



<b>Title:</b>	<b>CORPORATE PLAN CHALLENGE SESSION</b>
<b>Date:</b>	<b>1 October 2021</b>
<b>Meeting:</b>	<b>Corporate Plan Challenge Session, Monday 11<sup>th</sup> October 2021</b>
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## 1. Purpose of this paper

- 1.1. The purpose of the Scrutiny Challenge session is to provide an opportunity for the Panel to review and constructively challenge the draft Corporate Plan (Appendix A).
- 1.2. The Corporate Plan has been selected as a topic for scrutiny as it impacts across all of the Council's delivery areas and into communities and is a vehicle for driving improvement across the Council.
- 1.3. It is a key document for the Council in identifying the priority outcomes for residents. A well drafted plan will align goals to outcomes to maximise the opportunities for delivery of change. A scrutiny review of the emerging plan will help strengthen the outcomes and goals through examination of the evidence and rationale.
- 1.4. It should be noted that this Scrutiny Panel meeting is being run as a Challenge Session, as part of the development of the wider Scrutiny function. Key areas of focus will be;
  - Checking assumptions in the Corporate Plan and making sure there is evidence to support these.
  - Challenging targets based on the evidence available to them and making sure that they are realistic and will produce the intended outcome.
- 1.5. This report and supporting appendices provide information to support the Challenge session. It also provides information and advice on how the session will run in a different way to a regular Panel meeting. The scoping document (Appendix B) identifies the scope of the challenge session and how the session will be managed with timings.
- 1.6. At the session, the Scrutiny Panel Members will be asked to consider whether they wish to make recommendations for Cabinet to consider on 28 October 2021. The Corporate Plan is scheduled to go to Full Council on 23 November 2021 for approval.

## 2. Recommendations

- 2.1. **That the Panel Members undertake the Scrutiny Challenge and determine whether they wish to make any recommendations to Cabinet in relation to the draft Corporate Plan.**

## 3. The Corporate Plan

- 3.1. The focus of this Scrutiny session is the draft Corporate Plan. The Plan recognises that the Council has to make choices about where it focuses, 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.

- 3.2. 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”**

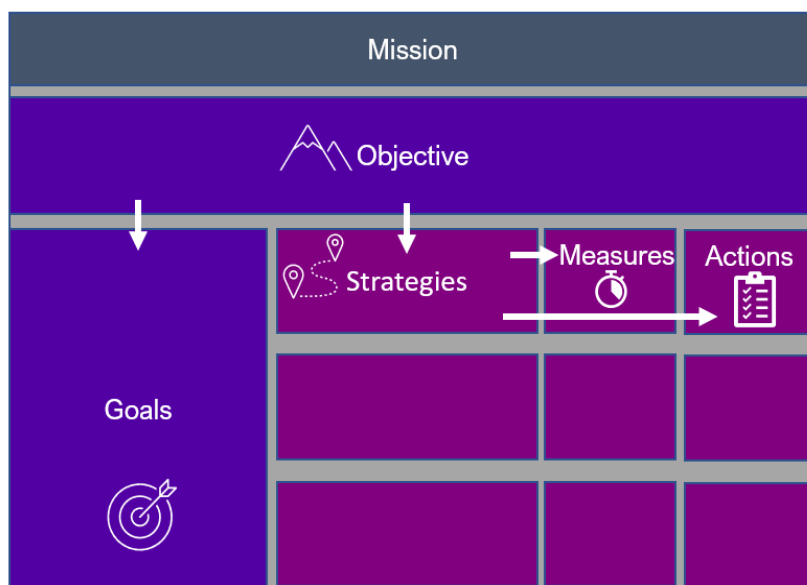
**Objectives:** define the overarching ambition linked to the mission, and set the direction for the 5yrs.

**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.



- 3.3. 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, over the period. 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.
- 3.4. 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.
- 3.5. 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, 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 summary evidence base included at Appendix C will be developed and strengthened as part of this journey.
- 3.6. The Corporate Plan sets out an overarching vision of 'Building a Borough of Innovation Community' and is framed around three key objectives:
- 3.6.1. **Thriving Communities:** Where families and individuals are empowered to achieve their ambitions and fulfil their potential.
  - 3.6.2. **Inspiring Places:** Supporting the borough's future prosperity and sustainability
  - 3.6.3. **A Council trusted to deliver its promises**
- 3.7. Under these objectives we have highlighted the priority outcomes to be achieved over the Corporate Plan period. These are:
- 3.7.1. **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.
  - 3.7.2. **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.
  - 3.7.3. **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.

- 3.8. This report provides information to support the Scrutiny Panel to assess the Plan against its objectives and goals, and to develop recommendations for Cabinet, where appropriate. A summary of the process by which the Plan has been developed is set out at section 5. This report is also supported by several appendices:
- **Appendix A** – Draft Corporate Plan
  - **Appendix B** - Scoping Paper
  - **Appendix C** – Draft summary of the evidence base
  - **Appendix D** - Summary of consultation responses.

#### 4. Corporate Plan Goals

- 4.1. The Corporate Plan goals are set out below, for ease of reference. All goals are 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.**
- **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%.
- Improve the accessibility of Council-owned leisure facilities, parks and open spaces.

## OUR APPROACH

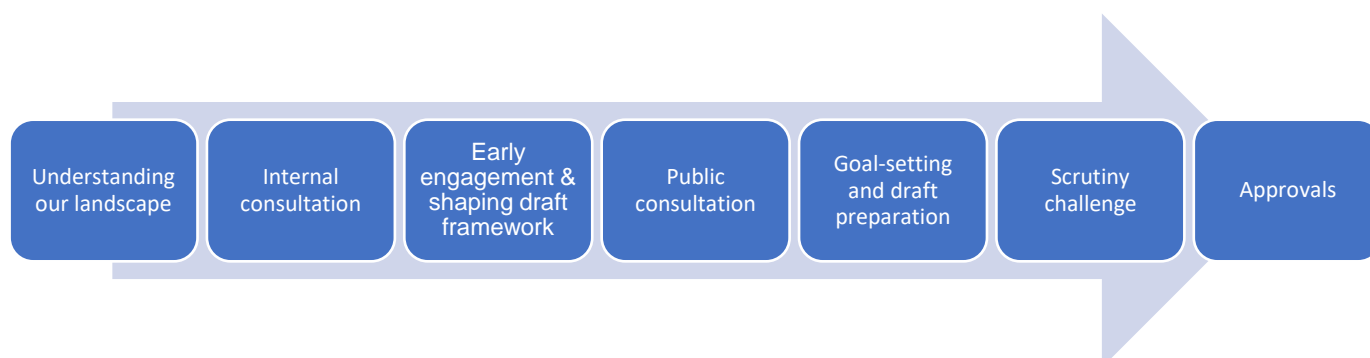
These principles underpin how we will work and our approach to delivering the goals above:

- 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

### 5. Process for developing the Corporate Plan

- 5.1. Figure 2 provides an overview of the process followed to develop the Corporate Plan. Further detail is provided at 5.2-5.5.

**Figure 2: Overview of development process**





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

5.2.1. 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 draft summary of the evidence-base for the Corporate Plan is included at Appendix C. This includes additional data used to inform the goal-setting.

## **5.3. Development stage 2: Internal consultation [1 Apr – 24 May 2021]**

5.3.1. 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.

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

5.4.1. 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.

5.4.2. 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.

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

- 5.5.1. 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.
- 5.5.2. 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.

## **6. Public consultation**

- 6.1. 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).
- 6.2. 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.
- 6.3. 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.
- 6.4. 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.

- 6.5. 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.”*
- 6.6. These comments have been taken on board. Our approach to consultation will be considered as part of our forthcoming engagement strategy.
- 6.7. Appendix D sets out the summary results of the consultation. Key messages arising from the consultation, and how these have been reflected in the Plan, is set out in Table 1.

**Table 1: Public consultation: Key messages**

<b>Respondents said...</b>	<b>We responded...</b>
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 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.

<p>A greater focus on reducing inequality, and support for disadvantaged groups</p>	<p>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.</p>
<p>Need a stronger focus on supporting businesses and employment, particularly supporting local businesses, and reviving town centres</p>	<p>The Plan includes commitments for improvements within all three major town 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.</p>
<p>Need greater focus on cycling and walking infrastructure and maintenance of public realm to support health and wellbeing, and improved public transport options</p>	<p>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.</p>

**ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD  
CORPORATE PLAN 2021-2026**

**Building a borough of innovation and opportunity**

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- **Inspiring places**
- **A council trusted to deliver its promises**

## OUR BOROUGH: KEY FACTS

[to be added]

DRAFT

**WELCOME [LEADER OF THE COUNCIL]**

[to be added]

DRAFT



## **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. 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 therefore 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.

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## 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, and our adult services rated in the top 15 nationally on value for money.

## 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 Areas<sup>1</sup>, 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<sup>[2]</sup> 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

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<sup>1</sup> 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.

<sup>[2]</sup> 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.

DRAFT

# 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.
- 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%.
- Improve the accessibility of Council-owned leisure facilities, parks and open spaces.

## 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.

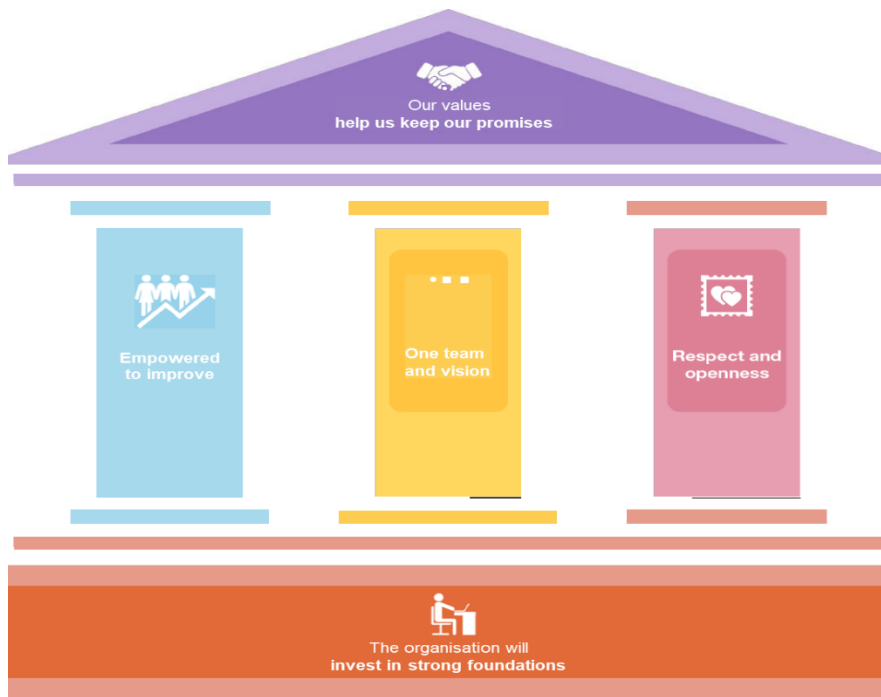
**Promote awareness of a sustainable and biodiverse environment across all our decision-making:** Achieving a sustainable future is a collective community effort – we all have a part to play in tackling climate change and its consequences. We recognise the magnitude of the challenge and the need to promote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

## 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. 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 outcomes<sup>2</sup>, 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.

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<sup>2</sup> 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.

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.

**Royal Borough of Windsor and Maidenhead**  
**Overview and Scrutiny Panels**  
**Scrutiny Review – Scoping and Planning Document**

<b>Title of the Review</b>	<i>Corporate Plan Challenge</i>
<b>Panel Members</b>	<i>Corporate O&amp;S Panel: Cllr Targowski Cllr Haseler (Vice Chair) Cllr Sharpe Cllr L Jones Cllr S Werner</i>
<b>Support Officer</b>	<i>David Cook (Scrutiny Officer) Karen Shepherd (Head of Governance) /Mark Beeley (Panel Clerk)</i>
<b>Cabinet Member and Lead Officer</b>	<i>Cllr A Johnson (Leader of the Council) Rebecca Hatch (Head of Strategy)</i>
<b>Purpose of the Review</b>	<i>The emerging Corporate Plan is a key document for the Council in identifying the priority outcomes for residents. A well drafted plan will align goals to outcomes to maximise the opportunities for delivery of change. A scrutiny review of the emerging plan could help strengthen the outcomes and goals through examination of the evidence and rationale.</i>
<b>Criteria for Selection</b>	<i>The Corporate Plan has been selected as a topic for scrutiny as it impacts across all of the Council's delivery areas and into communities and is a vehicle for driving improvement across the Council.</i>
<b>Key Lines of Enquiry/Terms of Reference</b>	<ul style="list-style-type: none"> <li>• <i>To review the emerging Corporate Plan in light of the evidence, rationale and consultation responses.</i></li> <li>• <i>To review the goals set to determine if they are SMART and able to support the delivery of the outcomes.</i></li> </ul>
<b>Method and Format of the Review</b>	<p><i>The review will be undertaken through a single issue Panel meeting convened on 11th October 2021.</i></p> <p><i>As the Corporate Plan is a key corporate document touching on all areas of the Council's work, pre meeting questioning and evidence gathering will be used to narrow down the areas of interest so that</i></p>

	<p><i>the Scrutiny Review Members' time can be effectively used whilst in the meeting and to cover more ground.</i></p> <p><i>Following the publication of the agenda, both the Scrutiny Review Members and non-Panel Members will be able to submit questions in advance of the Panel meeting. Written responses will be published in advance of the meeting, to contribute to the evidence base.</i></p> <p><i>As agreed with the Chairman of the Panel, only Scrutiny Review Panel Members will be able to speak at the meeting. If Non-Panel Members have questions not covered by the written responses provided, they should ask their group representative on the Panel to raise the question on their behalf at the panel meeting.</i></p> <p><i>Public speaking rights will apply as detailed in the constitution.</i></p> <p><i>Cabinet Members will be invited to attend the session to observe the debate and answer questions only</i></p>
<p><b>Sources of Information</b></p>	<p><i>Sources of external data to include ONS etc Reports to Cabinet</i></p> <p><i>Written and Oral Evidence from Officers to include any contextual data for RBWM</i></p> <p><i>Stakeholder responses</i></p> <p><i>Consultation responses and statistical analysis of those.</i></p> <p><i>Written responses to questions submitted by Members in advance</i></p>
<p><b>Review Timescale</b></p>	<p><i>Scoping document agreed: 29<sup>th</sup> September 2021</i></p> <p><i>Publication of the Agenda including evidence base: 1<sup>st</sup> October</i></p> <p><i>All Member Questions deadline: 10am Monday 4<sup>th</sup> October</i></p> <p><i>Panel Pre-Briefing: 5<sup>th</sup> October</i></p> <p><i>Circulation of officer answers to questions: 8<sup>th</sup> October</i></p> <p><i>Review Panel: 11<sup>th</sup> October 2021</i></p>

	<p><i>Recommendations considered by Cabinet: 28<sup>th</sup> October 2021</i></p> <p><i>Procedures at the O&amp;S Panel meeting:</i></p> <p><i>1) Apologies for Absence (1min)</i>  <i>2) Declarations of Interests (2min)</i>  <i>3) Corporate Plan</i></p> <ul style="list-style-type: none"> <li>• <i>Introduction by the Chairman including outline of the procedures (2min)</i></li> <li>• <i>Officer Introduction (Head of Strategy) (10min)</i></li> <li>• <i>Public speaking (15 min)</i></li> <li>• <i>Panel Member questions to officers /discussion on goal setting (based on topics identified from pre-Panel questions) (1hr 30min)</i></li> <li>• <i>Discussion of potential recommendations (30min)</i></li> <li>• <i>Vote on recommendations to Cabinet (5min)</i></li> <li>• <i>Chairman to close the meeting</i></li> </ul>
<b>Resource &amp; budget requirements</b>	<p><i>This piece of work needs to be contained within existing budgets. There is no provision for a specialist scrutiny support officer.</i></p> <p><i>A number of senior officers will be requested to attend the meeting to articulate the goals set out in the Plan</i></p>
<b>Corporate Risks associated with this Review</b>	<p><i>The importance of having a Corporate Plan is identified within the Annual Governance Statement action plan as a key part of the Council's risk and resilience framework.</i></p>
<b>Review Recommendations submitted to;</b>	<i>Cabinet 28<sup>th</sup> October 2021</i>
<b>Completed by:</b>	<i>Emma Duncan/Karen Shepherd/Rachel Kinniburgh/Rebecca Hatch</i>
<b>Date:</b>	<i>16 September 2021</i>
<b>Approved by Scrutiny Panel, Date:</b>	<i>Corporate O&amp;S Panel 29 September 2021</i>

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

***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*)



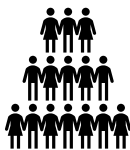
In 2020 an estimated **20.2%** of the local population are aged **0-15**. By 2043 it is estimated this will be **17.4%** (*ONS*)



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.

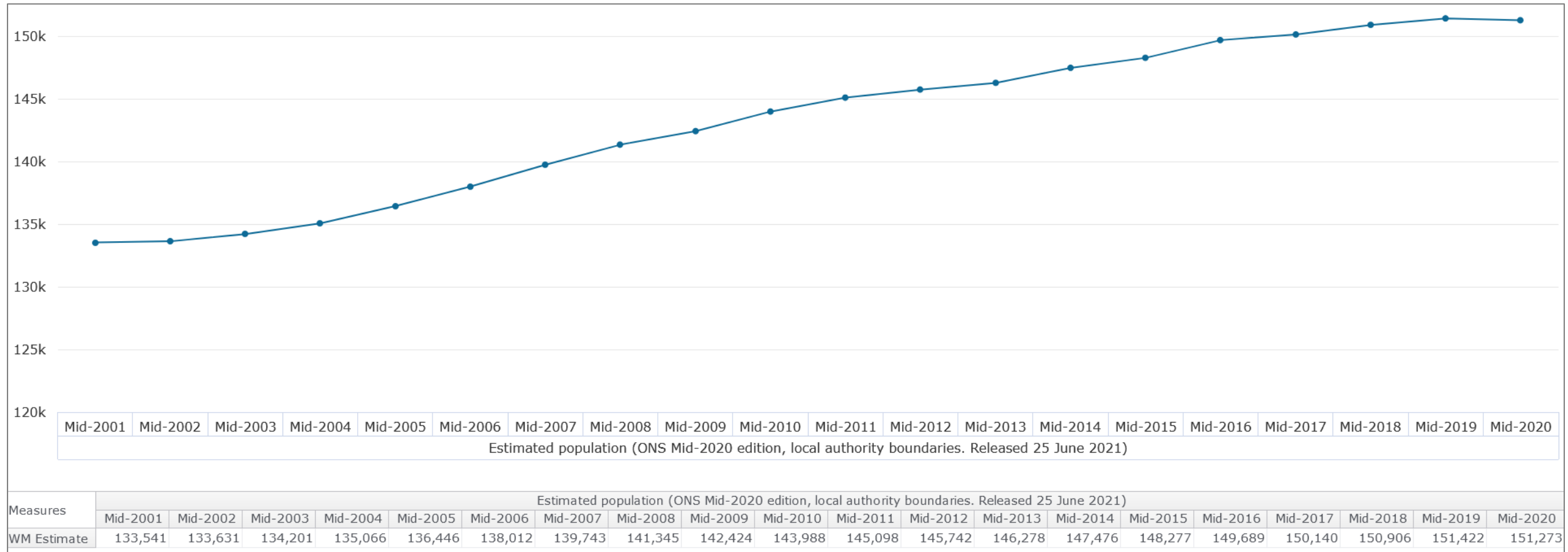


In 2020 an estimated **5,131** people aged 18-64 have **impaired mobility** and this is predicted to rise to **5,323** by 2030. In 2020 an estimated **2,129** people aged 18-64 have a learning disability and this is predicted to decrease to **2,093** by 2030. (*PANSI*)



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

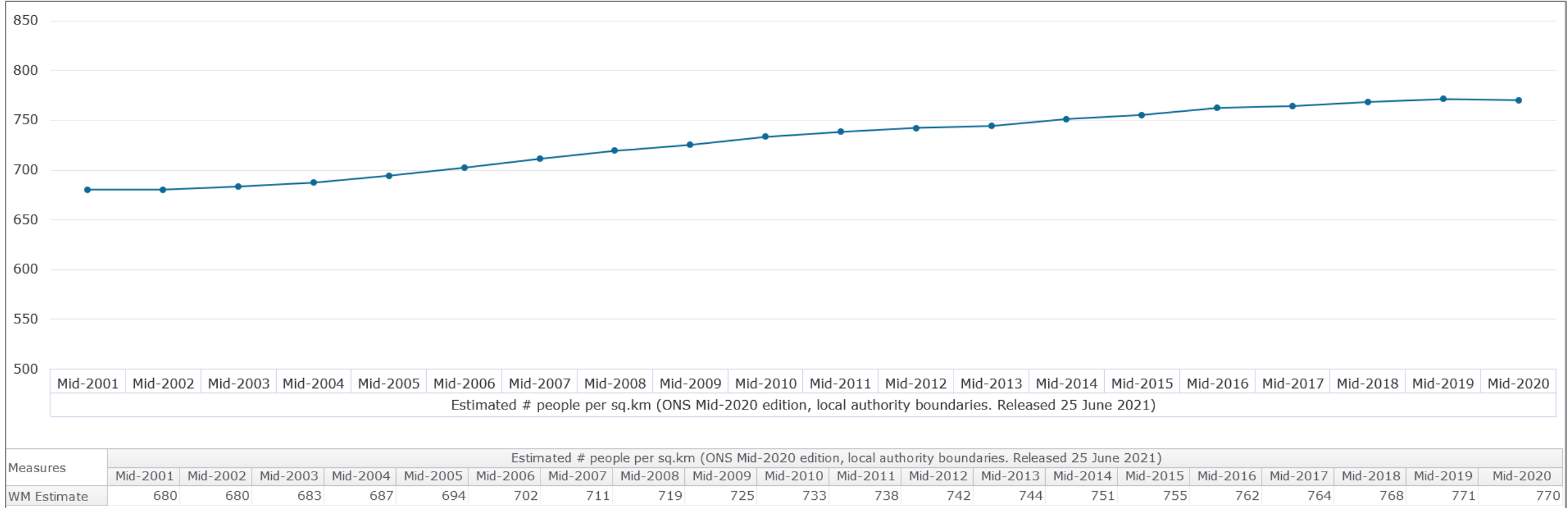
# Estimated total population: the population is steadily rising



**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

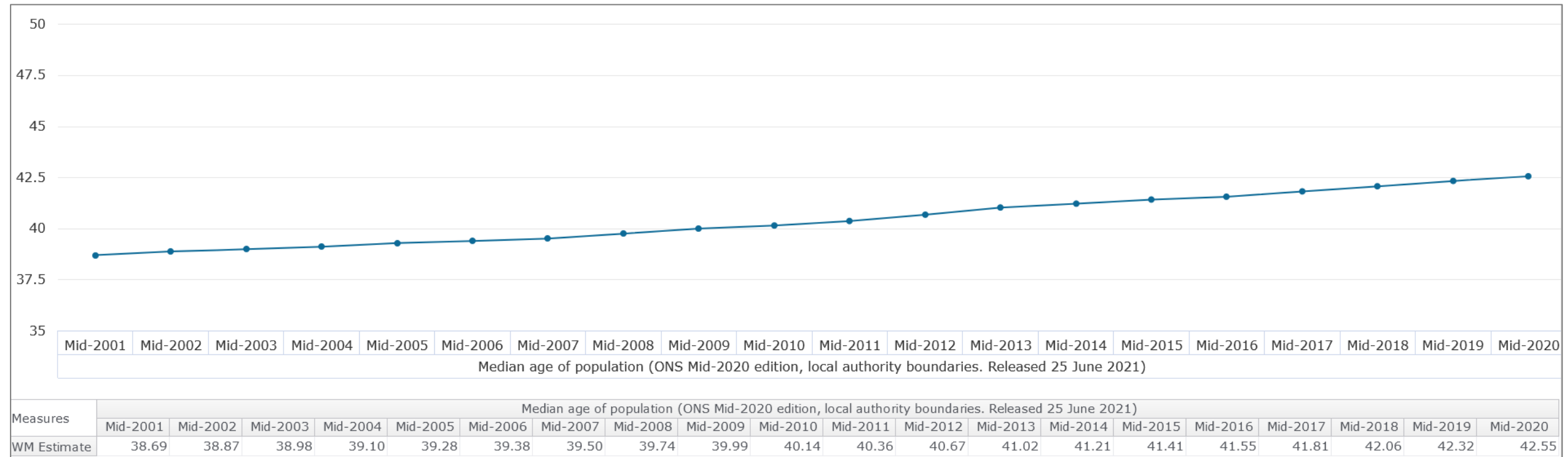


**Sourced from:**  
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalesscotlandandnorthernireland>

**Last reviewed/accessed:** 09.07.21



# Median age of population: the median age is steadily rising

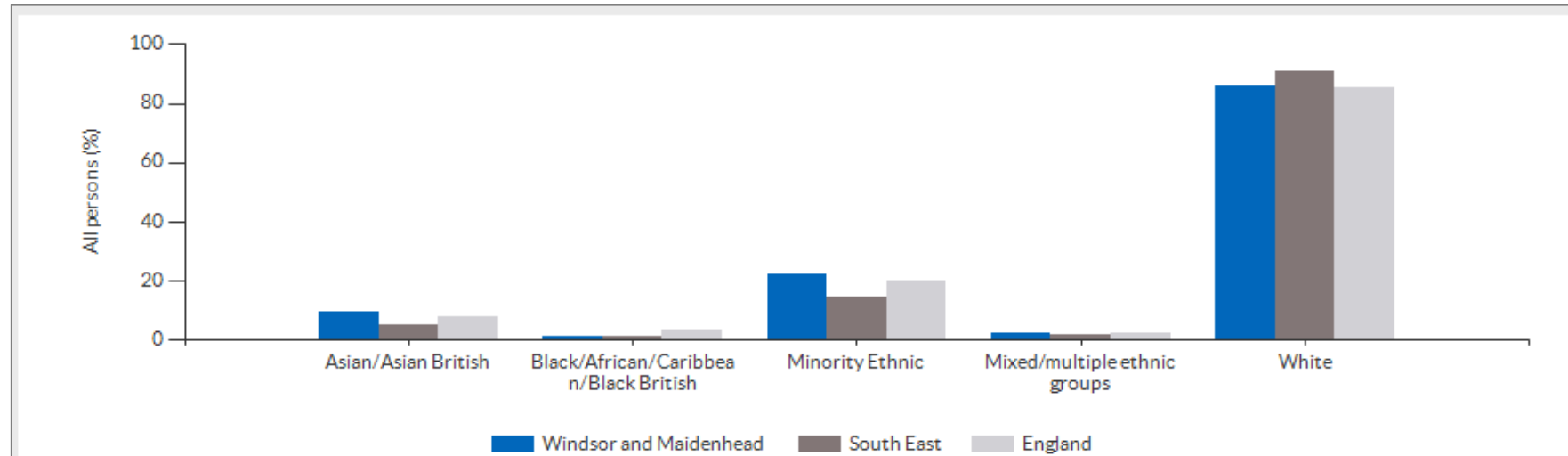


**Sourced from:**  
<https://www.ons.gov.uk/peoplepopulationandcommunity/populationandmigration/populationestimates/datasets/populationestimatesforukenglandandwalescotlandandnorthernireland>

**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

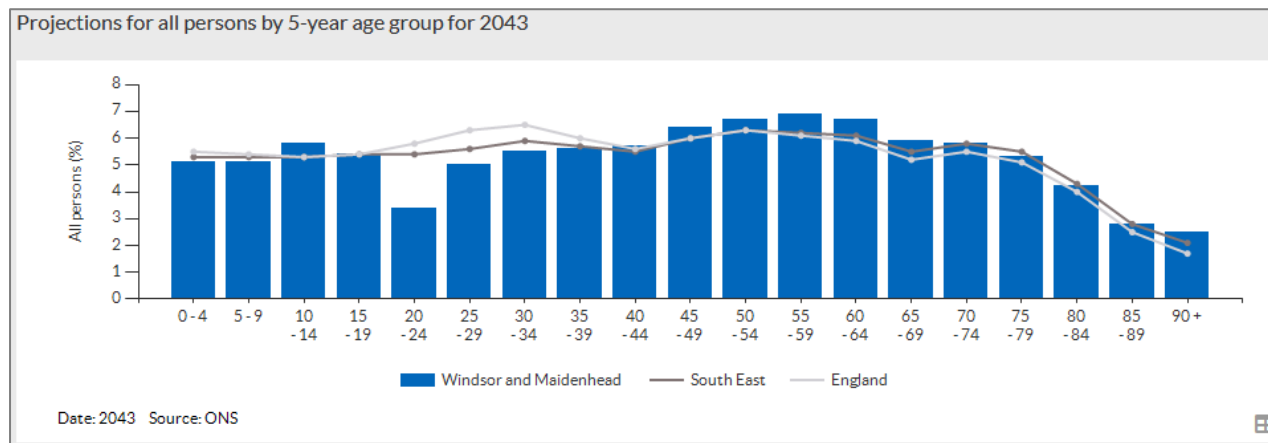
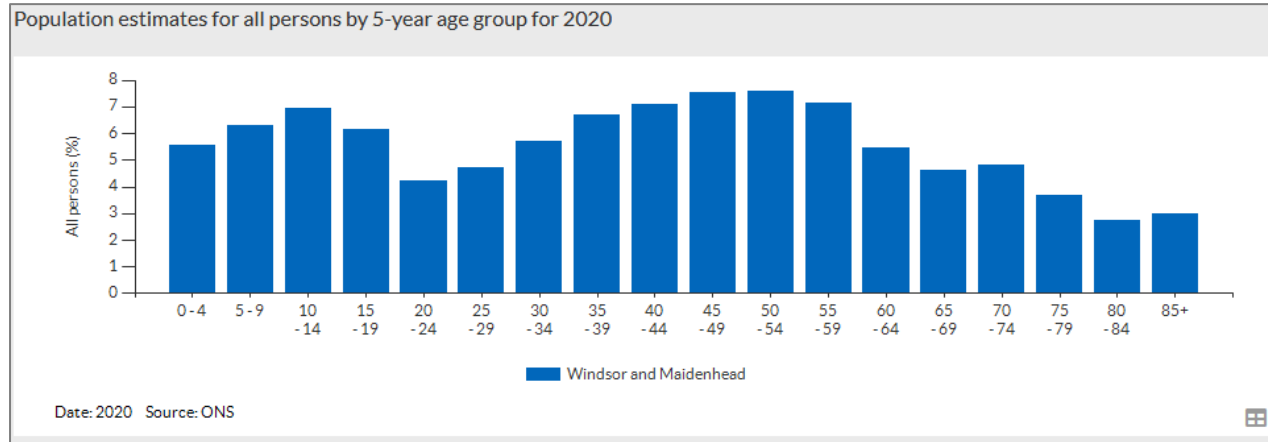
	Windsor and Maidenhead		South East		England	
	Count	%	Count	%	Count	%
Asian/Asian British	13,848	9.6	452,042	5.2	4,143,403	7.8
Black/African/Caribbean/Black British	1,725	1.2	136,013	1.6	1,846,614	3.5
Mixed/multiple ethnic groups	3,315	2.3	167,764	1.9	1,192,879	2.3
Other ethnic group	1,167	0.8	51,111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

Sourced from: [Berkshire Observatory](#)

Last reviewed/accessed: 19.04.21

# 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)**.

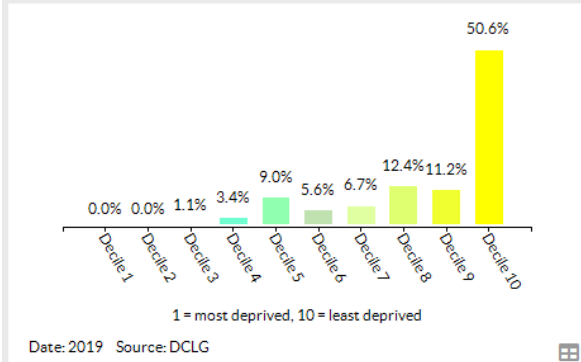
For larger areas we can look at the proportion of LSOAs within the area that lie within each decile. Decile 1 represents the most deprived 10% of LSOAs in England while decile 10 shows the least deprived 10% of LSOAs.

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

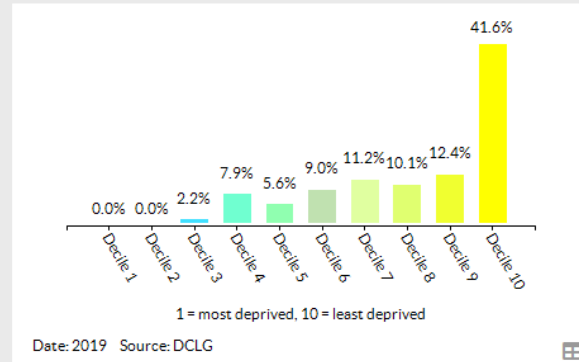
**Key message: Overall deprivation in the borough is low, but there are pockets of greater deprivation. The highest levels of deprivation relate to the “Barriers to housing and services” domain**

Index of Multiple Deprivation



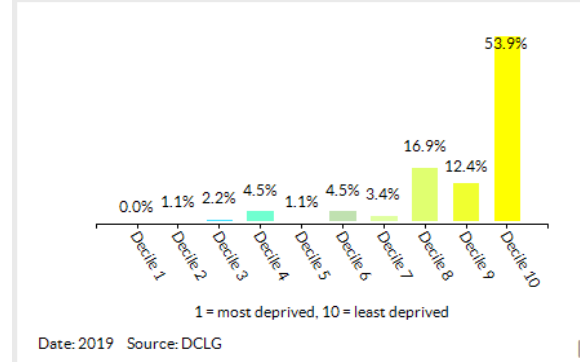
The Index of Multiple Deprivation (IMD) combines information from seven domains to produce an overall relative measure of deprivation. The domains are: Income; Employment; Education; Skills and Training; Health and Disability; Crime; Barriers to Housing Services; Living Environment. Each domain is given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

Income domain



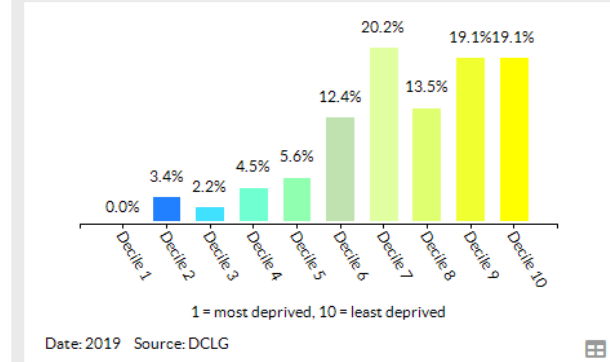
The Income Deprivation Domain measures the proportion of the population in an area experiencing deprivation relating to low income. The definition of low income used includes both those people that are out-of-work, and those that are in work but who have low earnings (and who satisfy the respective means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

Health domain



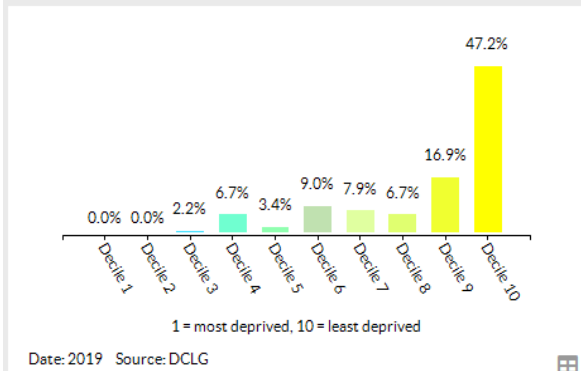
The Health Deprivation and Disability Domain measures the risk of premature death and the impairment of quality of life through poor physical and mental health. The domain measures morbidity, disability and premature mortality but not aspects of behaviour or environment that may be predictive of future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

Crime domain



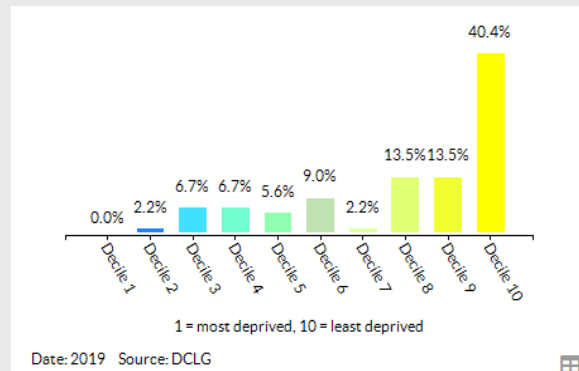
Crime is an important feature of deprivation that has major effects on individuals and communities. The Crime Domain measures the risk of personal and material victimisation at local level.

Employment domain



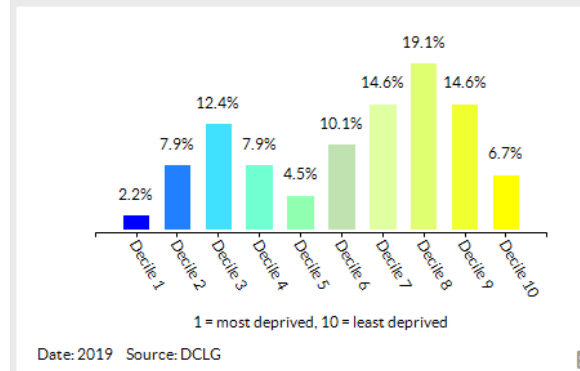
The Employment Deprivation measures the proportion of the working-age population in an area involuntarily excluded from the labour market. This includes people who would like to work but are unable to do so due to unemployment, sickness or disability, or caring responsibilities.

Education domain



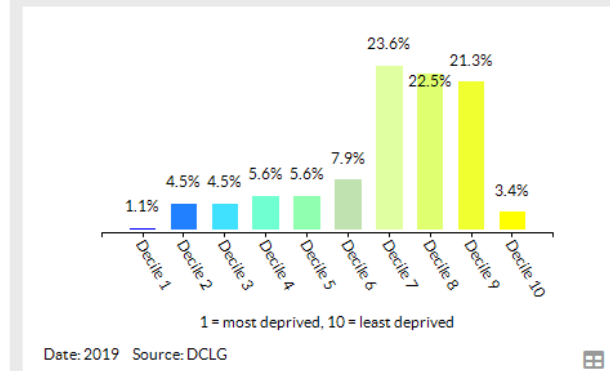
The Education, Skills and Training Domain measures the lack of attainment and skills in the local population. The indicators fall into two sub-domains: one relating to children and young people and one relating to adult skills. These two sub-domains are designed to reflect the 'flow' and 'stock' of educational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



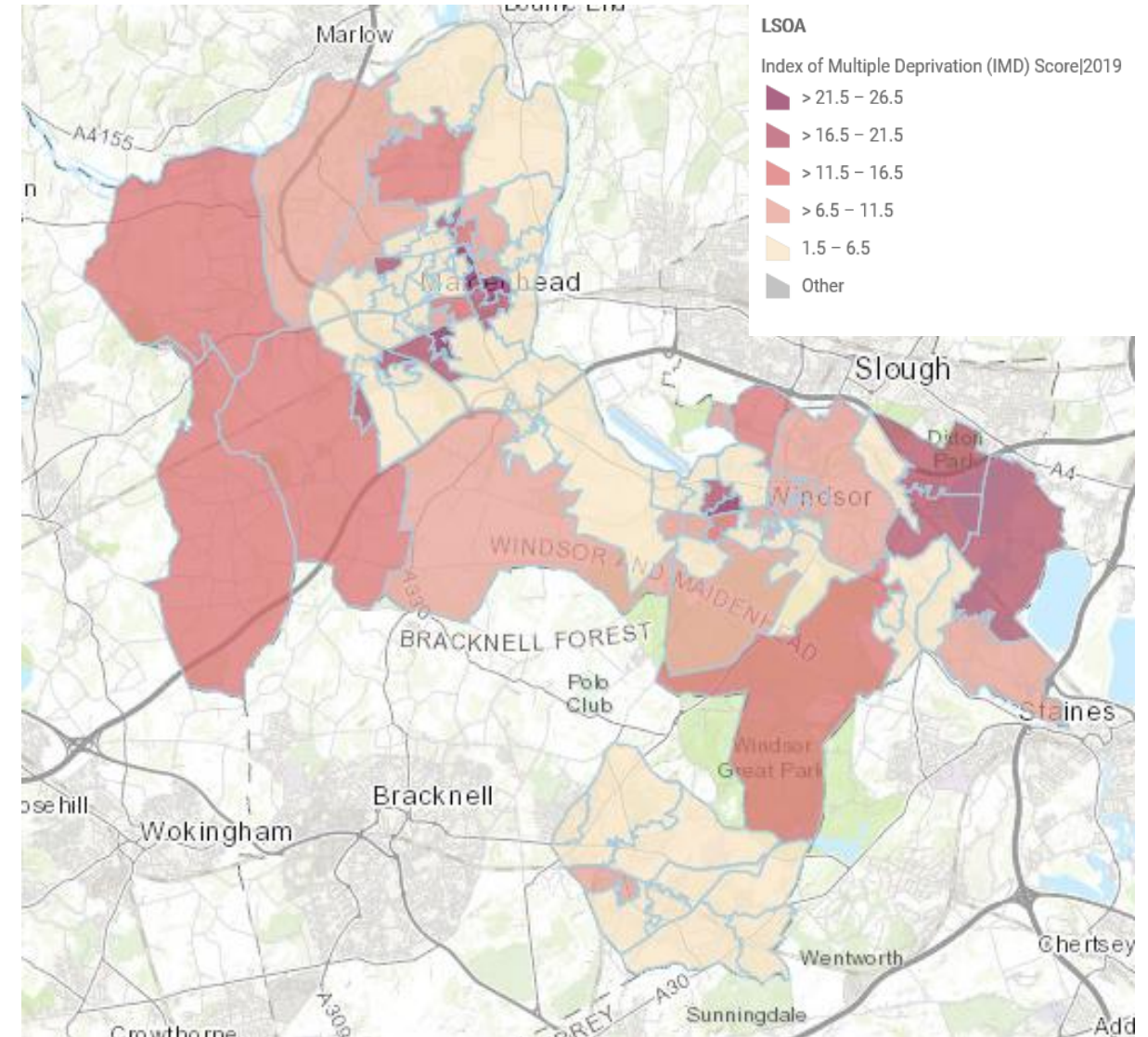
The Living Environment Deprivation Domain measures the quality of the local environment. The indicators fall into two sub-domains. The 'indoors' living environment measures the quality of housing; while the 'outdoors' living environment contains measures of air quality and road traffic accidents.

# 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)



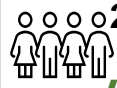
The **Average Attainment 8** score for pupils from **disadvantaged backgrounds** is **41.4**  
↑ *SE average (38) and England average (40.2)*  
(2019/20, DfE)



**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.**



↑ *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)

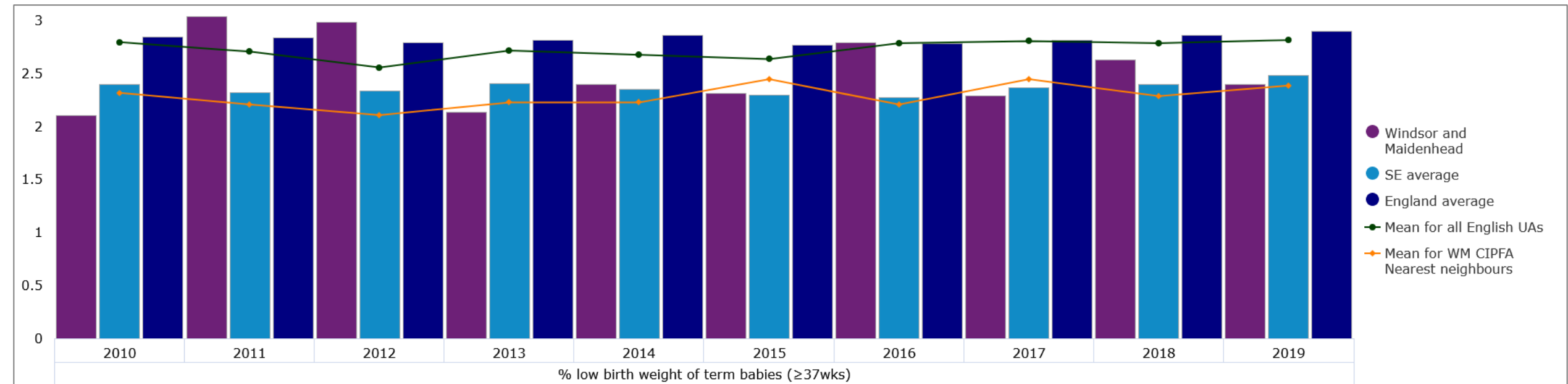
**The number of households is projected to increase to 67,449**



by 2043  
(2020, ONS)



# Low birth weight of term babies

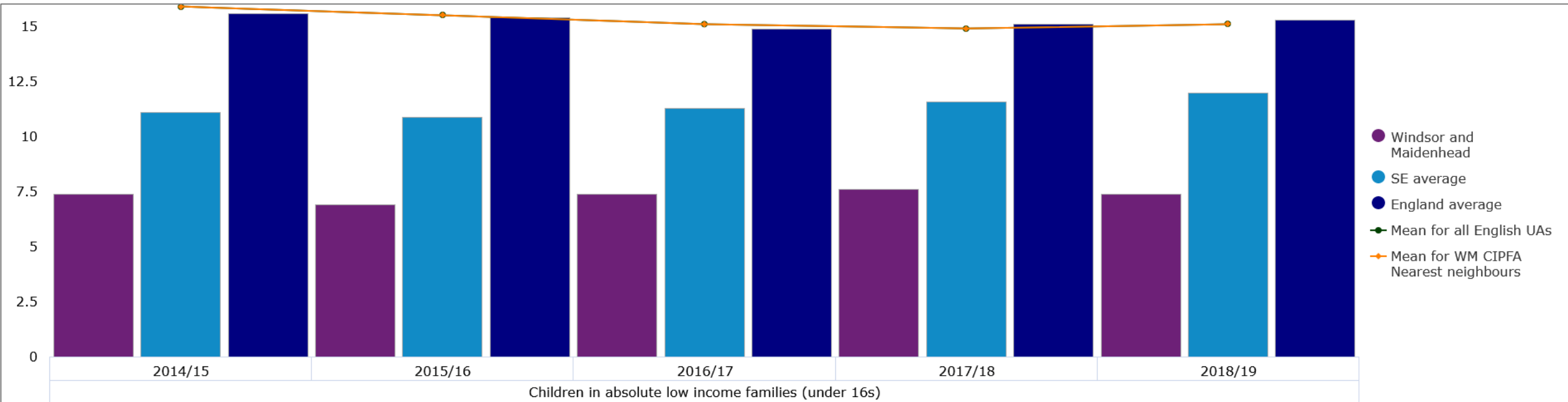


Low is good. Source: Public Health England (accessed 19.04.21)

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	

# 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)

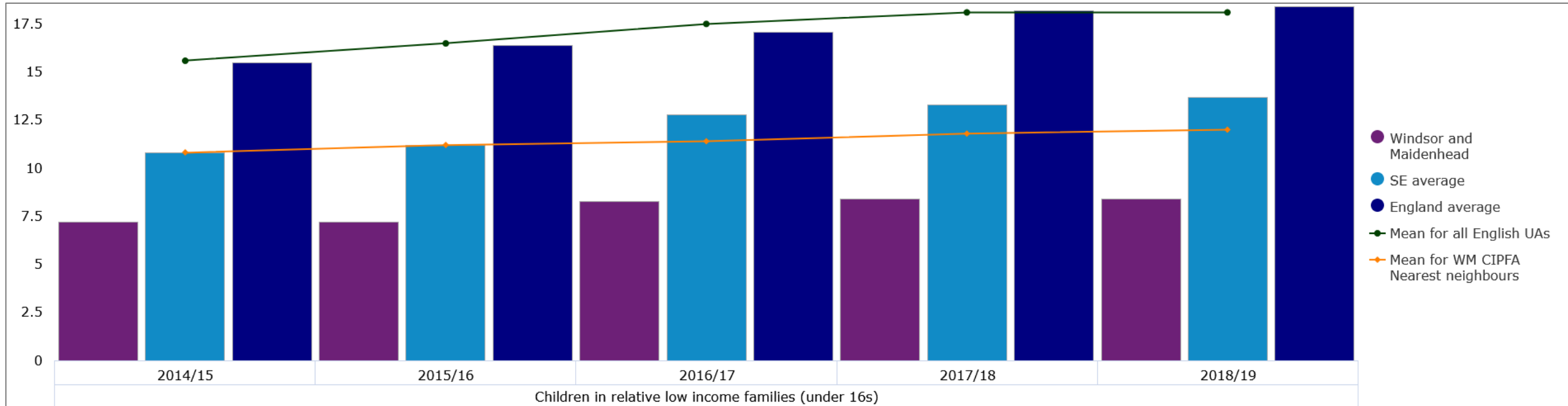
Area	Children in absolute low income families (under 16s)				
	2014/15	2015/16	2016/17	2017/18	2018/19
England average	15.6	15.4	14.9	15.1	15.3
Mean for all English UAs	15.9	15.5	15.1	14.9	15.1
Mean for WM CIPFA Nearest neighbours	15.9	15.5	15.1	14.9	15.1
SE average	11.1	10.9	11.3	11.6	12.0
Windsor and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

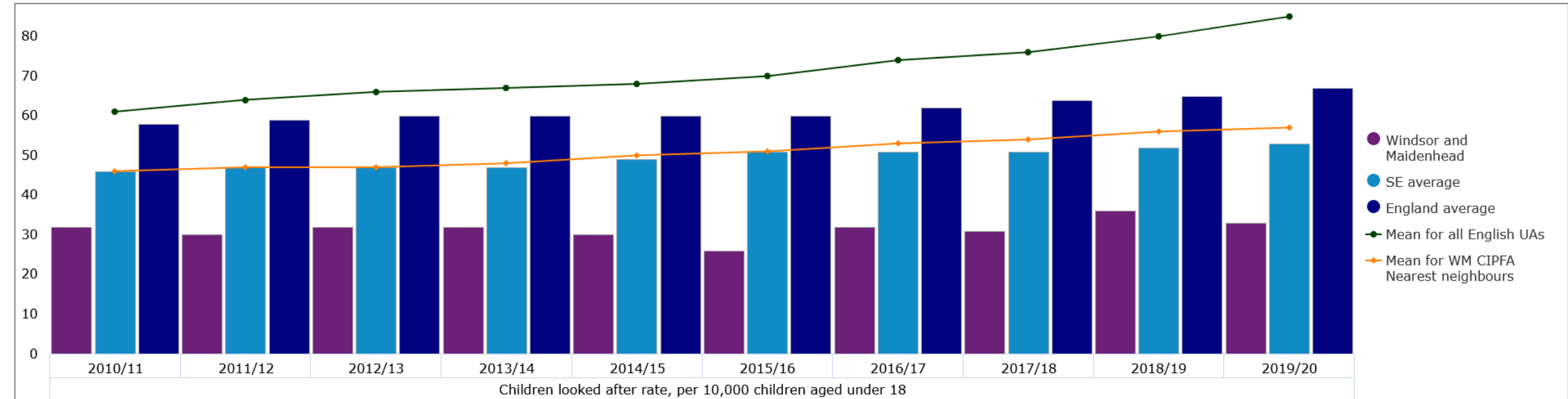


Low is good. Source: Department for Work and Pensions (accessed 19.04.21)

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)

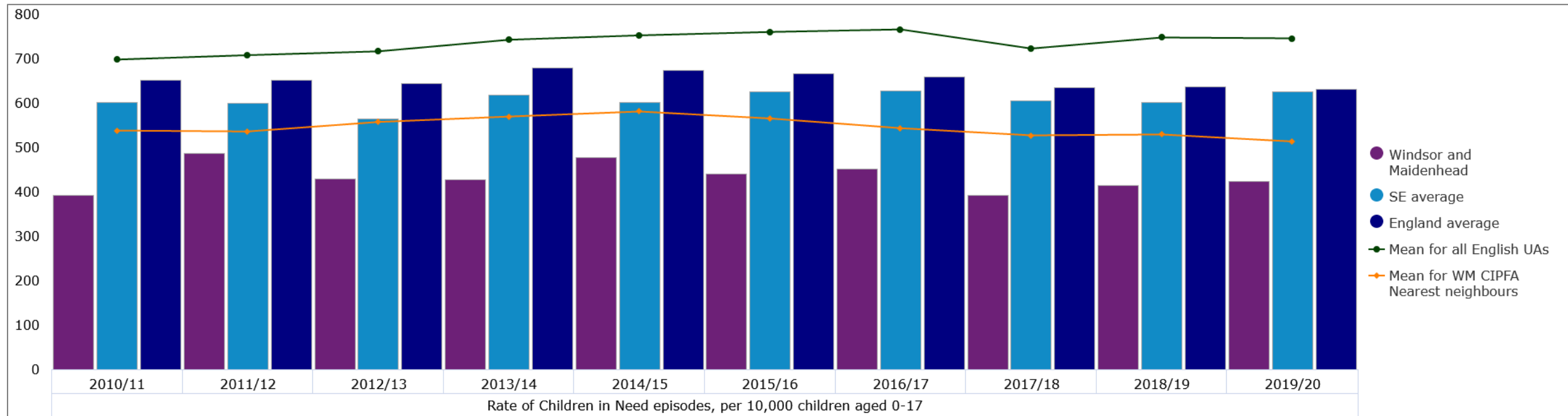
Area Name	Children looked after rate, per 10,000 children aged under 18									
	2010/11	2011/12	2012/13	2013/14	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
England average	58	59	60	60	60	60	62	64	65	67
Mean for all English UAs	61	64	66	67	68	70	74	76	80	85
Mean for WM CIPFA Nearest neighbours	46	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

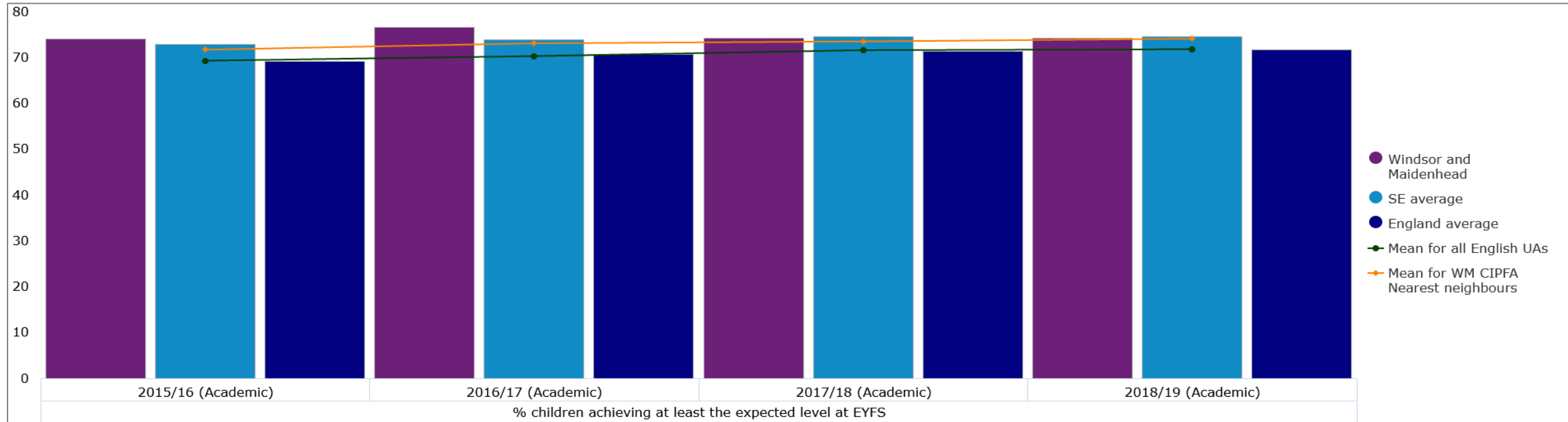


No polarity. Source: Department for Education (accessed 19.04.21)

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

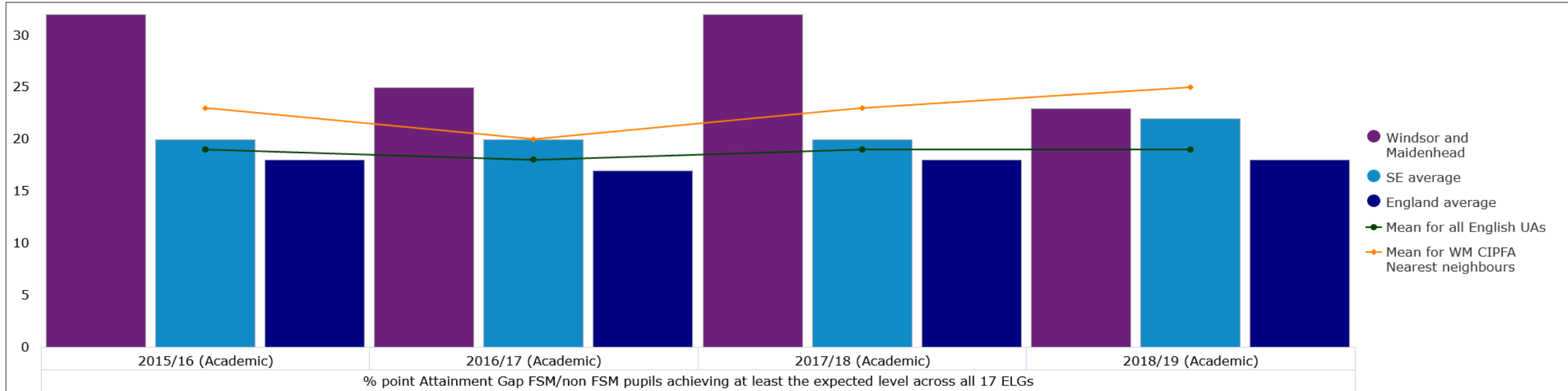


High is good. Source: Department for Education (accessed 19.04.21)

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

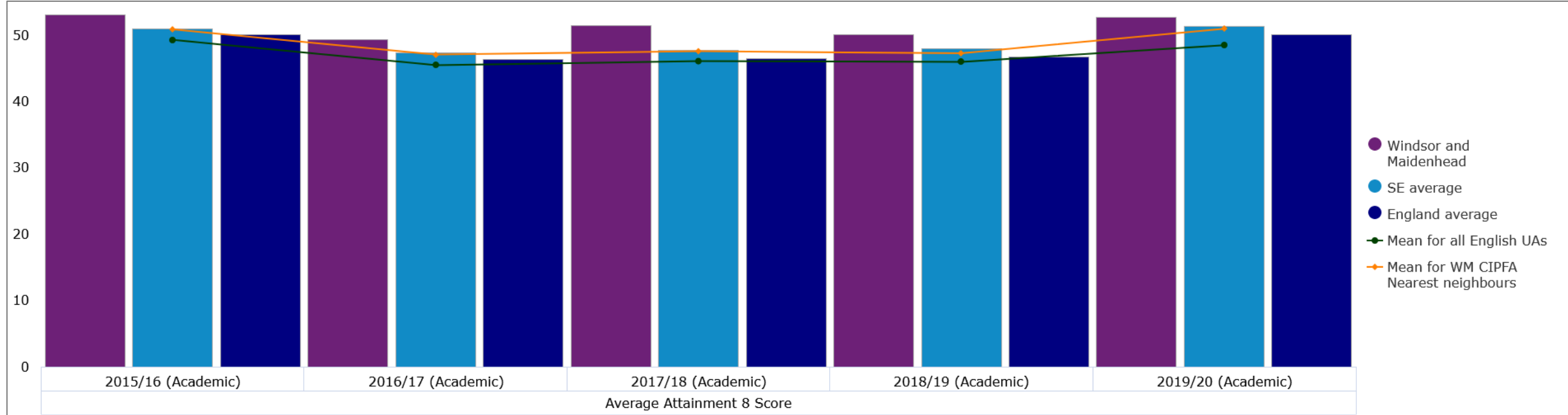


Low is good. Source: Department for Education (accessed 19.04.21)

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

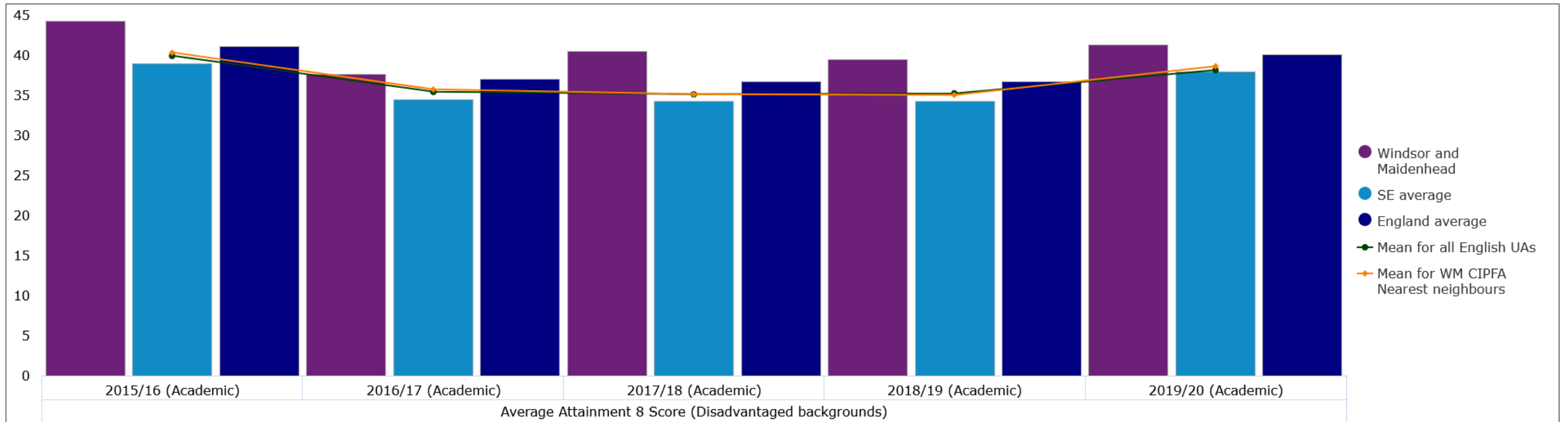
Sourced from: [LG Inform](#)

Last reviewed/accessed: 19.04.21



# Average Attainment 8 Score: Disadvantaged backgrounds

## Average Attainment 8 score (Pupils from disadvantaged backgrounds)

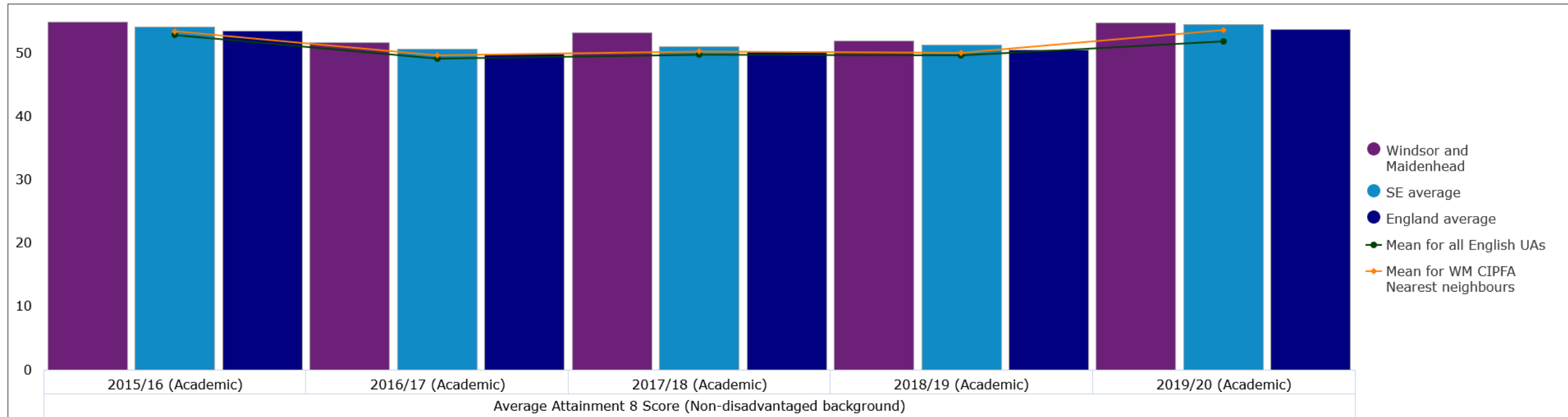


High is good. Source: Department for Education (accessed 19.04.21)

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

# Average Attainment 8 Score: Non-Disadvantaged backgrounds

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

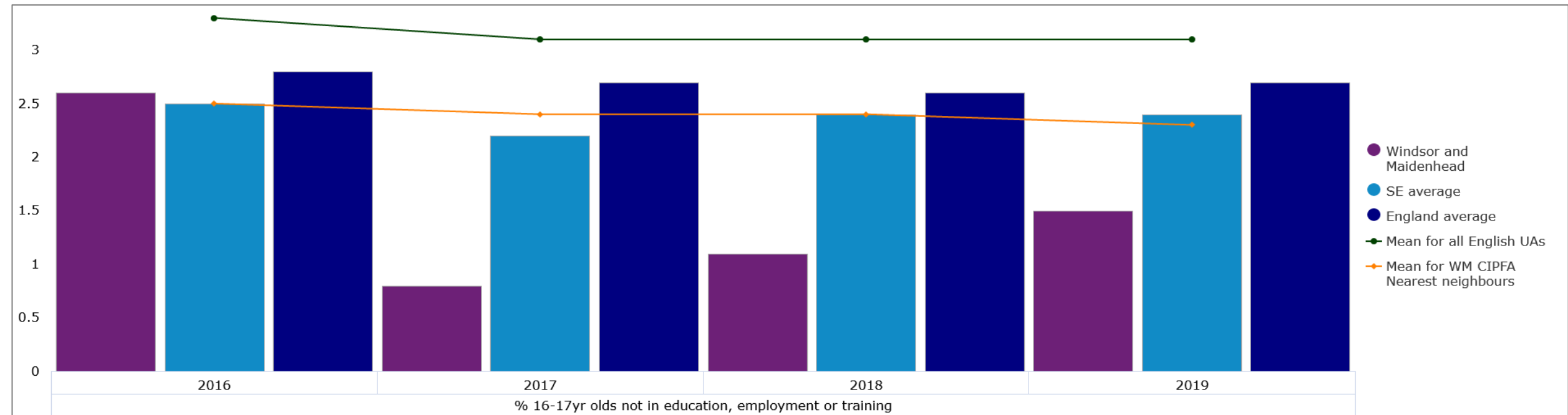


High is good. Source: Department for Education (accessed 19.04.21)

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)

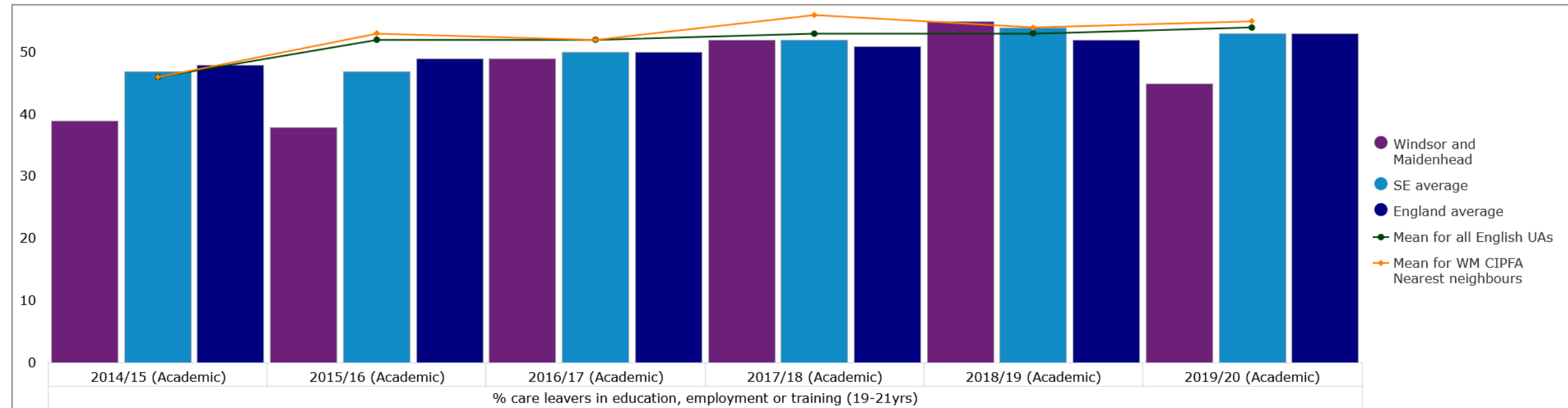
Area Name	% 16-17yr olds not in education, employment or training			
	2016	2017	2018	2019
England average	2.8	2.7	2.6	2.7
Mean for all English UAs	3.3	3.1	3.1	3.1
Mean for WM CIPFA Nearest neighbours	2.5	2.4	2.4	2.3
SE average	2.5	2.2	2.4	2.4
Windsor and Maidenhead	2.6	0.8	1.1	1.5

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)

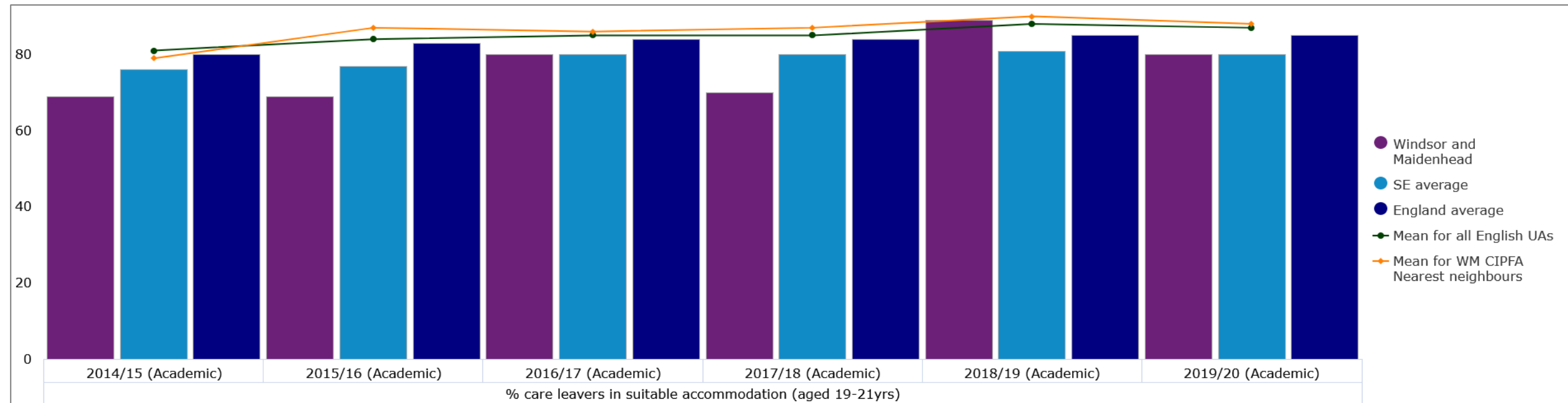
Area Name	% care leavers in education, employment or training (19-21yrs)					
	2014/15 (Academic)	2015/16 (Academic)	2016/17 (Academic)	2017/18 (Academic)	2018/19 (Academic)	2019/20 (Academic)
England average	48.0	49.0	50.0	51.0	52.0	53.0
Mean for all English UAs	46.0	52.0	52.0	53.0	53.0	54.0
Mean for 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)

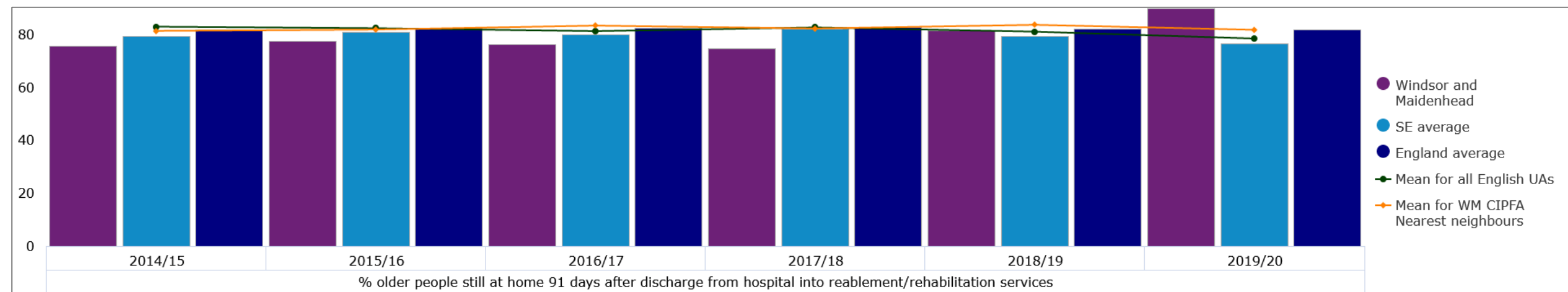
Area Name	% care leavers in suitable accommodation (aged 19-21yrs)					
	2014/15 (Academic)	2015/16 (Academic)	2016/17 (Academic)	2017/18 (Academic)	2018/19 (Academic)	2019/20 (Academic)
England average	80.0	83.0	84.0	84.0	85.0	85.0
Mean for all English UAs	81.0	84.0	85.0	85.0	88.0	87.0
Mean for WM CIPFA 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)

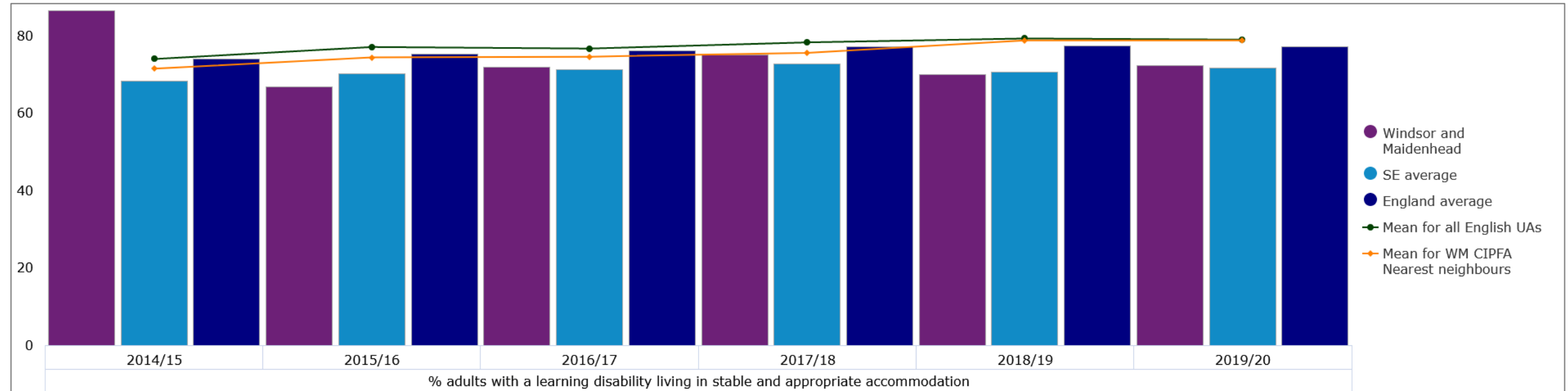
Area Name	% older people still at home 91 days after discharge from hospital into reablement/rehabilitation services					
	2014/15	2015/16	2016/17	2017/18	2018/19	2019/20
England average	81.9	82.7	82.5	82.9	82.4	82.0
Mean for all English UAs	83.1	82.5	81.4	82.8	81.2	78.6
Mean for WM CIPFA Nearest neighbours	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



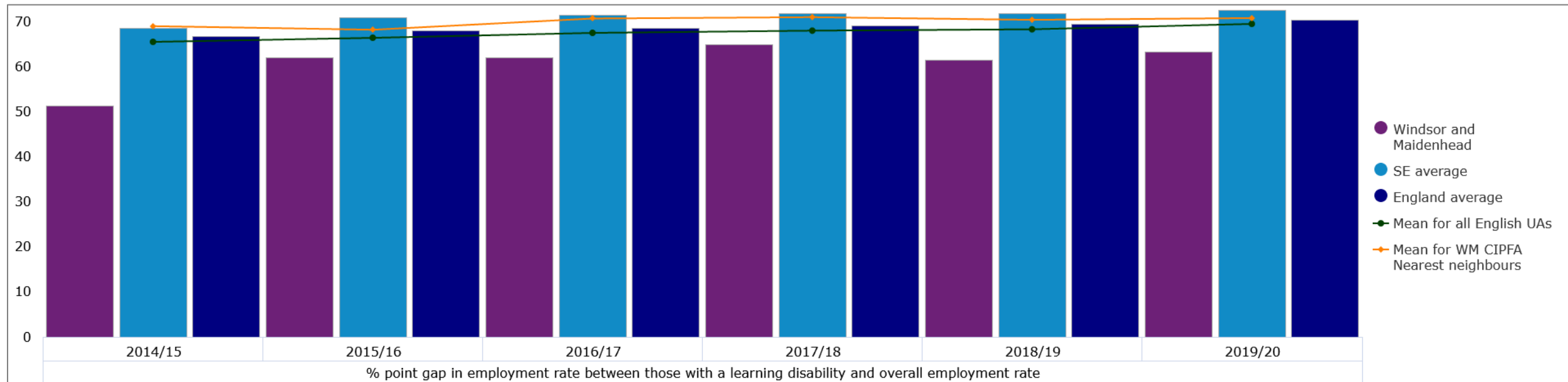
High is good. Source: NHS Digital (accessed 19.04.21)

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

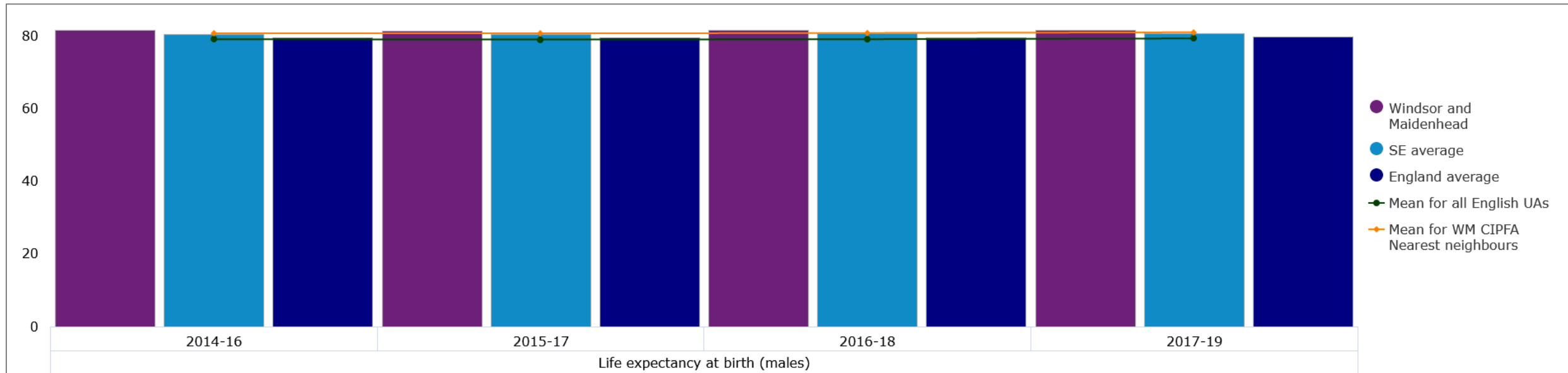


Low is good. Source: Public Health England (accessed 19.04.21)

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



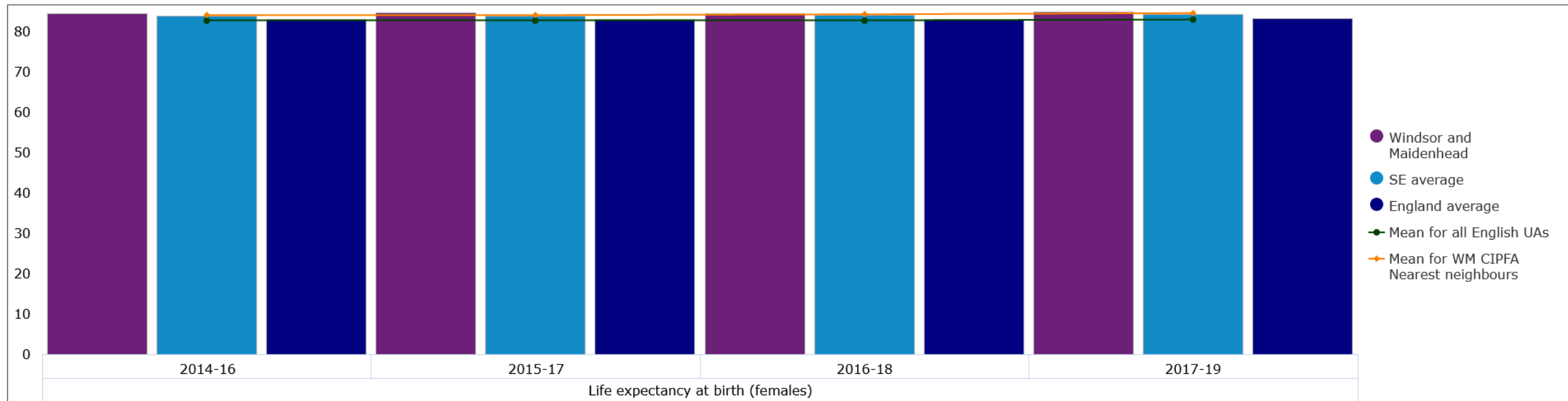
# Life expectancy at birth (Males)



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

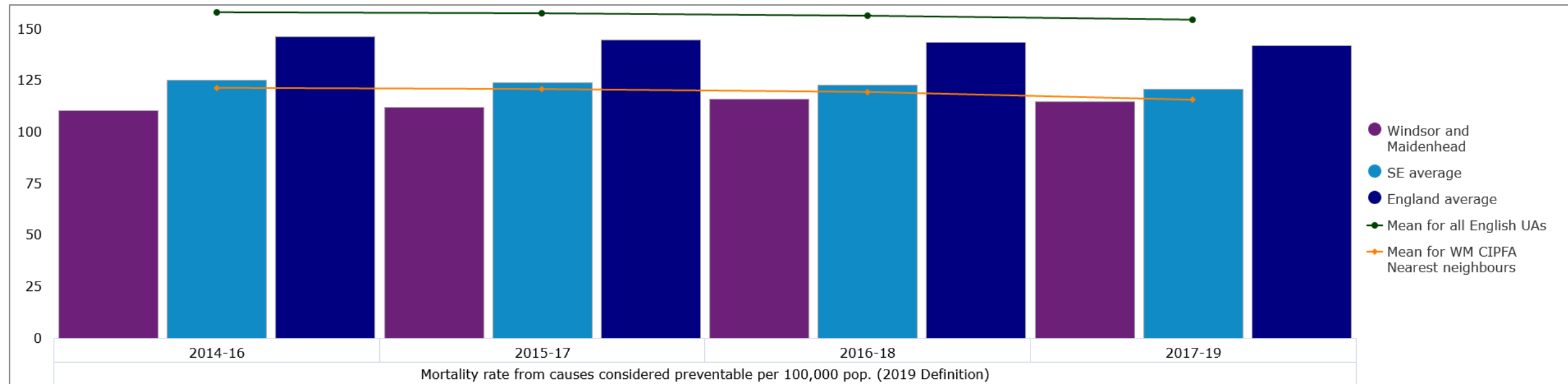
# Life expectancy at birth (Females)



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)



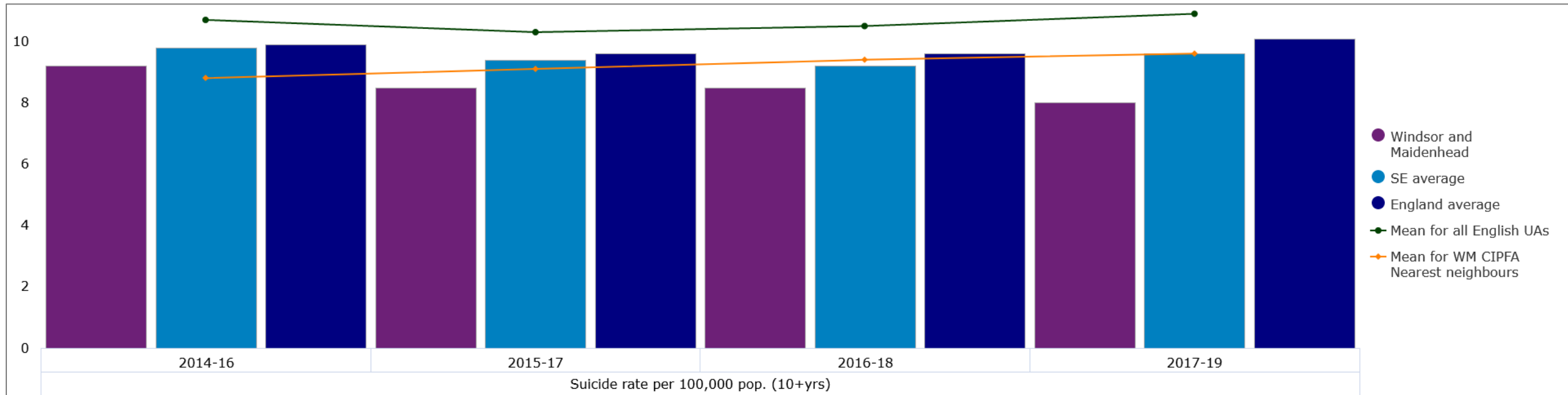
Low is good. Source: Public Health England (accessed 19.04.21)

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.

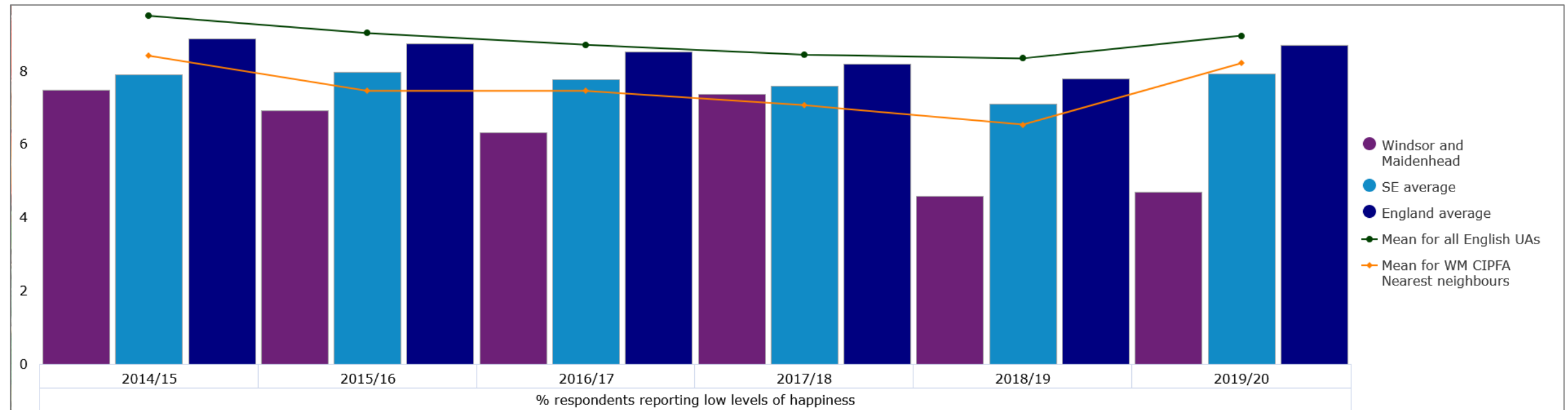


Low is good. Source: Public Health England (accessed 19.04.21)

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



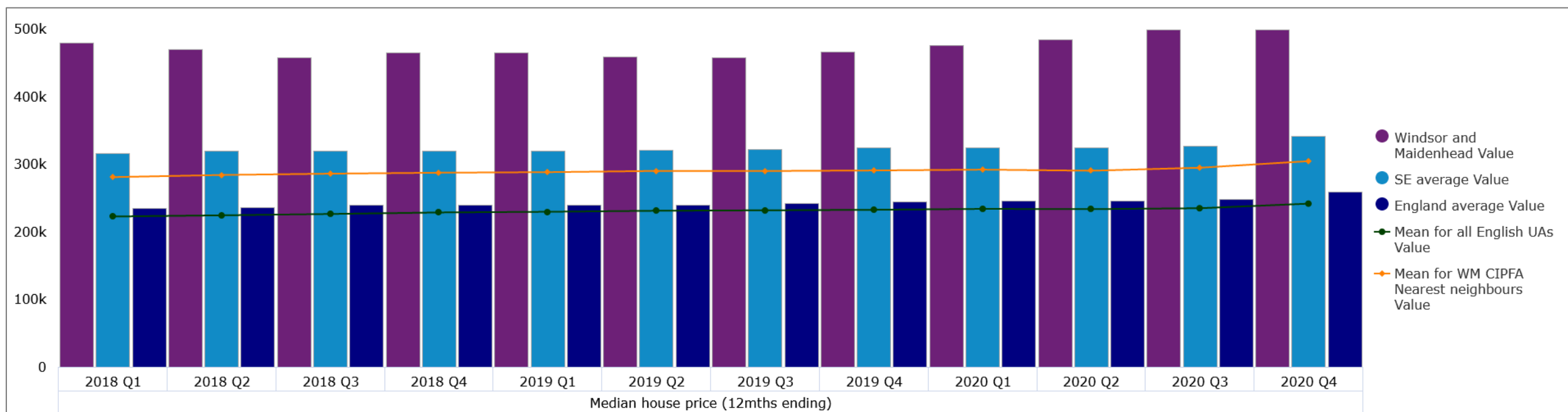
Low is good. Source: ONS (accessed 19.04.21)

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)

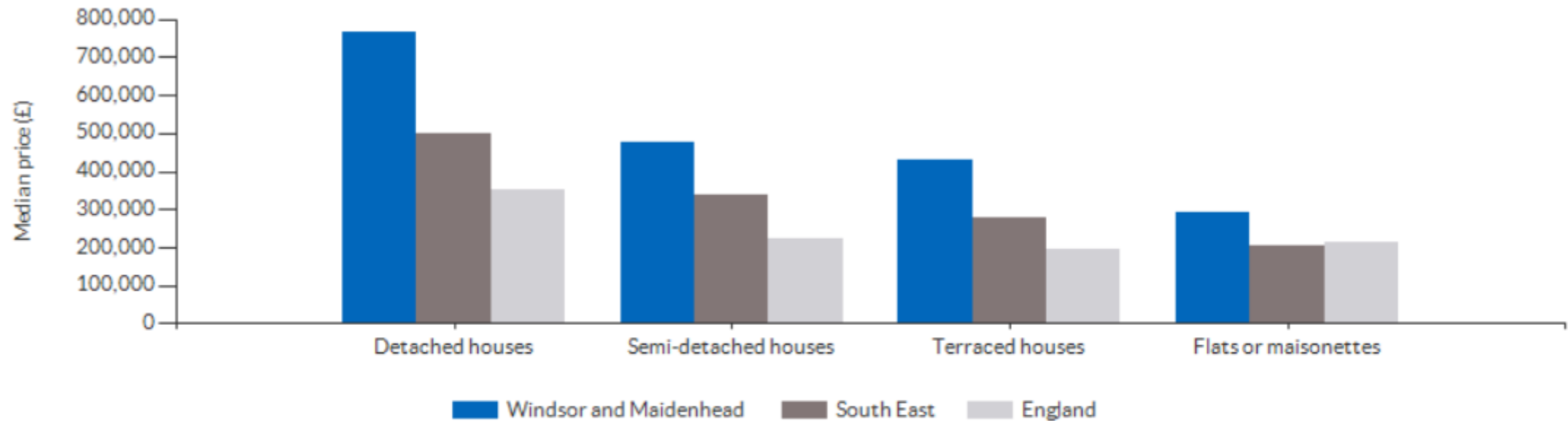
Area Name	Median house price (12mths ending)											
	2018 Q1	2018 Q2	2018 Q3	2018 Q4	2019 Q1	2019 Q2	2019 Q3	2019 Q4	2020 Q1	2020 Q2	2020 Q3	2020 Q4
England average	235,000	237,000	239,950	240,000	240,000	240,000	242,000	245,000	246,000	246,000	249,000	259,000
Mean for all English UAs	222,635	224,451	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



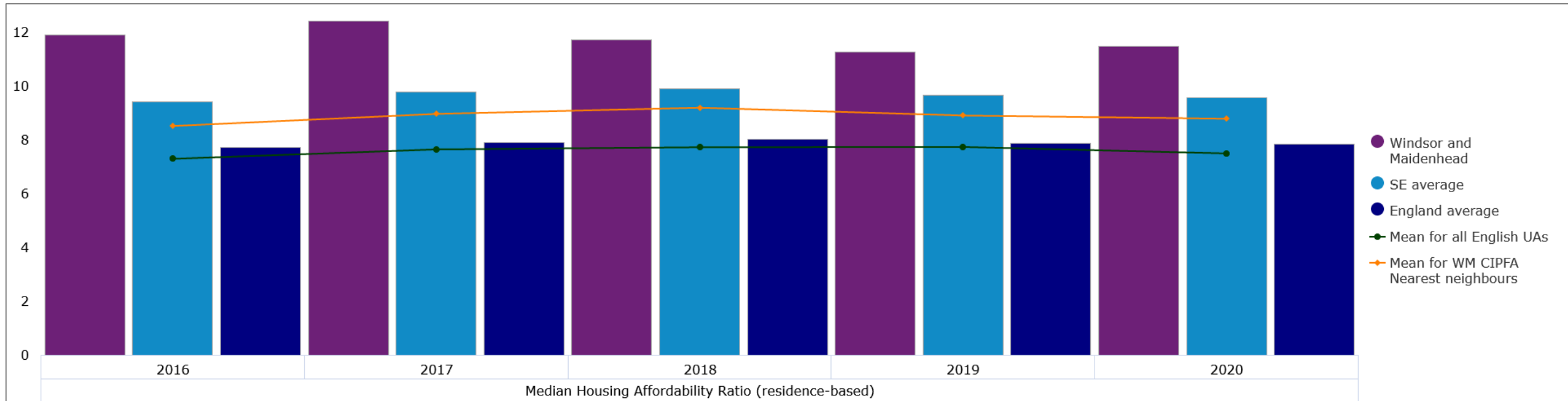
Date: Oct 2019 - Sep 2020 Source: ONS



	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.**



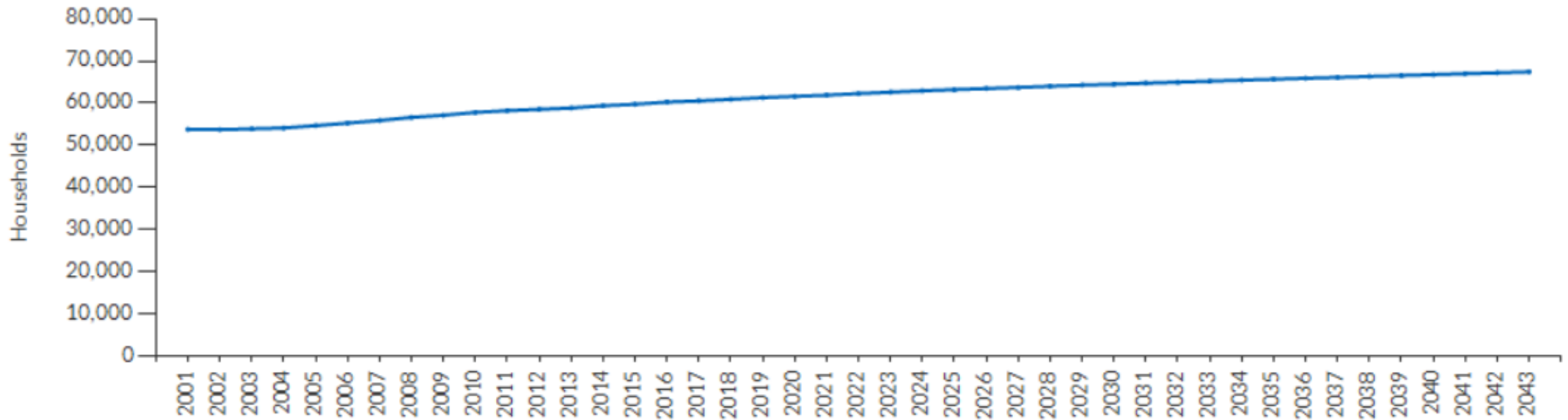
**No polarity. Source: ONS (accessed 19.07.21)**

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



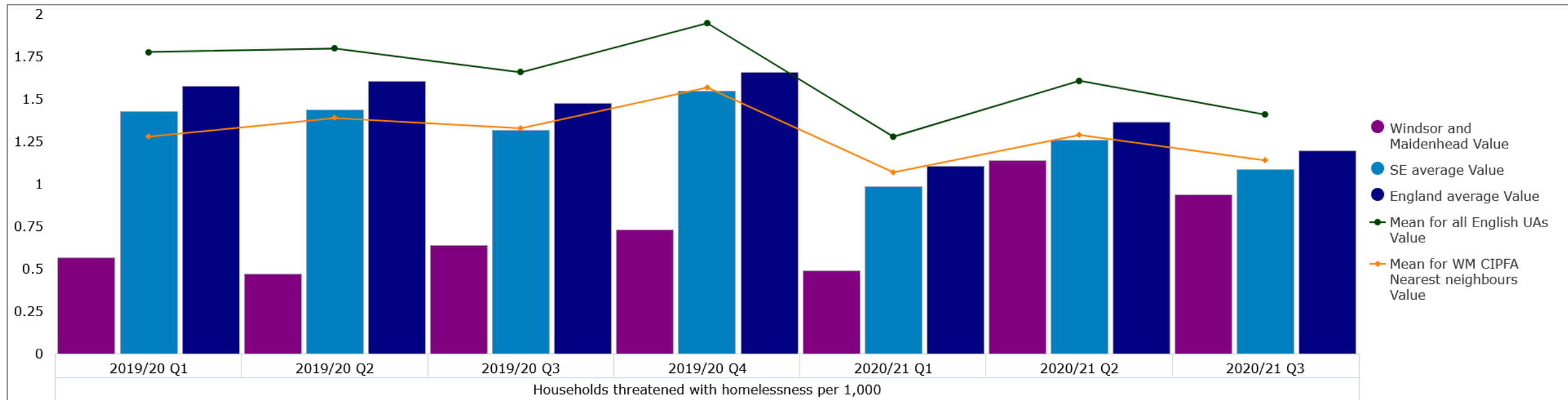
# Projected number of households

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**

# 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%)  
(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)



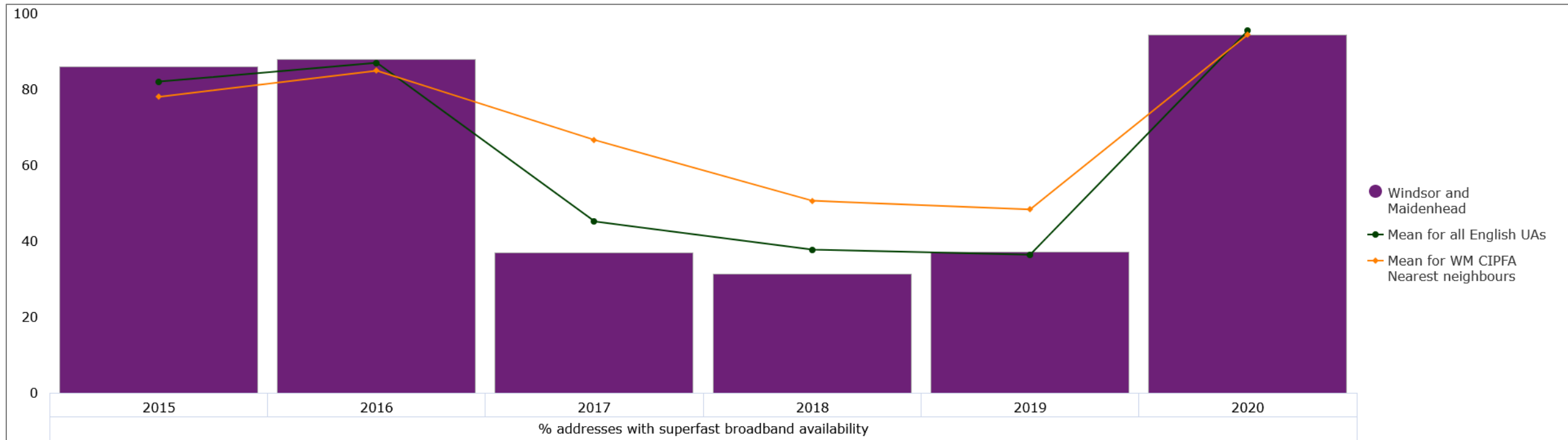
Highest proportion (**25.5%**) of local businesses are in the **professional, scientific and technical industry**  
(2020, ONSIDBR)



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

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

# Available superfast broadband



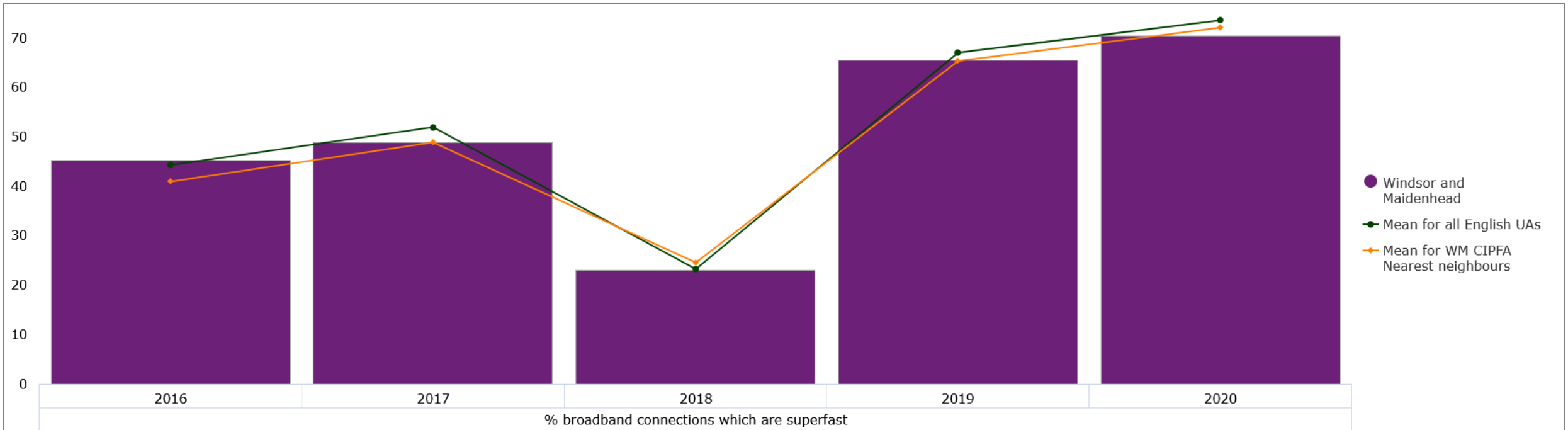
High is good. Source: Ofcom (accessed 19.04.21)

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)

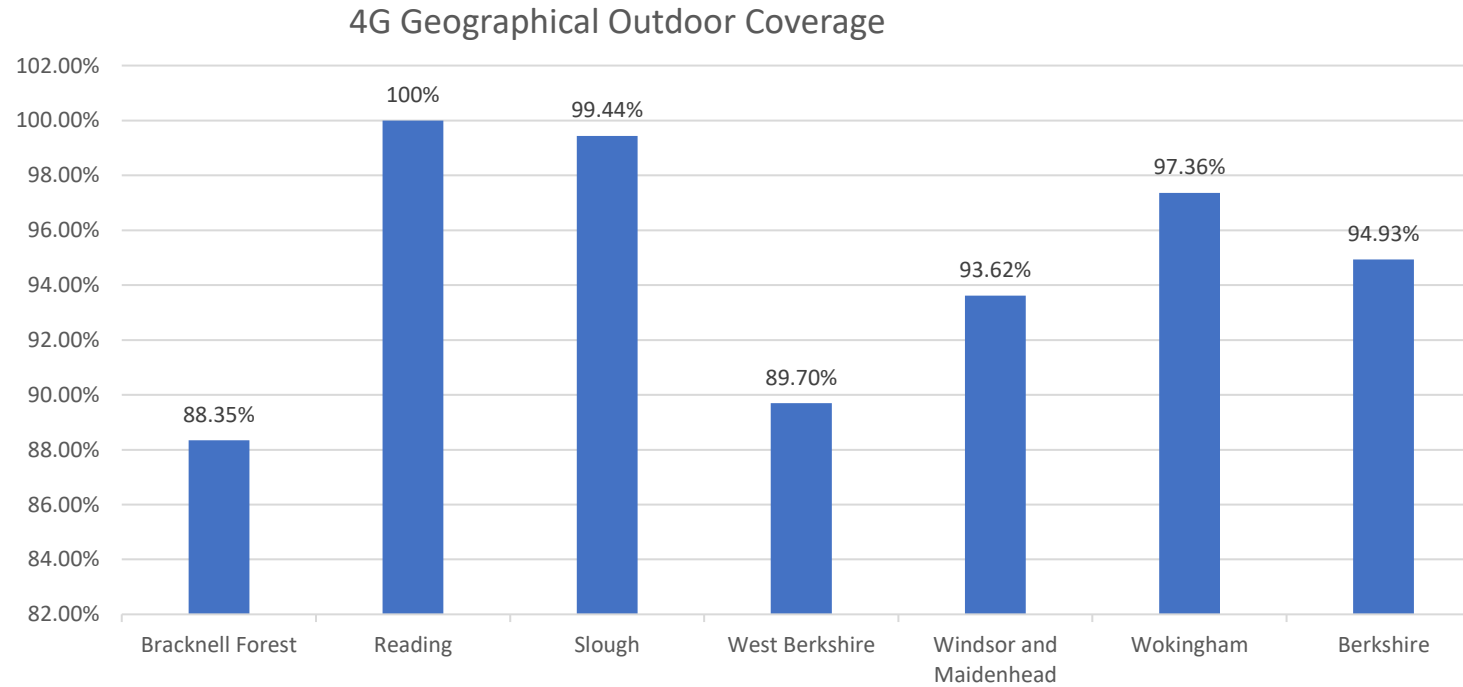
Area Name	% broadband connections which are superfast				
	2016	2017	2018	2019	2020
Mean for all English UAs	44.31	51.97	23.24	67.05	73.60
Mean for WM CIPFA Nearest neighbours	40.96	48.89	24.56	65.37	72.14
Windsor and Maidenhead	45.27	49.00	23.05	65.66	70.46

Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

# 4G coverage – ‘not spots’

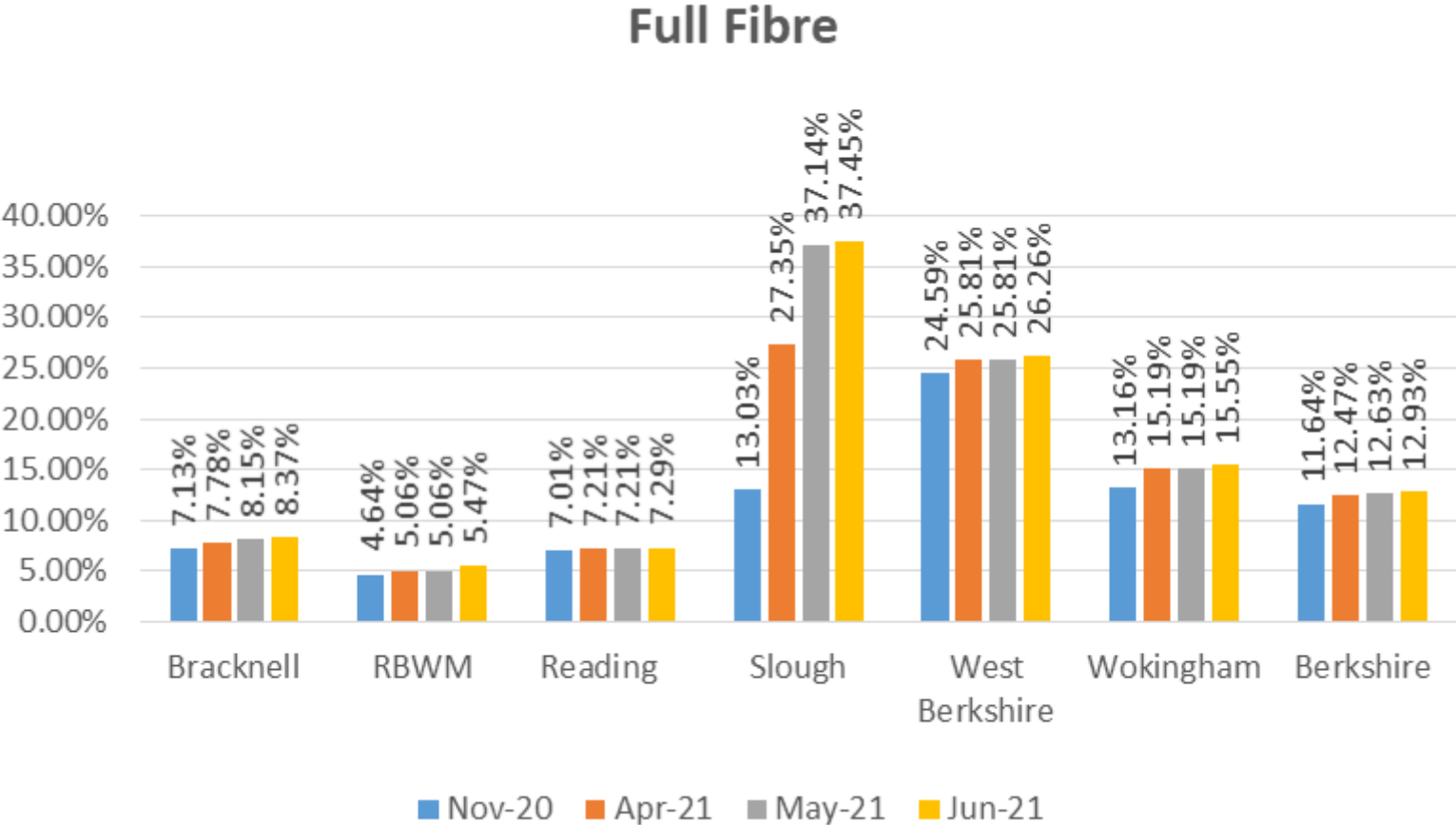
4G Geographical outdoor coverage is at 93.62%, which is lower than the Berkshire average.



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

# Full fibre connections

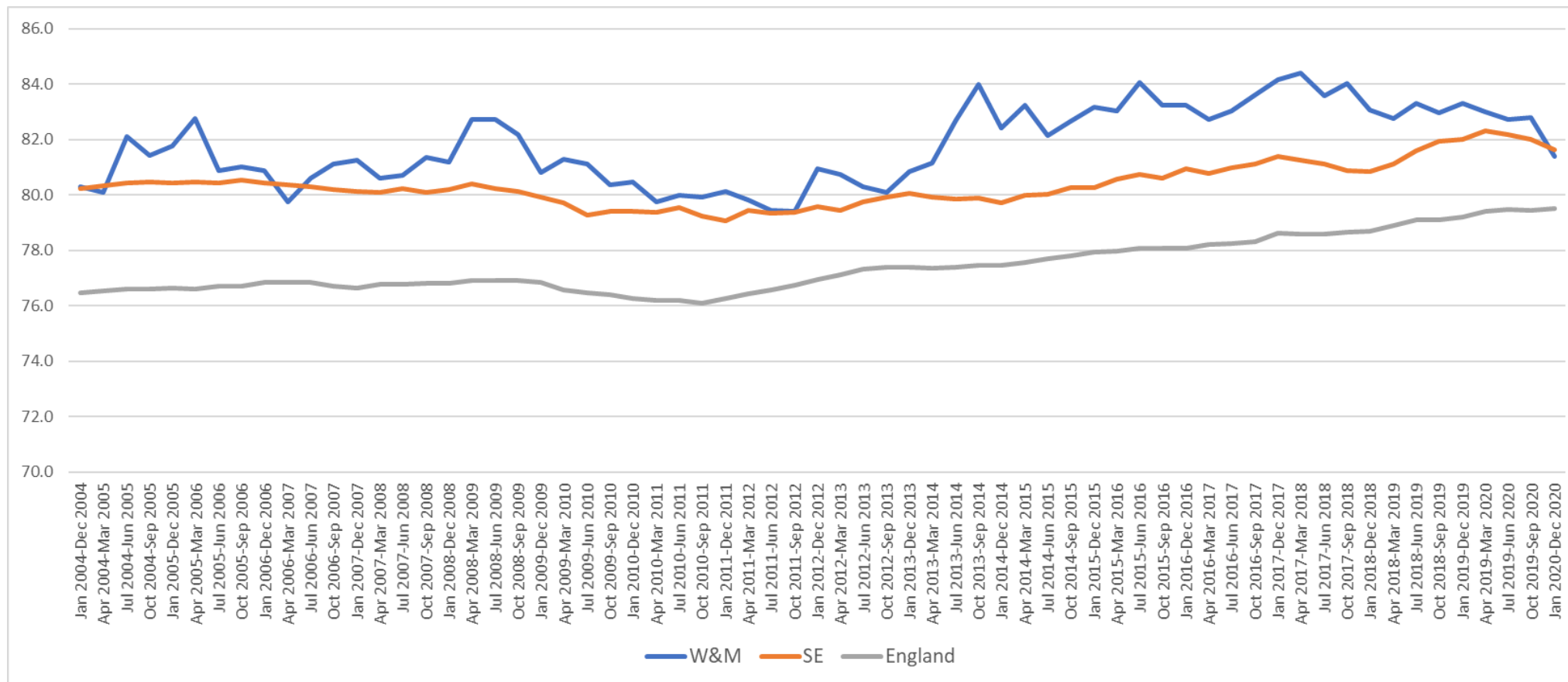
This chart shows the percentage of premises in Berkshire connected to full fibre. RBWM is currently lowest at only 5.47%, in June 2021.





# 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

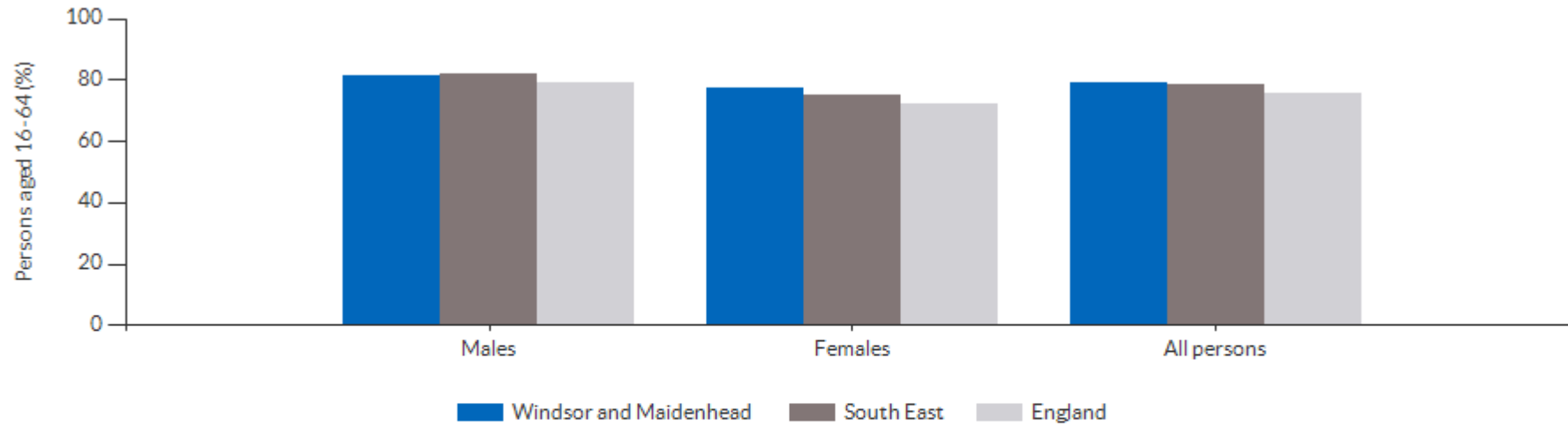
## % working population educated to NVQ4 level and above



# 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

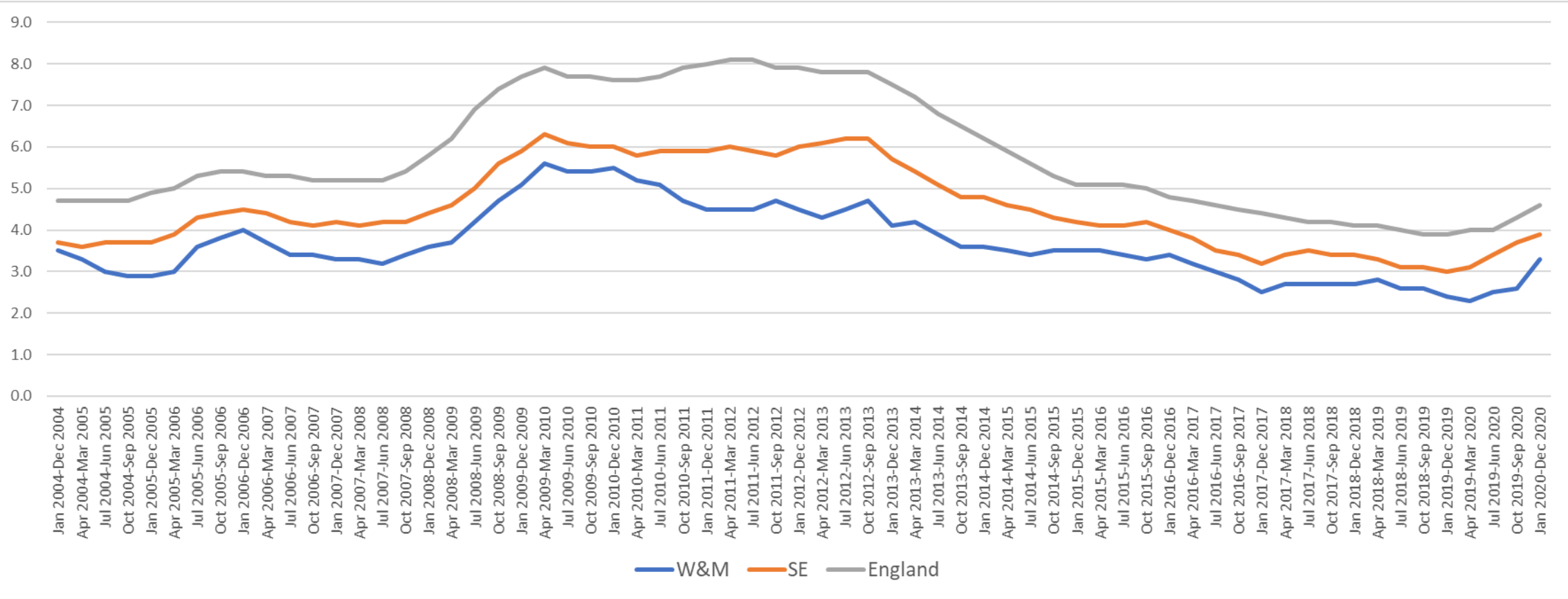
Sourced from: [Berkshire Observatory](#)

Last reviewed/accessed: 19.04.21

# Economically active unemployed (16-64yrs)

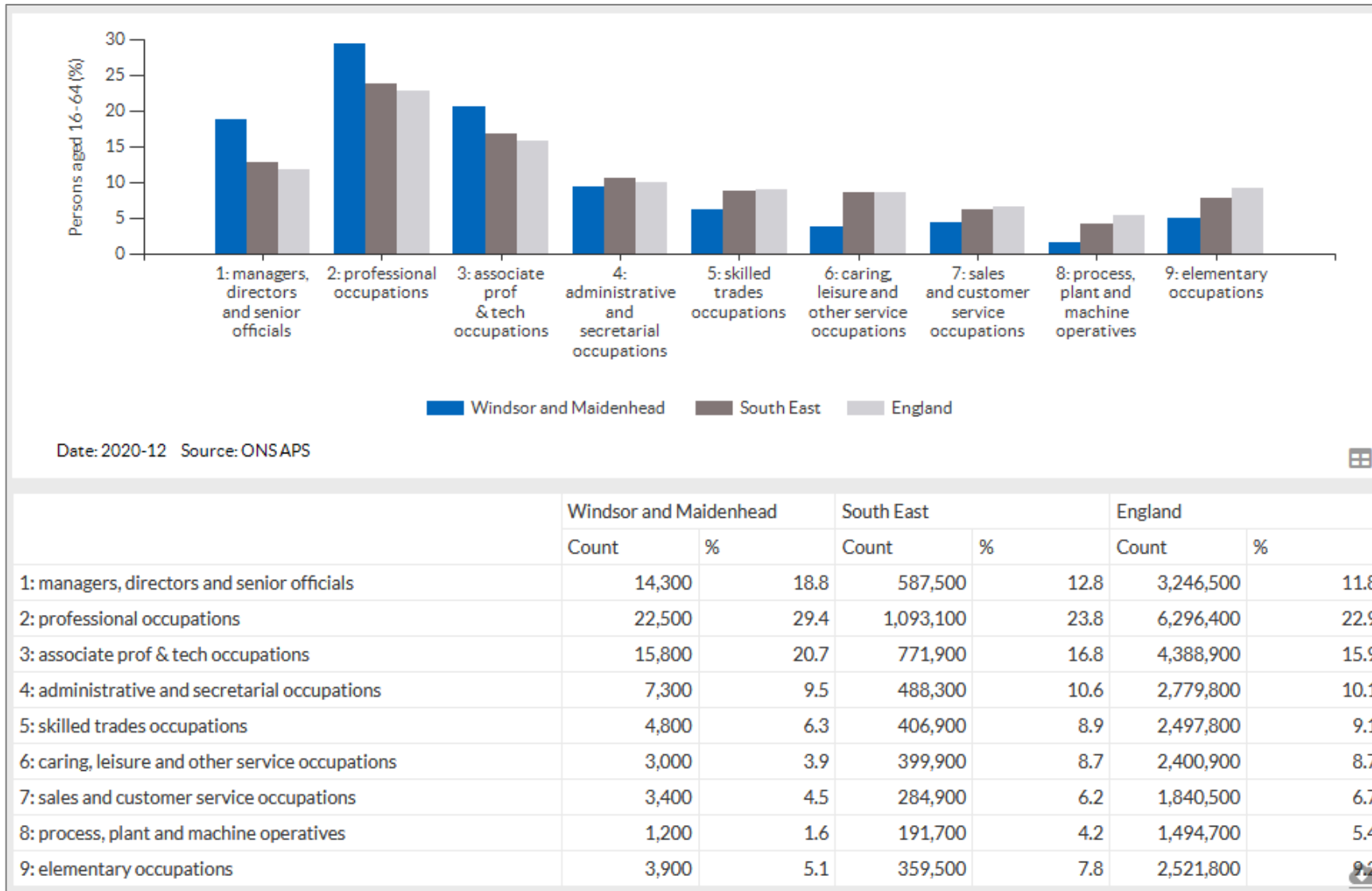
After falling for the past decade, unemployment rates have increased recently (in RBWM, SE and England) following the COVID pandemic.

## % economically active unemployed (aged 16-64yrs)



Sourced from: [Nomis](#)  
Last reviewed/accessed: 19.07.21

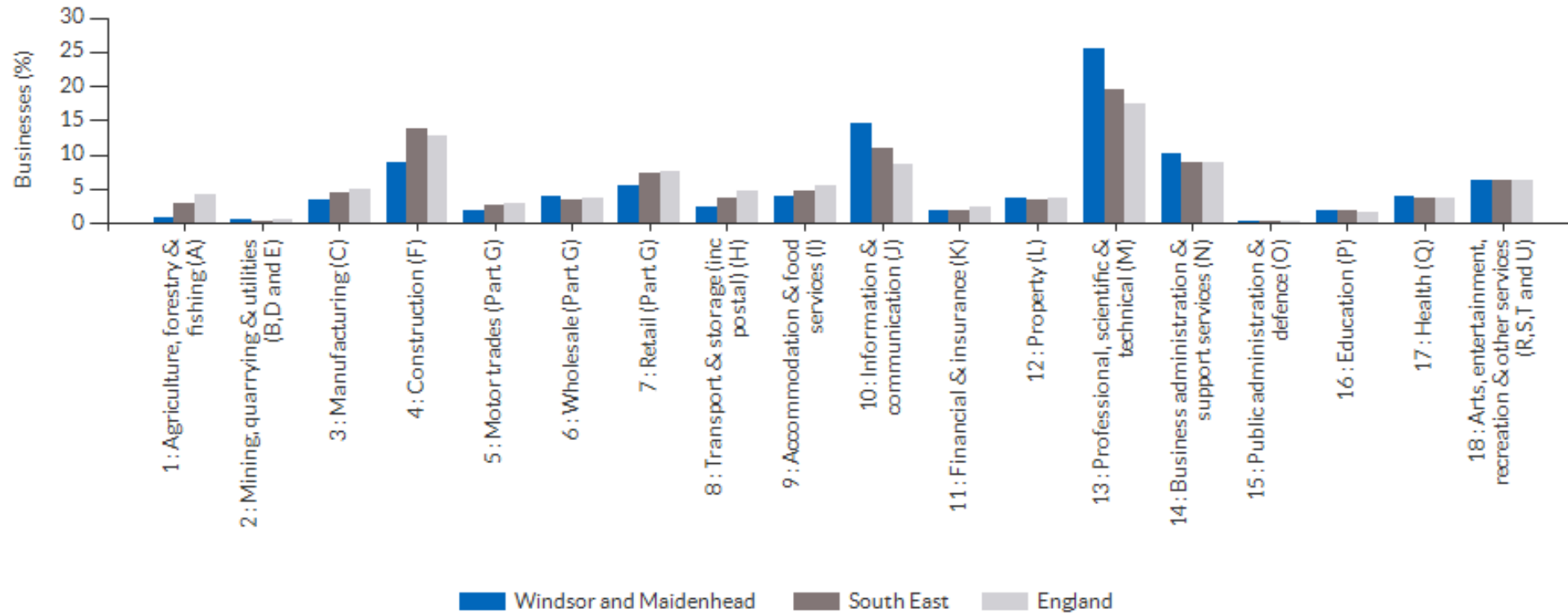
# Occupation types



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



Date: 2020 Source: ONSIDBR



# 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.

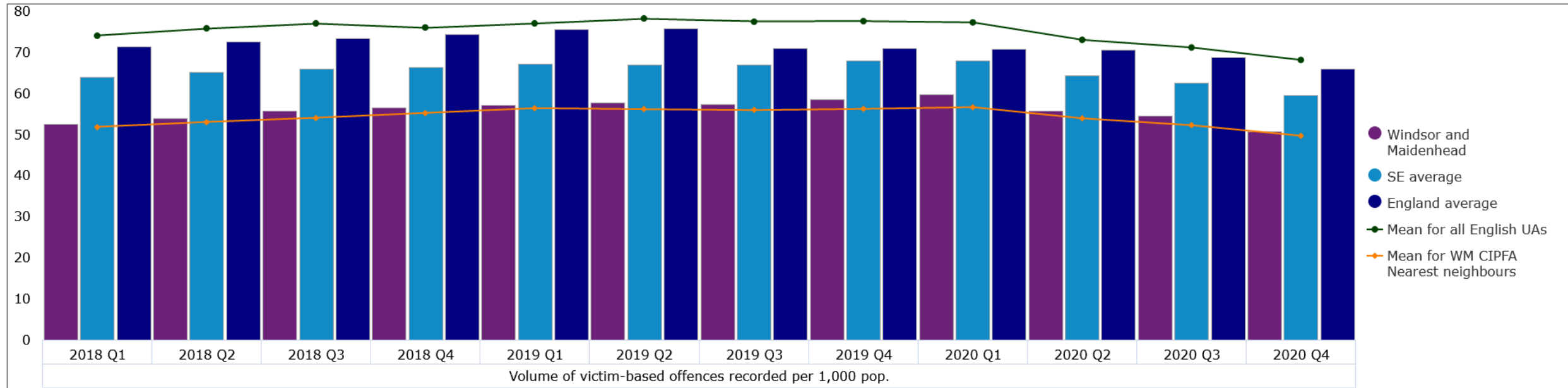
- **Two out of three women** aged 16 to 34 years experienced one form of harassment in the previous 12 months; with 44% of women aged 16 to 34 years having experienced catcalls, whistles, unwanted sexual comments or jokes, and 29% having felt like they were being followed.
- **Four out of five women** 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.



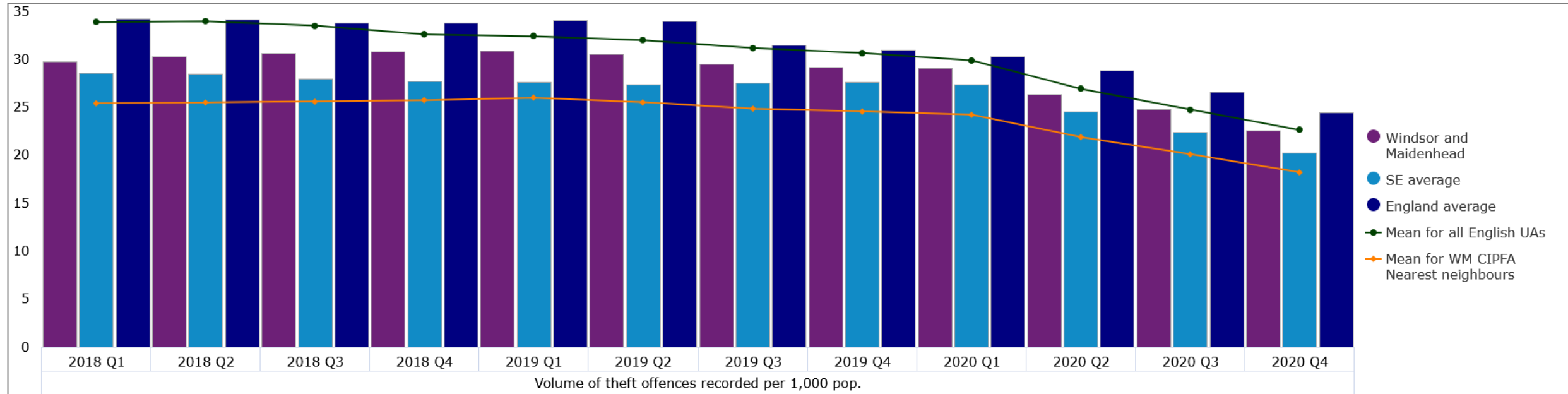
# Volume of victim-based offences recorded per 1,000 pop. (12 months ending)



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

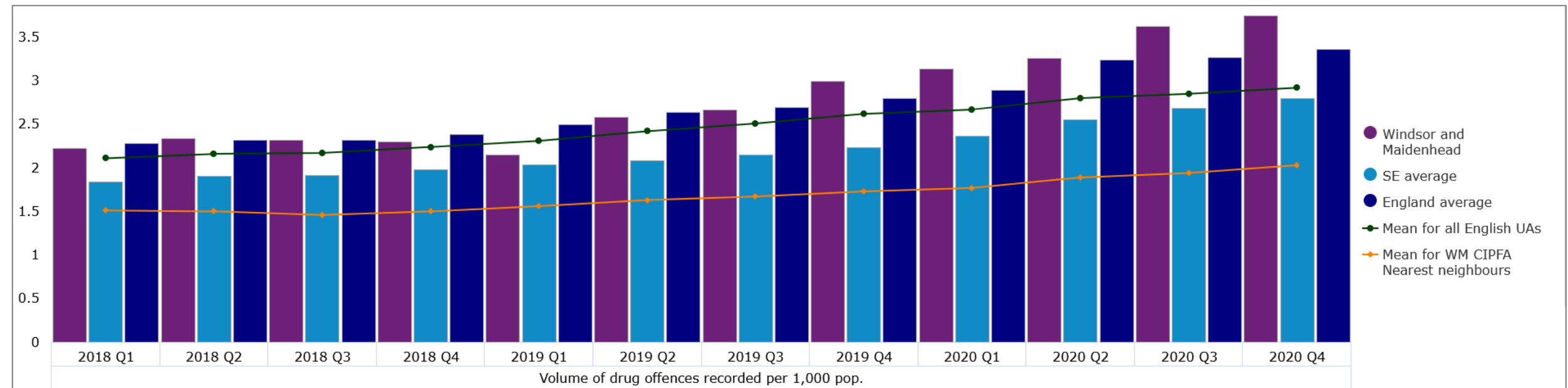
# Volume of theft offences recorded per 1,000 pop. (12 months ending)



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)



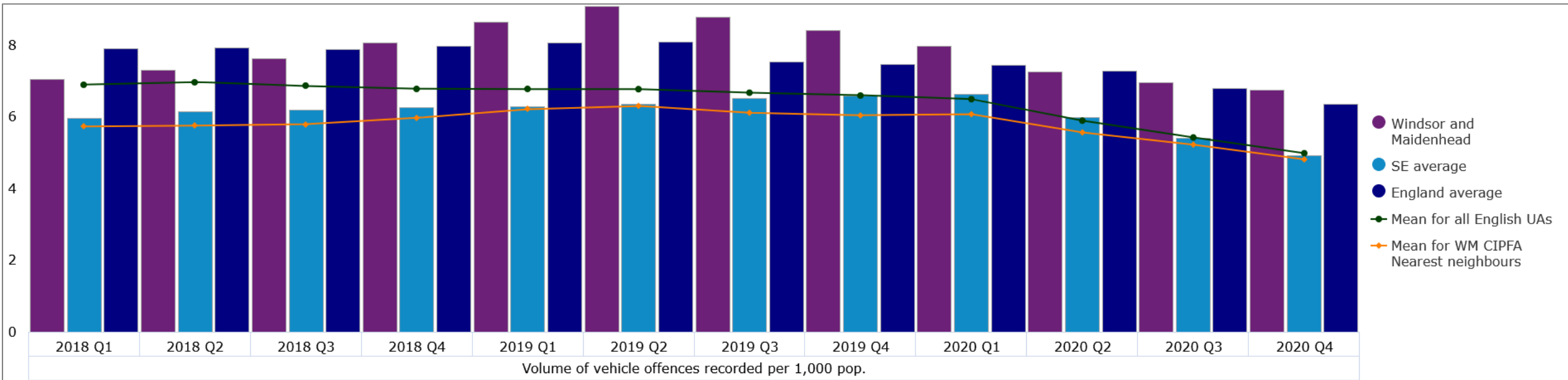
Low is good. Source: ONS (accessed 09.07.21)

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

Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

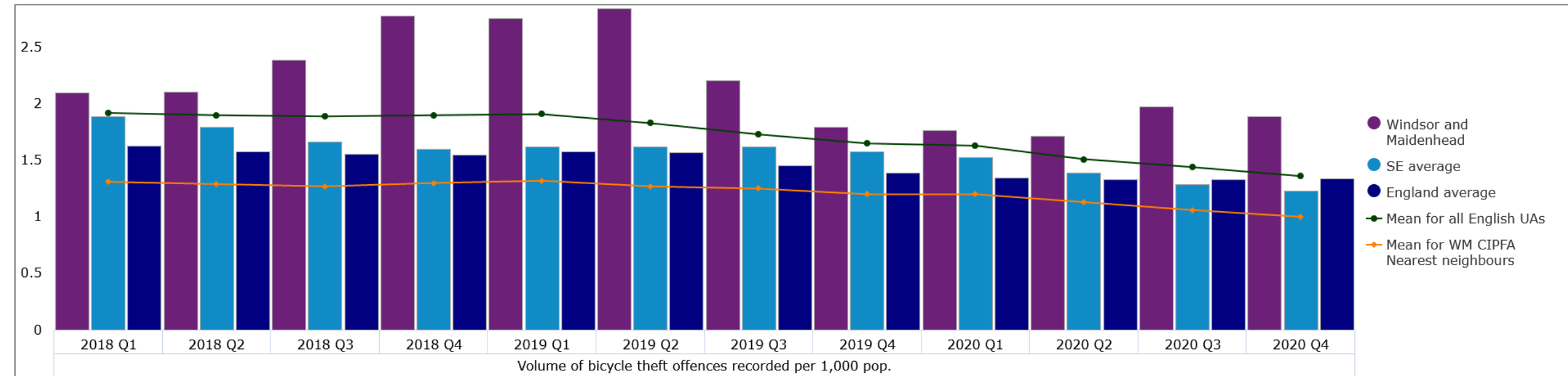
# Volume of vehicle offences recorded per 1,000 pop. (12 months ending)



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

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



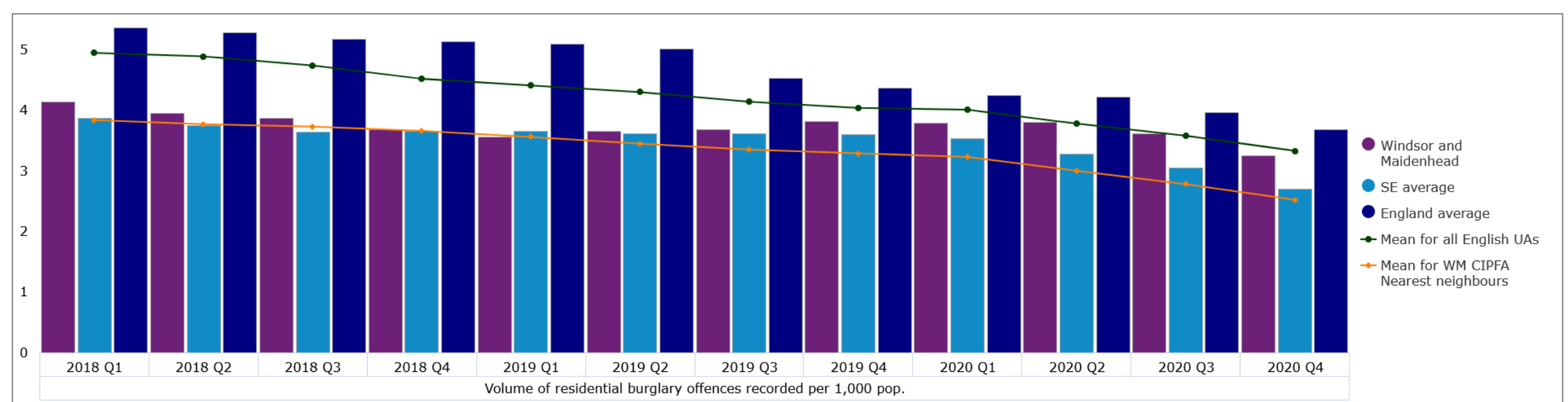
Low is good. Source: ONS (accessed 09.07.21)

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	1.98	1.89	

Sourced from: [LG Inform](#)

Last reviewed/accessed: 09.07.21

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

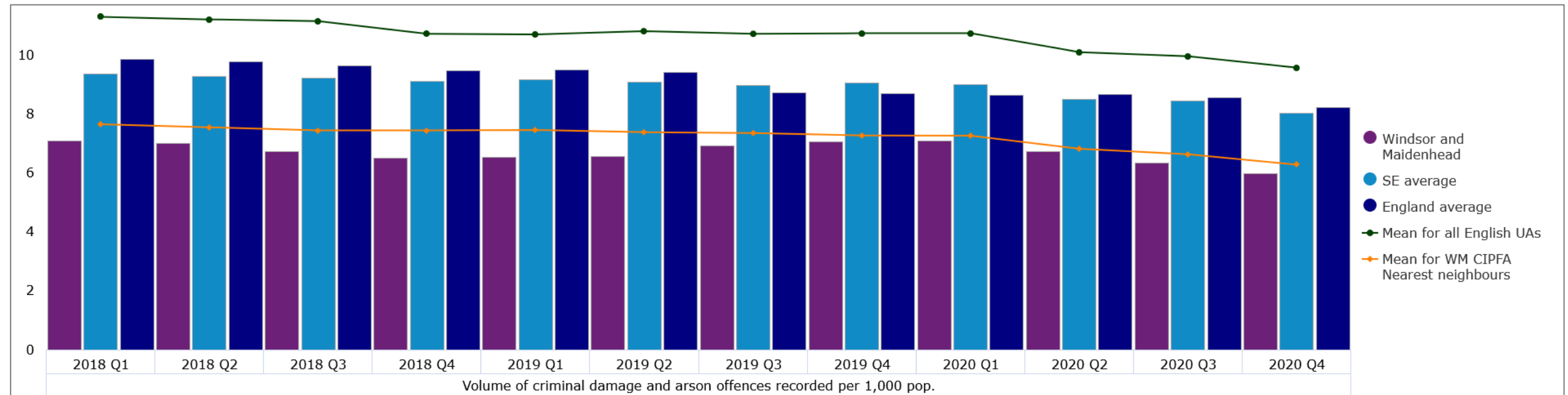


Low is good. Source: ONS (accessed 09.07.21)

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 (CO<sub>2</sub>) Borough emissions**  
(LA Influence)  
**38% domestic**  
**33% transport**  
**28% agricultural**  
(DfBEIS, 2018)




**4585t (CO<sub>2</sub>e) Council emissions**  
**1415 tCO<sub>2</sub>e Gas**  
**278 tCO<sub>2</sub>e Oil**  
**74 tCO<sub>2</sub>e Transport**  
**2818 tCO<sub>2</sub>e 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)



**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)

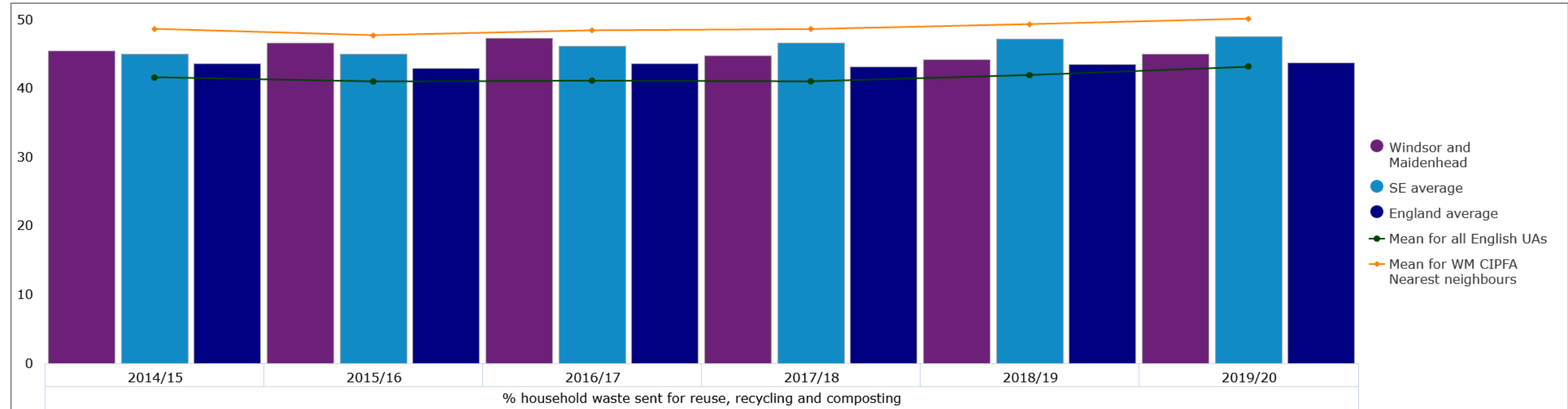


**Lights upgraded to efficient LED units in 14 Council Buildings during 2021.**  
(PSDS, 2021)



# 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%.

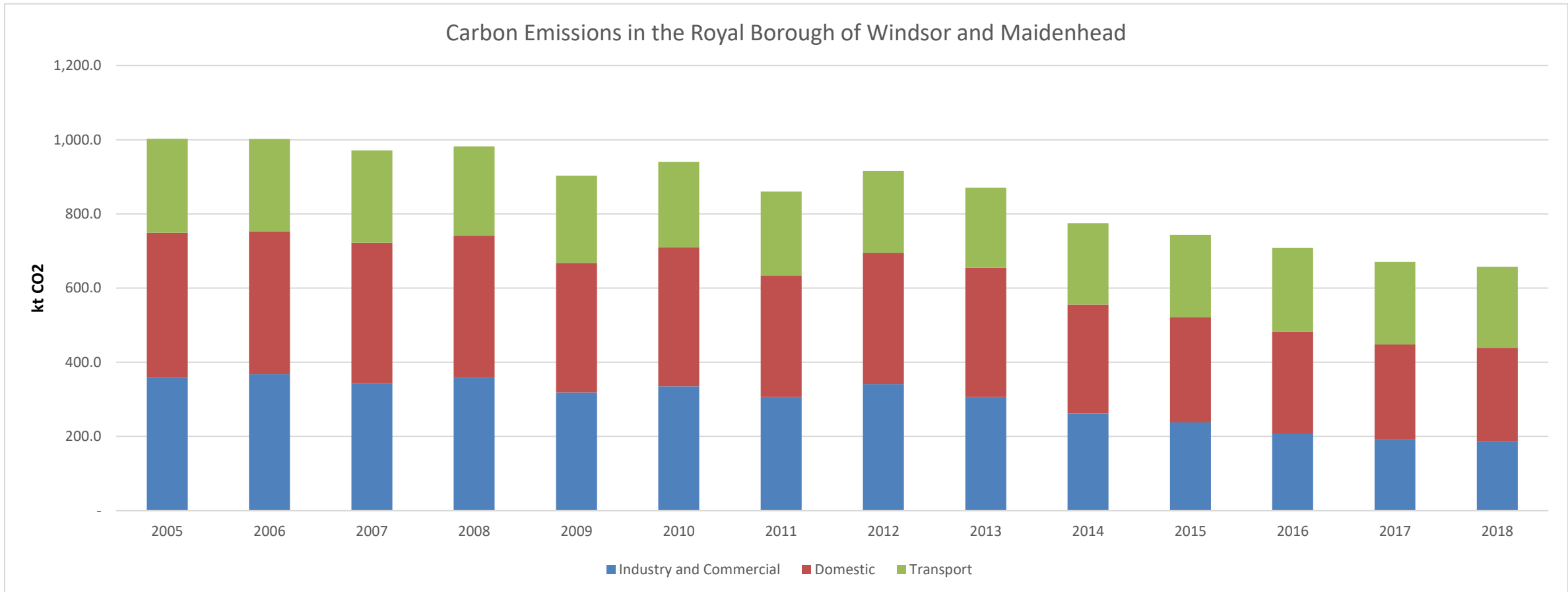


High is good. Source: Department for Environment, Food and Rural Affairs (accessed 19.04.21)

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

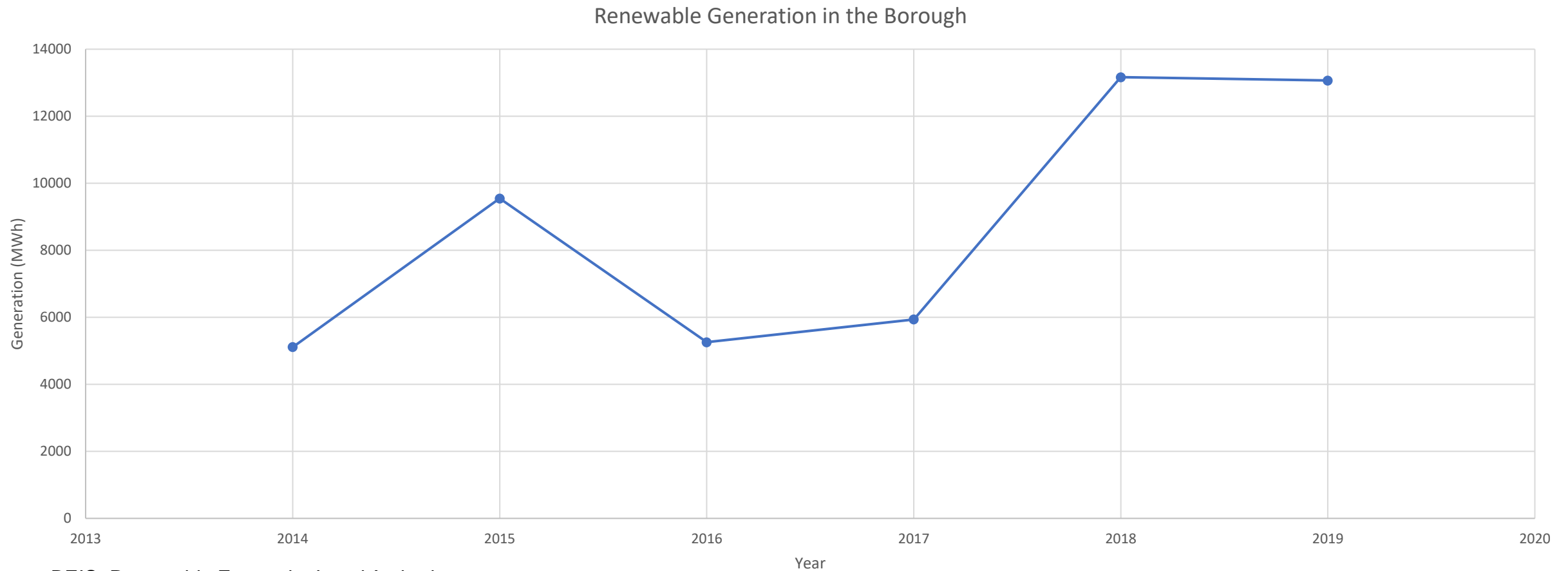
# Carbon emissions in the borough

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



# 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

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
<b>TOTAL number of properties at risk from the 1 in 30 year flood event</b>	<b>117</b>	<b>272</b>
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
<b>TOTAL for number of properties at risk from the 1 in 100 year flood event</b>	<b>277</b>	<b>455</b>
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
<b>TOTAL number of properties at risk from the 1 in 1000 year flood event</b>	<b>1,559</b>	<b>1,125</b>

**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

<b>Section</b>	<b>Content</b>	<b>Page</b>
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8	Results: What specific things would respondents expect to be different	20
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11	Key messages emerging from consultation	24

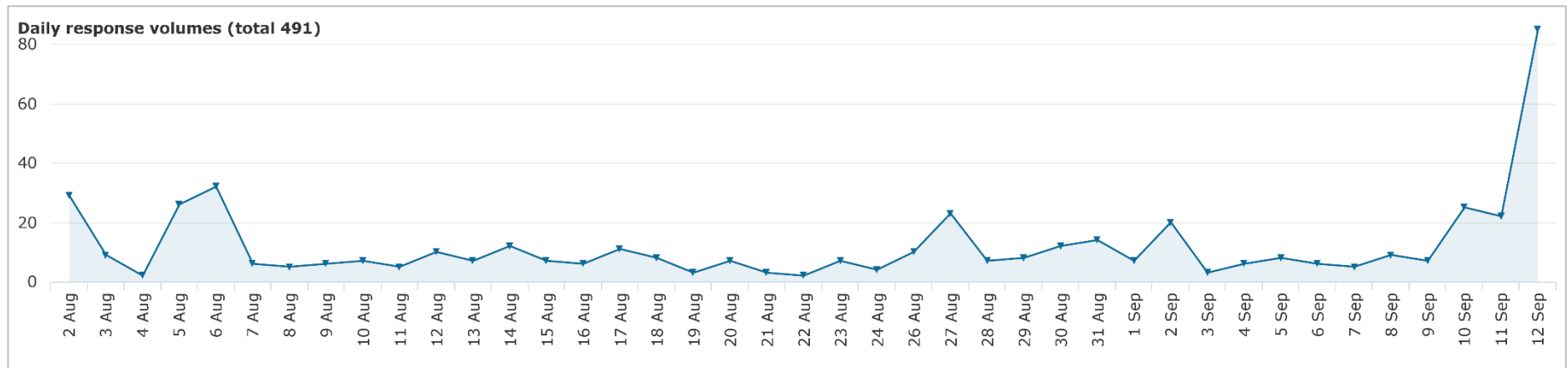
## 1. Introduction

- 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

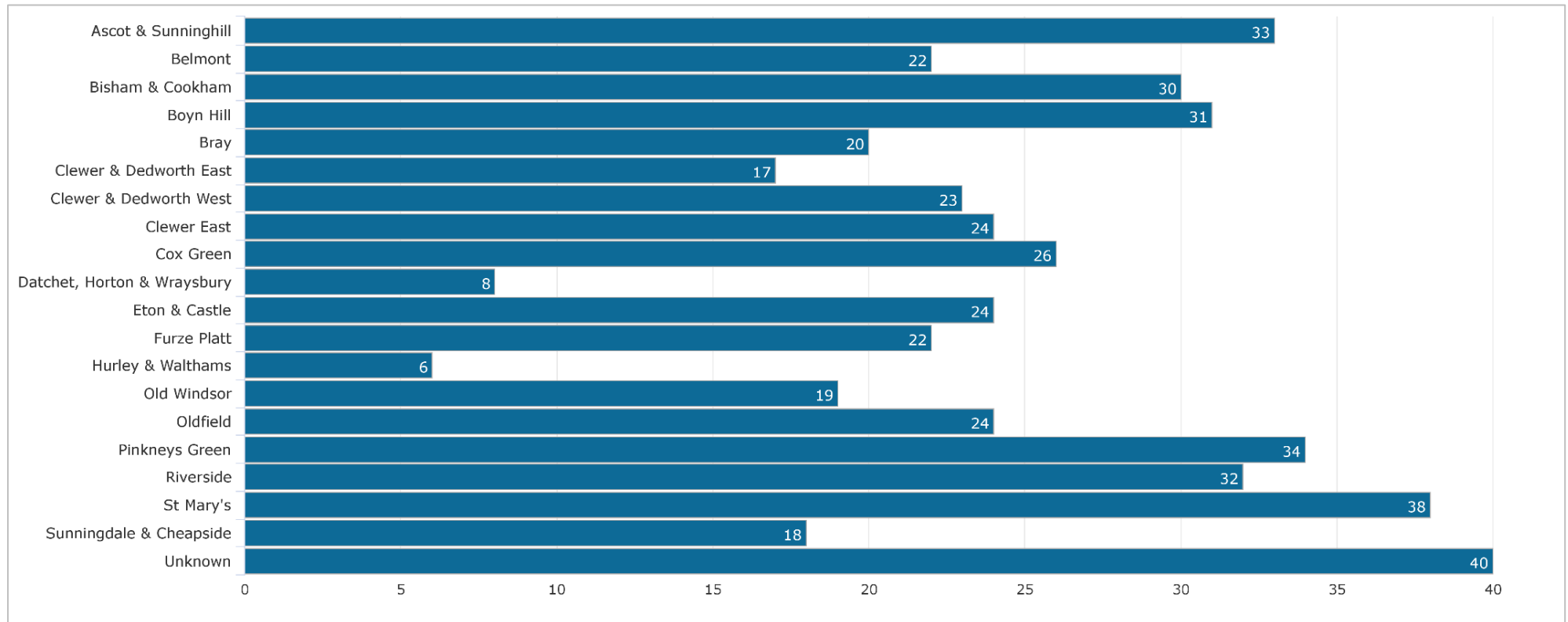
2.1. 490 unique responses were received through the Engagement HQ portal, 12 of which were indicated as being from collectives (e.g. community or voluntary groups). Officers also delivered a bespoke engagement session with the Youth Council to solicit their views and thoughts and ensure that young people's 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)**

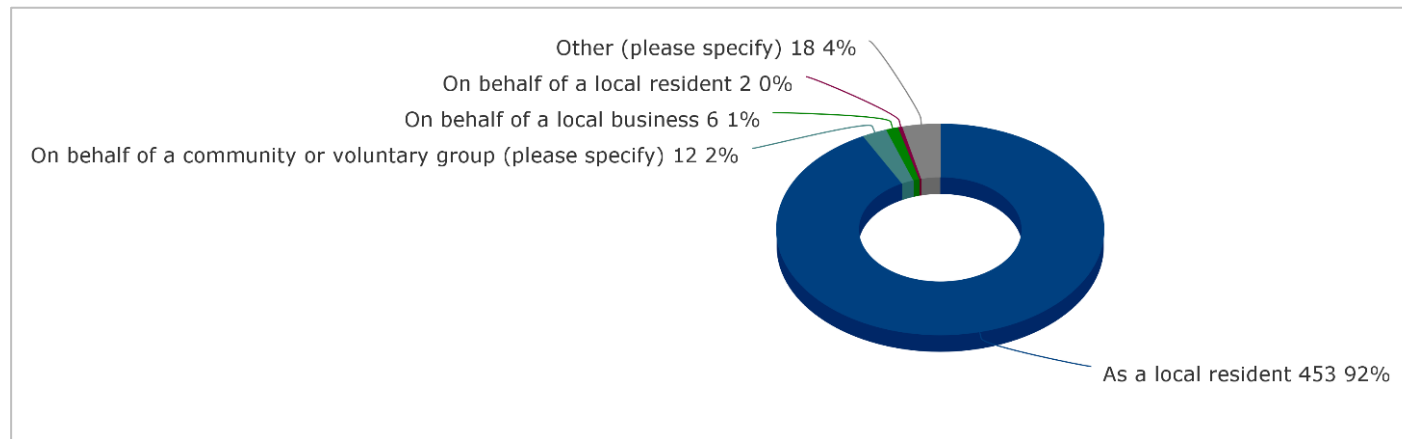




### 3. Respondent profile

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).

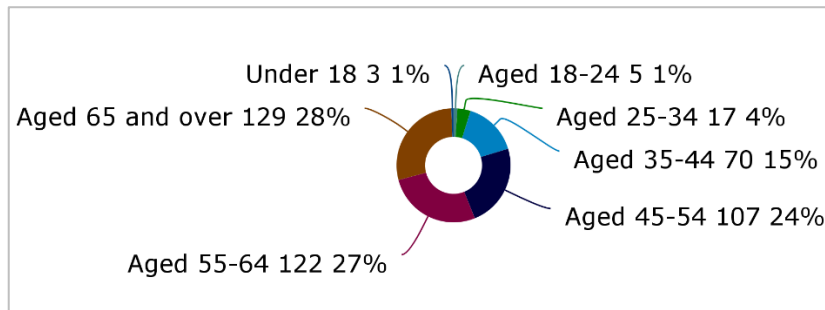
**Figure 3: Breakdown of capacity in which responding to the consultation (total 491)**



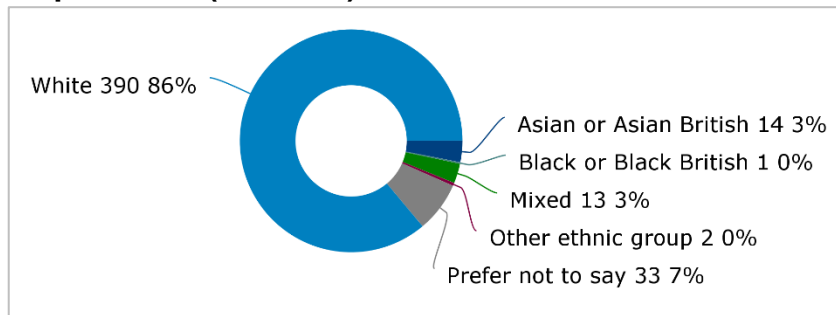
3.2. Figure 4 shows the age profile of respondents who indicated they were responding as a local resident. The majority of local resident respondents were aged 65 and over (28%, 129/453), followed by age-group 55-64yrs (27%, 122/453). The lowest proportion of respondents were aged Under 18 (1%, 3/453). 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.

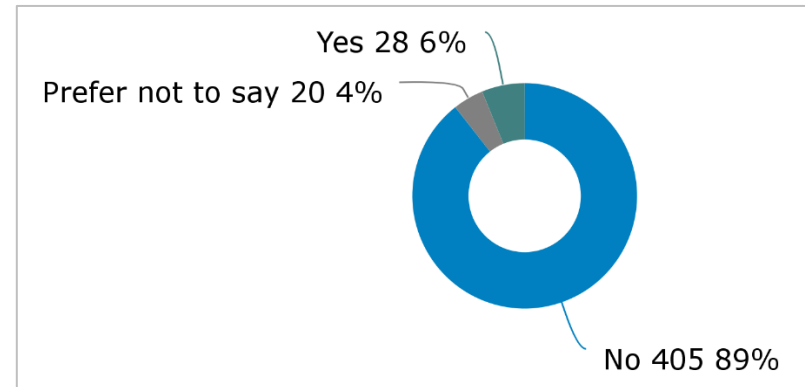
**Figure 4: Age profile of local resident respondents (total 453)**



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



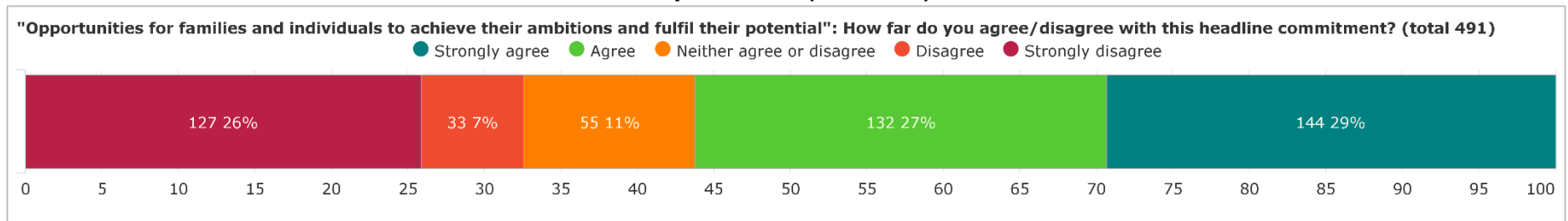
**Figure 6: Proportion of local resident respondents who consider themselves to be a disabled person (total 453)**



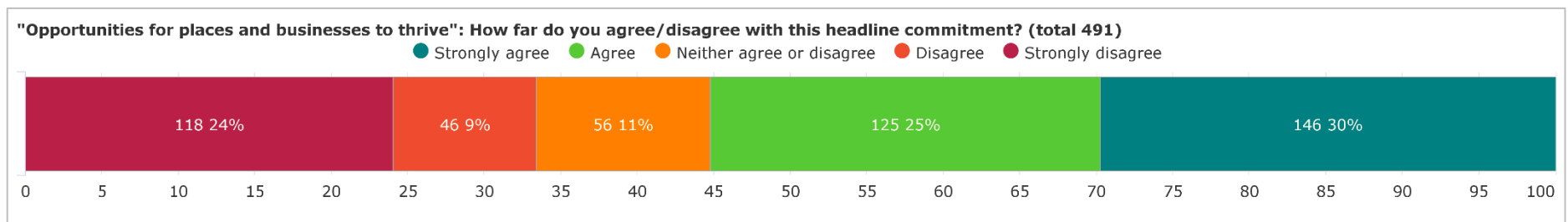
#### 4. Results: Draft headline commitments

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.

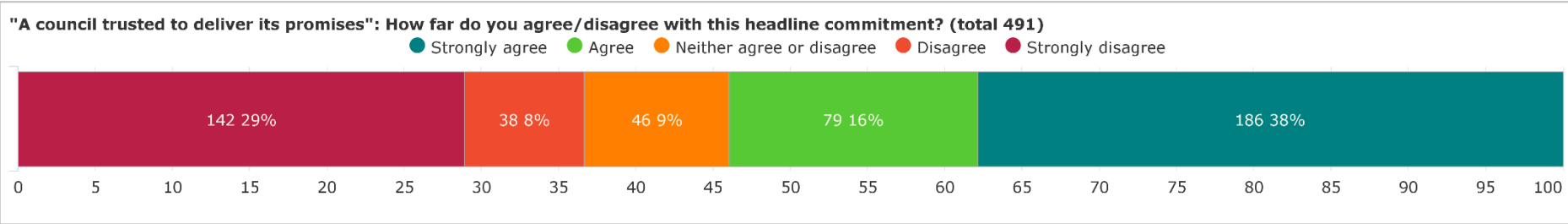
**Figure 7: Extent to which all respondents agree/disagree with headline commitment “Opportunities for families and individuals to achieve their ambitions and fulfil their potential” (total 491)**



**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)**

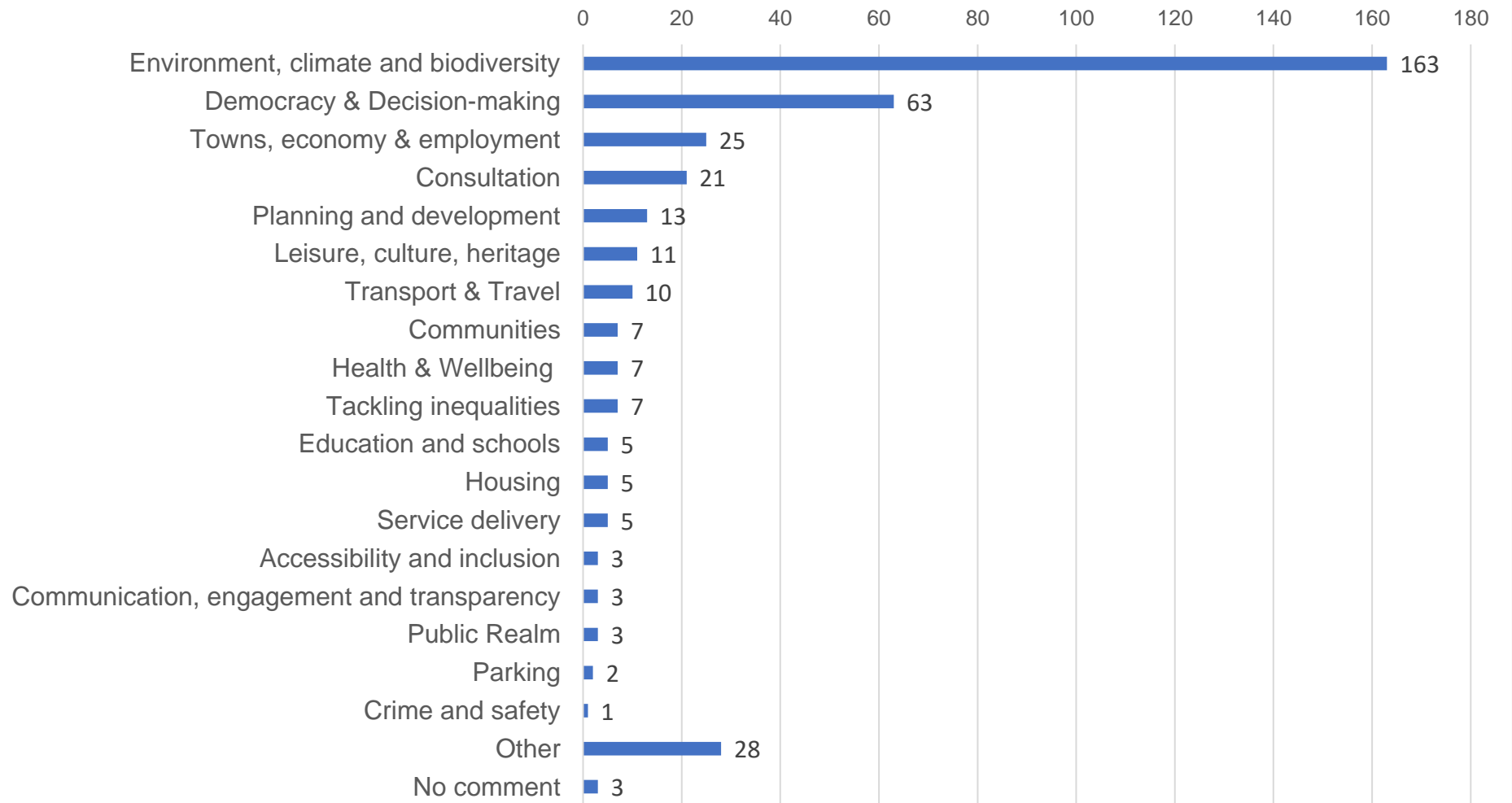


4.2. 346 free-text responses were provided to this question. These responses have been reviewed and manually grouped in order to provide some indicative insight into recurring themes across all responses. Many responses provided were comprehensive and referenced multiple themes. For example:

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.

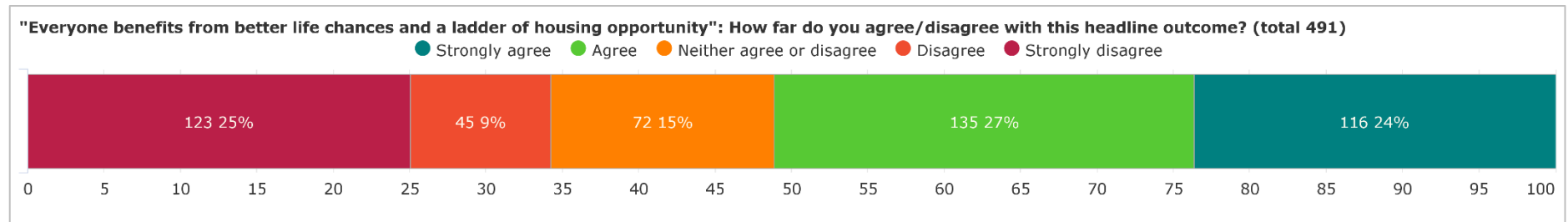
**Figure 10: Draft headline commitments: Indicative count of frequency that key themes were referenced across all responses**



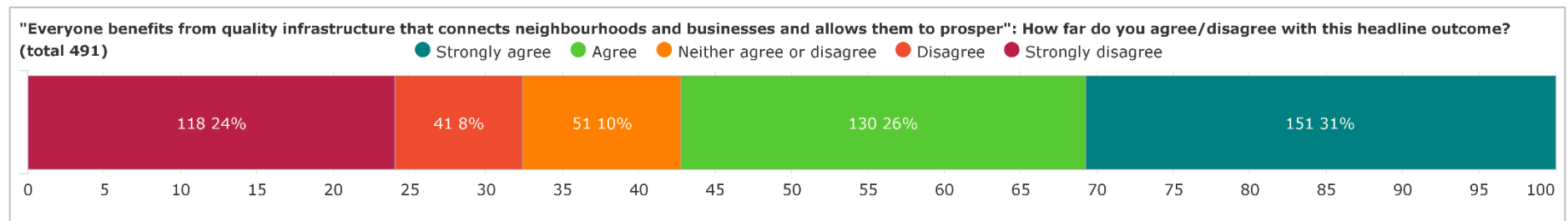
## 5. Results: Draft headline outcomes

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.

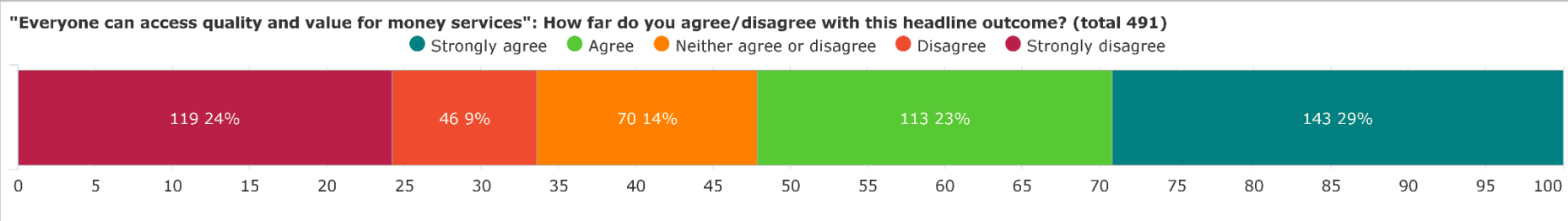
**Figure 11: Extent to which all respondents agree/disagree with headline outcome “Everyone benefits from better life chances and a ladder of housing opportunity” (total 491)**



**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)**

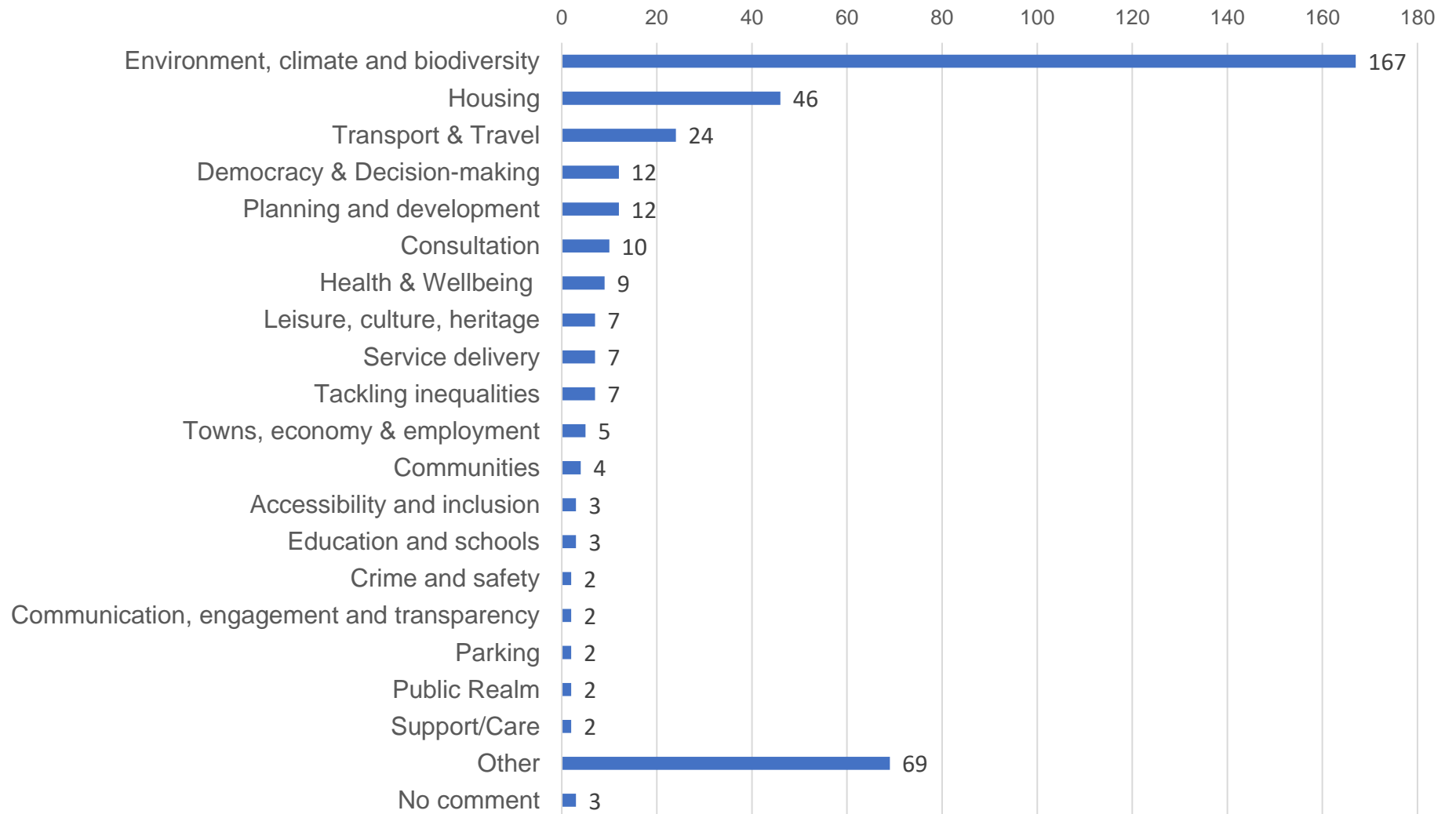


**Figure 13: Extent to which all respondents agree/disagree with headline outcome “Everyone can access quality and value for money services” (total 491)**



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**

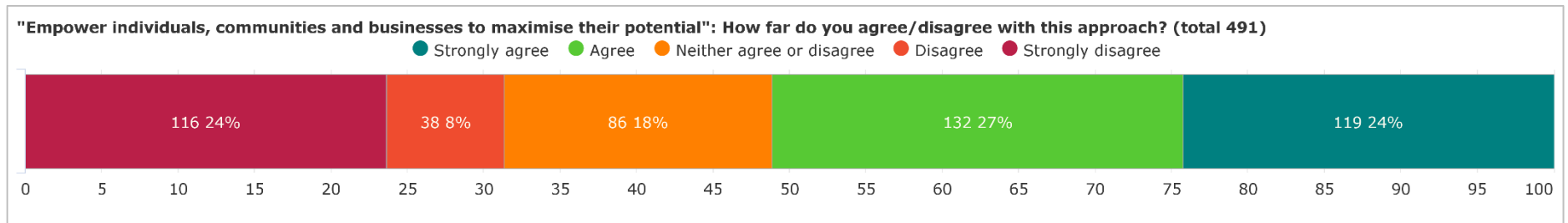




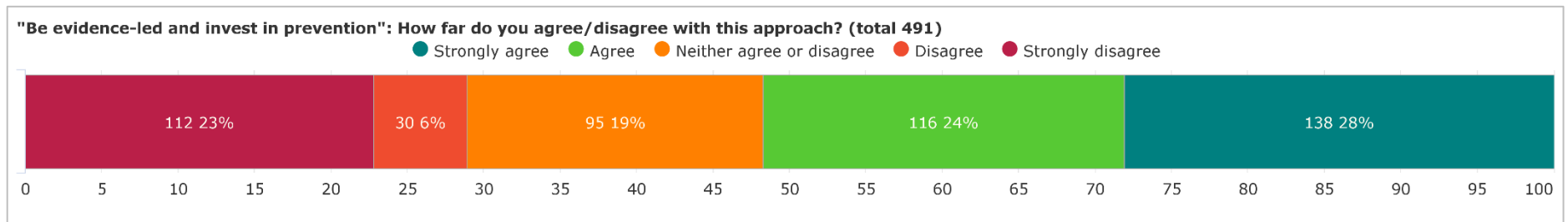
## 6. Results: Draft headline approach

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.

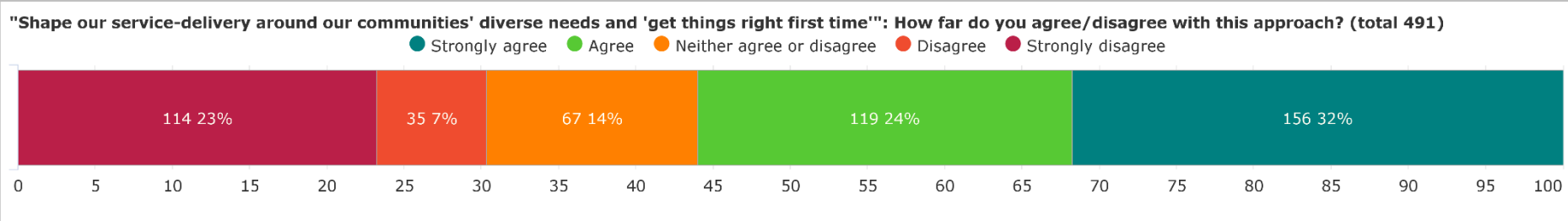
**Figure 15: Extent to which all respondents agree/disagree with approach “Empower individuals, communities and businesses to maximise their potential” (total 491)**



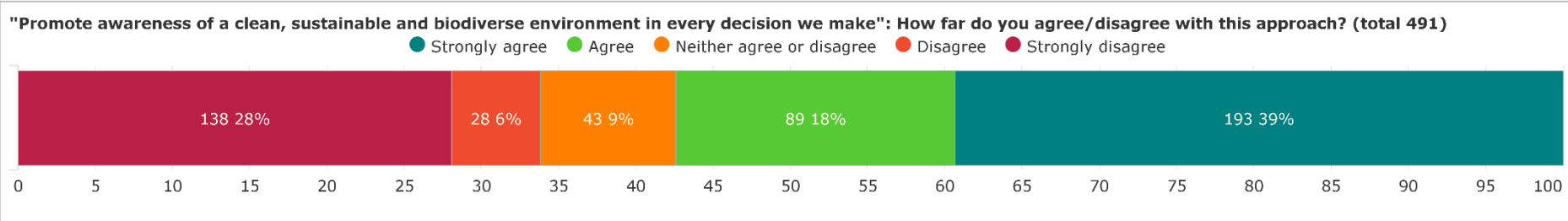
**Figure 16: Extent to which all respondents agree/disagree with approach “Be evidence-led and invest in prevention” (total 491)**



**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)**

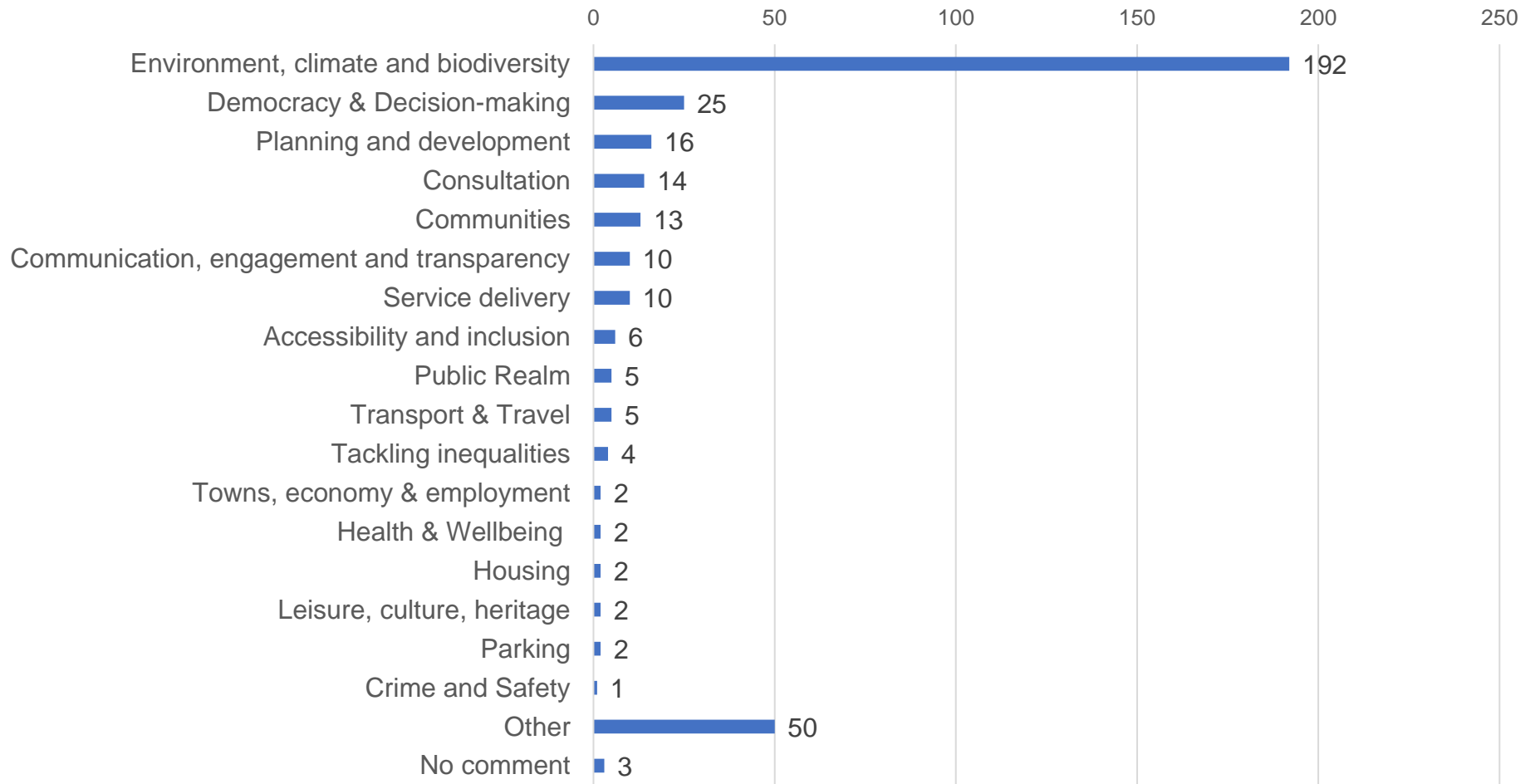


**Figure 18: Extent to which all respondents agree/disagree with approach “Promote awareness of a clean, sustainable and biodiverse environment in every decision we make” (total 491)**



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.

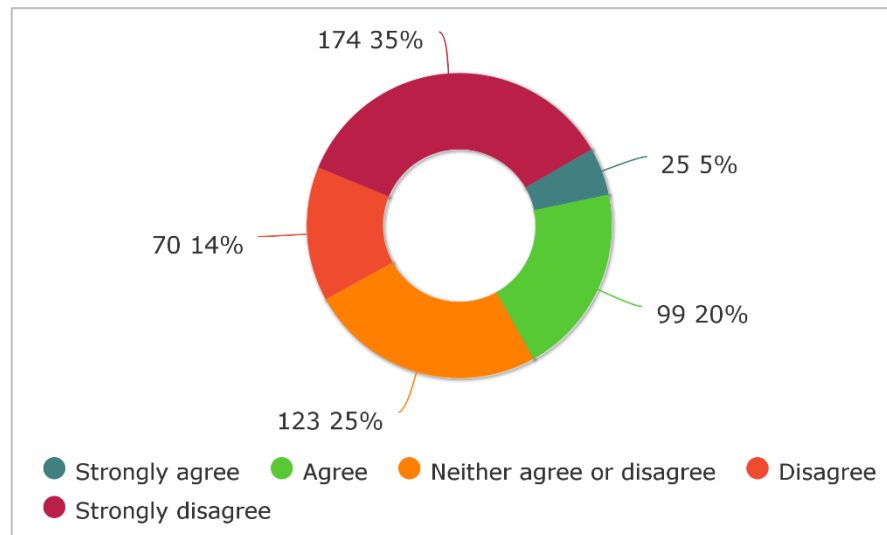
**Figure 19: Draft approach elements: Indicative count of frequency that key themes were referenced across all responses**



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

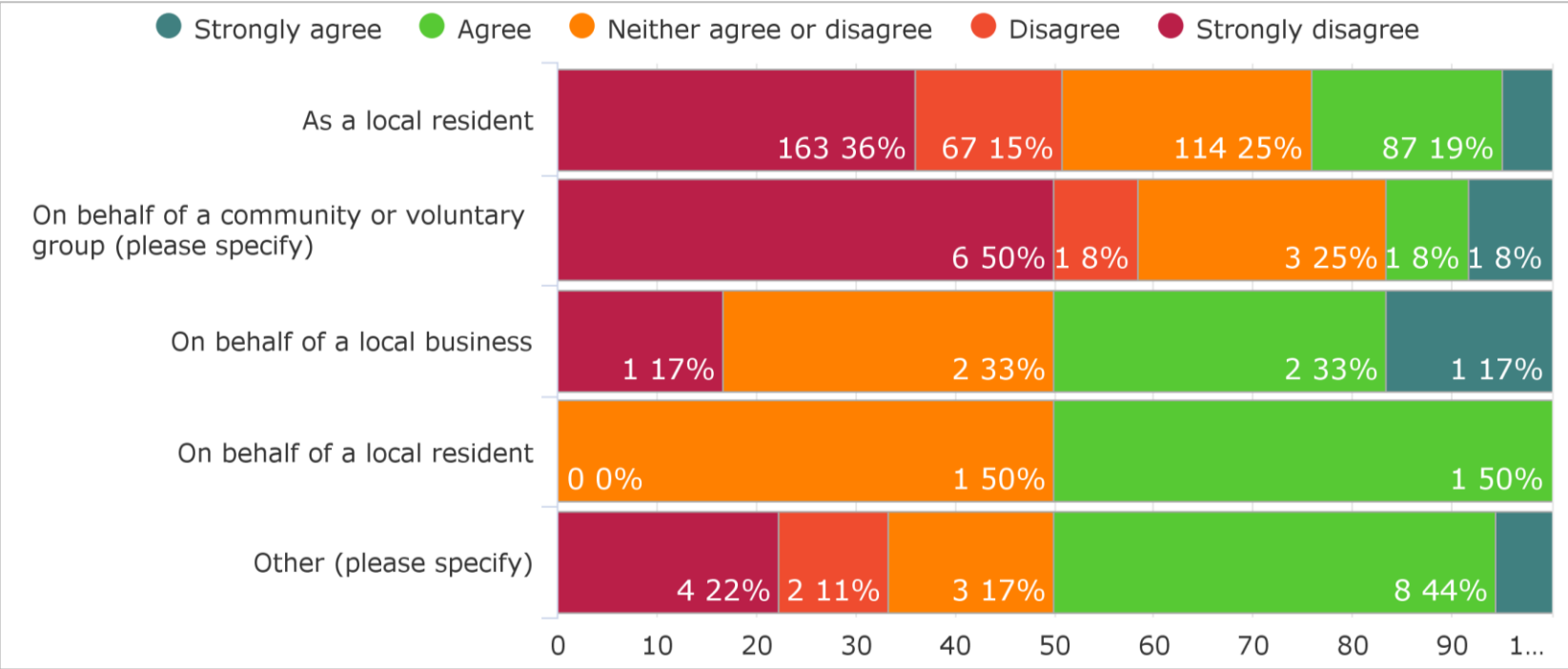
7.1. Respondents were asked to indicate the extent to which they agreed/disagreed that the draft plan framework met their expectations of the council's direction. Figure 20 shows the breakdown of all responses (491). It shows that 49% of respondents disagreed that the draft plan framework met their expectations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

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



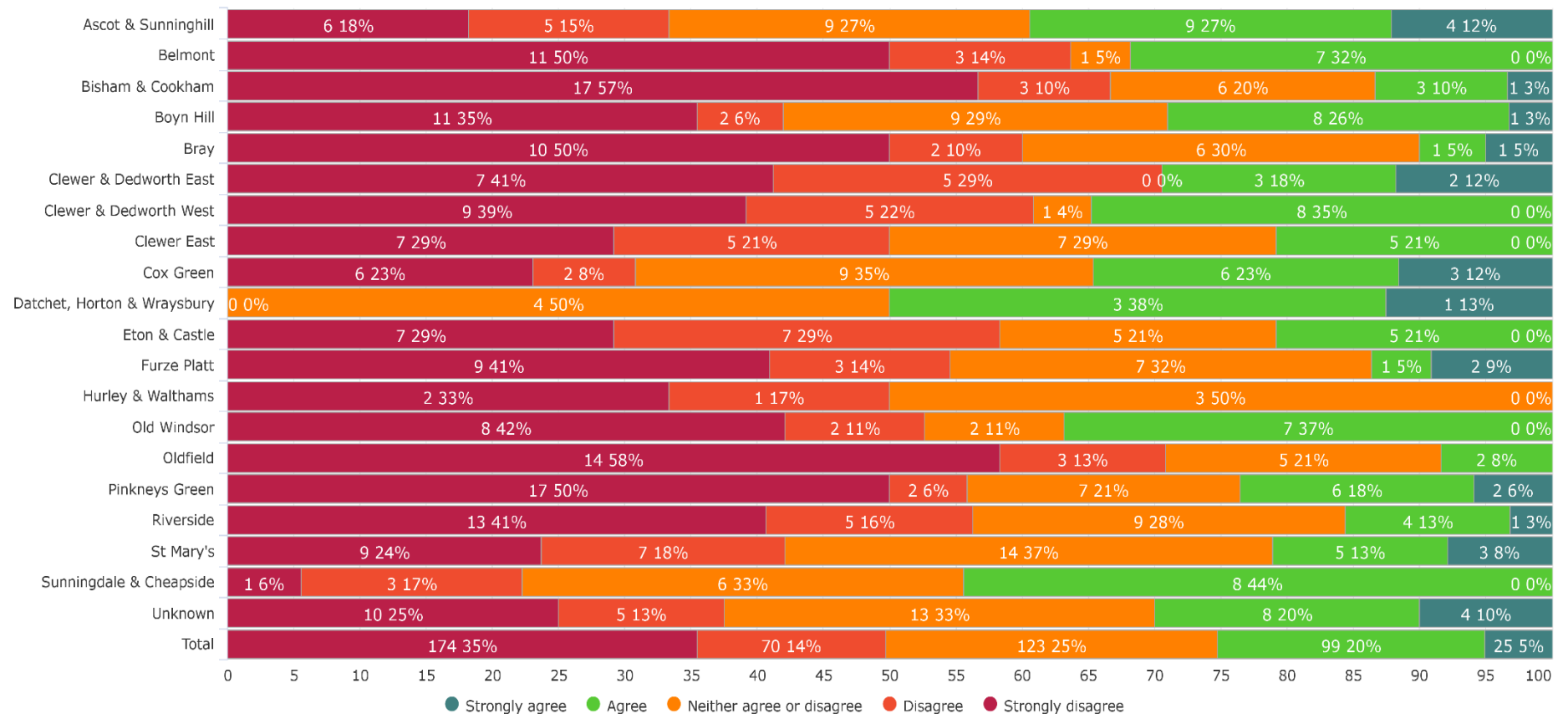
7.2. Further exploration of the responses to this question is provided using the qualifiers from the "About You" section of the questionnaire. Figure 21 provides a breakdown of responses by the indicated capacity in which respondents were completing the questionnaire.

**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)**



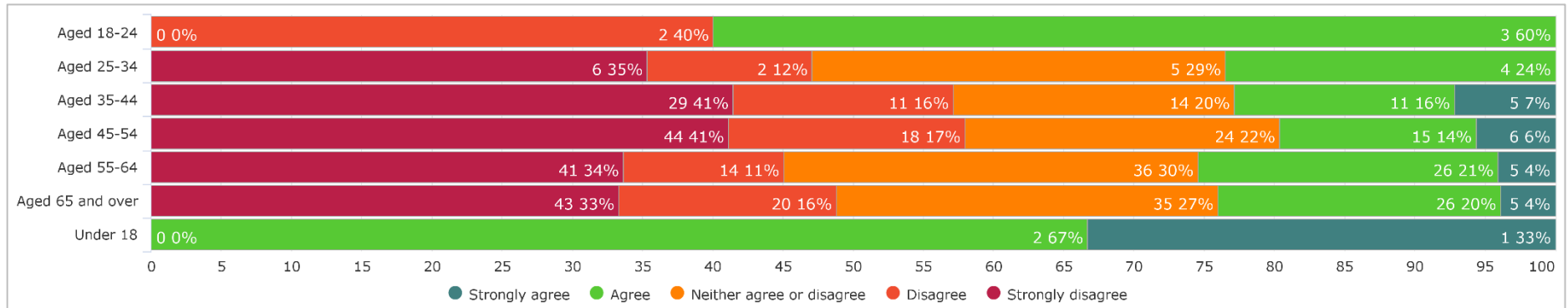
7.3. Further exploration of the responses to this question is provided using the qualifiers from the “About You” section of the questionnaire. Figure 22 provides a breakdown of responses by Ward based on respondents’ indication of the postcode of their primary residence (or work if the respondent did 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)**

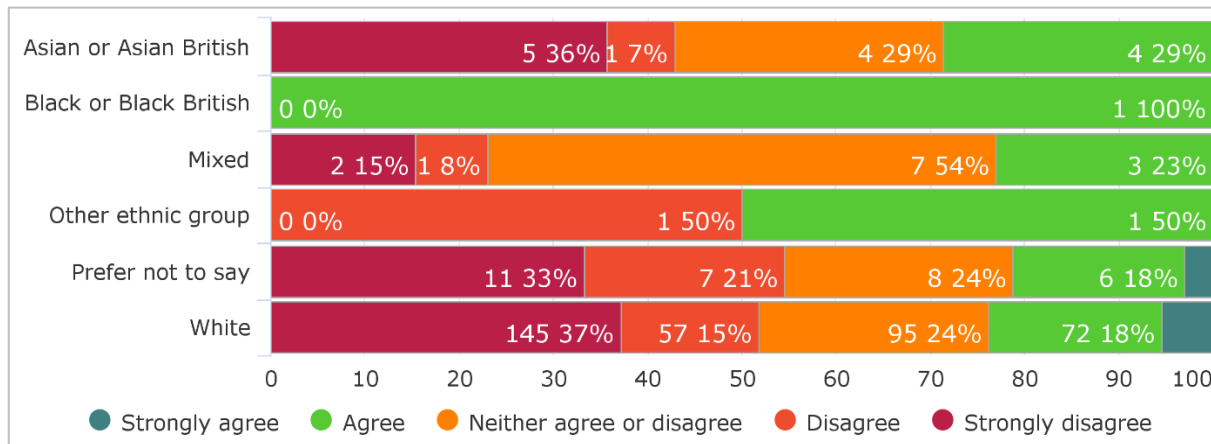


7.4. Figure 23 further explores local resident responses to this question by age group. It shows higher levels of disagreement in the 35-44yrs age group (57%, 40/70) and 45-54yrs age-group (58%, 62/107). Figure 24 further explores local resident responses to this question by ethnicity and Figure 25 explores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

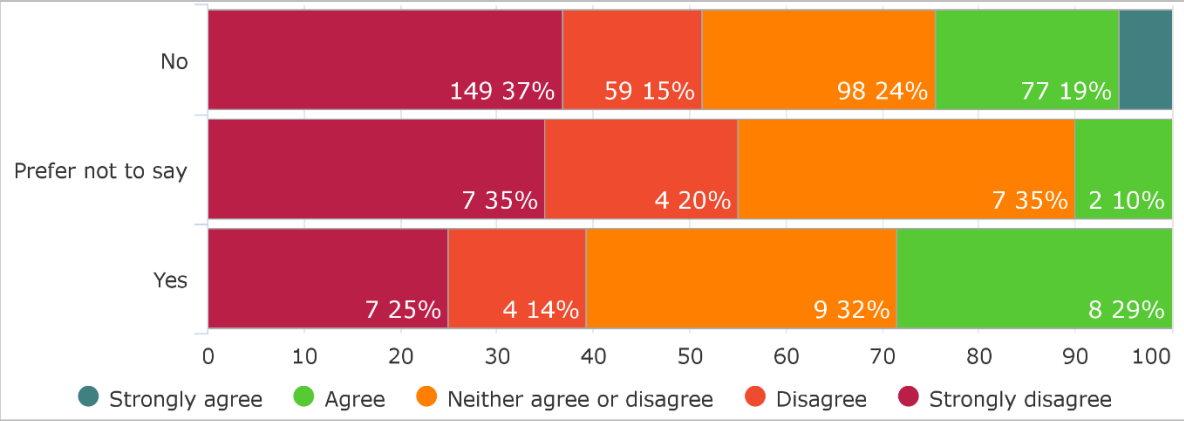
**Figure 23: Extent to which agree/disagree that draft Plan framework meets expectations of council's direction: Breakdown by age-group (total 453)**



**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)**

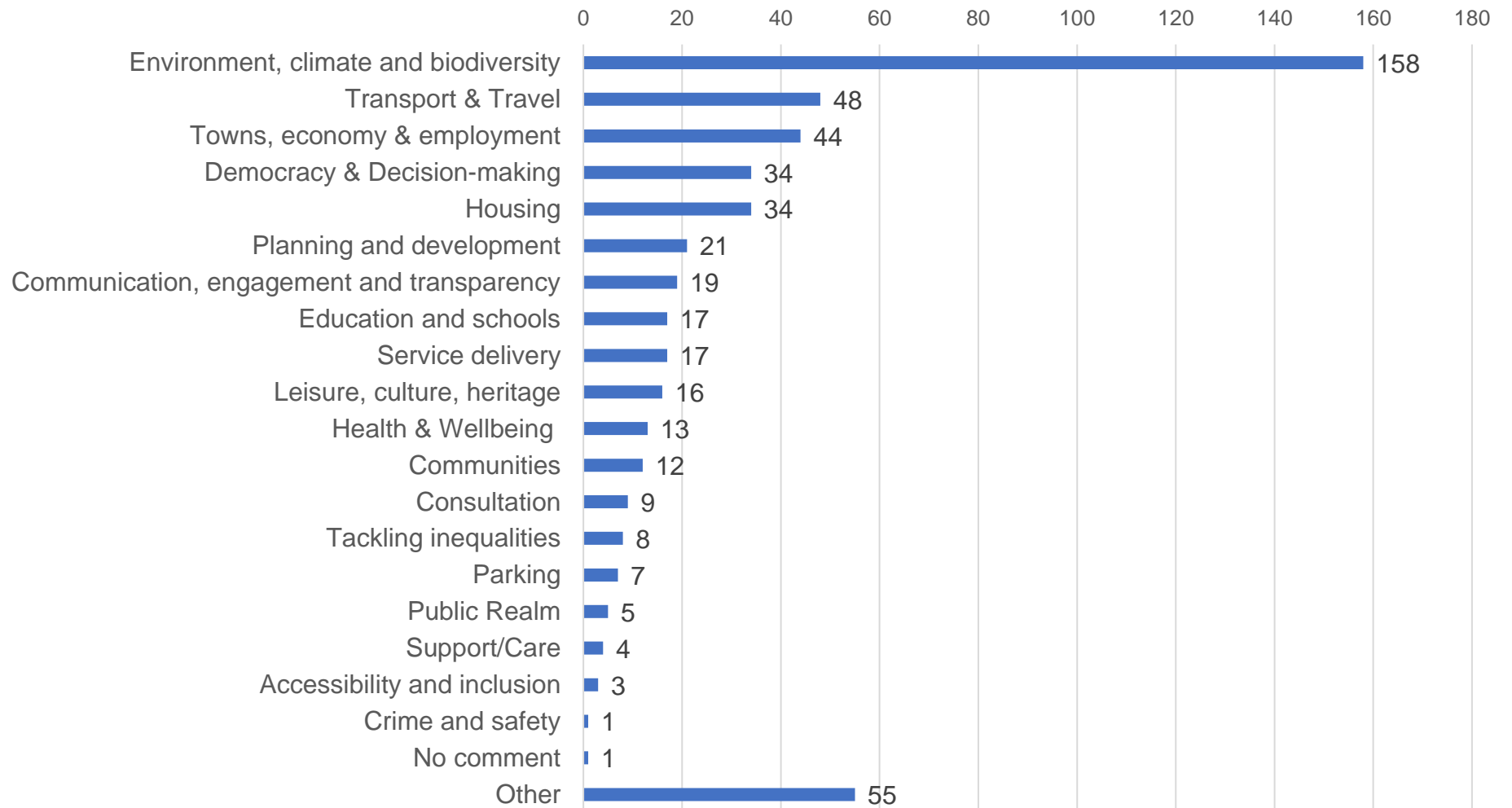


**8. What would you expect to be different?**

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.

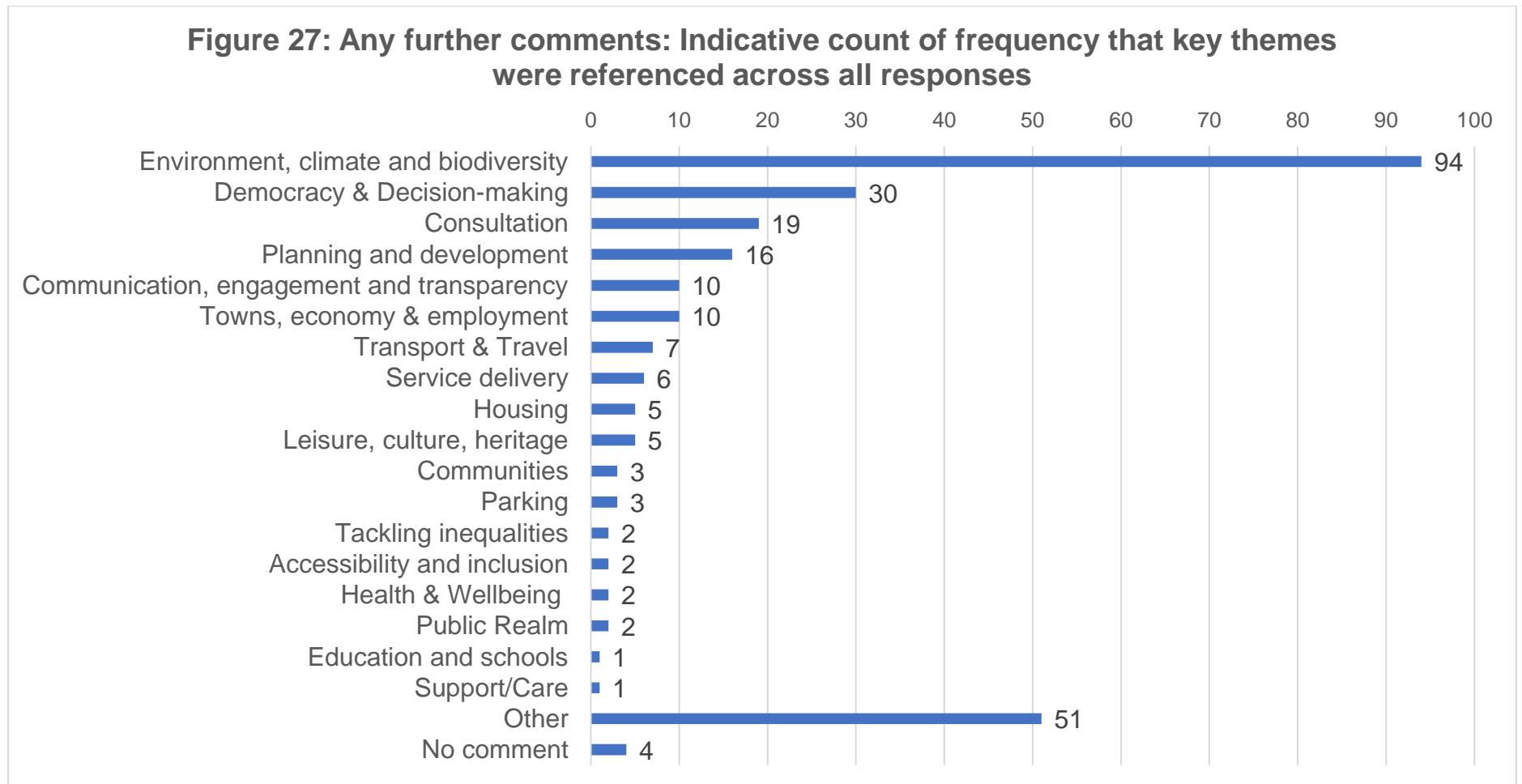


**Figure 26: What specific things would respondents expect to be different:  
Indicative count of frequency that key themes were referenced across all  
responses**



## 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.”*