



# Council Strategic Plan 2016-2020

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Royal Borough  
of Windsor &  
Maidenhead



## Introduction

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

As a modern, dynamic, successful council:

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

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

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

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



*Cllr David Burbage*  
**Leader of the Council**



*Alison Alexander*  
**Managing Director**

# Royal Borough Facts

## The Royal Borough

- Total population: 146,300.
- Borough size: 79 miles<sup>2</sup>
- Number of houses (Band D equivalent): 64,000.
- Band D Council Tax: £906.95
- Number of businesses: 8,375.
- Employment rate: 79.4% (national average 73.5%).
- Two MPs: Theresa May (Maidenhead) and Adam Afriyie (Windsor).

## The council

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

## Education, children and family support

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

## Adult social care and support

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



# Royal Borough Facts (continued)

## Public health

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

## Community, leisure and living

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

## Planning and housing

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

## Highways, parking and environment

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

## Democracy and customer services

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

# The Council and Democracy

## Cabinet

The Royal Borough operates a Cabinet system, consisting of 10 Cabinet members (chaired by the Leader of the Council) as well as principal members as appointed by the Leader. Cabinet is responsible for making most of the Council's decisions. Details of the decisions to be taken by Cabinet are published in the Forward Plan. Each Cabinet Member has a portfolio which covers an individual area of responsibility in which they make decisions.

## Council

The Council is made up of 57 Councillors representing 23 wards. The full Council meets seven times a year to approve key strategic policies and set the Council budget.

## Resident

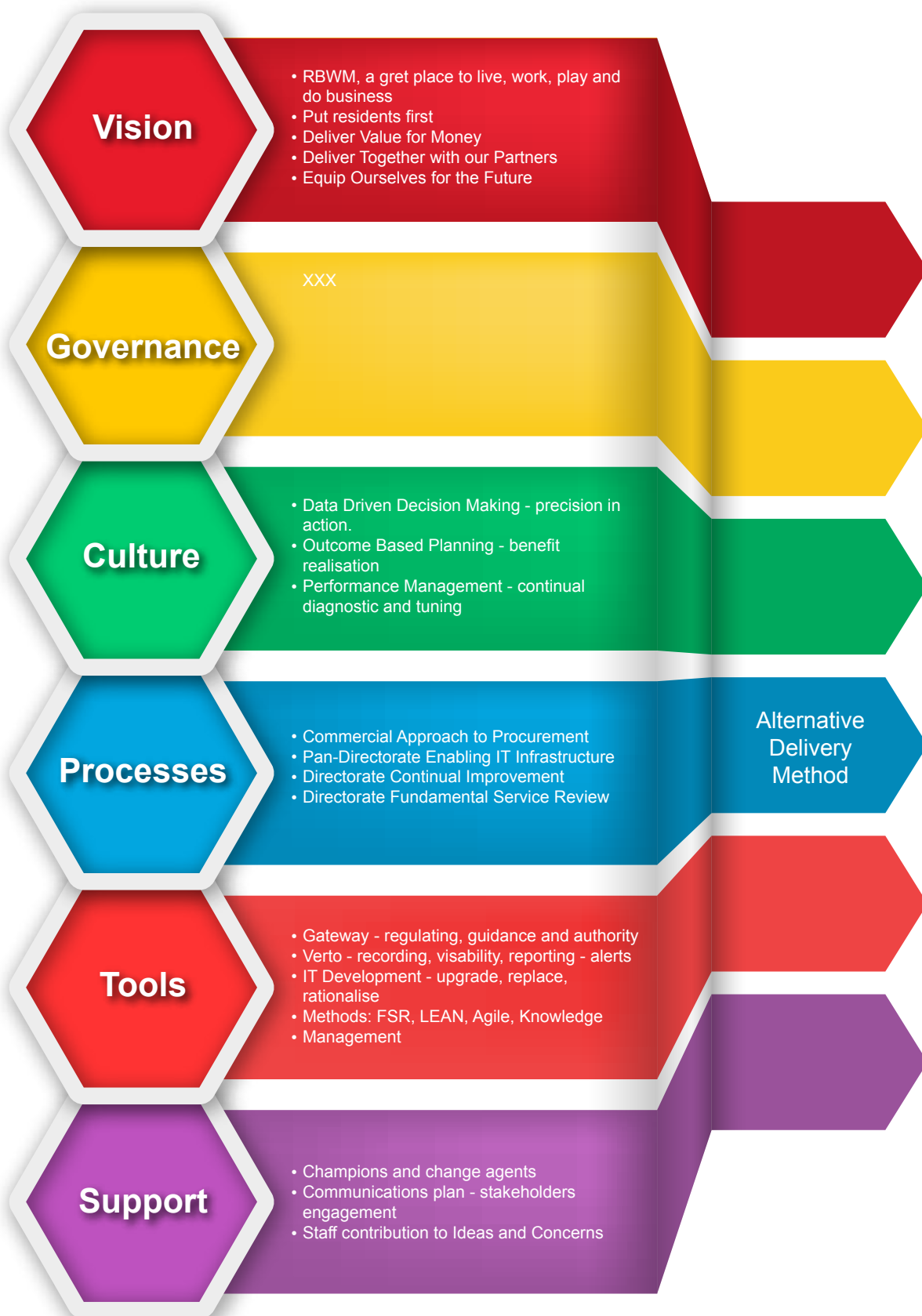
## Overview and Scrutiny Panels

Seven Overview and Scrutiny Panels are responsible for ensuring that the Council is held accountable for its performance in implementing policies and strategies effectively. The Panels have the authority to ask Cabinet Members and Senior Officers to attend meetings to explain their actions and decisions taken.

## Other Panels, Committees

There are a number of Panels and Forums which provide the opportunity for members of the public, service users, partner organisations and other interested parties to work together with Councillors to contribute towards policy development across a range of issues.

# Delivering Service Performance





# Our Strategic Priorities

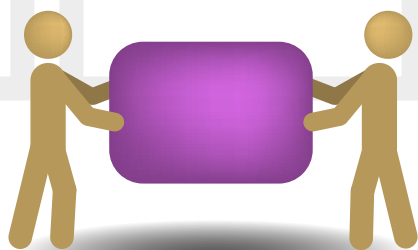
**Residents  
First**



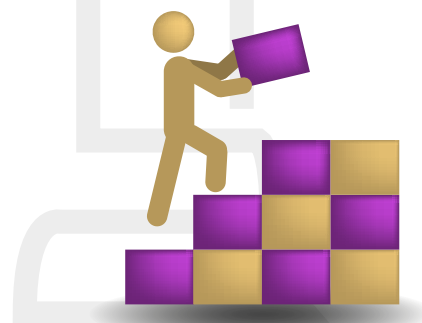
**Value for  
Money**



**Deliver  
Together**



**Equipping Ourselves  
for the Future**



# Residents First

**In order to achieve this we will...**

## Support children and young people

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

**Some of the ways we will measure:**

Standards and Quality of Education in the Royal Borough of Windsor and Maidenhead (annual report)

% of 16-19 year olds who are not in Education, Employment or Training (IPMR)\*

Total number of young people at risk of, or subject to, Child Sexual Exploitation (CSE) in the Borough (IPMR)

## Encourage healthy people and lifestyles

1. We will continue to implement the health and well being strategy
2. Have excellent sports and leisure facilities, including libraries and parks

**Some of the ways we will measure:**

The outcomes of the Joint Health and Wellbeing Strategy (2013-2016)

Total number of attendances at Leisure Centres (IPMR)

Number of people taking up health checks (IPMR)

## Improve the environment, economy and transport

1. Support the regeneration of our towns whilst protecting the character of the Royal Borough
2. Invest in our Borough

**Some of the ways we will measure:**

Submitting a Local Borough Plan

The Annual Budget (capital spend)

Number of highway schemes delivered (IPMR)

## Work for safer and stronger communities

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

**Some of the ways we will measure:**

Number of families supported by the intensive family support programme (IPMR)

Number of Licensing compliance operations completed (IPMR)

*\*Integrated Performance Management Report*



# Deliver Together

***In order to achieve this we will...***

## **Enhance customer services**

1. Bring customer services closer to residents by using community facilities
2. Use technology to bring in more 24/7 services and enhance our existing customer service

**Some of the ways we will measure:**

Annual Residents Satisfaction Survey

In month time taken to process Housing Benefit and Council Tax Support new claims and change events (IPMR)

Call abandoned rate (IPMR)

## **Deliver effective services**

1. Learn from others when it comes to best practice and benchmarking
2. Look at different ways of delivering services but remember that the outcome for the resident is the most important

**Some of the ways we will measure:**

The corporate transformation programme

The quarterly integrated performance management report

Annual Residents Satisfaction Survey

## **Strengthen partnerships**

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

**Some of the ways we will measure:**

Number of volunteers supporting Council services (IPMR)

OFSTED improvement plan 2015 - 16

Better Care Fund



# Value for Money

***In order to achieve this we will...***

## **Deliver economic services**

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

**Some of the ways we will measure:**

The annual budget

Combined savings tracker (IPMR)

Recruit RBWM approved foster carers (IPMR)

Number of permanent admissions to residential or nursing care 65+ made in a year (IPMR)

## **Improve use of technology**

1. Use technology to help improve our customer service and outcome for residents

**Some of the ways we will measure:**

Number of new people receiving Telecare (IPMR)

Corporate Project Tracker (IPMR)

Cabinet outcomes tracker (IPMR)

## **Increase non-council tax revenue**

1. Intelligent use of the Borough's assets to increase income
2. Maximise our ability to collect business rates and plan carefully for any changes in government policy

**Some of the ways we will measure:**

% of in-year Business Rates Collected (IPMR)

Rents receivable as a percentage of total rental value of commercial estate (IPMR)

## **Invest in the future**

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

**Some of the ways we will measure:**

Corporate Project Tracker (IPMR)

Annual Section 106 projects review report

# Equipping Ourselves for the Future

***In order to achieve this we will...***

## **Equip our workforce**

1. Invest in learning and development
2. Multi – skill our workforce

**Some of the ways we will measure:**

Working days lost per FTE (IPMR)  
% Staff Turnover (IPMR)  
Annual Staff Survey

## **Develop our systems and structures**

1. Introduce a “tell us once” Customer Relationship Management system
2. Joined up working across directorates

**Some of the ways we will measure:**

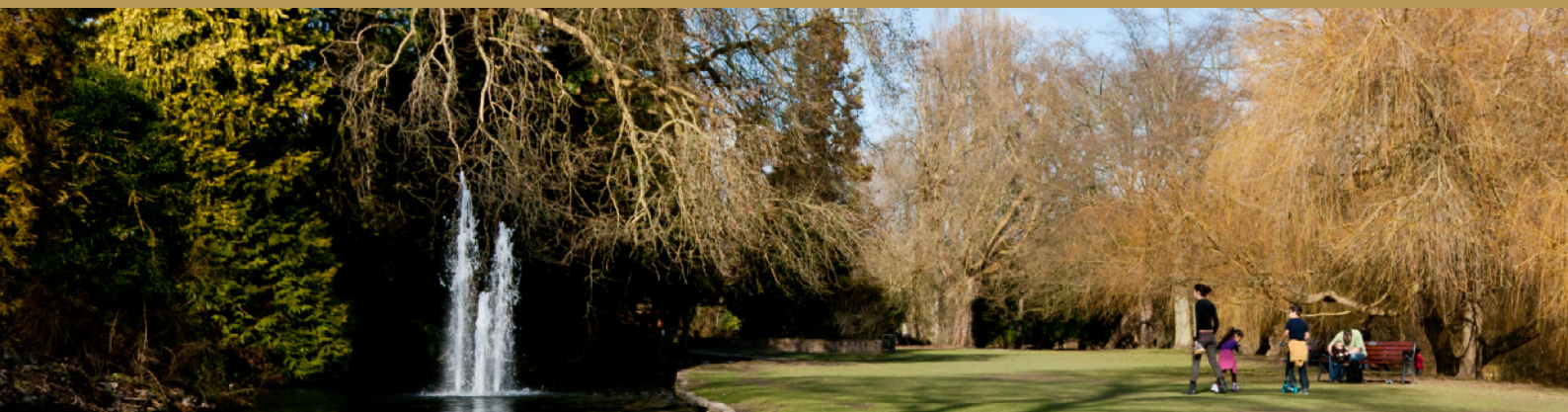
Corporate transformation programme

## **Change our culture**

1. Better use of mobile technology
2. Deliver the transformation programme

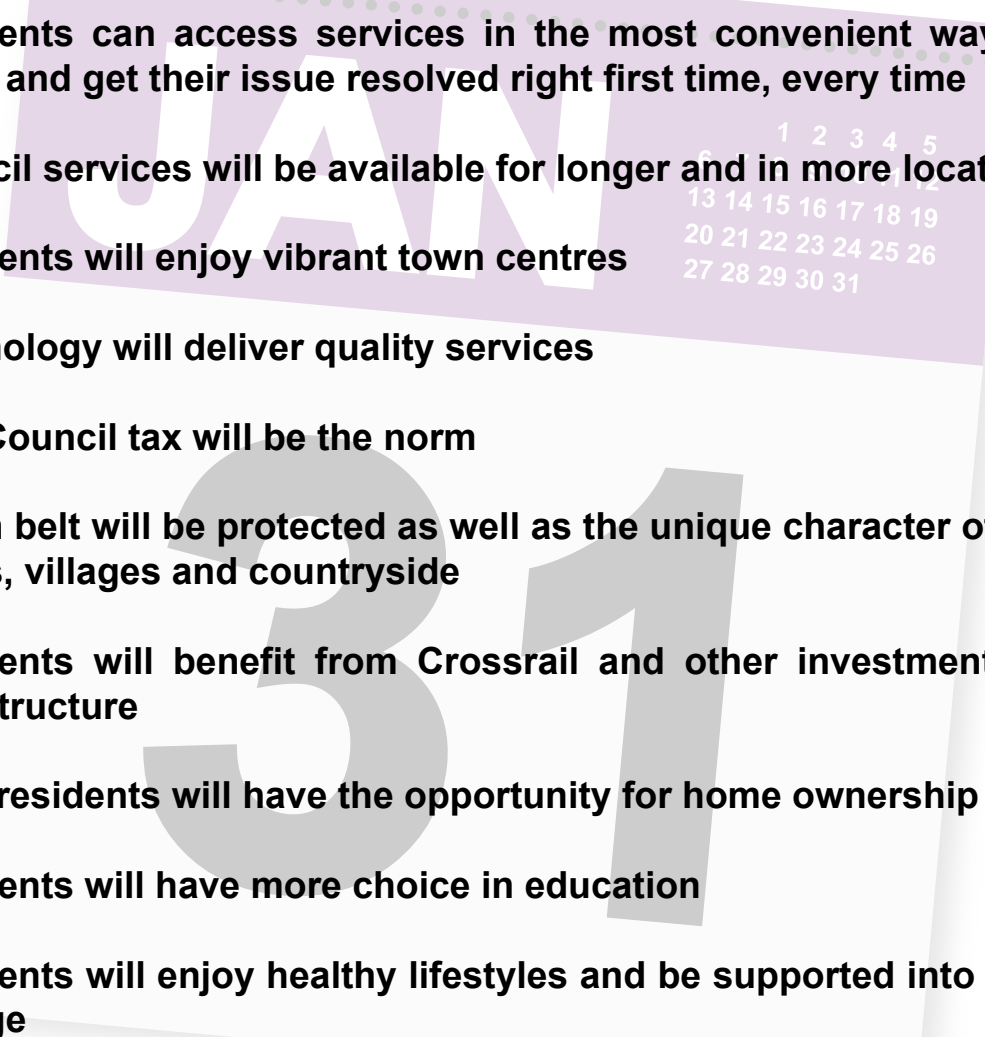
**Some of the ways we will measure:**

Annual staff survey  
Annual resident survey





## *What will be different for residents in four years time*

- 
- Residents can access services in the most convenient way for them, and get their issue resolved right first time, every time
  - Council services will be available for longer and in more locations
  - Residents will enjoy vibrant town centres
  - Technology will deliver quality services
  - Low Council tax will be the norm
  - Green belt will be protected as well as the unique character of our towns, villages and countryside
  - Residents will benefit from Crossrail and other investments in infrastructure
  - More residents will have the opportunity for home ownership
  - Residents will have more choice in education
  - Residents will enjoy healthy lifestyles and be supported into their old age



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