

Corporate Overview and Scrutiny

Challenge Panel – Corporate Plan

11th October 2021

Questions submitted

Goal	Question	Clr	Answer
THRIVING COMMUNITIES			
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.	<p>The government has been trying for years. What magic bullet does the RBWM have to address this?</p> <p>In Wales & Scotland there is an additional tax on strong cider to address the problem. Are the RBWM proposing a precept on drinkers?</p>	<p>Davey</p> <p>Davey</p>	<p>The Council's approach to addressing this issue is focussed around enabling residents to choose healthy behaviours. We have recently commissioned an app aimed at helping residents to understand their drinking, and the impact it is having on their health, to support reduction in drinking. We have a smoking cessation service in place. In addition to this we will be exploring options for how we can best deliver healthy behaviour support to our residents, e.g. an integrated service (looking at diet, physical activity, smoking and alcohol), digital, face-to-face. We will also be working with colleagues across East Berkshire and Frimley ICS to review the evidence base, identify best practice and consult with key stakeholders, to ensure that those that need the support the most receive it.</p> <p>That is not under consideration.</p>
A decrease in the proportion of Year 6 (10-11 year old) children who are	How have we let our young people become so overweight? Is it poor quality of food production? Is it bad parenting? Is it lack of movement caused by computer games?	Davey	Obesity is complex and there are many factors involved in causing obesity which operate at individual, community and national levels. Increases in childhood obesity have been seen nationally. We know that children from a low-income background are disproportionately affected.

Goal	Question	Clr	Answer
overweight and obese from 29% to 24% by 2026.	How do the RBWM propose addressing this issue? Ban certain foods, fine parents, block access to computer games for obese children?	Davey	As outlined above, obesity is complex and there are many factors involved in causing obesity which operate at individual, community and national levels. It will be necessary to work with a wide range of stakeholders (including health, business, education, voluntary & community sector and residents) to tackle obesity in the borough and to ensure that those that need the support the most receive it.
	Are RBWM going to link it to adult obesity and ignorance about healthy eating and lifestyle?	Davey	There are many causes of obesity and these will be different for many people in the borough. Support around healthy eating and being active is an important way to support residents. In working to support children who are overweight or obese it will be important to work with families. We also need to focus on the inequalities that exist as we know those from a low-income background are disproportionately affected.
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.	How about bringing back public houses for community gatherings and create a positive drinking game that encourages residents to drink less. Ticks a bunch of boxes. Decreasing loneliness- the voluntary sector needs a massive boost there are too few people to go round.	Davey	No answer required as this is a statement, not a question.
	Why have you identified loneliness as a challenge only for adults? It effects youngsters too.	Price	Loneliness was identified as a priority goal for adults, however this does not imply that it doesn't affect all other ages.
	Why are there not specific measures for those living in severe deprivation. In my Ward there are significant numbers in decile 3. Why don't you	Price	As stated in the Corporate Plan - Our focus is on enabling better life chances, prioritising those who experience disadvantage and inequality. Whilst education and signposting are useful tools, we

Goal	Question	Cllr	Answer
	have an aim to ensure clear access/signposting to services such residents need rather than residents having to go to different departments and organisations?		<p>must work to tackle the root causes of these unjust disadvantages to reduce the gap across the borough. For example, we don't want to signpost residents to support if they cannot access that support because they don't have access to digital resources, or don't have access to transport to make use of the support. We are moving towards more community-based services, for example, providing access to a wider range of services through local libraries and working in closer partnership with community groups. This approach will be further developed over the Corporate Plan period.</p> <p>We recognise that we need to better understand the inequalities that affect different groups within the borough, in order to ensure that those experiencing disadvantage and inequality are able to access appropriate, effective and early support within their communities. We will undertake further evidence gathering and engagement with affected communities, focused on their experiences and sources of support. The Council's approach to targeting support to those who need it most, will be shared in 2022, alongside revised Equality Objectives.</p>
	I cannot find any reference to mental health. This is a big issue not only for residents living in severe deprivation but others. Young people have to wait far too long to be seen by a specialist to be assessed and then another long wait until they receive support. Their future lives will be forever blighted. What are you doing to provide better and speedier response times?	Price	Specialist Mental Health services are provided by the NHS. The top tier of services is commissioned on a national basis and with further specialist services commissioned by the ICS. The local authority is taking an active leadership role through the ICS and CCG place committees to ensure that these critical services are prioritised for local delivery, including Mental Health in School and Getting Help teams which are co-located with the local authority wellbeing services. The council plan continues to prioritise a range of early help services to ensure there is support for those who are waiting.
	How do you intend to support the community and voluntary sector who are essential in ensuring thriving communities?	Price	The pandemic has highlighted the crucial role of the voluntary and community sector in supporting thriving communities. The closer relationships between the Council and community groups which have developed, is one positive outcome from this challenging time.

Goal	Question	Cllr	Answer
		Cllr	We have many examples of the Council working effectively with the VCS and individual community members, and some of these are included as case studies within the Plan. Work to develop and empower local community groups is being taken forward through the Embedding Community Response initiative, details of which are included on the RBWM Together platform. <u>RBWM Together</u> The next step is to develop and embed this way of working more systematically across the Council.
	Why are you downplaying the impact of Long Covid? Many of our younger residents are going to be suffering from Long Covid, which could impact them for many many years. This is a risk to the health of our residents and must not be underestimated.	Price	The impact of Long COVID is being addressed by Frimley CCG. At a recent Local Outbreak Engagement Board, we dedicated significant time to discussing Long COVID; doctors presented on the work that is currently happening to support the long-term health of people affected by Long COVID and how this work will be developed.
A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months.	Will these be on older people who don't understand tech or younger patients who are living tech?	Davey	Any pilots that we run will be with people who have given their full consent and are willing to be involved.
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).	The target for affordable housing is far too unambitious. The BLP has identified a need for 434 AH for each year of the plan, which equates to 9,000 over the life of the plan. So far less than 1,000 have been delivered. That means for the remaining 12 years of the plan 740pa are required. This target of 1,000 means 200 pa, way below what is required. This target needs to be significantly revised upwards.	Price	<p>The Borough Local Plan is prepared on an evidence base which includes the Strategic Housing Market Assessment which identified a net need for 434 affordable homes, the Housing and Economic Land Availability Assessment which looks at the potential availability and deliverability of land for housing, and a Viability Assessment which is necessary to ensure that policies are realistic and the total cost of all relevant policies is not of a scale that will make the plan undeliverable.</p> <p>It was clear on the basis of this evidence base that it was not feasible to deliver adequate affordable housing to meet the need identified</p>

Goal	Question	Cllr	Answer
			<p>by the SHMA. This is made clear in paragraph 7.11 of the Borough Local Plan which states: ‘7.7.11 On the basis of the results of the SHMA and the HELAA, it is clear that the Council will not be able to deliver sufficient affordable housing to meet the level of identified need. The Council will therefore explore opportunities to deliver affordable housing from other sources of sites. The details will be determined on a site-by-site basis through negotiation.’</p> <p>Essentially it is impossible to meet the identified need on the basis of sites which have been identified as available and deliverable in the plan period. That said, circumstances often change over a plan period and windfall sites (those which are not identified at the stage of plan making) often come forward over the years. It is hoped such sites may provide additional affordable housing to contribute to the need and the policies in the plan would secure this.</p> <p>The target within the Corporate Plan is based on the likely housing trajectory arising from the adoption of the Borough Local Plan, which is ambitious but should also be achievable. It is also a significant positive step change in affordable housing when compared to delivery over recent years as recorded in the Council’s Annual Monitoring Reports. While the Council would obviously seek to maximise affordable housing wherever possible and would love to exceed the goal, it is prudent to set the targets based on accurate evidence and planned delivery and would not be appropriate to set a target which would be unachievable.</p>
2000 households helped into new and existing affordable homes, prioritising	Why only 2,000 households into new and existing homes? This is far too unambitious. On MGC alone there are 2,000 houses to be built.	Price	This goal refers to the numbers of households helped into affordable homes. Therefore, it includes the households helped into the 1000 new affordable homes, plus 1000 additional households helped into existing social and affordable rented properties.

Goal	Question	Clr	Answer
social and affordable rent.			
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.	The target for 100 in temporary accommodation is far too unambitious and should be at least half that figure, if we truly want to work to eliminate of our residents living in severe deprivation.	Price	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 of temporary accommodation and into stable homes and to prevent households from becoming homeless through tailored prevention/support options. There will always be a need for some level of temporary accommodation, for those households who become homeless through circumstances that cannot be prevented. But these households should be moved into stable, sustainable accommodation as quickly as possible.
Ensure that no one sleeps rough in the borough through necessity.	Please explain the phrase “ensure that no one sleeps rough in the borough THROUGH NECESSITY” mean? I do not see the purpose of these two words. I could understand if it was “THROUGH CHOICE” but would like to see that even so such residents would be supported even though they continue to sleep rough. . Our aim should be NO ONE sleeps rough.	Price	The Council aims to ensure that no one sleeps rough. 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. This includes a focus on preventative support to individuals to address the root causes of rough sleeping, and to prevent homelessness from occurring.
	Where are the targets for improving the QUALITY of existing accommodation. Currently some of our residents live in homes with windows that don’t shut, heating systems so expensive they choose between heating and food, toilets that overflow and water dripping through the ceiling.	Price	<p>The Plan commits to drive energy efficiency improvements through our social housing providers, increasing the proportion of homes at EPC rating C to 100% by 2030. This will increase energy efficiency and reduce fuel poverty – tackling issues such as poorly insulated windows, poor quality heating systems and leaks.</p> <p>In the Council’s Environment and Climate Strategy we have clear actions against improving the energy efficiency of housing stock in the Borough, both private and social.</p> <p>On private sector housing, we have committed to ensuring a year on year increase in the number of homes receiving national funding to improve their energy efficiency through schemes such as ECO3. In</p>

Goal	Question	Cllr	Answer
			<p>addition, we have been successful in securing over £850,000 of funding through the government’s Local Authority Delivery Scheme to fund energy efficiency improvements such as air source heat pumps, insulation and solar panels.</p> <p>In terms of social housing, we work closely with the housing providers in the Borough to help them improve the energy efficiency of their properties. This has included scoping out projects that would be eligible for the government’s Social Housing Decarbonisation Fund.</p>
<p>More people with learning disabilities live in their own homes or with their families, increasing the proportion by 10 percent points by 2025</p>	<p>Where are the targets for ensuring homes are adapted/built for our residents with physical disabilities in order for them to remain in their homes? As the population ages more residents will have physical disabilities.</p>	<p>Price</p>	<p>The question does not appear directly related to the goal as the goal relates to people with learning disabilities and the question relates to people with physical disabilities.</p> <p>However, Policy HO2 of the emerging Borough Local Plan sets out that new homes should meet the need of current and projected households by through compliance with carious principles including that they:</p> <ul style="list-style-type: none"> • b. be adaptable to changing life circumstances • c. for proposals of 20 or more dwellings, 30% of the dwellings should be delivered as accessible and adaptable dwellings in accordance with Building Regulations M4(2)), and 5% of the dwellings should meet the wheelchair accessible standard in Building Regulations M4(3), unless evidence can be provided to demonstrate that such provision would be impracticable or render the scheme unviable. <p>Adoption of the Borough Local Plan would ensure adequate provision of such housing and it is not considered necessary to duplicate this within the Corporate Plan.</p>

Goal	Question	CIr	Answer
INSPIRING PLACES			
An increase in the number of new and surviving businesses within the borough, including the expansion of Creative industries.	There will naturally be an increase in business as furlough means more residents are made redundant. The Chinese help their businesses by being the bankers until customers pay. Will we be looking to offer favourable terms to local businesses while they get off the starting block in a slow economy?	Davey	<p>We would support businesses by working with them to understand their individual challenges and signposting them to the most appropriate help and support available. For example the Berkshire Growth Hub and government back ed loans.</p> <p>Part of the additional funding to reshape the Economic Growth Team was to bring in additional resource to ensure that all businesses know what help is available and how to access it.</p>
An increase in the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night time economy.	<p>Why do women feel unsafe, what are the causes and what has that got to do with a thriving night time economy? Surely they should be considered separately?</p> <p>I cannot find anything on how you will ensure residents feel safe and secure in their immediate community which is all part of a thriving community. What targets will you set regarding this area, including drug crime and ASB?</p> <p>Why have you only a goal for women and girls to feel safe? Surely it should be ALL residents? Its far more than just the NTE. As children walk to and from school they need to be and feel safe.</p>	<p>Davey</p> <p>Price</p> <p>Price</p>	<p>We recently conducted a safety survey specifically targeting women and girls and asked a variety of questions regarding how safe they feel. We also consulted with the police regarding violence connected to the NTE against women. There have been 40 reported non domestic serious sexual assaults since 2019 during Windsor's NTE.</p> <p>The murder of Sarah Everard and the constant media and social media communications have heightened the publics perception of safety. The survey showed that women felt most unsafe when exercising in open spaces, mostly during evenings, walking alone. The survey showed a majority would like more uniformed officers, extra lighting and increased CCTV. Although the emphasis of the goal is on women and girls, the 'safety by design' approach, including improvements in lighting and CCTV will benefit all residents.</p> <p>Regarding drugs and ASB crimes these patterns are constantly changing and we work in partnership on a daily basis to disrupt and deter these behaviours. We take a zero-tolerance approach to anti-social behaviour. The crime data is held by the police but we are committed to reducing acquisitive crime across the borough.</p>

Goal	Question	Cllr	Answer
	<p>The Council is actively destroying the existing nightlife in Maidenhead in order to accommodate super wealthy investment corporations and developers, and is not using the provisions of the local plans to reprovision these businesses. With regard to Policing and the protection of women, Windsor and Maidenhead share Police protection with Windsor most definitely being the priority. It can take 45 minutes to get a Police response to Maidenhead. That is a fact, absolutely, and provable many many times over. If you want women to feel safe, show some presence on the streets late at night. Once people are in taxis, they are relatively safe (I know there are some sad exceptions to that but for the sake of the norm) It is the post venue walk to transport that is risky for both genders. Show some presence therefore. It is true that Maidenhead is suffering increased sexual assaults and unlawful behaviour late at night. Police presence is the answer to this, even a parked Police car would help. Reading have absolutely nailed this issue with their projects including Purple Flag awards for venues who actively participate in safety and training, taxi marshalls, and exceptional liaison between Council, Venues and Police.</p>	Davey	Thank you for your comments which are noted. No answer required.
An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration.	Whilst admirable to seek to increase footfall in our towns, by how much? 1% or 20%. Measurable outcomes are required.	Price	There are targets set for 2021/22. Future annual targets will be developed for each year of the corporate plan based on local and national trends.

Goal	Question	CIr	Answer
			For example, taking account of the impact in Maidenhead High Street whilst the redevelopment of the Nicholsons Shopping Centre takes place.
Undertake a master planning exercise for central Windsor by 2023 and submit a business case for Government funding for identified improvements along Ascot High Street	The Master Plan for Windsor was started back around 2017. Why is it being left to 2023 to deliver? There appears a lack of urgency and yet Windsor residents deem this important (see consultation comments)	Price	The council is committed to delivering a 'Vision for Windsor', which will start well in advance of 2023 as it has community engagement and consultation as a fundamental element and therefore will be developed over the life of RBWM's new Corporate Plan.
Quality infrastructure that connects neighbourhoods and businesses and allows them to prosper			
Investment along the A308 corridor to deliver on the recommendations of the corridor study	Looking forward to seeing this report with its constant delays which should be addressed before the BLP is voted on When will the outcome of the A308 study be available as this has been ongoing for over three years I believe and meanwhile that road is becoming more and more congested resulting in increased carbon footprint, increased air pollution, inefficiencies as people sit in traffic.	Davey Price	Thank you for your comment which is noted. No answer required. The study itself has built in engagement and validation of the early stages of the work as part of the study. The draft report will be available for review and comment before the end of 2021.

Goal	Question	Cllr	Answer
<p>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.</p>	<p>What are small cells in 5G technology? Small cells are portable miniature base stations that can be placed every 250 meters or so throughout cities. To prevent signals from being dropped, carriers could blanket a city with thousands of these stations.</p> <p>So this “test-bed” where is it to be located? Preferably Maidenhead town centre or are the Tories looking to swamp West Windsor in an EMF smog?</p> <p>People want better connectivity but does that need 5G? Please take time to watch this video, it is only 11 mins long. If this does not make you want to have a full investigation into the pros and cons of 5G then I don’t know what will https://www.youtube.com/watch?v=1QlwQf88_NO I will be holding all those who vote for this to account if there is no local investigation into 5G.</p>	<p>Davey</p> <p>Davey</p> <p>Davey</p>	<p>No answer required as the questioner has answered the question.</p> <p>This is a Berkshire-wide strategy and therefore the location will be determined in partnership by the six local authorities in Berkshire and the Local Enterprise Partnership.</p> <p>No answer required as this is a statement, not a question.</p>
<p>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</p>	<p>Can we see details of the recent quote that way exceeded the budget of £2.5m and have an understanding on when the LEP will pull their funding through inaction. How will the Tories fund this project if not supported by LEP as our finances are in dire straits and so we can’t possibly borrow more, can we?</p> <p>Since when has the Windsor Public Realm Project been to do with increasing jobs? In any case this is</p>	<p>Davey</p>	<p>No answer required as this is a political question.</p>

Goal	Question	Cllr	Answer
	shortly to be completely (we have been assured before the Queen's Jubilee) so is this relevant to this Plan? There are currently plenty of jobs in Windsor. Within a 5 mile radius there are over 1,200 vacant jobs. Why is there nothing in the plan about preparing residents for the local jobs?	Price	The business case submitted to the LEP sets out how the proposals will support the local economy. The public realm enhancements and associated wayfinding are designed to encourage visitors to the castle to increase dwell time and spend within Windsor helping to support and increase 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	So how are we going to subsidise a service that very few people seem to want? People would like to use them more but the service is irregular and very expensive... what can be done? Why are bus services not designed to what residents and businesses require? Just trying to be better than neighbouring boroughs is not appropriate.	Davey Price	The bus service improvement plan will set out a series of proposals to improve bus services in the Borough. This will form the basis of a bid to Government to seek additional funding to support bus services in the Borough. Improving services will help to increase demand and potentially reduce the need for increased subsidies. Part of the bus service improvement plan will involve a review of the Borough bus network to ensure it meets the needs of local communities and businesses. Satisfaction with services and demand (benchmarked against neighbouring authorities) are appropriate indicators of the quality of bus services as they will demonstrate that services meet the needs of people as they will be better used and users will be more satisfied.
Review the collection of Community Infrastructure Levy and Section 106 funding, in order to increase developer investment in sustainable,	Thousands of flats built in Maidenhead, struggling to sell and ZERO CIL generated. I'd suggest no more planning permission in Maidenhead until this is sorted.	Davey Price	No answer required as this is a statement, not a question. Parished areas receive their allocation of CIL every six months in accordance with the regulations. Non-parished areas, the CIL

Goal	Question	Cllr	Answer
community infrastructure.	Why are you not reviewing the DISTRIBUTION of CIL? Non parished areas miss out and I understand parished areas are not getting their entitlement.		funding is retained by the borough but it is still required to fund projects in those areas and therefore they do not miss out on funding.
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.	Why is there no ambition as far as I can see to improve the cycling network ACROSS the borough ie between towns/area?	Price	The Local Cycling and Walking Infrastructure Plan will set out the details of the individual projects. Where appropriate these will include routes within and between towns/areas. However, it is more practical for cycling to replace shorter journeys.
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,	Why is AL13 mentioned but not AL21? The feedback is clear that Windsor residents feel neglected and relegated into second position behind Maidenhead. And this is another instance. AL21 is the biggest development in Windsor for 40 years.	Price	AL13 (South West Maidenhead) is by far the largest allocation in the BLP, with 2,600 dwellings plus other uses. As such, it will provide the greatest quantum of on and off-site infrastructure. However, it is acknowledged that AL21 (West of Windsor) is an important allocation and will have to provide infrastructure including a special educational needs school, community facilities and open space. A Stakeholder Masterplan is being prepared for this site, to ensure that it is high quality and sustainable.

Goal	Question	Clr	Answer
community facilities and open space.			
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.	Would be good to see these figures on a table as 2025 is just round the corner	Davey	Thank you, your comment is noted.
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.	Is the £1m for climate each year of over the life of the plan?	Price	The Corporate Plan goal commits to spending at least £1m over the period of the Plan.
	I can find no specific reference to the problems caused by poor air quality/air pollution. Scientists and Medical staff are pointing out that the harm from poor air quality is greater than first thought. Why is this being ignored?	Price	This is not being ignored and is covered in more detail within the Environment and Climate Strategy. Our plans to tackle carbon emissions from transport will also have the benefit of improving air quality and reducing pollutants harming respiratory health.

Goal	Question	Cllr	Answer
Enable the delivery of electric vehicle charging infrastructure to meet growing demand through a new EV implementation plan.	I asked about this over a year ago so I'm looking forward to seeing the implementation plan sometime soon.	Davey	Thank you, your comment is noted.
Increase recycling to 50% of waste by 2025, and to 65% by 2035, with an overall reduction in waste generated	Could have been there already had they taken a more proactive approach with bin collection during Covid.	Davey	Thank you, your comment is noted.
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.	The Parish Council already made their voice clear on this matter. £10m is way off the mark for a thorough solution and this is just another Tory soundbite.	Davey	Thank you, your comment is noted.

Goal	Question	Clr	Answer
	WHERE IS THE DETAILED PLAN AND ASSOCIATED CONSULTATION PRIOR TO THIS £10M EXPENDITURE?	Larcombe	Answer to follow as soon as possible. (Due to absence of relevant officer on annual leave this week)
	WHAT IS THE PROCESS THAT ENSURES RIPERIAN OWNERS REMAIN UNSUBSIDISED?	Larcombe	Answer to follow as soon as possible. (Due to absence of relevant officer on annual leave this week)
A COUNCIL TRUSTED TO DELIVER ITS PROMISES			
	Why should the public trust the Council when it failed to deliver its promise to determine in good time the Planning Application for the 15 metre mast in Ruddlesway?	Davey	No answer required as this relates to a regulatory matter.
	Why should the public trust the Council to 'obtain best value for money' (see Our Approach below) when contractors are used to deal with the application (see enclosed doc). Contractors are generally more expensive and control is removed from the Borough's planning function.	Davey	No answer required as this is a statement, not a question.
	Why should the public trust the Council when the Planning Decision notice states that the application was acceptable, when this is plainly untrue?	Davey	No answer required as this relates to a regulatory matter.
An annual improvement in internal customer satisfaction survey reports (baseline to be established).	What are you doing about residents receiving speedy responses to problems, (some residents never get a response)?	Price	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

Goal	Question	Clr	Answer
	What is done about changing the culture to one of “can do” rather than “the computer says no”?	Price	customers. This channel shift enables us to direct more resource, to support those who need it most. See above
	What is being done about breaking down the current ivory tower culture prevalent within RBWM? This is wasteful of resources as ineffective in providing good resident services.	Price	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.
	What is being done to work towards good governance? How can residents trust us if we don’t govern ourselves well and aren’t transparent?	Price	The Council has invested in stronger foundation in terms of governance. The Council assesses its governance framework and identifies key governance risks within the Annual Governance Statement (AGS) which is overseen by the Audit & Governance Committee . Attached to the AGS is a detailed action plan identifying key areas of governance risk for the council, and actions which will be taken to address them. This year key areas of governance improvement have been; development of a new corporate plan, improvements to the scrutiny function, adoption and training on a new Member Code of Conduct, reinvigoration of the Constitution Working Group, current review of the Member/Officer Protocol.
Continue to lobby government to allow us to balance the budget over the	Why is lobbying government on a specific item listed as a promise? Surely RBWM lobby on other matters? This implies without such funding we won’t survive. Is this correct?	Price	The impact of lobbying government on all matters ensures that as a Council we should have adequate resources and therefore sufficient budget to fulfil our commitments over the life of the plan. Any proposed changes around our roles and responsibilities will ultimately have an impact on our budget and ensuring that there is

Goal	Question	Cllr	Answer
lifetime of this Corporate Plan.			recognition of any new burdens is important be that for specific service/legislative changes or around our overall funding levels. Given there are due to be significant changes to the local government funding framework during the life of this corporate plan, then ensuring our voice is heard on the impact on RBWM is important. This is not intended to imply without funding we won't survive but recognises that there are potentially significant changes that may impact upon us. More detail will always be included around our financial sustainability in the Medium Term Financial Plan which is in essence the statement of the resources required to deliver the corporate plan and are therefore closely linked to each other.
	HOW CAN RBWM POSSIBLY BE TRUSTED WHEN PUBLISHED PROMISES ARE NOT KEPT?	Larcombe	The Corporate Plan recognises that trust with residents is a fundamental issue and that is why it is reflected as a key theme.
	WHAT CHANGES ARE BEING MADE BY TO ADDRESS PROBLEMS BEFORE THEY ESCALATE AND DELIVERING THE BEST VALUE FOR MONEY?	Larcombe	<p>Our approach includes prevention as a core principle, as below:</p> <p>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.</p> <p>Intervening early to prevent problems from escalating will be further embedded across our services: this includes extending Early Help within Children's services, a greater focus on preventative and</p>

Goal	Question	Clr	Answer
			community-based support for adults with additional needs; building on the success of homelessness prevention support; and more broadly in the ways in which we design in healthy living, accessibility and community safety into our environment.
General questions			
Consultation	What are the data metrics on existing performance?	Davey	The metrics on existing performance are contained within the evidence base annexed to the main report (p41 onwards).
	What means of consultation were used?	Davey	Methods of consultation are identified in detail at page 105 onwards of the main report.
	What was the level of response to the consultation?	Davey	Level of response is detailed in the main report at page 105 onward.
	Does the level of response justify the claim that most residents were adequately engaged and supportive of the process?	Davey	The Council can always learn from a consultation exercise and will build on this one going forward however the Council had over 490 unique responses to the consultation and over 1600 free text responses.
	Did the consultation reach out to those without computer skills and those whose lives are fully challenged by their circumstances?	Davey	The consultation was delivered via an online platform ("Engagement HQ"). The consultation questionnaire could be accessed via council digital facilities in libraries, and with assistance from staff or volunteers as required. The Library service has confirmed that there were no direct requests for assistance.
	Were job seekers, those on income support, victims of crime, those suffering ill health, those in care, school parents – were any of these directly consulted?	Davey	The groups specifically referenced in the question were not contacted directly. In general, where the council holds contact details of individuals and groups it is bound by General Data Protection Regulations not to use contact details for any reason

Goal	Question	Cllr	Answer
			<p>other than that for which the contact details were originally obtained.</p> <p>The Council can, however, approach groups from specific communities, or facing particular circumstances, through community groups or other channels. For example, we ran a specific session with the RBWM Youth Council to gather the views of young people. Due the pandemic, the Council did not feel that it was appropriate to run face to face consultation sessions for the Corporate Plan consultation. However, the Council plans to undertake future engagement focusing on the life experiences and priorities of groups who are facing disadvantages.</p>
	<p>A 490 response yields a response rate of 0.3%. Why do you consider you have a mandate from residents to progress?</p>	Price	<p>The purpose of this consultation was to invite residents, communities, businesses to share their views on the Council's overarching objectives and approach. The consultation was not seeking a mandate from residents to progress. The Corporate Plan sets out the Council's priorities for change - as set out by the elected administration. The democratic mandate for the Corporate Plan was provided through the Council elections.</p> <p>Taking the volume of unique responses for the questionnaire was answered in full: 491 unique responses expressed as a proportion of the total estimated population (151,273) is a response rate of 0.3%. According to the Consultation Institute, the average response rate for UK public consultations is 0.7% of the population.</p>

Goal	Question	Cllr	Answer
			<p>Response rates depend on the topic, plus it is acknowledged that the quality of responses can outweigh the rate number. Over 1,600 free-text comments were provided by respondents across the 5 free-text questions. These responses contributed a rich variety of views, comments and ideas and the Discussion Paper acknowledges the key themes of response and how the Plan has reflected these views.</p>
	<p>What steps were taken to consult with residents who don't use social media and probably don't read newspapers? Are you not concerned at the low response from community organisations – only 12 have responded? As they are a key sector in delivering services surely their buy-in is essential? Where is the evidence that our thousands of community groups actively consulted? I ask because those community groups who I have asked had no such communication.</p>	Price	<p>A large number of stakeholder organisations were contacted directly, to alert them to the consultation, in addition to publicising through social media. Our Twitter and Facebook posts have both had a reach of over 16-17k and so we are confident that the message has reached a wide audience. We also put an article in our Covid newsletter (more than 53,000 subscribers), and weekly reminder articles in Borough Bulletin, Residents' News (more than 18,700 subscribers) and Members' Bulletin.</p> <p>We also ran a 'soft consultation' with key partners ahead of sending out the consultation draft. This included consultation with Members, Parishes and staff, who also reflected the wider views of residents in their communities.</p> <p>However, we are keen to continue building up our database of community groups in the Borough so that we can make sure all those interested are aware of this type of consultation.</p>
	<p>With only around 55% of this low level of responses agreeing with the headline commitments, why do you consider you have a mandate to base the Corporate Plan on these commitments?</p>	Price	<p>As above, the purpose of the consultation was to gather input and ideas on the priorities of the Corporate Plan, rather than to seek a mandate. The feedback from the public consultation was analysed carefully and the Plan has been adapted to reflect these comments, as set out in the paper to the Scrutiny Panel.</p>

Goal	Question	Clr	Answer
	In light of the above, would it not be better to reconsult on the next version?	Price	We do not recommend running a further public consultation on the Corporate Plan. However, consultation and engagement will be undertaken on the strategy and approach for achieving specific goals, where appropriate.
	Why do some goals have measurable outcomes and others don't? I strongly recommend ALL goals have measurable outcomes.	Price	We have sought to include measurable outcomes in all goals, where there is an established baseline and appropriate measure. A new Resident's Survey will be undertaken to establish further data by which to assess progress in relevant areas.
5 G masts	<p>what health and safety investigations have been conducted by the council and if so who did the investigation? le was it sub contracted out to a company and can the public have a copy?</p> <p>Who decided the distance these masts were to be placed and what H&S evidence are they reliant on</p> <p>If no H&S investigations have taken place will the council leader sign off a document on accountability for the safety of these masts for no adverse reactions against public health?</p>	<p>Davey</p> <p>Davey</p> <p>Davey</p>	<p>This question relates to a specific planning application, further details can be found on the planning portal.</p> <p>This question relates to a specific planning application, further details can be found on the planning portal.</p> <p>This question relates to a specific planning application, further details can be found on the planning portal.</p>
River Thames Scheme	WHO IS ACCOUNTABLE FOR PUBLISHING MISLEADING ELECTION LITERATURE? WHO FAILED TO MAKE PROVISION FOR RTS PARTNERSHIP FUNDING? WHO DIVERTED THE ALLOCATED £10M RIVER THAMES SCHEME PARTNERSHIP FUNDING CONTRIBUTION TO LOCAL	Larcombe	These questions relate to the detail of the River Thames Scheme, rather than the Corporate Plan.

Goal	Question	Cllr	Answer
	<p>FLOOD ALLEVIATION? WHO IS ACCOUNTABLE FOR THE REMOVAL OF RTS CHANNEL ONE? WHO IS ACCOUNTABLE FOR THE LOSS OF THE THAMES RFCC CONTRIBUTION? WHERE IS THE IMMEDIATE ALTERNATIVE TO THE RIVER THAMES SCHEME? WHO IS WORKING ON THE LONG TERM CHANNEL ONE REPLACEMENT PROJECT? MY QUESTION IS - WHO REMOVED ME FROM THE THAMES RFCC AND WHY?</p>		
Maidenhead Town Centre	<p>As the Council is actively destroying the existing nightlife in Maidenhead in order to accommodate super wealthy investment corporations and developers, and is not using the provisions of the local plans to reprovise these businesses, how can they possibly have the nerve to pretend that this is a serious intention. (for example the Council awarded planning to Areli for the Nicholson Centre, and chose not to mandate the developers through the officers recommendations to the panel, to reprovise the protected community space that is the local and only Nightclub, Smokeys.</p> <p>Furthermore from a Facebook comment by Cllr Mc Williams, it seems that the borough have no intentions of following through with an offer of space that seems to have disappeared together with Barbara Richardson)</p> <p>We have lost restaurants, together with the only late night venue that catered for the 18 to 21 youth market (Cocos) the site of Francescos and Cocos lies under rubble at the Landing.</p>	Member of the Public presented by Cllr Singh	This question relates to a particular landholding rather than an issue in the Corporate Plan.

Goal	Question	Cllr	Answer
	<p>Everyone knows that a thriving nightlife and thickly packed residential buildings do not go together at all.</p> <p>The Copa Club are having major issues with noise complaints, and they do not open late. There is realistically no space for a thriving night time economy in Maidenhead unless the Council actively participate in finding a place that they can thrive.</p> <p>I would suggest that this statement is completely disingenuous.</p> <p>With regard to Policing and the protection of women, Windsor and Maidenhead share Police protection with Windsor most definitely being the priority. It can take 45 minutes to get a Police response to Maidenhead. That is a fact, absolutely, and provable many many times over. My 5 TV just televised an incident in Maidenhead where a Policeman was injured in King Street. They did not show Smokeys door staff participating in the restraint of the group. This is a regular occurrence as we are being left to Police an area ourselves. A Cllr has mooted late night venues paying a premium towards Policing recently. Is this what they are edging towards by the statement? <i>An increase the proportion of women and girls who feel safe in the Borough, including through a safe, thriving night time economy.</i> I would very much like to know what they really mean by this statement. We are already subsidising a wholly inadequate Police situation in Maidenhead at night. If you want women to feel safe, show some</p>		

Goal	Question	Cllr	Answer
	<p>presence on the streets late at night. Once people are in taxis, they are relatively safe (I know there are some sad exceptions to that but for the sake of the norm) It is the post venue walk to transport that is risky for both genders.</p> <p>Show some presence therefore. It is true that Maidenhead is suffering increased sexual assaults and unlawful behaviour late at night. Police presence is the answer to this, even a parked Police car would help. Amongst the Pubwatch fraternity it appears that a Councillor also instigated the removal of The Rose smoking area, pushing people on to the public highway. We know that this is a recipe for disorder which is why we stood firm to have a smoking area in any new build that we took. This decision has also hugely impacted upon the disorder issue in Maidenhead, and astonishingly it appears has been directly manufactured by a senior Conservative Cllr. Reading have absolutely nailed this issue with their projects including Purple Flag awards for venues who actively participate in safety and training, taxi marshalls, and exceptional liaison between Council, Venues and Police.</p>	Cllr	
Windsor Governance Review	<p>How can residents trust the Council when Ward Councillors are not empowered and resourced to effectively communicate between residents and the Council?</p> <p>How are residents and communities empowered when the Council refuses to approve</p>	<p>Davey</p> <p>Davey</p>	Thank you and your comments are notes. These are specific questions raised about an issue that the Council has already made a decision on rather than being related to the Corporate Plan.

Goal	Question	Cllr	Answer
	<p>recommendations that a Town Council be established for Windsor?</p> <p>Why should the public trust the Council when this recommendation resulted from consultation and received widespread support from residents?</p>	Davey	