



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

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

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

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



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



*Alison Alexander*  
**Managing Director**

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

## **Residents First**

Residents will have more choice in education.

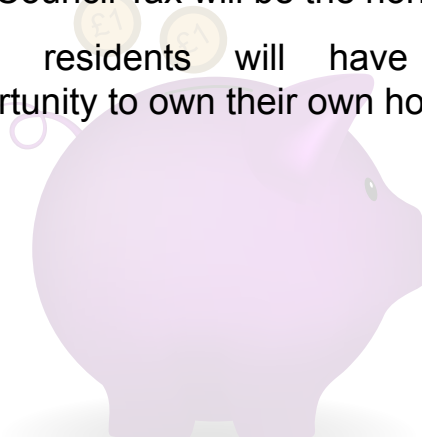
Residents will enjoy healthy lifestyles and be supported into old age.

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

## **Value for Money**

Low Council Tax will be the norm.

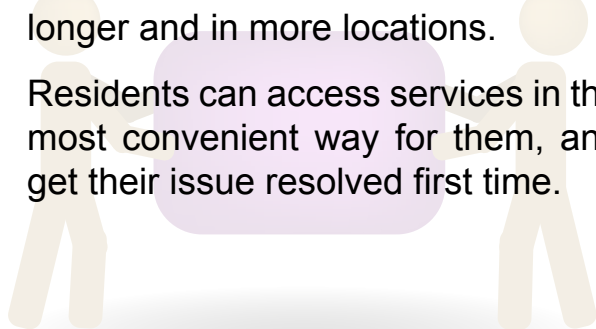
More residents will have the opportunity to own their own home.



## **Delivering Together**

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

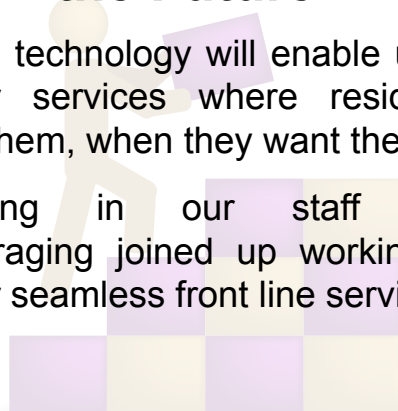
Residents can access services in the most convenient way for them, and get their issue resolved first time.



## **Equip Ourselves for the Future**

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

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





# Royal Borough Facts

## The Royal Borough

- Total population: 146,300
- Borough size: 79 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 member
- 14 Parish Councils plus one Town Council (Eton)
- 350 member meetings
- 254,000 calls, 25,000 emails and 7,000 web chats received by the Customer Service Centre every year

# The Council and Democracy

## 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.

## 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.

## 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.

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

### Support children and young people

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

#### Some of the ways we will measure this are:

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

### Encourage healthy people and lifestyles

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

#### Some of the ways we will measure this are:

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

### Improve the environment, economy and transport

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

#### Some of the ways we will measure this are:

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

### Work for safer and stronger communities

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

#### Some of the ways we will measure this are:

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

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

### **Enhance customer services**

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

#### **Some of the ways we will measure this are:**

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

### **Deliver effective services**

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

#### **Some of the ways we will measure this are:**

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

### **Strengthen partnerships**

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

#### **Some of the ways we will measure this are:**

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





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

### Deliver economic services

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

#### Some of the ways we will measure this are:

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

### Improve use of technology

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

#### Some of the ways we will measure this are:

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

### Increase non-council tax revenue

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

#### Some of the ways we will measure this are:

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

### Invest in the future

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

#### Some of the ways we will measure this are:

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

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

### **Equip our workforce**

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

#### **Some of the ways we will measure this are:**

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

### **Develop our systems and structures**

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

#### **Some of the ways we will measure this are:**

- Corporate transformation programme
- Fewer complaints relating to avoidable contact

### **Change our culture**

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

#### **Some of the ways we will measure this are:**

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



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