



Royal Borough of Windsor & Maidenhead

Corporate Plan: Year 1 Progress Report November 2021 - November 2022

**CREATING A SUSTAINABLE
BOROUGH OF OPPORTUNITY
AND INNOVATION**



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Welcome to the Royal Borough of Windsor & Maidenhead's Progress Report. This provides an overview of progress and activities in Year 1 of our Corporate Plan (November 2021 – November 2022).

The last 12 months has been a period of change and uncertainty, with changes in central government leadership, sharp increases in inflation, energy prices and the cost of living, and the outbreak of war between Russia and Ukraine. While our communities have lived 12 months free of lockdown restrictions, the global pandemic casts a long shadow and we are still seeing its impact in a number of areas which may change the shape of services, not just in the short-term, but potentially on an ongoing basis.

However, 2022 has also been a year of progress. The council has continued to deliver excellent services, to secure investment in our borough and to make progress across our Corporate Plan priorities.

We have agreed the Borough Local Plan, providing the framework for development for the next decade. New homes are being built, with high proportions of affordable housing, including 434 new homes, including 87 affordable, now under construction at St Cloud Way. Key projects including Maidenhead transport infrastructure upgrade works have made important steps forward, we have seen the opening of the Elizabeth Line in Maidenhead following public realm improvements and expanded cycle storage, and the agreement of the South West Maidenhead Supplementary Planning Document, setting the framework for development of the area. Our Vision for Windsor project launched in May, partnering with the Prince's Foundation and hosting a range of engagement opportunities with residents, community groups, businesses and others to create a shared view of Windsor's future. We are also preparing to start works to Castle Hill, the coach park footbridge and wider public realm improvements to enhance our welcome to Windsor for both residents and visitors alike.

We have facilitated the launch of an independent, boroughwide Climate Partnership. This is a ground-breaking approach in Berkshire, with the Partnership leading the way in uniting the community in tackling climate change, reaching far beyond the council alone. We have delivered improvements in energy efficiency, including securing £1.5m external funding for improvements in five local schools – enabling them to cut their energy bills as well as reducing emissions.

The increase in cost of living over the past year, has impacted our communities, our businesses, our partners, and the council as an organisation. The council has responded quickly, supporting our residents through our "Here to Help" campaign, which includes a network of warm spaces across the borough, and delivering financial support to residents in need through the Household Support Fund and wider centrally funded support schemes. We are working in close partnership with our community, health and housing partners to support residents across our communities to cope with the extra pressures.



Cllr Andrew Johnson, leader of the council

The country as a whole is facing an economic downturn, which presents challenges for businesses and changes the context in which investment decisions are made. However, our economy is resilient, due to the concentration of knowledge intensive industries in the borough and our high skills levels. This suggests that we can recover quickly. We are playing a lead role in developing a compelling devolution proposal for Berkshire, and strengthening relationships with businesses in key sectors including Life Sciences and Film, to increase investment into the borough. We will continue to work closely with our business partners, to ensure that we overcome this challenging period, and that we do so in a way which benefits all sections of the community and leaves no one behind.

Like many other councils, the Royal Borough continues to face significant financial pressures in the short to medium term, heightened by the more difficult economic climate. These pressures include continued growth in demand for a number of services, particularly Children's Services and Adult Social Care, which are being amplified by demographic changes in the borough. Difficult decisions have to be made about our future spend and we must continue to look for opportunities to transform the way we deliver services, with a focus on preventative support and working in closer partnership with our communities.

The sad passing of Her Majesty Queen Elizabeth II was an emotional and historic moment in time, that will last forever in our memories, welcoming the Procession as it made its way to her final resting place at St George's Chapel. We are extremely proud of our close connection with the Royal Family and felt privileged to play a key role in the organisation of this globally important event. More than 900 stewards and 90 ambassadors worked to assist over 100,000 visitors to the Royal Borough.

The people who work in the council, for our delivery partners and within our communities, are our greatest asset, and we are hugely appreciative of the individuals who volunteer their time – either independently or as part of a community group – to support people and places in all areas of the borough.

The Corporate Plan is a five year plan, and there is much more yet to do to achieve our goals. This report sets out our progress in the first year of delivery. Thank you for taking the time to learn more about the progress we have made in delivering on our priorities, over the last 12 months, and how we have responded to the challenges of the past year.

Cllr Andrew Johnson, leader of the council

COUNCIL CABINET MEMBERS



Cllr Andrew Johnson
Leader of the council
Cabinet Member for Growth & Opportunity



Cllr Samantha Rayner
Deputy Leader of the council
Cabinet Member for Business, Corporate & Resident Services, Culture & Heritage, and Windsor Armed Forces Champion



Cllr Gurpreet Bhangra
Cabinet Member for Environmental Services, Parks and Countryside



Cllr David Cannon
Cabinet Member for Anti-Social Behaviour, Crime and Public Protection



Cllr Stuart Carroll
Cabinet Member for Children's Services, Education, Health, Mental Health & Transformation



Cllr David Coppinger
Cabinet Member for Adult Social Care & Maidenhead



Cllr Phil Haseler
Cabinet Member for Planning, Parking, Highways and Transport



Cllr David Hilton
Cabinet Member for Asset Management & Commercialisation, Finance and Ascot



Cllr Ross McWilliams
Cabinet Member for Digital Connectivity, Housing Opportunity and Sport & Leisure



Cllr Donna Stimson
Cabinet Member for Climate Action and Sustainability



Creating a sustainable 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 five 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.



Empowering young people for the best start in life

- **97%** (Sep-22 figures) of borough schools have been rated by Ofsted as **Good or Outstanding** with 22 schools (33%) considered Outstanding, above the national average of 88% and our goal of 95%.
- 3,166.25 hours of **advocacy support** carried out **for children and young people** subject to child protection plans and 1,764 hours of advocacy support for children in care.
- **92%** (Sep-22 figures) of **referrals to our Family Hubs were closed with a positive outcome**, above our goal of 90%. Our Hubs have seen 322 children referred to them between April and September 2022.
- **5,297** children and young people benefitted from the **FUEL programme** during the Easter and Summer Holidays 2022. Coordinated by the Family Hubs the programme runs inspiring activities for children in the school holidays, including a hot meal. It is predominantly for children who have access to free school meals.
- **96.9%** (Sep-22 figures) of **19-21 year-old care-leavers were living in living in suitable accommodation**. 57.8% of 19–21 year-old care leavers were in education, training and employment, a good step in our ambition to achieve 75% by 2026. We have **renewed our Corporate Parenting Strategy** up to 2025, setting out 5 key priorities that have been shaped collaboratively with our children in care, foster carers, Kickback and other agencies.





Supporting healthy behaviours, independence and active lives

● Our **leisure centres**, managed by Leisure Focus, have welcomed **1,492,218 visitors** between April and November, **above pre-Covid levels** (1,291,313 Apr to Nov-19). A range of events and campaigns have been hosted over the year, including a “**7 Days of Focus**” campaign aimed at increasing activity for people with disabilities and offering a range of taster sessions such as disability swimming and wheelchair basketball. In June our **Braywick Leisure Centre** was awarded “**Centre of the Year**” at the national UKActive Awards in the South regional category.

● Our 2022 Residents’ Survey found that access to nature/countryside, and the quality of parks and open spaces, are key things that make the local area a good place to live. **94% of respondents** said they find it **easy to access quality green spaces** in the

borough (62% find it very easy), and **66%** said they **visit the borough’s green spaces at least once a week** (with 25% visiting every day).

● A new Berkshire East **Joint Strategic Needs Assessment website** was **launched** in June following a service-user consultation. The website makes local health and wellbeing priorities publicly available in a clear and informative manner. In October, a new **stop-smoking service** was launched, offering residents behavioural support and various stop-smoking aids. In its first month, the service supported 34 individuals to set a quit date.

● We support a number of initiatives to reduce loneliness and social isolation and support the emotional wellbeing of residents. In December 2021 we participated in Good Morning

Britain’s “**1 Million Minutes**” campaign, introducing a “**listening bench**” in Windsor town centre.

● Our **Wellbeing Circles Project** was launched in April as an innovative way to encourage adults using NHS Services to engage with local organisations. Wellbeing Circles bring together a network of people to help in areas of day-to-day life where an individual may benefit from some support. They help **residents remain independent and connected** and therefore help combat loneliness and isolation. Between April and September, 112 residents have been signposted to Wellbeing Circles.



Supporting healthy behaviours, independence and active lives

- Between April and September, 260 residents have accessed our **Community Lives** offer. Delivered through our partner, Optalis, the Community Lives service offers stimulating activities aimed at helping people to develop skills, find companionship and improve well-being.
- Our **World Cafés** initiative was launched in June in partnership with NHS Frimley. 11 of these informal networking events have been held up to November, seeing over 500 participants. Two further events are planned for December. The Cafés are an opportunity for residents to discuss what matters most to them, access relevant support, **share ideas and find community-led solutions** to issues and challenges such as courses on money management and cost-effective cooking.
- Working with NHS Frimley, our **Innovation Fund Project** has distributed over £30,000 across 9 community-led initiatives which aim to address inequalities and improve health and wellbeing outcomes. Projects so far include digital training for ethnic minority groups in Maidenhead to tackle social isolation, and yoga for over-70s to boost their physical and mental health.
- Nearly £91,000 has been distributed to a wide range of not-for-profit voluntary organisations through our **Annual Grants Funding Scheme**. These grants support community projects and activities that make a positive difference within their neighbourhoods.





Tackling inequalities and responding to the cost-of-living crisis

- Together with community partners, we launched our “**Here to Help**” campaign in May to raise awareness of the support available to help those struggling to cope with the cost of living. We are promoting a **network of safe, warm spaces** where people in need can go this winter, and a map of locations hosted by local community organisations, faith groups, housing associations and local businesses, has been published as a resource for the community and our partners. All local libraries are safe places for the community where people are welcome to use library facilities and speak with a librarian for advice on cost-of-living support.
- We are continuing to deliver the borough’s allocation of the **DWP Household Support Fund** to residents in need. This funding has supported the 3,000 families in receipt of Free School Meals, with food costs during the school holidays, supported pensioners receiving Council Tax relief through Council Tax rebates, and assisted residents experiencing struggles with housing and energy costs. For winter 2022/23, we are **working in close partnership with 9 distribution partners** across the voluntary sector, housing and health, to identify a wide range of residents facing severe financial hardship this winter. They will receive a £145 cash payment, linked to wider support and advice from our partners. We have also delivered a range of government support schemes including **Council Tax rebates** to eligible households.





Ukraine refugee support

- We stand together with the people of Ukraine. We continue to participate in the **“Homes for Ukraine”** national scheme and have responded as a priority to the Government’s request to ensure comprehensive support for local hosts and their guests. We introduced 2 new dedicated “Homes for Ukraine” Welfare Officers within our Housing Service, who visit and keep in touch with all participating households. We also made available a dedicated webpage and telephone support line and have welcomed the opportunity to support and partner with the charity Open Arms to produce a substantial welcome pack for hosts and prospective hosts. At the time of writing, we currently have 103 hosts with Ukrainian guests.





● The redevelopment of Maidenhead's old Magnet Leisure Centre site to provide much-needed new homes started in the summer. With the York Road regeneration scheme – known as **The Watermark** – well underway, this development is the second and largest of these projects, delivering 434 much-needed new homes in a mix of houses, apartments and maisonettes, including 87 affordable homes.

● Between April and November our Housing service has helped **157 households into existing affordable homes and 23 households into new affordable homes**. We have a stepped trajectory to help 2,000 households into new and existing affordable homes, prioritising social and affordable rent, by 2026.

● Reducing the number of **households in temporary accommodation** remains a key focus for us and we have seen this number rise gradually since July, albeit numbers have been fewer than monthly targets. We are aspiring to have a higher proportion of households in temporary accommodation within the borough. As at November, 42.7% of the households in temporary accommodation are within the borough.





● We have successfully **secured accommodation in the private rented sector** for some households, both from the Ukrainian and general homeless cohorts, and are in the process of recruiting a dedicated Private Rented Sector Liaison Officer to enable us to develop an appealing offer to landlords and to maximise access to private rented sector properties.

● Our **Rough Sleeper Pathway** supports households from the street into sustainable accommodation. Rough Sleepers spend an average time of 2 years 9 months on the pathway - 3 months (stage 1), 2 years (stage 2) and 6 months (stage 3) - and are supported by the service in their journey. Between November 2021 and November 2022, 30 households have been supported into permanent accommodation through the pathway. None of these households have re-approached us for housing assistance and 14 of these households are now living independently without floating support.

● We commissioned the **Housing Learning and Improvement Network** to deliver a supported housing needs analysis as part of our long-standing ambition to increase the numbers of people with a learning disability living in their own homes. We have undertaken an **accommodation census of people with a learning disability** supported by the borough and developed a **supported housing strategy** including people with a learning disability. We are working in partnership with a wider network of councils to develop a new strategy for building Shared Lives provision where adults with a learning disability live as part of family homes. We are currently working on reviewing and developing the current model of supported living to ensure that it focuses on promoting independence for adults with learning disabilities, physical disabilities, and mental health support needs.





Supporting employment opportunities in the borough

- As part of our work to support jobseekers in our borough, we have held a series of events including **jobs fairs** in partnership with JobCentre Plus to promote local job vacancies to our residents, **recruitment events** promoting jobs in the borough's vibrant and important hospitality and tourism sector, and **drop-in sessions** held in conjunction with the Heathrow Employment and Skills Academy. In February we worked with the Rebel Business School to provide a **free online course** to support budding entrepreneurs looking to start or grow their own business.
- Working with other Berkshire local authorities we co-funded and launched **Berkshire Opportunities**, a one-stop-shop digital service that provides information and guidance to support students through their next steps either into further education or into the world of work, and connects apprentices and students with prospective employers.
- We **secured first-year funding** from central government for the **adult numeracy programme 'Multiply'**, broadening the scope of our Employment, Skills and Training plan.





Great spaces

- A new public plaza, **Library Square**, was officially opened by MP Theresa May in May. The square is the latest step in the regeneration of Maidenhead town centre and the opening saw attendees enjoy a fun day of activities including a bootcamp workout and food and drink from local providers.
- **Footfall in Maidenhead** up to November 2022 reached **4,209,276**, 1.3% **more than pre-covid levels** in November 2019, and **Windsor footfall** for the same period reached **5,043,205**, a marginal decrease of 0.6% from pre-covid levels in November 2019. Both town centres have **hosted a range of well-attended activities and markets** throughout the year, including the transformation of Maidenhead High Street to mark the start of the Lunar New Year in February, featuring the much-loved Lion Dance Parade.

- In May we launched our **Vision for Windsor** project, partnering with the Prince's Foundation and hosting a range of engagement opportunities with residents, community groups, businesses and others to create a shared view of Windsor's future as a high-quality, distinctive, and sustainable place to live, work, spend leisure time and do business.





Community safety and tackling anti-social behaviour

- Responses to our 2022 Residents' Survey indicate that **97% of women and girls report feeling safe in the borough during day** (64% of women and girls feel very safe) and **75% women and girls who report feeling safe in the borough during the night** (24% of women and girls feel very safe).

- In November 2022 **we teamed up with The Dash Charity and Maidenhead United FC for White Ribbon Day** and the World Cup, calling on all men to unite to tackle male abuse, harassment and violence towards women and girls.

- Our 2022 Resident's Survey found that **27% feel concerned about anti-social behaviour in their local area and 40% are not concerned**. Our Community Wardens remain a high visibility, reassuring presence, working with partners to support community safety locally. Between April and September, 17 **Anti-Social Behaviour interventions** have been delivered and 147 **group dispersal orders** issued. Working with key partners, we have **drafted a Community Safety Partnership 3yr delivery plan (2022-25)**. At the time of writing, this Plan is pending sign-off for implementation.





Community activities and events

Our borough has thriving communities across its towns, villages and smaller settlements and has seen a huge range of activities and events across the year that we have been proud to support, including:

● The **Braywick Nature Centre Festival** welcomed families and individuals for a free day of activities in July, including pond dipping, minibeast safari sessions, den-building, drumming workshops. Organised by our Natural Environment Team, the festival provided an opportunity to learn more about the nature reserve and the array of wildlife that call it home.

Children's Party, a 13-week programme of free live musical entertainment on the Queen's Bandstand in Windsor, and a day-long Town Crier competition in Windsor. In July we were privileged to welcome a visit of the Queen's Baton Relay on its way to the Commonwealth Games in Birmingham.

● The summer saw residents across the borough hosting their own **street parties** to celebrate **Her Majesty The Queen's Platinum Jubilee**. We are proud to have **funded a range of celebratory events** and projects across the borough and supported communities to host their own events and projects to ensure that everyone had the opportunity to create lasting memories. Some key highlights include **the lighting of the Windsor Beacon, the Mayor's Platinum Jubilee**

● As part of the **Queen's Green Canopy**, children from more than 36 schools across the Royal Borough participated and planted trees as part of the initiative. A total of 1,080 trees were supplied to 36 schools, colleges and nurseries and these were planted before Christmas, the majority in their grounds. A **family tree planting day** also saw over 600 trees being planted at Thrift Wood, Ockwells Park, with the help of over 250 volunteers.



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Passing of Her Majesty Queen Elizabeth II

The death of Her Majesty Queen Elizabeth II was a very sad day in the history of the Royal Borough of Windsor & Maidenhead. We were deeply honoured and humbled to host the **Procession and Committal Service for Her Majesty**, welcoming over **100,000 visitors to Windsor** to remember her dedicated service, pay their respects, and lay flowers. On the day of the State Funeral there were more than **900 stewards and 90 ambassadors working to** assist visitors to the borough.

The successful delivery of this event – and all other events hosted in the borough this year – was made possible by the meticulous planning and dedication from council officers, as well as working in partnership with our public sector partners, community organisations and groups, and many dedicated volunteers. Nearly **800 paper hearts featuring tributes** from schoolchildren to Her Majesty Queen Elizabeth II are on display at the Windsor and Royal Borough Museum.



© Gill Heppell



● Our **Borough Local Plan** was adopted in February 2022, supporting sustainable development until 2033. The BLP provides the vision for the borough's future development, including setting out how many new homes are needed, how much space for jobs is required, the best locations for new development and where development cannot happen to protect valued natural and built historic heritage. The Plan has been shaped over a decade through a series of public consultations and includes changes required by an Independent Planning Inspector.

● We ran a series of public engagement events throughout the year with extensive publicity to support the **development of our South West Maidenhead** Development Framework Supplementary Planning Document. Approved in December 2022, this document provides opportunity to ensure that development in the area comes forward in a strategic and comprehensive manner, and sets out design principles and infrastructure requirements.

● We held a **consultation on ways to improve the A308** in summer this year. Feedback from the consultations is being analysed which will help prioritise projects, and progress these to the detailed design and costing stage.





● We have focused on working with broadband providers to facilitate new infrastructure to increase Full Fibre coverage, which has included engaging with residents at local engagement meetings. We are also part of a project run by the **Berkshire Digital Infrastructure Group (DIG)**, made up of the Thames Valley Berkshire Local Enterprise Partnership and six Local Authorities to improve digital infrastructure across the region. A **major contract has been awarded** to Virgin Media Business to supply Full Fibre infrastructure to schools, doctor's surgeries and public libraries across Berkshire by March 2022. We have also facilitated the **mapping of our street furniture**, to support the small cell deployment in hard-to-reach areas, creating further connectivity opportunities. Plans are also in place to **develop and adopt a Digital Infrastructure Strategy**, to further support the roll-out of improved broadband and mobile coverage across the borough.

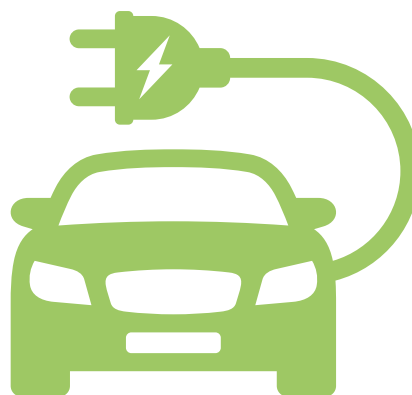
● We adopted a new **Local Cycling and Walking Infrastructure Plan** in June bringing together the outcomes of public feedback through our 2021 "Big Conversation" in support of our Corporate Plan ambitions to increase cycling by 50% by 2025 and to increase the numbers of people walking as a means of transport. The Plan plays an important role in achieving wider corporate goals too, including tackling the climate emergency, creating network capacity to ease congestion and support new housing development, and improving population health outcomes.





● With 33% of carbon emissions coming from the vehicles on our roads, we have developed a **draft Electric Vehicle Chargepoint Implementation Plan** for public consultation from December 2022 as part of our commitment to tackling the climate emergency and supporting our borough to reach net zero emissions by 2050 and improve air quality along roads and at road junctions.

● Following a successful tender process, we **appointed a contractor to deliver the Windsor public realm project** to transform Castle Hill into a pedestrian-first zone.



● We have **worked closely with bus companies to support them post-Covid**, investing extra money in 2022/23 to **maintain subsidised services** for the time being, with a few adjustments, while we work with operators and communities to establish a longer-term solution for the bus network from April next year that reflects changing traveller habits, with the aim of keeping residents connected in a cost-effective manner.





Working in partnership

- We are one of the **founding members of an independent, borough-wide Climate Partnership**, a ground-breaking approach in Berkshire with the Partnership leading the way in uniting the community in tackling climate change. Welcoming a new Chief Executive, in June, the Partnership brings together businesses, charities, community groups and individuals as an independent Community Interest Company which will research, create and coordinate delivery of our Environment & Climate Strategy.





Supporting sustainability

- We have **secured £1.3m from the Government's Sustainable Warmth scheme** to help support low-income families in the borough to improve the energy efficiency of their homes while reducing their carbon footprint. This will help families reduce fuel poverty while supporting the shift to cleaner, greener energy source.
- In **partnership with Solar Together**, we launched a **solar panel purchasing scheme** in May 2022 to help households generate their own renewable energy, cut their carbon footprint and save money on energy bills. Over 1,100 registrations were received, with offers then sent to the residents. Once surveys are complete on residents' homes, installations will begin, with each install taking approximately three days to complete.
- We have **secured £1.5m from the Government's Public Sector Decarbonisation Scheme** for energy efficiency **upgrades at five borough schools** to lower their carbon emissions and help meet the borough's carbon reduction target.





Supporting sustainability

- Between April and September 2022, 30,159 tonnes of household waste has been collected, **51.5%** of which has been **sent for reuse, recycling, composting or anaerobic digestion**. Our aspiration is to reach 65% by 2035 with an overall reduction in waste generated.
- We continue to support a range of **initiatives** focused on **refuse and recycling**, including a volunteer-run **Repair Café** launched in December 2021 and hosted monthly at Maidenhead Library where repair coaches help visitors to fix broken items.
- As a council, we are assessing our own operations to gain an understanding of what changes can be made to improve our environmental impact. Key actions in the last 12 months include:
 - ◇ Embedding a **commitment** within our **new Leisure Centre contract** to **eliminate all single use plastic within two years** unless they are essential for health and safety.
 - ◇ **Examining our cleaning contract** to identify opportunities to improve environmental impact.
 - ◇ **Optimising the transportation of meals** as part of our catering contract for schools to reduce transport emissions.





Our natural environment

- Our **draft Biodiversity Action Plan** was published in April 2022 following a delay from June 2021 as a result of the scope increasing in size. The Plan, which was approved in December 2022, has been drafted in collaboration with local wildlife groups and provides objectives and actions for each main habitat in the borough to **increase diversity through partnership working**.
- To help enable local wildlife community groups, we purchased new field monitoring equipment and set up an **Equipment Lending Library** in April 2022 for interested groups to complete their own surveys of local nature and share their results with a national monitoring scheme.
- Working with partners and a range of volunteers, we continue to support and enable a range of projects to protect and improve our natural environment and access to it, including:
 - ◇ **Reintroducing livestock to an area of Battlemead Common**, north of Maidenhead, in an exciting new trial designed to **help enhance biodiversity** at the site. Almost 40 cows are now located on the site.
 - ◇ In November 2022 **three new waymarked trails were opened at Braywick Nature Reserve**, featuring a range of new welcome signs designed by artist and illustrator, Stu McLellan, and offering visitors new experiences of this unique natural environment.





Residents' Survey

● Our latest **Residents' Survey** was held over the Summer with key questions to help us better understand residents' views, attitudes and priorities. Headline findings show that perceptions of the council are high, and above the LGA national benchmarks for satisfaction, trust and value for money.

- ◇ **66% are satisfied with the way the council runs things**, meeting our Corporate Plan goal to be **above the June 2022 LGA benchmark (63%)**.
- ◇ **70% indicated they trust the council**, meeting our Corporate Plan goal to be **above the June 2022 LGA benchmark (58%)**.
- ◇ **52% agree the council provides value for money**, meeting our Corporate Plan goal to be **above the June 2022 LGA benchmark (45%)**.

Our survey structure gave us the ability to break down the results of each question and explore variations in responses across different groups of respondents. This approach gives us valuable insights to inform the design of policies and services.





Our workforce

- A **staff survey “temperature check”** was run in November 2021 and completed by 63% of employees. **84% of respondents said that their work provides a feeling of personal achievement** (an increase of +11% from 2020), and **69% of employees said they feel proud to work for the council** (an increase of +7% from 2020), close to our goal of 70%. At the time of writing this report, our next full staff survey is live in November 2022.
- We have created and launched a **modular leadership programme for all People Managers** within the council. The programme aims to develop and enhance the key skills of managers in a number of critical areas such as Resilience, Decision Making, and Leading Through Change and Inspirational Leadership.
- **Funding has been secured to transform the current HR system** and delivery of HR services to employees, schools and partner organisations. This will be achieved by **investing in information, digital and technological developments**, which will enable employees to focus on service delivery, rather than less efficient business processes.
- We introduced a new **Staff Awards** ceremony in December 2021, celebrating the performance and success of individuals and teams across the council in the following areas: Innovation, Individual Outstanding Achievement, Teamwork, Energy, Above & Beyond, Leadership, Diversity, Demonstration of our values (team and individual).





A commitment to good governance, transparency and accountability

- We **invited the Local Government Association (LGA)** into the council for a **Corporate Peer Challenge** in January 2022. Members and Senior Officers from other local authorities led an independent review of how we work and made recommendations for how the council can continue to improve. These recommendations were agreed by the Cabinet in March 2022. The peer review returned in October for a follow-up visit to review our progress and noted the progress made across key areas including governance, financial management and performance management.
- We implemented **new performance reporting arrangements**, including launching an online, public-facing **Citizens' Portal** in April 2022. The Portal sets out our performance and progress against each of the 50 goals in our Corporate Plan as part of our commitment to transparency and accountability. We also routinely report on progress against our plan every quarter to the Corporate Overview and Scrutiny Panel and our reports are discussed in the panel's public meetings.
- The **council's scrutiny function was restructured**, with the aim of achieving greater public accountability. A trio of new Overview & Scrutiny Panels has been established – People, Place and Corporate – **aligned with our Corporate Plan objectives** of Thriving communities, Inspiring places, and A council trusted to deliver its promises.





Delivering services for you

We know that how we deliver our day-to-day services are integral to our being a council trusted to deliver its promises. We will continue to work to improve services for you. From April – November 2022, in conjunction with partners, we have:



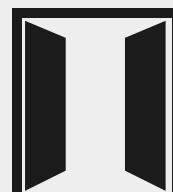
87,123

calls received from residents to our customer contact centre



71%

of customer contact centre calls answered within two minutes



445,177

physical and virtual visitors welcomed to our libraries



475,355

books, e-books, audiobooks, online newspapers, magazines, movies and songs loaned as part of our physical and digital offer



48,380

visitors welcomed to Windsor & Royal Borough Museum and the Royal Windsor Information Centre



19

births in the borough registered



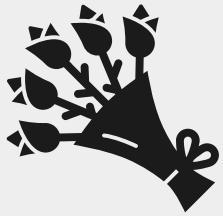
720

deaths and stillbirths registered



685

notices of marriage and civil partnership



736

marriage and civil
partnership ceremonies



370

citizenship
ceremonies



30,159

tonnes of waste and
recycling collected



18.36

missed collections (average)
per 100,000 collections



482

food inspections of
businesses conducted



603km

of roads
maintained



800km

of footway
maintained



26,000


road drains
maintained


Listening and learning

Throughout the year we provided, and continue to provide, opportunities to our residents to have their say on a range of topics and help us shape services and opportunities for our communities. Whether it is through resident surveys, projects and services, talking and engaging with local business organisations or feedback via our website, our customer service centre or our customer complaints teams; we are keen to listen to what you like and what needs to be improved.



 www.rbwm.gov.uk/home/council-and-democracy/contact-us

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Stay in touch



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Let's talk

Have your say in consultations about changes to council services or policies at:

<https://rbwmtogether.rbwm.gov.uk/hub-page/consultations>

Sign up

For monthly news and updates from across the borough, sign up to our Residents' Newsletter [here](#) and get the latest direct to your inbox.

Online services

You can apply, book, find, report and pay for a range of services on our website:

www.rbwm.gov.uk