug misuse in the general population

The Crime Survey for England and Wales in 2019/20 showed that around 1 in 11 adults aged 16 to 59 years had taken an illicit drug in the last year (9.4% adults)⁸. Around 1 in 29 adults (3.4%) reported having taken a Class A drug in the last year⁸. Drug use was more common in younger adults with 1 in 5 adults aged 16 to 24 having taken a drug in the last year (21% adults aged 16 to 24)⁸. There is not a clear relationship between drug-taking and income, however the Crime Survey for England and Wales 2019/20 found those with a household income of less than £10,400 were more likely to have taken any drug in the last year⁸.

There are different patterns of behaviour and consequences seen for different illicit drugs used in England.

Opiates and/or crack cocaine: these are the most harmful drugs⁵. Most (86%) of the drug-related costs to individuals and society are a result of heroin and crack cocaine use⁵. Approximately 300,000 took opiates and/or crack cocaine in 2019⁵ and there are estimated to be 260,000 long-term heroin users⁵. Most of the heroin-taking population are entrenched users with increasingly severe and costly health problems, many cycling in and out of treatment services⁵.

There are approximately 180,000 crack users, a large proportion of whom are also using heroin⁵. Increasingly heroin users are also using crack cocaine due to the rising production and purity of crack cocaine and more aggressive marketing of both substances together⁵. There is also a growing market of younger crack users who do not use heroin⁵.

Cannabis: this has consistently been the most-used drug in England and Wales since the mid 1990s⁸. In the last year 7.8% of adults aged 16 to 59 years (around 2.6 million adults) reported using cannabis⁸. Cannabis was also the most common drug used by young adults; in 2019 18.7% of those aged 16 to 24 years old (around 1.2 million) reported using the drug in the last year⁸. The majority of cannabis users are under 30 years old⁵.

Cannabis is more likely to be used more frequently than other recreational drugs; the Crime Survey for England and Wales 2019/20 found that, of those who used cannabis in the last year, 10% used it daily and a further 16% used it weekly⁵. After heroin and crack cocaine, cannabis is the most common drug that results in people seeking treatment⁵.

Powder cocaine: this is the second most prevalent drug in England, after cannabis, with 2.6% adults aged 16 to 59 years reporting use within the last year⁸. In England there has been an increasing use of powder cocaine amongst people under age 30⁵. Demand is closely linked to that for other recreational 'club drugs' such as ecstasy and amphetamines, all of which are connected to the night-time economy and alcohol consumption⁵. Currently only 3% of powder cocaine users access treatment⁵.

Although most powder cocaine users are occasional users, the Dame Carol Black independent review on drugs highlighted that the increasing prevalence in young people may lead to more problematic use in the future, especially since powder cocaine is a risk factor for crack cocaine use⁵.

Synthetic drugs (ecstasy, amphetamines and New Psychoactive substances (NSPs): Ecstasy is one of the main 'club drugs.' Prevalence of taking ecstasy is more common in young adults with 4% of adults aged 16 to 24 years reporting use in the last 12 months compared to 1.4% adults aged 16 to 59 years⁸. The estimated number of users across England and Wales in the last year are 524,000 users of ecstasy, 188,000 users of amphetamines, and 152,000 users of NSPs, with many people using two or more concurrently⁵. Most users of ecstasy and amphetamines are under 30. Use is linked to visiting pubs, bars and nightclubs⁵.

New psychoactive substances (NSPs) refer to newly available drugs that mimic the effect of existing drugs such as cannabis, ecstasy and powder cocaine. Some NSPs were previously legal to supply until the Psychoactive Substances Act 2016 which made it illegal to supply, produce or import these substances⁸. Approximately 0.3% adults aged 16 to 59 years and 1.3% adults aged 16 to 24 years reported using an NSP in the last year⁸. Young adults account for a disproportionately large proportion of NSP users (71%) which is greater than for the other main drug types (cannabis: 45%, powder cocaine: 38%, ecstasy: 54%)⁸.

The ONS also asked respondents whether they had used nitrous oxide in the last year. Although the Psychoactive Substances Act made it illegal to sell as an intoxicant, it is still legal to sell for certain purposes⁸. In the last year 2.4% adults aged 16 to 59 year and 8.7% of 16 to 24 years had used nitrous oxide⁸. This

made it the second most prevalent drug among young adults (after cannabis) and the third most prevalent drug for adults aged 16 to 59 (after cannabis and powder cocaine)⁸.

2.4 County lines

County lines is a relatively recent distribution model whereby a group supplying drugs from an urban hub establishes a network within a county location⁵. Customers in the county location make orders via a branded phone line, often controlled by the urban hub⁵. The county lines model stretches across England and in many places has displaced local dealers⁵. A distinct feature of the county lines model is the use and exploitation of young people (mostly male, often aged 15-17) as 'runners' to transport drugs and money. Children displaying vulnerabilities such as poverty, being known to social workers, looked-after status and exclusion from education are targeted⁵. However, so are young people from 'stable' families with no history of social services or police⁵.

Adult victims of county lines are predominantly people with drug addiction and mental health issues. They will often be 'cuckooed' whereby their residences are taken over as a base for preparing and dealing drugs⁵. The county lines model increases the risk of problematic drug use growing further⁵. The county lines model is a highly adaptable business model which is continually evolving to avoid detection⁵.

2.5 The impact of the coronavirus (COVID-19) pandemic on alcohol consumption and drug taking

Data on alcohol consumption trends during the COVID-19 pandemic was made available by PHE in September 2020, through the Wider Impacts of COVID-19 on Health (WICH) monitoring tool¹⁹. This collates data on self-reported alcohol consumption (using YouGov survey panel data), alcohol purchasing (Kantar Worldpanel data) and higher risk drinking (UCL's Alcohol Toolkit Study data). A review of this data carried out by the Institute of Alcohol Studies found a mixed picture²⁰:

- Alcohol intake across the UK population remained about the same during the first national lockdown (March 2020), with almost half of respondents reporting no change to their drinking patterns.
- A rise in the proportions of both non-drinkers and higher risk drinkers was seen between April and September 2020.
- Similar proportions of people reported drinking more than before and less than before social restrictions were introduced.
- People aged 18 to 34 were more likely to report consuming less alcohol than before social restrictions whereas people aged 35 to 54 were more likely to report an increase in drinking.

Additionally the UK Household Longitudinal Study, a nationally representative household panel study, found increases in the proportion of people drinking four or more times a week and binge drinking (defined as 6+ drinks in one sitting, weekly or more often) during the first COVID-19 lockdown in March 2020^{20,21}.

The Global Drug Survey ran for 7 weeks in May to June 2020, to better understand the impact of the pandemic on the use of alcohol, drugs, mental health, and relationships. The survey is mainly completed by recreational drug users and therefore doesn't fully capture data from people who use the most harmful drugs. Almost half of the 2,136 UK participants that took part said they had increased the amount of alcohol they drank during the pandemic; just over a quarter (27%) reduced their intake and another quarter (26%) reported drinking at the same level as before²².

The Global Drug Survey found a considerable proportion of respondents increased their use of cannabis (44%), prescription benzodiazepines (34%) and prescription opioids (28%). People reported cutting down on use of drugs linked to the night-time economy; powder cocaine use reduced by 52%, MDMA by 50% and ketamine by 45%²².

3.0 Estimates of harmful alcohol consumption and drug taking in RBWM

3.1 Alcohol consumption in RBWM

- Data on regular drinking habits of residents in RBWM is not routinely collected at a population level. As such, this needs assessment has looked for available prevalence estimates for adults who drink more than 14 units of alcohol a week.
- Predictive analysis undertaken by Public Health England (PHE) indicates that there could be the region of 46,709 (38.7%) to 77,607 (64.3%) adults in RBWM drinking at the increased risk level of more than 14 units of alcohol a week.
- The average of this estimate for RBWM is 61,554 (51%) adults⁹; considerably higher than the average for England, where 25.7% adults are estimated to drink more than 14 units a week⁹.
- The prevalence estimates have been calculated by applying age-specific prevalence rates for adults drinking more than 14 units a week (as determined in the Health Survey for England), to the estimated population in each age group for adults in RBWM (as taken from the ONS mid-year population estimates)⁹.
- Predictive analysis undertaken by PHE indicates that there could be approximately between 875 and 1068 adults in RBWM in need of treatment for alcohol dependence (average estimate 991 adults)⁹. These estimates are based on national age-specific prevalence rates from the Health Survey for England, applied to local age-specific population estimates.
- Data from the National Drug Treatment Monitoring System (NDTMS) shows that 291 residents accessed treatment for alcohol issues in 2019/20, 94 of whom attended for dual alcohol and drug issues. These data are reported to NDTMS by local alcohol treatment services and are considered an accurate measure of those accessing treatment¹⁰.

3.2 Impact of the coronavirus (COVID-19) pandemic on alcohol consumption in RBWM

The RBWM drug and alcohol service experienced increased demand for support with alcohol consumption during the first COVID-19 lockdown starting in March 2020. 18 people per month presented for support reducing alcohol consumption compared to between 8 and 10 people per month before the restrictions. Anecdotally the clients were a mixed group in terms of the impact of COVID-19 on their drinking habits; ranging from 'people who had always drunk but thought they had now become dependent drinkers to those who didn't drink regularly and were now drinking with dinner. No new cases of long-term chronic alcohol use presented.' (Source: Service Manager for Cranstoun Windsor & Maidenhead).

3.3 Illicit drug use in RBWM

- Complete data on problematic drug use for adults in RBWM is not routinely collected at a population level. Prevalence estimates from PHE, treatment data from NDTMS and local insight from drug and alcohol treatment services has been used to understand drug use in RBWM.
- Predictive analysis undertaken by PHE indicates that there could be between 397 and 729 people aged 15 to 64 using opiates and/or crack cocaine in RBWM (average estimate: 525).
- This equates to an average rate of 5.57 per 100,000 people aged 15 to 64; lower than the national estimated rate of 8.85 per 100,000¹¹.
- This estimate is based on statistical modelling from PHE rather than directly-collected data.
- NDTMS data (reported to NDTMS from drug treatment services) shows that 349 residents accessed RBWM drug treatment services in 2019/20. Of these, 240 were prescribed opiate substitution therapy for opioid use¹⁰.
- Anecdotally, service leads at the drug treatment service report having approximately 200 clients attending treatment for opiate use. This cohort are well-known to the local service due to regular attendance and engagement with psychosocial and opiate-substitution therapy treatment.
- According to NDTMS data, 66% adults attending for opioid use were in treatment services for 2 years or less. 9% adults attending treatment for opioid use had been in treatment services for 6 years or more¹⁰.

- NDTMS data shows that 6 RBWM residents attended drug treatment services for use of ‘club drugs’ in 2019/20. None of these residents reported also using opiate drugs¹⁰.
- The rate of hospital admissions for drug poisoning in RBWM in 2019/20 was 29.7 per 100,000 population, lower than the national rate of 53.8 per 100,000 in England¹⁰.

3.4 Families with drug and alcohol misuse: hidden harm

Substance misuse among adults who live with children is likely to have serious adverse effects on the health and development of these children. Further, these children are more likely to misuse drugs or alcohol themselves in later life.

Within RBWM, 25% (n=31) of new presentations for alcohol treatment in 2019/20 were living with children and a further 22% (n=27) were parents not living with their children⁹. For new presentations to drug treatment, 8% (n=13) were living with children and a further 31% (n=52) were parents not living with children¹¹.

According to (unpublished) monitoring data from RBWM Children’s Social Care Services:

- Concerns about parental drug and alcohol use consistently appear in the top 3 concerns raised by children’s social care workers in RBWM.
- From April 2020 to January 2021 there were 530 cases of children where parental drug and alcohol use has been recorded as the primary concern.
In many of the cases where drug and alcohol use has been recorded as the primary concern, there are also concerns regarding parental mental ill health and domestic abuse.
- There is no dedicated substance misuse worker within RBWM children’s social care teams.
- Several local authorities elsewhere in England have a substance misuse worker embedded within their social care teams. Anecdotally, it is understood that this model enables earlier and potentially more effective intervention for issues concerning parental drug and alcohol use.

This data demonstrates a need to consider close cooperation with children’s services during provision of substance misuse treatment, to consider the effect on children of a parent entering treatment and the potential impact of child-caring responsibilities on adherence to structured treatment services.

3.5 Families with drug and alcohol misuse: toxic trio

‘Toxic trio’ describes a combination of domestic abuse, mental illness and substance misuse within a domestic household²³. These factors have been identified as common features of families where harm to women and children occurs²³. They are viewed as key indicators of increased risk of harm to children and young people²³.

The data on toxic trio factors is limited by underreporting due to the sensitive nature of the issues. This health needs assessment sought to ascertain key facts that may inform our understanding of the likely prevalence.

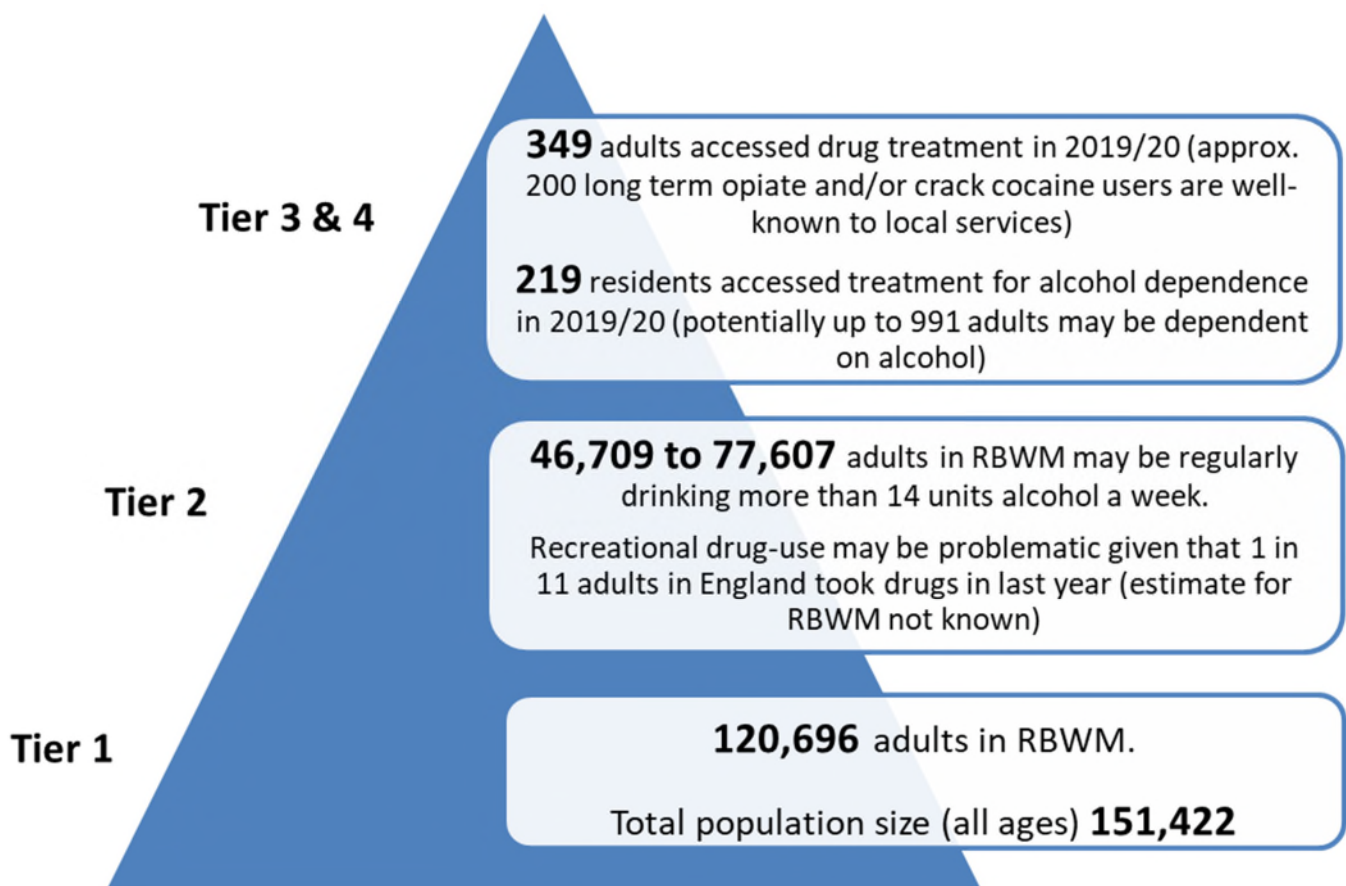
- In terms of mental health, it is estimated that 12.7% (15,328) RBWM residents aged 16 years or over have a mental health disorder²⁵.
- For the nine month period from April to December 2020, 2,178 domestic abuse incidents were reported to the Police in RBWM; an 8% increase compared to the same period in 2019²⁶.
- On average 89 referrals were made each month to the Domestic Abuse Stops Here (DASH) support organisation for the nine months between April and December 2020²⁶.
- 195 children were living in households where a referral for a multi-agency risk assessment conference was made following a reported a domestic abuse incident between April and December 2020²⁶.
- 18% of children’s social care cases were due to a primary reason of domestic abuse between April and December 2020²⁶.
- Between April 2020 and January 2021, 530 children’s social care cases recorded ‘substance misuse’ as the primary concern²⁶.

4.0 RBWM hierarchy of need for drug and alcohol prevention, treatment and recovery

4.1 The levels of need

The hierarchy of need puts into context the estimated number of RBWM residents at each level of need for alcohol or drug prevention, treatment, and recovery. The residents with the highest level of need at Tier 3 and 4 are a relatively small cohort of the population. At the next level down, estimates from Public Health England suggest that there could be between 46,709 and 77,607 (38.7% to 64.3%) adults in RBWM with some level of need for support with reducing alcohol consumption⁹. At the lowest level of the pyramid, the whole population in RBWM may potentially benefit from universal prevention messages¹².

Figure 3: Hierarchy of need for drug and alcohol treatment, recovery and prevention in RBWM^{9,12}



Source: Produced by RBWM Public Health team, using data from Public Health England and The Berkshire Observatory

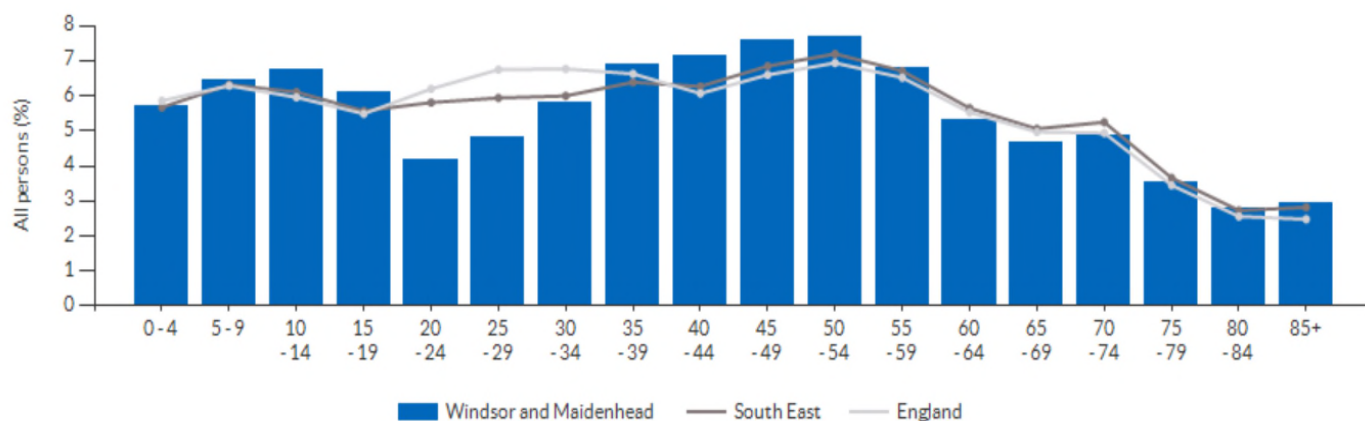
4.2 Characteristics of Tier 1 population

Tier 1 includes the entirety of the RBWM adult population, who are all potentially 'susceptible' to harm to their health from using alcohol and/or drugs. RBWM has a population of 151,422 residents¹.

Age

The proportion of adults who regularly drink over 14 units in a week in England has been found to increase with age up to age 64 years¹ whereas taking recreational drugs is more common in young adults⁸. The majority of the RBWM population are aged 30 to 60 years, as shown in Figure 4¹².

Figure 4: The proportion of RBWM population in each age category in 2019.



Source: Chart from The Berkshire Public Health Observatory, using 2019 mid-year population estimates from the ONS.

Employment and deprivation

Alcohol consumption in England has been shown to increase with household income¹. The association between drug use and income is less clear, although those with a household income of less than £10,400 are more likely to have taken any drug in the last year⁸.

RBWM is an affluent and economically active population, ranking 304 out of 317 local authorities in England in the 2020 Indices of Multiple Deprivation (IMD) - where a ranking of 1 is the most deprived area¹². 83% residents aged 16 to 64 are estimated to be economically active compared to 77% across England¹². In 2020 the median salary for RBWM residents was £35,938, including full and part-time workers, higher than the median of £27,888 across south east England and £26,055 across England¹².

4.3 Characteristics of Tier 2 population

Data from PHE indicates that potentially around half of the RBWM adult population drink more than 14 units of alcohol per week and therefore are at increased risk of harm to health⁹. This large cohort of the population will not be a homogenous group. Additionally, it can be challenging to identify these residents since they typically do not present to health services for alcohol related harm, potentially presenting only in later life after many years of drinking¹. This needs assessment has looked for insight to further characterise residents who are drinking above the recommended amount of alcohol and who may benefit from appropriate harm reduction interventions.

ACORN geodemographic segmentation data has been used for this analysis, accessed through the Connected Care System Insights dashboard (developed by Frimley Health ICS Analytics Team). ACORN segments the population into 4 groups (Health Challenges; At Risk; Caution; Healthy) and 25 types describing their health and wellbeing attributes²⁴. ACORN uses demographic, behavioural and consumer data to profile groups of the population to understand lifestyle behaviours and health status²⁴. ACORN data available to RBWM can also identify the geographic location of these groups (using postcode) and their preferences for shopping, marketing channels and healthcare usage. The findings on alcohol consumption are different for males and females and have been described separately below. Findings are also described for ‘club drug’ users who may benefit from early interventions.

Findings from ACORN on females who drink 6+ days a week

Figure 5 shows the population segments ranked by their index on ‘females drinking 6+ days a week.’ The highest proportion of these individuals fall within the Relishing Retirement category. Findings indicate that for

females in RBWM, frequent consumption of alcohol is a feature of individuals typically characterised as healthy and relatively affluent.

Figure 5: ACORN population segments for RBWM, ranked by their index on ‘females drinking 6+ days a week.’

| ACORN Segmentation Model | | |
|--------------------------------------------------------------|----------------|------------|
| ACORN segments and predicted score for chosen characteristic | | |
| Description | # Population | Index |
| Relishing Retirement | 15,478 | 121 |
| Five-a-day Greys | 30,440 | 114 |
| Cultural Concerns | 2,163 | 108 |
| Gym & Juices | 4,831 | 105 |
| Happy Families | 24,231 | 105 |
| Healthy, Wealthy & Wine | 18,433 | 105 |
| Perky Pensioners | 808 | 105 |
| Sensible Seniors | 491 | 105 |
| Borderline Behaviours | 7,794 | 98 |
| Rooted Routines | 5,143 | 98 |
| Countryside Concerns | 6,445 | 98 |
| Countryside Complacency | 4,758 | 95 |
| Elderly Ailments | 1,952 | 95 |
| Limited Living | 886 | 95 |
| Poorly Pensioners | 1,249 | 95 |
| Anxious Adversity | 3,954 | 88 |
| Everyday Excesses | 980 | 88 |
| Perilous Futures | 3,473 | 88 |
| Regular Revellers | 10,173 | 88 |
| Struggling Smokers | 534 | 88 |
| Hardship Heartlands | 1,744 | 77 |
| Total | 145,960 | 105 |

ACORN summary descriptions of population types²⁴

Relishing Retirement

“Well educated retirees, detached houses, health relatively good, some cancers, high blood pressure, community focussed, good diets, low smoking.”

Five-a-day Greys

“Large detached houses, professional occupations, private pensions, living comfortably, private health plans, good health, healthy lifestyle.”

Cultural Concerns

“Ethnically mixed, urban and metropolitan, well educated, few children, low smoking, good health, depression and anxiety, fried food, low engagement with health service.”

Source: ACORN Wellbeing data for RBWM, accessed from the Connected Care System Insights dashboard developed by Frimley ICS Analytics team.

Findings from ACORN on RBWM males who drink 6+ days a week

Figure 6 shows the population segments ranked by their index on ‘males drinking 6+ days a week.’ The highest proportion of these individuals fall within the Limited Living category. Findings indicate that drinking regularly is a feature of individuals characterised by a range of health challenges. Further ACORN data, not shown here, indicates these individuals are less affluent and experience relative deprivation.

Five-a-day Greys and Cultural Concern groups also consume alcohol frequently. Together these top three population segments capture a broad population.

Figure 6: ACORN population segments for RBWM, ranked by their index on ‘males drinking 6+ days a week.’

| ACORN Segmentation Model | | |
|--------------------------------------------------------------|----------------|------------|
| ACORN segments and predicted score for chosen characteristic | | |
| Description | # Population | Index |
| Limited Living | 886 | 126 |
| Five-a-day Greys | 30,440 | 123 |
| Cultural Concerns | 2,163 | 120 |
| Relishing Retirement | 15,478 | 119 |
| Countryside Concerns | 6,445 | 105 |
| Gym & Juices | 4,831 | 104 |
| Perky Pensioners | 808 | 104 |
| Sensible Seniors | 491 | 103 |
| Happy Families | 24,231 | 100 |
| Countryside Complacency | 4,758 | 98 |
| Elderly Ailments | 1,952 | 98 |
| Hardship Heartlands | 1,744 | 98 |
| Poorly Pensioners | 1,249 | 98 |
| Regular Revellers | 10,173 | 98 |
| Healthy, Wealthy & Wine | 18,433 | 94 |
| Rooted Routines | 5,143 | 93 |
| Borderline Behaviours | 7,794 | 91 |
| Anxious Adversity | 3,954 | 86 |
| Everyday Excesses | 980 | 86 |
| Perilous Futures | 3,473 | 86 |
| Struggling Smokers | 534 | 86 |
| Total | 145,960 | 105 |

ACORN summary descriptions of population types²⁴

Limited living

“Health challenges, oldest people, prescribed medicines, high blood pressure, diabetes, heart problems and asthma, smokers, social renting, routine occupations.”

Five-a-day Greys

“Large detached houses, professional occupations, private pensions, living comfortably, private health plans, good health, healthy lifestyle.”

Cultural Concerns

“Ethnically mixed, urban and metropolitan, well educated, few children, low smoking, good health, depression and anxiety, fried food, low engagement with health service.”

Source: ACORN Wellbeing data for RBWM, accessed from the Connected Care System Insights dashboard developed by Frimley ICS Analytics team.

Findings for RBWM on RBWM users of recreational drugs

ACORN does not capture data on drug use. However, it does capture data on the population defined as ‘Regular revellers,’ defined as being from: *‘Well educated, professional occupations, ethnically diverse, renting privately, low illness, asthma, very high alcohol.’* This group could be used as a proxy indicator of residents more likely to take recreational drugs, particularly ‘club drugs’ such as ecstasy or amphetamines. ACORN data indicates that RBWM has a population of 10,173 individuals fitting the Regular Reveller profile. Further insight on their geographic distribution, health behaviours and marketing preferences is available through ACORN.

The data from ACORN provides valuable insight. However, the data is limited by not providing a ‘direct’ measure of drinking and drug taking behaviours. Further work in this area is needed to understand groups of residents that may be at risk of harm from alcohol and or drugs, and who may benefit from appropriate interventions.

4.3 Characteristics of Tiers 3 and 4 population

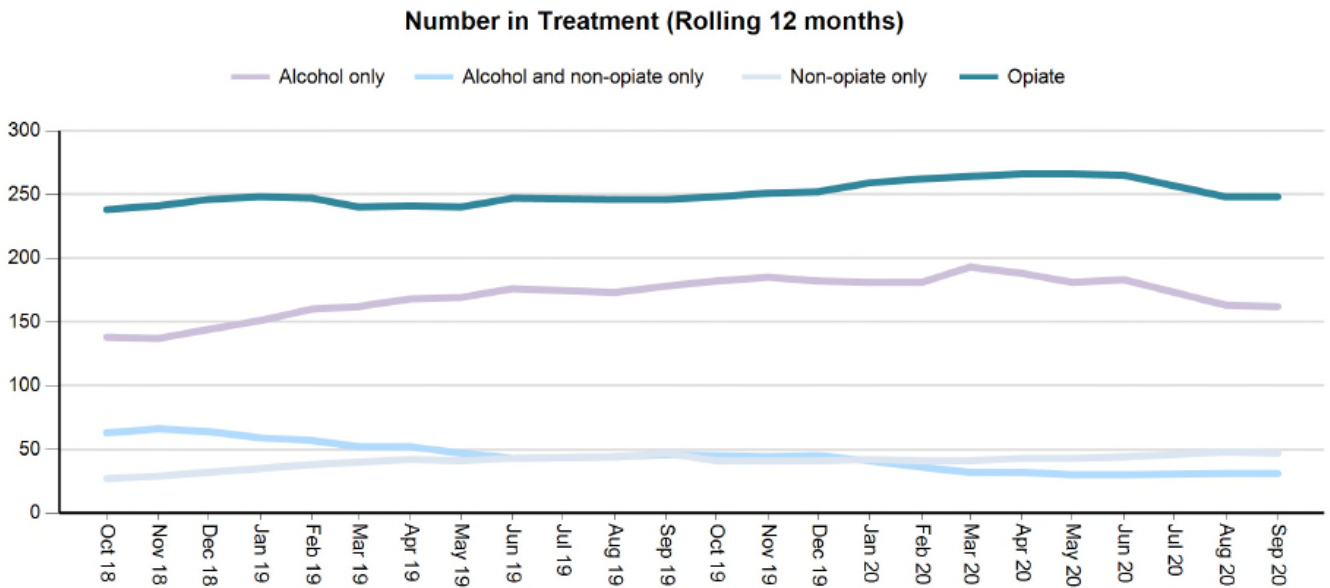
4.3.1 Numbers in treatment, successful completions, and key demographic data²⁹

Residents requiring treatment for drug and alcohol issues in the community (Tier 3) or in residential settings (Tier 4) are those most at risk of health issues because of their substance use behaviours. Tier 3 and Tier 4 are grouped together for the purpose of this analysis since in recent years it has been rare for RBWM residents to meet the criteria for Tier 4 treatment.

Figure 7 shows the number of people seeking treatment for use of different substances over the most recent two-year period for which data is available.

Over this period, the largest client group has consistently been people using opiates. The trend line indicates there are usually around 250 opiate user clients at any time. People attending for alcohol use only are the next largest client group over the two-year period; there have been between 140 and 180 clients under treatment for alcohol use only in any month during this period. There are relatively low numbers of people attending for non-opiate use only and alcohol and non-opiate use. There are usually between 30 and 60 clients under treatment in each group during this time.

Figure 7: Total number of people in treatment by substance for the period October 2019 to September 2020



Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

Figure 8 shows that for opiate users in treatment, the percentage of successful completions is low (less than 10%). Successful completion rates for non-opiate use only, alcohol use only and alcohol and non-opiate use only are moderate (between 30-40%).

Figure 8: successful completions as a proportion of all clients in treatment for the period 01/04/2019 to 31/03/2020 (baseline period) and 01/10/19 to 30/09/20 (latest period).

| | Baseline period | | D.O.T | Latest period | |
|-----------------------------|-----------------|----------|-------|---------------|----------|
| | (%) | (n) | | (%) | (n) |
| Opiate | 7.6% | 20 / 264 | ▼ | 6.9% | 17 / 248 |
| Non-opiate only | 46.3% | 19 / 41 | ▼ | 34.0% | 16 / 47 |
| Alcohol only | 39.4% | 76 / 193 | ▲ | 41.4% | 67 / 162 |
| Alcohol and non-opiate only | 34.4% | 11 / 32 | ▼ | 25.8% | 8 / 31 |

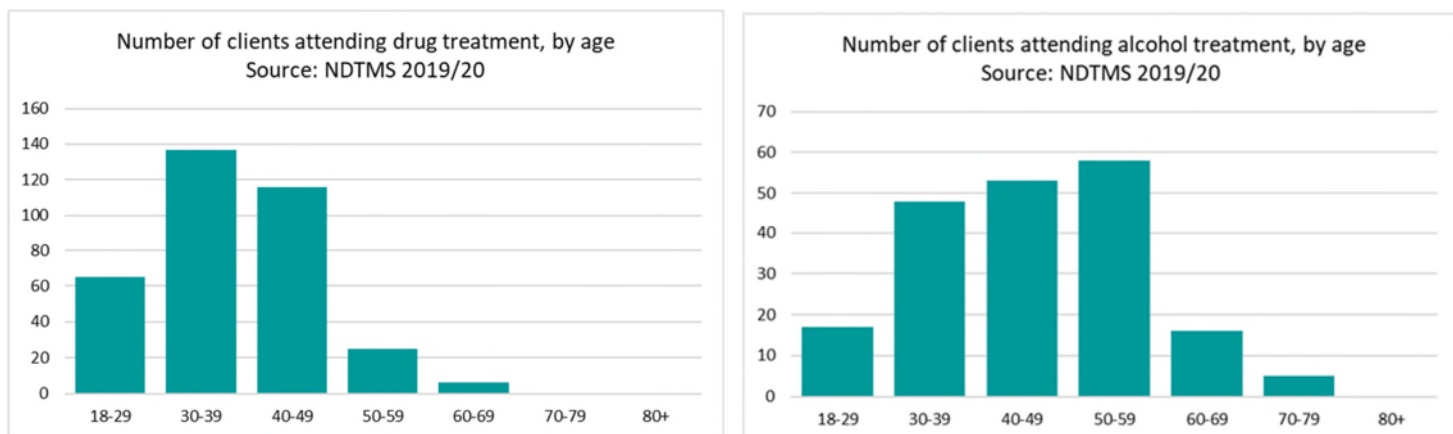
* D.O.T = direction of travel when latest period is compared to the baseline period.

Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

Age and sex of clients entering drug and alcohol treatment

In RBWM, data shows that residents attending for drug treatment or drug and alcohol combined, are predominantly White British (87%), male (74%) from the UK (91%)¹¹. For new clients who started treatment within the last year, the gender split is more equal (47% male, 49% female) indicating that the ‘long term’ clients tend to be male¹¹. Client age ranges from 18 to 69, with most clients in the age range of 30 to 50 years¹¹. Residents attending services only for alcohol treatment are predominantly White British (86%)⁹. The gender split is more equal with 57% male and 43% female. Client age ranges from 18 to 70 years, with most clients in the age range of 30 to 60 years⁹.

Figure 9: Age distribution of residents attending drug and alcohol services for treatment.



Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

4.3.2 Key data showing demand on public services from Tier 3/4 drug and alcohol clients

Residents in RBWM with significant substance use issues (defined as those requiring Tier 3 or Tier 4 level interventions) typically have complex, long-term health and social welfare needs. These individuals are typically supported by multiple public services at any one time.

There is no single dataset that fully describes the support accessed by this population. As such, this health needs assessment has sought to collate data on these ‘touchpoints’ between this complex client group and public services in RBWM. It is intended that this will help inform the design of appropriate effective interventions for improving outcomes.

Figure 10: public services supporting residents with Tier 3/4 drug and alcohol misuse issues.



Source: RBWM Public Health Team

The key findings from the multi-source data that follows are:

- Although residents receiving Tier 3/4 level drug and alcohol treatment are a relatively small cohort in terms of numbers, the support they receive across multiple service areas is resource-intensive without fully meeting their level of need.
- Services directing resources towards this cohort of the population include Mental Health Services, Adult and Children’s Social Care, Homelessness and Rough Sleeper Team, the Criminal Justice System, NHS services, community Pharmacies and the Voluntary and Community Sector.
- There is an opportunity to consider delivering services via a different model, potentially using a ‘dispersed’ model of psychosocial support for adults and parents with multiple disadvantages and complex lives. This could see Key Workers trained to deliver psychosocial interventions on drug and alcohol use, within Housing and Homelessness Services, and Children’s and Adult’s Social Care, and building strong links with the criminal justice system and mental health services, thereby taking a holistic approach to a client’s needs.

Referral route

The route into treatment for alcohol issues is predominantly self-referral. As shown in Figure 11, referral links exist with a wide range of other services.

Figure 11: referral source at the start of the client’s treatment journey for all clients starting treatment within date parameters.

| 5.1 Referral Source (new treatment journey) | 1 Apr - 30 Jun | | 1 Apr - 30 Sep | |
|---------------------------------------------|--------------------------|---------|----------------|---------|
| | Self, family and friends | 33 / 48 | 68.8% | 68 / 95 |
| Criminal justice | 4 / 48 | 8.3% | 5 / 95 | 5.3% |
| GP | 3 / 48 | 6.3% | 6 / 95 | 6.3% |
| Community based care | 1 / 48 | 2.1% | 3 / 95 | 3.2% |
| Children & families | 2 / 48 | 4.2% | 2 / 95 | 2.1% |
| Accident & emergency | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Hospital | 1 / 48 | 2.1% | 1 / 95 | 1.1% |
| Other health & mental health | 0 / 48 | 0.0% | 1 / 95 | 1.1% |
| Substance misuse services | 1 / 48 | 2.1% | 1 / 95 | 1.1% |
| Housing | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Other | 3 / 48 | 6.3% | 8 / 95 | 8.4% |
| Missing / inconsistent | 0 / 48 | 0.0% | 0 / 95 | 0.0% |

Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

Interventions from other services accessed during drug and/or alcohol treatment pathway

During treatment for drug and/or alcohol problems, clients may be linked with a range of services to support their wider psychological and social needs. Of the support services available, housing support and recovery check-ups are the most utilised interventions for people in drug and/or alcohol treatment.

Figure 12: The number and type of interventions recorded in 6-month date parameters

| 9.1 Sub-intervention reviews | 1 Jan - 30 Jun | 1 Apr - 30 Sep | No. clients Year To Date who had a review in the period | |
|---------------------------------------|----------------|----------------|---------------------------------------------------------|-------|
| | No. | No. | No. | % |
| Recovery support interventions | | | | |
| Peer support | 2 | 1 | 1 / 367 | 0.3% |
| Mutual aid | 1 | 1 | 1 / 367 | 0.3% |
| Family support | 0 | 0 | 0 / 367 | 0.0% |
| Parenting support | 0 | 0 | 0 / 367 | 0.0% |
| Housing support | 20 | 23 | 15 / 367 | 4.1% |
| Employment support | 0 | 0 | 0 / 367 | 0.0% |
| Education & training | 0 | 0 | 0 / 367 | 0.0% |
| Supported work projects | 0 | 0 | 0 / 367 | 0.0% |
| Recovery check-ups | 55 | 55 | 37 / 367 | 10.1% |
| Relapse Prevention | 1 | 3 | 3 / 367 | 0.8% |
| Complementary therapies | 0 | 0 | 0 / 367 | 0.0% |
| Mental health interventions | 0 | 2 | 2 / 367 | 0.5% |
| Smoking cessation | 1 | 1 | 1 / 367 | 0.3% |
| Domestic Abuse Support Facilitation | 0 | 0 | 0 / 367 | 0.0% |

*The number and type of interventions is shown on the left (one client may receive an intervention more than once). The client-level figure on the right shows all clients in treatment between 01/04/20 and 30/09/20 and the number and percentage of clients who received these interventions (intervention only counted once per client).

Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

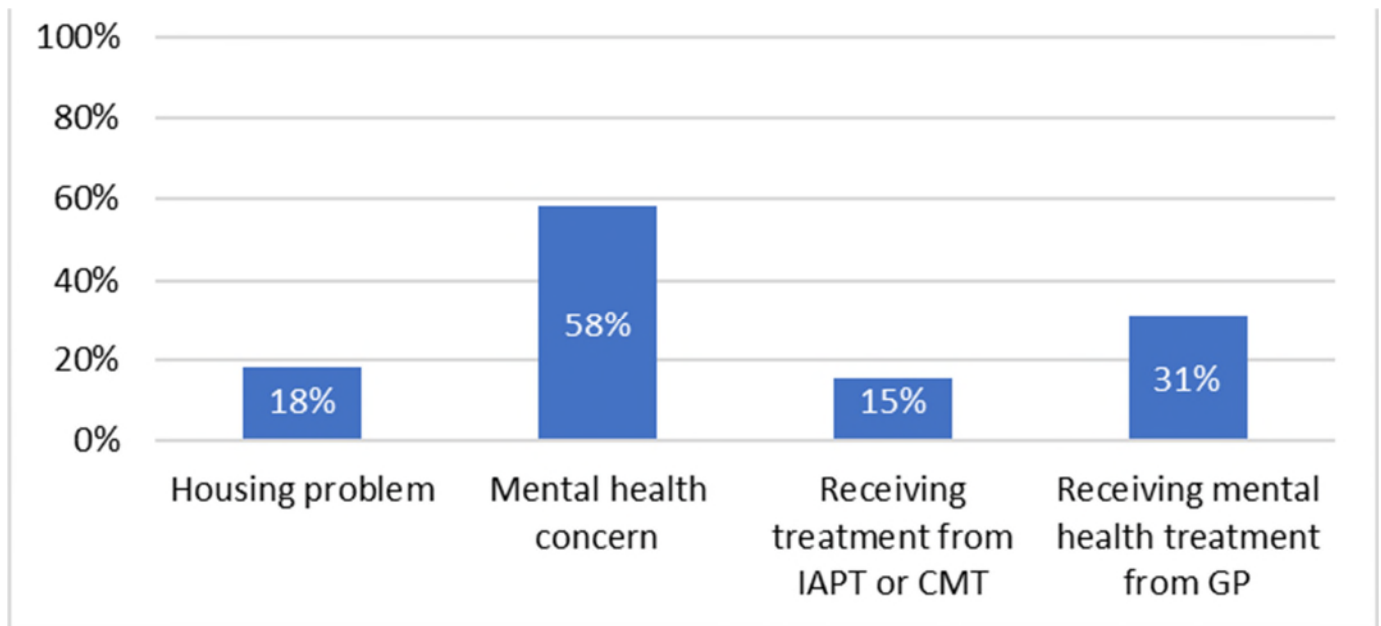
Mental health

50% of clients entering treatment for alcohol problems only, had a co-occurring mental health need, of whom 85% were already receiving mental health treatment from the community mental health team (24%), psychological therapy via the IAPT programme (8%), GP (45%) or another source (6%)⁹.

52% of clients entering treatment for drug/drug and alcohol problems had a co-occurring mental health need, of whom 63% were already receiving mental health treatment from the community mental health team (17%), psychological therapy via the IAPT programme (10%) or GP (36%)¹¹. No missing/incomplete data was reported.

Local data recorded by the Cranstoun drug and alcohol service indicates around 18% people enter drug and/or alcohol treatment with a housing problem and 58% have a mental health problem.

Figure 13: percentage of new Craunstoun clients reporting housing and mental health issues at the start of drug and/or alcohol treatment in 2020/21 (total clients = 356).



Source: internal data from Craunstoun Drug and Alcohol service, unpublished.

Housing

Although a high proportion of clients report no housing problem at the start of treatment, there is a small but significant proportion who report housing problems or urgent housing problems. Further analysis shows that housing problems and urgent housing problems are more common amongst clients attending for drug use than those attending for alcohol use.

Figure 14: All clients starting drug and/or alcohol treatment within the date parameters and their accommodation needs as recorded on NDTMS at the start of treatment

| Quarter 2 2020-2021 | | | | |
|--------------------------------------------------------|-----------------------|----------|-----------------------|----------|
| 14.7 Accommodation need (new treatment journey) | 1 Apr - 30 Jun | | 1 Apr - 30 Sep | |
| | No. | % | No. | % |
| NFA - urgent housing problem | 6 / 48 | 12.5% | 7 / 95 | 7.4% |
| Housing problem | 2 / 48 | 4.2% | 5 / 95 | 5.3% |
| No housing problem | 40 / 48 | 83.3% | 80 / 95 | 84.2% |
| Other / Not answered | 0 / 48 | 0.0% | 3 / 95 | 3.2% |

Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

Employment status and reliance on social security system

As shown in Figure 15, a third of clients are in regularly employment at the start of treatment, a third are classed as long-term sick or disabled and a quarter are unemployed and seeking work. The remainder of clients are classed as students, homemakers or retired.

The employment rate for alcohol-only clients is 50%, with 26% unemployed and 22% classified as unable to work due to long-term sickness⁹. This data was unrecorded for 1% clients. The rate of employment is lower amongst clients attending for drug and drug/alcohol problems at 33%, with 40% unemployed and a further 27% clients classified as unable to work due to long-term sickness¹¹. No data was missing/incomplete for drug treatment clients.

Figure 15: employment status as recorded on NDTMS at the start of the client’s treatment journey

| 14.8 Employment Status (new treatment journey) | 1 Apr - 30 Jun | | 1 Apr - 30 Sep | |
|---------------------------------------------------|----------------|-------|----------------|-------|
| | No. | % | No. | % |
| Regular Employment | 16 / 48 | 33.3% | 36 / 95 | 37.9% |
| Pupil / student | 1 / 48 | 2.1% | 2 / 95 | 2.1% |
| Economically Inactive | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Unemployed | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Other | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Unknown | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| NEET | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Pupil Referral Unit | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Long term sick or disabled | 16 / 48 | 33.3% | 26 / 95 | 27.4% |
| Homemaker | 1 / 48 | 2.1% | 1 / 95 | 1.1% |
| Unemployed and seeking work | 12 / 48 | 25.0% | 25 / 95 | 26.3% |
| Not receiving benefits | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Unpaid voluntary work | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Retired from paid work | 2 / 48 | 4.2% | 2 / 95 | 2.1% |
| Unemployed and not seeking work | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Not stated | 0 / 48 | 0.0% | 0 / 95 | 0.0% |
| Missing / inconsistent | 0 / 48 | 0.0% | 3 / 95 | 3.2% |

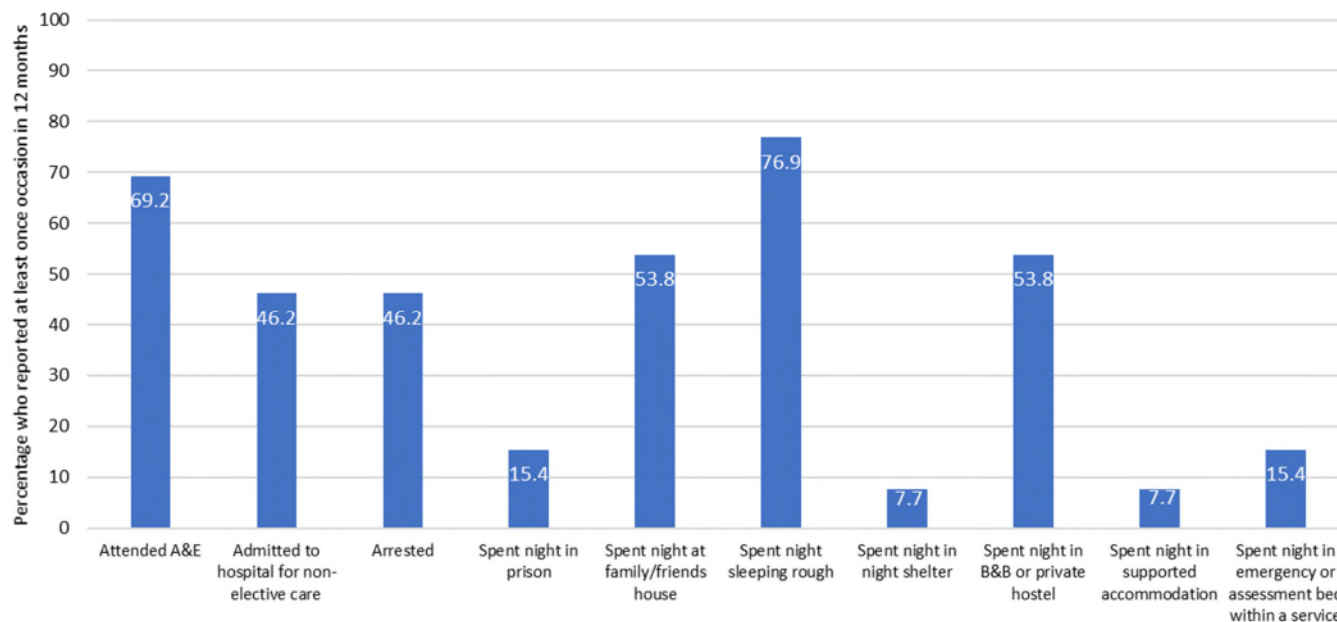
Source: NDTMS Adult Activity Partnership Report. Quarter 2 2020-21²⁹

Making Every Adult Matter (MEAM) programme

The MEAM programme supports the complex cohort of RBWM residents who face multiple disadvantage. Clients are supported along a personal centred support plan and linked with relevant services in a coordinated way. All opiate users enrolled in drug treatment with Cranstoun are linked to the MEAM programme.

The RBWM MEAM cohort have a relatively high frequency of interaction with healthcare services, the criminal justice system and housing and homelessness services, as shown in Figure 16.

Figure 16: Percentage of MEAM clients with incidences of homelessness, hospital care and criminal justice in 12 months from January to December 2019, based on a case study of 13 clients

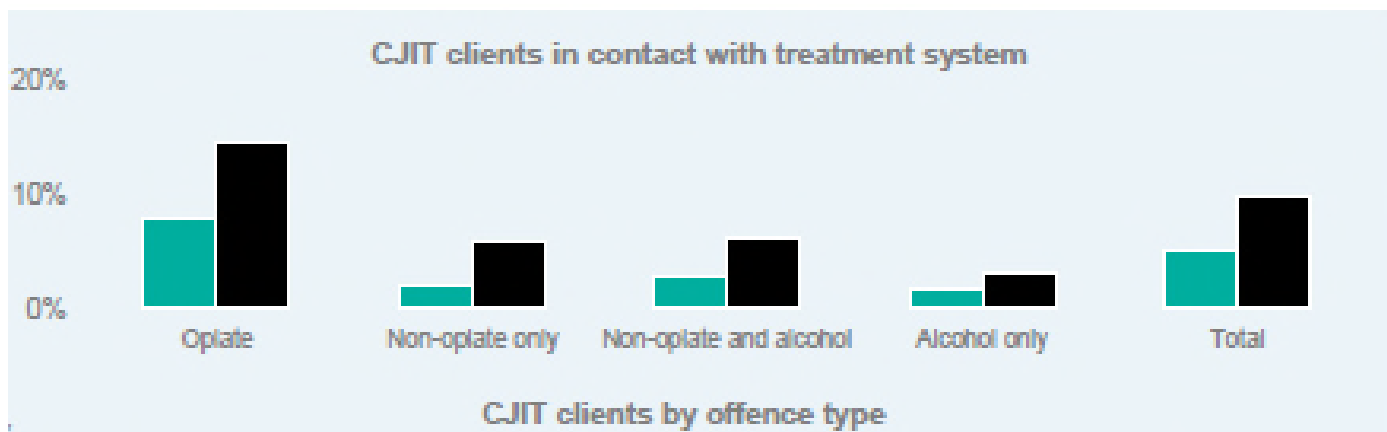


Source: internal data from the RBWM Making Every Adult Matter programme, unpublished.

Criminal justice system

Data from the Criminal Justice System indicate that it is primarily clients being treated for opiate use, with complex support needs, who have contact with the criminal justice system.

Figure 17: Data from the Criminal Justice Interventions team showing the proportion of clients who were either referred to treatment via a criminal justice referral pathway or were in concurrent contact with both the Criminal Justice Interventions Team (CJIT) and a community drug and alcohol treatment setting



Source: PCC Support Pack 2021-22. Key Drug and Alcohol data³⁰

Social services

Social services data indicates that the impact of drug and alcohol misuse in RBWM reaches our children and young people. Around 15% of people in treatment live with some or all their children.

Of clients living with children, around a third have children supported by Children’s Social Services – either at the stage of Early Help, Child Protection Plan or Looked After Child.

Figure 18: All clients starting treatment within the date parameters, whether living with children and children’s social care status where client’s are living with children

| Quarter 2 2020-2021 | | | | |
|------------------------------------------------------|-----------------------|----------|-----------------------|----------|
| 14.12b Parental status (all in treatment) | 1 Apr - 30 Jun | | 1 Apr - 30 Sep | |
| | No. | % | No. | % |
| All the children live with client | 42 / 313 | 13.4% | 50 / 326 | 15.3% |
| Some of the children live with client | 4 / 313 | 1.3% | 5 / 326 | 1.5% |
| None of the children live with client | 86 / 313 | 27.5% | 95 / 326 | 29.1% |
| Not a parent (CDS O) | 181 / 313 | 57.8% | 176 / 326 | 54.0% |
| Client declined to answer | 0 / 313 | 0.0% | 0 / 326 | 0.0% |
| Other (CDS O) | 0 / 313 | 0.0% | 0 / 326 | 0.0% |

| 14.13 Children’s Social Care (client living with children) | 1 Apr - 30 Jun | | 1 Apr - 30 Sep | |
|-----------------------------------------------------------------------|-----------------------|----------|-----------------------|----------|
| | No. | % | No. | % |
| Early Help | 3 / 16 | 18.8% | 5 / 39 | 12.8% |
| Child in need | 0 / 16 | 0.0% | 0 / 39 | 0.0% |
| Has a child protection plan | 1 / 16 | 6.3% | 3 / 39 | 7.7% |
| Looked after child | 2 / 16 | 12.5% | 5 / 39 | 12.8% |
| No early help | 27 / 16 | 168.8% | 42 / 39 | 107.7% |
| Client declined to answer | 0 / 16 | 0.0% | 0 / 39 | 0.0% |
| Missing / inconsistent | 0 / 16 | 0.0% | 0 / 39 | 0.0% |

Source: NDTMS

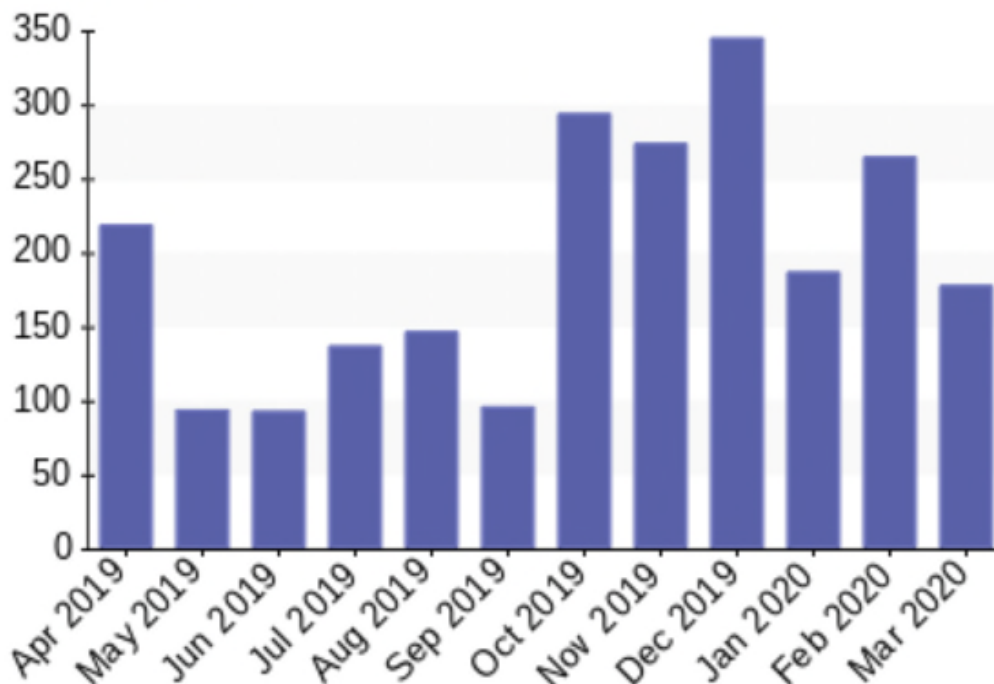
RBWM Pharmacy Services: Needle Exchange and Supervised Consumption

Several pharmacies across RBWM are commissioned to provide needle exchange and supervised consumption services. Summary data is included here to show the utilisation of these services for the financial years 2019/20 and 2020/21.

Figure 19: Number of needle packs provided per month in RBWM Pharmacies commissioned to provide this service in 2019/20

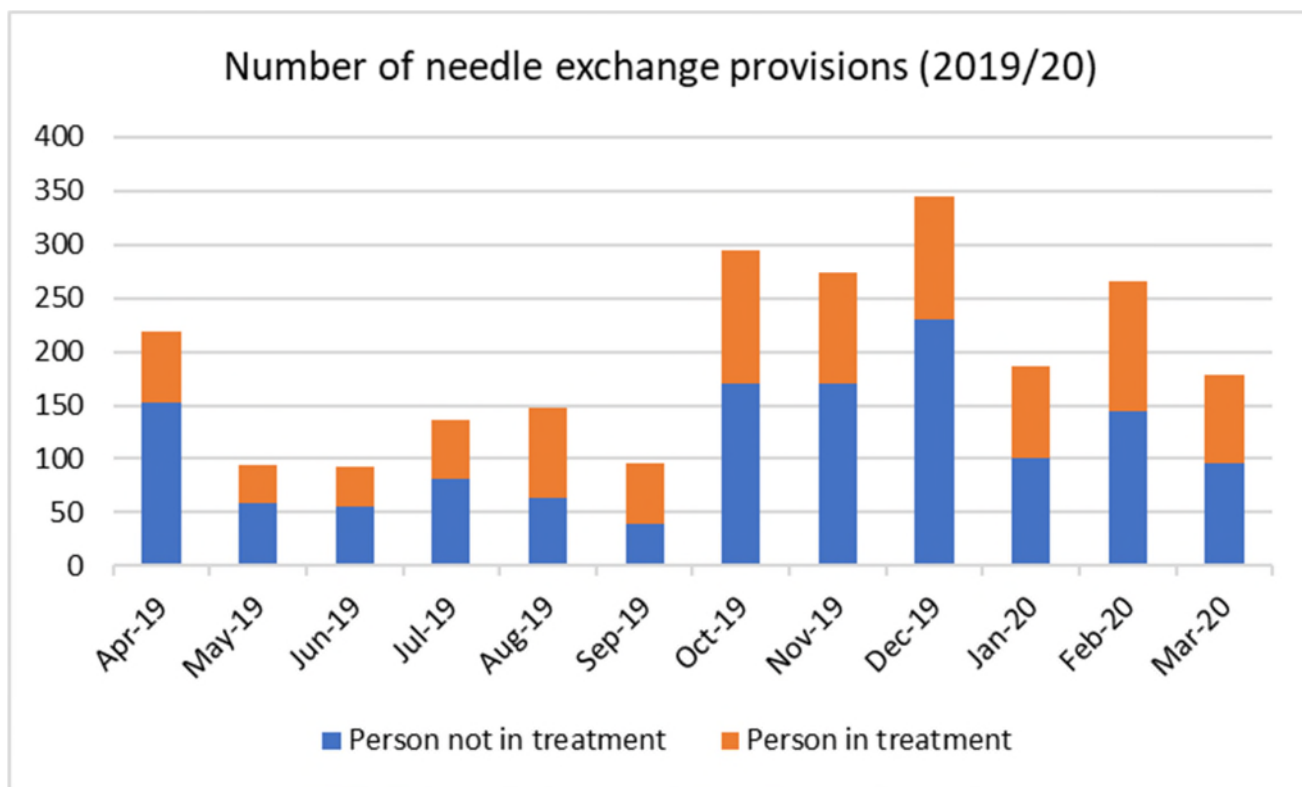
Needle Exchange

Provisions per Month



Source: PharmOutcome report for 2019/20

Figure 20: Number of needle exchange provisions split by whether provided to a person in drug treatment or not in drug treatment

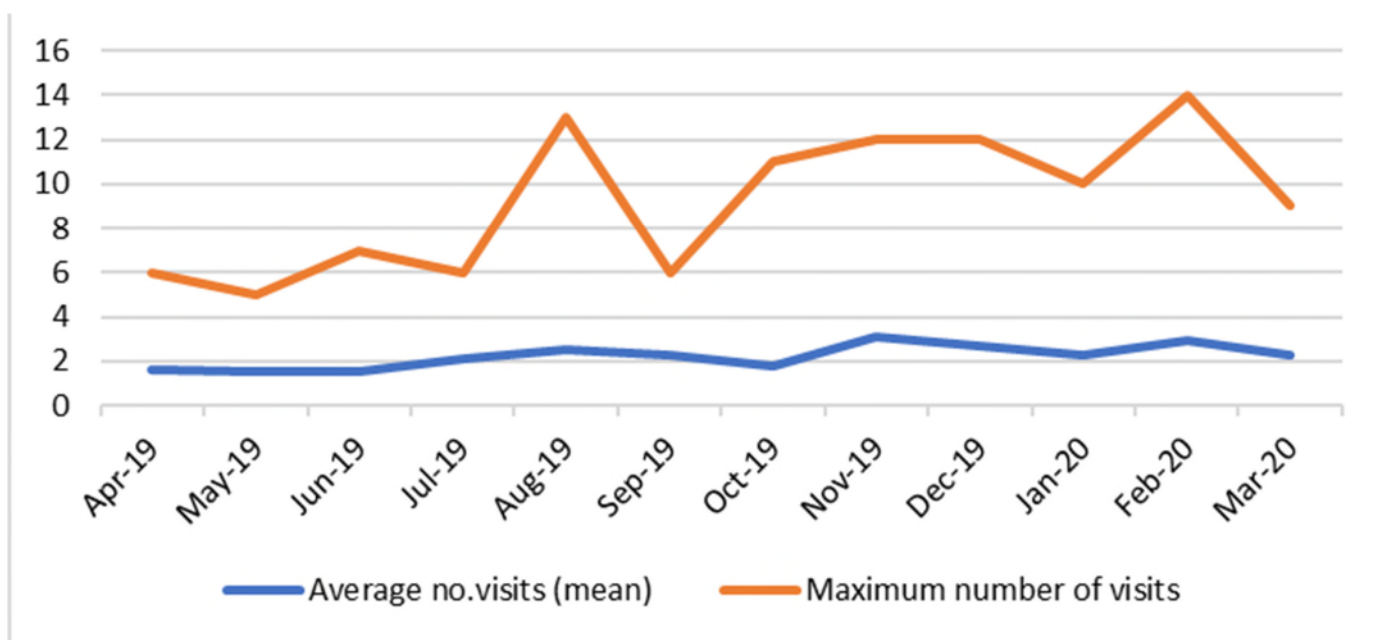


Source: PharmOutcomes report for 2019/20

Average attendances at needle exchange per person

The chart below indicates how often people used the needle exchange each month. The data only includes a subset of the full dataset as not all attendances were linked with a named person. The data also only includes 'active' users of the needle exchange, defined as all those who visited at least once in the month. The data indicates that of all active needle exchange users, it was most common for people to attend the needle exchange around twice a month (with some variation around this). A minority of attendees visited the needle exchange more regularly – up to 14 times a month.

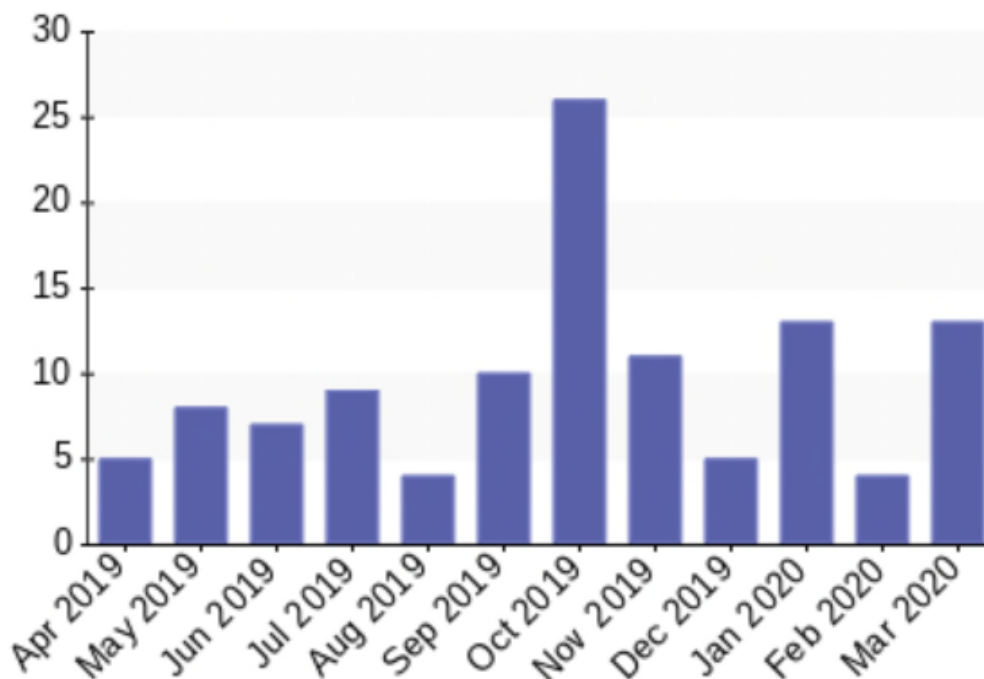
Figure 21: Data from PharmOutcomes showing the average and maximum number of visits to needle exchange per person for month for those who attended at least once in month (i.e. for 'active' needle users)



Source: PharmOutcomes report for 2019/20

Figure 22: Data from PharmOutcomes showing new registrations for supervised consumption in RBWM in 2019/20

Provisions per Month

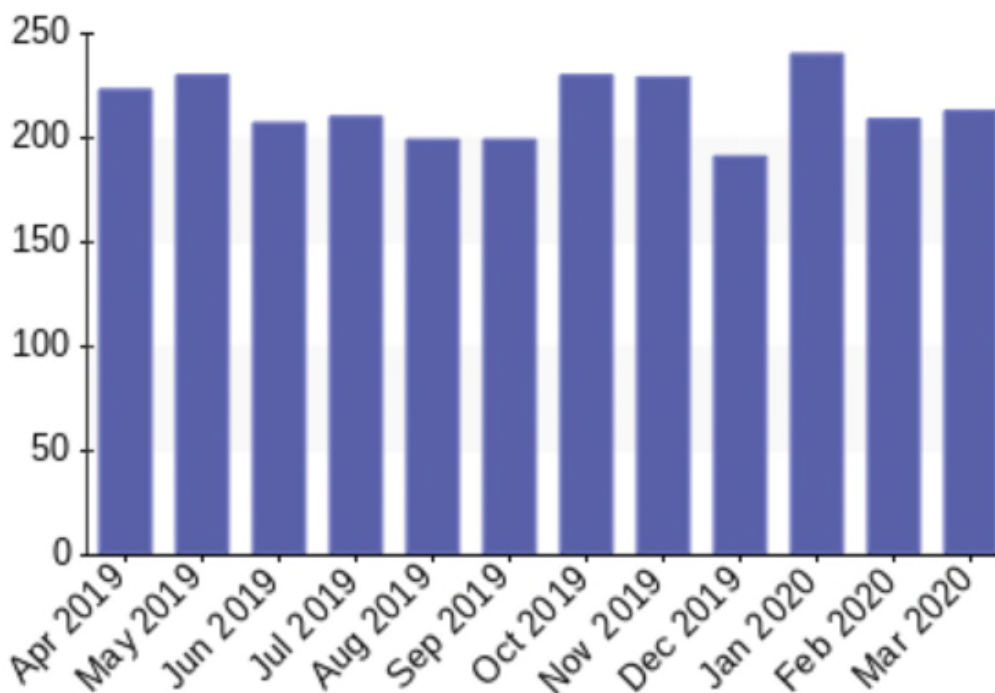


Source: PharmOutcomes report for 2019/20

Figure 23: Data from PharmOutcomes showing supervised consumption provisions per month in 2019/20

Supervised Consumption - Supervision

Provisions per Month



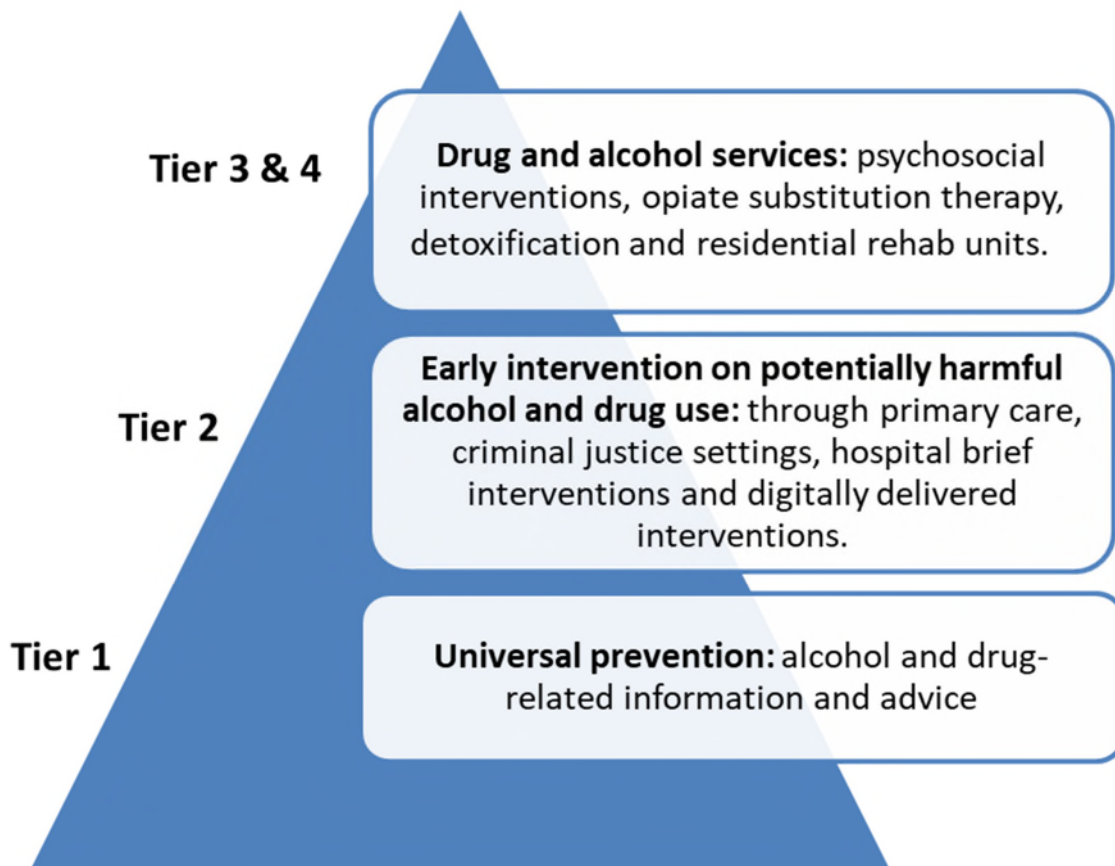
Source: PharmOutcomes report for 2019/20

5.0 Prevention and treatment for alcohol and drug use in RBWM

5.1 The tiered approach to prevention and treatment

Approaches to the prevention and treatment for alcohol and drug use are proportionate to the level of need, as shown in Figure 24.

Figure 24: interventions for the treatment and prevention of harm from alcohol and drugs, at each Tier of need



Source: RBWM Public Health team

5.1.1 Interventions for Tier 1 population

The RBWM Public Health team does not currently lead universal prevention work on alcohol and drugs to the adult population. This work is primarily carried out at a national level, for example by Public Health England and the NHS, in the form of alcohol and drug related information and advice^{13,14}. One example is the [PHE One You campaign](#). This campaign includes resources for local authorities to utilise, aimed at “encouraging people to reappraise their lifestyle choices, put themselves first and do something about their own health.”¹⁴ This campaign is not specific to alcohol, it encourages a healthier diet, drinking less alcohol, exercising more and quitting smoking.

PHE encourages Local Authorities share and promote these resources. RBWM could potentially widen the reach of appropriate information and advice produced from reputable sources through its key communication channels to residents.

5.1.2 Interventions for Tier 2 population

Tier 2 are the population who may be using alcohol and drugs at levels likely to cause harm to health but are typically not labelled as having a 'problem.' This cohort may wish to access help, advice or support early, in an everyday way, without being in crisis or necessarily wanting to become abstinent. They may want to 'cut back' but have fears about judgement if they were to access a designated addiction treatment service.

The Tier 2 population in RBWM have access to the commissioned drug and alcohol service. However, due to the perceived stigma attached to drug and alcohol Services, relatively few residents with emerging or low-level issues contact the Drug and Alcohol Service.

There are also a number of resources available online for individuals seeking help with alcohol and drugs, such as Drinkline¹⁵ and Alcoholics Anonymous¹⁶ which provide information and signpost support services. A more complete list of the online support accessible to RBWM residents, identified by online search engine can be found in Appendix 1.

Many support services for alcohol and drugs are starting to develop behavioural change programmes through digital media, such as smartphone apps. Digital interventions for alcohol reduction have a number of advantages over face-to-face methods, such as a low cost per user, greater reach, avoidance of stigma associated with receiving help in person and that they are highly convenient to use¹⁷. There is good evidence for the use of digital interventions to help people reduce alcohol consumption. Evidence from a [systematic review](#) found that digital interventions may lower alcohol consumption by an average of up to 3 UK units per week¹⁷. Although the review did find that the changes are not quite as large and of a shorter duration compared with face to face interventions in primary care which have shown average reductions closer to 5 units per week¹⁷. However, the reach and accessibility of digital interventions mean that the population impact could potentially be greater¹⁷.

[NICE have produced commissioning guidance](#) for digital and mobile health interventions. These highlight key considerations such as equality of access, cost, expert sources and impact on and partnerships with existing services¹⁸.

Examples of free digital resources available to support behaviour change in relation to drinking alcohol can be found in Appendix 2. These examples were included in the systematic review. Local authorities can improve take-up of digital interventions for alcohol and drug use through signposting and endorsing these free tools.

A limitation of free online tools is that Local Authorities are not able to monitor uptake and outcomes for the individuals accessing support in this way. Such data would potentially improve understanding of the population in need of support. An alternative solution is for local authorities to commission digital interventions that can be offered to the Tier 2. For example, the Lower My Drinking intervention via the [Breaking Free Group](#). This evidence-based digital solution aims to reduce alcohol related harm at a population level through targeted prevention and early intervention. Outcome data is made available to Local Authorities.

The description of this commissioned service states:

“This comprehensive digital solution reduces alcohol-related harm on a population-wide scale through prevention and early intervention. It allows people to self-assess their current drinking in multiple languages at their own convenience and receive instant feedback on the potential health risks this presents. It then seamlessly delivers the precise level of intervention each individual needs to reduce their alcohol use to safer levels, which for most will be through self-management:

- *Positive reinforcement (lower risk)*
- *Brief intervention and advice (increasing risk)*

- *Extended brief intervention (higher risk)*
- *Signposting to local specialist alcohol services (possibly dependent)*

The extended brief intervention in Lower My Drinking is a fully personalised 4-week programme accessible 24/7 via an app on Android and iOS devices. This allows people to track their drinking and use evidence-based behaviour change techniques to address the underlying issues that are motivating them to drink too much.”

The Breaking Free Group also offer a [targeted digital intervention tailored for people taking illicit drugs](#).

5.1.3 Interventions for Tier 3 and 4 population

Tier 3 and 4 interventions are currently available to residents in RBWM.

This population require specialist support for managing alcohol and drug problems. This commonly includes psychosocial therapy and pharmacological interventions in the form of opiate substitution therapy (OST) for drug addictions. Occasionally there may be a need for admission to detoxification and rehabilitation units, although in RBWM this is uncommon due to individuals not meeting the level of need set out in locally-defined admission criteria.

There is an established drug and alcohol treatment service in RBWM, provided through a partnership between Cranstoun drug and alcohol service and Claremont and Holyport GP Practice. Cranstoun provide a comprehensive suite of interventions including psychosocial support (groupwork and 1-to-1 sessions), access to mutual aid including Alcoholics Anonymous (AA) and Narcotics Anonymous (NA), harm reduction including needle exchange, blood-borne virus testing, hepatitis vaccinations and naloxone provision, and health and wellbeing checks. Claremont and Holyport GP Practice provide a clinical prescribing service for clients in need of opiate substitution therapy.

The treatment services are supported by a network of pharmacies across RBWM, who provide supervised consumption for opiate substitution therapy and additional needle exchange services.

6.0 Appendices

Appendix 1: Free support services for RBWM residents seeking support with alcohol and/or drug use

Alcohol

[Alcoholics Anonymous](#): is a free self-help group. Its "12 step" programme involves getting sober with the help of regular support groups. Support can be accessed through a national helpline, via email or through attending group meetings (held regularly in Windsor and Maidenhead and online).

[Al-anon family groups](#): offers support and understanding to the families and friends of problem drinkers, whether they're still drinking or not. Alateen is part of Al-Anon and can be attended by 12- to 17-year-olds who are affected by another person's drinking, usually a parent.

[Drinkline](#): The national alcohol telephone helpline. Drinkline offers the following services: Information and self-help materials; help to callers worried about their own drinking; support to the family and friends of people who are drinking; advice to callers on where to go for help.

[Drink Chat](#): Online messaging support and confidential advice, provided by trained advisors from the national alcohol support service Drinkline.

[We are with you](#): a UK-wide treatment agency that helps individuals, families and communities manage the effects of drug and alcohol misuse in local authorities with a commissioned service. These services are not commissioned in RBWM. However, We are with you do provide a free confidential telephone or webchat helpline for people anywhere in England aged over 50 years who are worried about drinking. Trained, experienced alcohol workers offer advice about alcohol's impact on health with ageing, advice and tips on cutting down.

Apps:

Alcohol Change: Try Dry App or coaching emails: <https://alcoholchange.org.uk/get-involved/campaigns/dry-january/get-involved/the-dry-january-app>

Alcohol and/or Drugs

[Adfam](#) is a national charity working with families affected by drugs and alcohol. Adfam operates an online message board and a database of local support groups.

[Cocaine Anonymous](#): a voluntary organisation providing local online meetings, telephone and email support for people with drug problems and their families.

[Talk to Frank](#): web advice on drug taking, with phone, text and email advice service.

[Narcotics Anonymous](#): a voluntary organisation providing local online meetings, telephone and email support for people with drug problems and their families.

Appendix 2: Digitally provided behaviour change tools for alcohol reduction

- [MyDrinkaware](#)
- [Down Your Drink](#)
- [Drinks Meter](#)
- [Don't Bottle It Up](#) (Drink Coach)
- [NHS Drink Free Days/One You app](#) (PHE)
- [Drink Less app](#) (UCL)

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SERVICE SPECIFICATION FOR THE PROVISION OF INTEGRATED ADULT DRUG AND ALCOHOL TREATMENT AND RECOVERY SUPPORT SERVICES

1 April 2022 – 31 March 2027

1) Introduction

“Building a borough for everyone – where residents and businesses grow, with opportunities for all”

The Royal Borough of Windsor and Maidenhead (RBWM) is committed to ensuring that we deliver the most effective services for residents which improve outcomes, whilst ensuring best value for money.

The misuse of drugs and alcohol presents a wide range of social and health issues. It can have serious consequences for individuals, their family members and whole communities including crime, domestic abuse, child abuse and neglect, family breakdown, homelessness and physical and mental health problems.

The Royal Borough is seeking to appoint a single provider to deliver an integrated drug and alcohol recovery service for residents as detailed in this Service Specification. The appointed provider (the Provider) shall ensure that all services begin from the commencement date of the contract, 1st April 2022.

This Adult Drug and Alcohol Recovery Service Specification describes the characteristics required of an effective treatment and recovery service that’s objective is to support and assist service users to implement meaningful change in their lives and make positive contributions to society and their local community. It is now known that many drug and alcohol clients use substances as a means of escape from past trauma, mental health issues and adverse childhood experiences, often leaving them more vulnerable, through a revolving door of prison and homelessness. Nationally, the direction of travel of drug and alcohol services is moving towards a Public Health approach, using trauma informed models of care and support, with criminalisation only after exploring all support options.

The service model will be based on a **Central Hub and Satellite Services Model**. This will include a small main central hub in Maidenhead, an additional Satellite clinic in Windsor, and Key Worker Support mainly based within local services. This will provide a joined-up approach to recovery, particularly for adults with multiple disadvantages and complex lives. The support will be available to any adult that resides in the Royal Borough, and it is expected that the Provider will operate a triage system to prioritise appointments and manage demand and capacity.

Less than ten service users have needed access to Residential Rehabilitation or Inpatient Detoxification in the last three years. Support has been managed via community detoxification and robust Pathway Plans encouraging self-help and engagement with a wide range of services, including mutual aid and peer networks to support recovery. Therefore, these services for drug and alcohol will sit outside of this contract and will remain the responsibility of the Local Authority Public Health Contracts and Commissioning Lead, however it is expected that the Provider will work in partnership with the Commissioner to offer professional judgement to help guide treatment decisions for service users requiring intensive support.

The Royal Borough's Health and Wellbeing Strategy refresh 2021 will include the following core principles:

- Community-Centric - Investing in communities and their assets and connecting individuals to them
- Strengths Based - Capitalising on the strengths of individual people and communities to help themselves
- Effectiveness - Maximising the use of all our resources to secure efficiency and value for money
- Outcomes Focus - Demonstrating what we are doing is working for our residents

1.2) Vision and Values

The Provider will:

- Empower Service Users to make positive behaviour changes, with recovery being at the heart of all interventions
- Provide the most effective clinical treatment options in line with appropriate guidance
- Promote access to self-help and recovery support, through digital options, mutual aid, peer mentoring and volunteering opportunities
- Co-produce recovery plans with Service Users and review regularly
- Deliver trauma informed care and support in a non-discriminatory way
- Be easily accessible to all service users within the Royal Borough
- Promote safeguarding and safety for all
- Work in close partnership with other services to coordinate care effectively
- Ensure Service Users have a clear exit strategy for the end of treatment, linking them to other community services to continue their self-care and recovery journey
- Skill staff to provide holistic and assertive support using a trauma informed model
- Be fully accountable to Service Users and key stakeholders

1.3) National Legislation, Guidance and Good Practice

It will remain the responsibility of the service provider to be aware of current and changing legislation governing and informing the delivery of services, and to ensure compliance with all changes to national legislation and published guidance on good practice such as, but not limited to:

- Care Act (2014)
- Children and Families Act (2014)
- Mental Capacity Act (2005)
- Mental Health Act (2014/15)
- Modern Crime Prevention Strategy (2016)
- Modern Slavery act (2015)
- National Institute of Clinical Excellence
- Public Health England

2) Background –The Royal Borough of Windsor and Maidenhead

The Royal Borough of Windsor and Maidenhead has an affluent and economically active population, ranking 304 out of 317 local authorities in England in the Indices of Multiple Deprivation (IMD) - where a ranking of 1 is the most deprived area.

The traditional model of delivering Drug and Alcohol Services hasn't met the needs of the 61,554 (51%) adult residents, that Public Health England's Predictive Analysis suggests may have unmet alcohol needs, or the 180 clients with multiple disadvantages and complex needs, including entrenched drug and alcohol issues, that are engaged with multiple local services.

RBWM has a specific cohort Service Users with entrenched drug and alcohol issues, multiple disadvantages and co-morbidities, all of whom arrive with long standing issues, attracted by the tourism industry and night-time economy in Windsor. Although they are a relatively small cohort in terms of numbers, they put a huge pressure on multiple service areas, without ever have their needs fully met.

This includes -

- Accident & Emergency
- Adult Social Care (Optalis)
- Ambulance Services
- Community Mental Health Team
- Community Wardens
- GPs and Primary Care Services
- Homelessness, Making Every Adult Matter and the Rough Sleeper Pathway Team

- Hospital admissions
- Police and Community Support Officers
- Probation
- Voluntary and Community Sector

This is reflected in the Drug and Alcohol budget spend, which sees services for this cohort take up over 95% of the available grant funding. Nationally and locally, only around 6% of Heroin and Crack Cocaine users successfully complete a course of treatment and don't return to the service within 6 months.

Of key concern to Children's Social Care (Achieving for Children) is parental alcohol and drug use. In many of these cases, there are also concerns regarding parental mental ill health and domestic abuse (regarded as the Toxic Trio), which are often driven by trauma from their own adverse childhood experiences.

In the Royal Borough, we are developing a Place Based approach, building on our existing partnerships to scale up infrastructure projects to encourage community cohesion and self-care and tackle key themes linked to multiple disadvantages.

As the Drug and Alcohol service is being recommissioned, digital approaches have become more widespread and acceptable for the majority of residents with lower level needs, and services for the most vulnerable client groups are joining up, we have the opportunity to consider a different approach to the delivery of the Structured Psychosocial Support element of the service.

3) RBWM Drug and Alcohol Health Needs Assessment 2021

A comprehensive Drug and Alcohol Health Needs Assessment was developed earlier in the year. The key findings are summarised below, and further information can be accessed in the full RBWM Needs Assessment document and accompanying slide deck.

Alcohol Use

- Predictive analysis undertaken by Public Health England (PHE) indicates that there could be between 46,709 to 77,607 adults in RBWM drinking more than 14 units of alcohol a week, with the average being 61,554 (51%) adults; considerably higher than the England average of 25.7%
- Similar PHE Predictive Analysis indicates that there could be approximately between 875 and 1068 adults needing treatment for alcohol dependence
- Data from the National Drug Treatment Monitoring System (NDTMS) shows that 291 residents accessed treatment for alcohol issues in 2019/20
- The PHE Outcomes Framework data for 2019/20, shows that hospital admissions for all alcohol related issues in RBWM is rated 'Green'

Drug Use

- Predictive analysis undertaken by PHE indicates that there could be between 397 and 729 people aged 15 to 64 using opiates and/or crack cocaine, an average rate of 5.57 per 100,000 people aged 15 to 64, lower than the national estimate of 8.85.
- NDTMS data shows that 349 residents accessed drug treatment services in 2019/20, of which 240 were prescribed opiate substitution therapy, the majority of these also had severe alcohol abuse issues. 66% of Service Users were in treatment for 2 years or less and 9% adults attending treatment had been in treatment services for 6 years or more.
- The same data set shows that 6 residents attended services for the use of 'club drugs', none of whom reported also using opiate drugs.
- The rate of hospital admissions for drug poisoning in 2019/20 was 29.7 per 100,000 population, lower than the national rate of 53.8 per 100,000 in England.

Combined Alcohol and Drug Use

Clients with multiple disadvantages and complex needs, invariably have significant, chronic and enduring issues with a combination of both alcohol and drugs. Data from the National Drug Treatment Monitoring System (NDTMS) shows that in 2019/20, 94 Service Users were attending for combined alcohol and drug use.

For the period April 2020 to January 2021, 530 child cases recorded parental alcohol and drug use as the primary concern. In 2019/20, NDTMS data showed that 31 new presentations for alcohol support were living with children, as were 13 new presentations for drug treatment.

4) Summary of Current Services (2017-2022)

The two main contracts for Drug and Alcohol Services were awarded in 2017 Psychosocial Interventions and Harm Minimisation are delivered by Cranstoun, and Substitute Prescribing is delivered by Claremont and Holyport GP Practice. The original Contract ended on 31st March 2020, as the services were performing well and there was a 2-year extension period allowable, Cabinet agreed for the Contracts to be extended until 31st March 2022.

There are also a number of small Contracts with individual Pharmacies to distribute Opiate Substitution Therapy, and provide a Supervised Consumption service, when required for clients with unstable addiction and behaviour patterns. These contracts end on 31st March 2022, and in future will be managed by the Service Provider as part of one single integrated contract.

Due to perceived stigma attached to drug and alcohol services, few adult residents with emerging or low-level issues, contact the Drug and Alcohol Service. Those who do tend to be younger and using alcohol and Class A or B drugs such as Cocaine and Cannabis for recreational purposes, yet Public Health England's Predictive Analysis suggests that there may be as many as 61,554 (51%) adult residents in RBWM with unmet needs in relation to alcohol.

The need to recommission drug and alcohol services and changes brought about by Covid-19 restrictions, has provided an opportunity to consider different models of providing early intervention and recovery support. Digital options are more accessible and acceptable, providing an opportunity to develop local online support for early help and self-care.

Additionally, the traditional model of delivering stand-alone drug and alcohol services, and national indicators tracking 'Successful Completions without Representation', are out of step with the complex clients with multiple needs that are now entering the service. Nationally and locally, only around 6% of Heroin and Crack Cocaine users successfully complete a course of treatment and don't return to the service within 6 months.

As services within RBWM and those delivered by partners, are working together collaboratively to support the multiply disadvantaged and complex drug and alcohol users, trauma informed recovery support will be integrated within other services. Taking consideration of the broader issues and concerns these residents face on a daily basis, will increase the likelihood of a full recovery from addiction, and enable them to live healthy, safe and independent lives.

There are also some very active Voluntary, Charitable and Mutual Aid groups and networks operating in the Borough, and both Alcoholics Anonymous and Narcotics Anonymous use the Resilience building in Maidenhead for meetings.

5.) Consultation to Develop the Service Model and Specification

Introduction

The development of the drug and alcohol service model and commissioning specification was guided by informal consultation and collaborative discussions with key stakeholders, a comprehensive Health Needs Assessment and a Service Provider Market Event.

As both Slough and West Berkshire also need to recommission their drug and alcohol services from 1st April 2022, discussions were held with Commissioners and Public Health Managers in those areas to explore joint commissioning possibilities, but for various reasons they had no wish to pursue this course of action at the moment.

Consultees

Locally

- Achieving for Children
- Berkshire Healthcare Foundation Trust
- Community Mental Health Team
- CCG Commissioners
- Claremont and Holyport GP Practice (current provider)

- Community Safety Partnership
- Community Wardens
- Cranstoun (current provider)
- Housing/Homeless/MEAM/Rough Sleeper Pathway Teams
- Optalis
- Windsor Homeless Project

Regionally

- Berkshire and South East Drug and Alcohol Commissioners
- Drug and Alcohol Service Providers Market Event
- Heroin and Crack Action Area Lead (DCI Jason Kew)
- Public Health England Drug and Alcohol Lead (Tracey Goodhew)
- Police and Crime Commissioner's Office (Cath Marriott)

Models

Following initial discussions with partners and key stakeholders regarding a future delivery model for drug and alcohol services, four possible models were developed and consulted upon.

Model 1: *Recommission the existing model and service specification – with separate contracts for the Clinical Prescribing and Psychosocial elements*

Model 2: *Recommission the existing model with revised service specifications - separate contracts for the Prescribing including all Medical/Clinical elements and Psychosocial including responsibility for Pharmacies*

Model 3: *Recommission with one integrated contract to include Clinical Prescribing, Psychosocial and Pharmacy elements*

Model 4: *Recommission three separate Lots for Prevention, Clinical Prescribing and Psychosocial Support*

The model below for one integrated contract with Recovery Support staff working more closely with other services in the borough was favoured by all of the partners and key stakeholders consulted.

Drug and Alcohol Service - Psychosocial Interventions and Clinical Prescribing

- Brief intervention and signposting to online support for lower level needs (T2)
- Structured Psychosocial Treatment (T3)
- Coordinating Peer Support
- Access to Mutual Aid including Alcoholics and Narcotics Anonymous
- Include Pharmacy Needle Exchange and Supervised Consumption
- Opiate Substitution Therapy
- Include all Clinical/Medical interventions Medical Care including: Health & Wellbeing Checks, needle exchange, BBV testing & vaccinations, naloxone kits

An Options Paper outlining the findings and the model preferred by colleagues was presented to senior managers, who agreed for the model to be taken forward and further developed with partners and key stakeholders. This included: -

- RBWM Executive Director of Adults, Health and Housing – Hilary Hall
- Berkshire Director of Public Health – Tessa Lindfield
- RBWM Consultant in Public Health – Anna Richards

6.) Required Service Description

RBWM is tendering for the “Integrated” Drugs and Alcohol Recovery Service for Adults (The Service). The Service needs to be delivered in line with an evidence-based practice model, that attracts and engages substance misusers across the spectrum of need. From those with lower-level drug and alcohol issues who can support themselves through digital options and self-care, to those who are multiply disadvantaged, suffering from past trauma, and have many and complex needs including enduring mental health issues and homelessness.

The service will be delivered through a Central Hub and Satellite model. There is an existing central hub in Maidenhead, with the expectation of Prescribing Clinics being delivered in both Windsor and Maidenhead, and a person-centred, trauma informed model of psychosocial and recovery support being integrated within other RBWM services to develop joint pathways and approaches to support and self-care.

The journey of Service Users and their pathway through care should be kept under constant review by the service with the key aim of promoting full sustained recovery through self-care, continuous reduction in illicit and prescribed drug use and abstinence. The Provider will therefore be expected to work in close partnership to integrate drug and alcohol key work within other Local Authority delivered and commissioned services. This will enable residents to access support relevant to their individual and specific needs, rather than simply their drug and alcohol issue, and thus maximising their opportunity for positive outcomes and sustained recovery.

The Provider will be required to sign up to and adhere to relevant information sharing agreements and/or protocols and actively engage with local safeguarding departments and boards.

The transfer of the existing service users in treatment will take place on the 1st April 2022.

To facilitate a smooth transition between the existing and new contract it will be necessary for the incumbent Provider and new Provider to work collaboratively prior to the commencement date of the 1st of April 2022. These actions should be included in the provider's mobilisation plan which should detail actions from January 2022.

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