

Appendix D: Suggested revisions to the Corporate Plan

New goals:

Proposed new goal	Rationale
<p>1. Help to reduce the impact of cost of living rises on our residents, with a focus on those most at risk, through targeted financial and practical support.</p> <p>(Equality Objective)</p>	<p>The rises in costs of living are having serious impacts on communities nationwide, and are having the greatest impacts on households who are already at risk. The council has played a proactive role in supporting residents, working in partnership with a wide range of voluntary & community organisations, plus housing and health partners. This new goal reflects the priority that the council is placing on supporting residents with the cost of living, and brings together our programme of work.</p> <p>Key activities include:</p> <ul style="list-style-type: none"> • Delivery of a range of central government grants, including Energy and Council Tax rebates • Here to Help campaign • Household Support Fund delivery – partnership approach • Warm Spaces Network • Forthcoming work on budgeting skills through the Multiply Fund
<p>2. Ensure that every child in the borough is able to experience positive outcomes in childhood, through healthy living, readiness to learn, and positive parenting, and support targeted at those most at risk.</p> <p>(Equality Objective)</p>	<p>This reflects the increased focus on prevention and demand management within Children’s services and across the council as a whole. The importance of the early years on future outcomes is highlighted through the Inequalities evidence pack, through the new Children and Young People’s partnership, and supported by a wealth of data. This goal aligns with the priorities in the forthcoming Children and Young People’s Plan and will be supported by the programme of work currently in development to deliver this.</p> <p>To include existing childhood obesity goal, work to improve school readiness among children in receipt of Free School Meals, and health visiting/breastfeeding rates. Key activities and additional metrics will be set out through the Children and Young People’s Plan.</p>
<p>3. Strengthen community-based, preventative support for adults with additional needs through increased, and more effective, partnership working and embedding asset-based models of care.</p>	<p>This change reflects the increased focus on prevention and demand management within Adults services and across the council as a whole. Key activities include strengthening and expanding existing initiatives including Wellbeing Circles and Community Lives, and continuing to build on our partnership working with health services.</p> <p>This goal replaces the existing goals of “At least 70% of recipients are satisfied with the preventative and/or community-based interventions provided by the council” to reflect the stronger focus on working in partnership with our community sector, health and wider partners.</p>

	<p>It replaces the goal of “A minimum of three pilots of new Technology Enabled Care (TEC) delivered within 12 months”, as the 12 month period has now ended, and a greater focus on community-based interventions, alongside technology solutions.</p>
<p>4. Facilitate economic growth within key sectors and increase ambition on economic inclusion, through a renewed relationship with businesses, supporting residents into work, and maximising social value.</p>	<p>This new goal reflects the development of our approach to economic development over the past year, the changing economic and labour market landscape. The wider economic challenges make it more important than ever that the council plays a lead role in facilitating economic growth and makes a strong case for investment within the borough. This includes playing a lead role in pursuing the potential opportunities offered through the devolution agenda and being bold and ambitious in our engagement with businesses to build business and investor confidence.</p> <p>Key activities to take forward this goal include:</p> <ul style="list-style-type: none"> • Renewing the council’s relationship with key businesses, focusing on high growth sectors including health and Life Sciences, film, cultural, the visitor economy and low carbon, supported by further sector analysis. • Delivery of UKSPF Investment Plan • Developing a strong Berkshire Devolution proposal, playing a lead role in our partnership with Berkshire local authorities. • Supporting our residents on to a positive career pathway, with a focus on skills building, including through the Multiply fund, and through relationships with key employers in the borough (such as the Merlin group). • Developing a clearer set of priorities to maximise the social value generated through business relationships and investment. <p>This goal incorporates the following existing goals, which will be included as key measures:</p> <ul style="list-style-type: none"> • An increase in the number of new and surviving businesses within the borough, including the expansion of creative industries. • 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%.
<p>5. Continue to play a leadership role in placemaking, focused on our key town centres: including the re-development of Maidenhead, a new vision for Windsor and delivery of the Ascot High Street Project and</p>	<p>This goal reflects our increased focus and ambition on placemaking, on supporting thriving town centres, and the importance of including our residents, businesses and partners in shaping the future of our places. This goal reflects our refreshed approach and responds to new developments including the opening of the Elizabeth Line.</p> <ul style="list-style-type: none"> • Maximising the opportunities offered by Elizabeth Line and wider regeneration, to develop Maidenhead as a commercial centre and key driver of the West of London economy.

<p>associated Supplementary Planning Document (SPD).</p>	<ul style="list-style-type: none"> • Develop a Vision for Windsor over the next 20 years, to ensure a high-quality experience and a world class visitor destination. Enhanced public realm and rationalised transport links that presents a highly attractive location for businesses activity and corporate events. • Developing aligned plans for the future of Ascot, through redevelopment and an enhanced High Street area <p>This goal incorporates the following existing goals:</p> <ul style="list-style-type: none"> • An increase in footfall in Windsor between 2021-2026, and in Maidenhead, following its regeneration. • 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.
<p>6. Embed accessibility into the planning and design of our streetscape, buildings and public spaces</p> <p>(Equality Objective)</p>	<p>This goal is included within our revised Equality objectives. It responds to the increasing numbers of older people in the borough (as evidenced through the 2021 Census), and findings from the Residents Survey that highlight some of the challenges faced by residents with a disability. Accessibility is important in preventing social isolation and loneliness, in supporting health outcomes, and ensuring that those with mobility issues are able to access employment opportunities, services, and wider community life within the borough. Barriers to accessibility have been raised through our engagement with the Disability and Inclusion Forum, and this goal prioritises a focus on securing improvements.</p> <p>Key activities to take forward this goal include:</p> <ul style="list-style-type: none"> • Engage with communities most likely to experience accessibility issues, specifically people with long term conditions, disabilities and age-related mobility problems, to identify priorities and establish where accessibility improvements have the greatest impact • Identify an annual allocation of capital funding to be spent on accessibility priorities, based on assessment of need. • Reviewing public transport accessibility as part of the new Transport Plan • Incorporate an engagement step into the capital design process, giving the Disability and Inclusion Forum the opportunity to provide feedback on accessibility at the planning stage • Seek to expand the AccessAble online accessibility guide to Maidenhead town centre, and reviewing the provision of changing places.

Revise existing goals

Current Corporate Plan goal	Proposed revision	Rationale
<p>Improvement in outcomes for children leaving our care – increased proportions supported to live locally (at least 95%) and in education, training or employment (EET) (at least 75%), supported by a Corporate Parenting service judged good or better.</p>	<p>Improvement in outcomes for children leaving our care – increased proportions living in suitable accommodation (at least 95%) and in education, training or employment (at least 65%) by March 2026, supported by a Corporate Parenting service, judged good or better.</p>	<p>The proposed amendment to this goal adjusts the original focus on “living locally” to “suitable accommodation”. It is acknowledged that, in some instances, it is beneficial for care-leavers to move to or remain in another local authority’s area. This could be because the child or young person:</p> <ul style="list-style-type: none"> • Is already living in a foster or residential placement out of the local area and is settled there; • Has been assessed as presenting risk if accommodated in the local area; • Requires university vacation accommodation outside of the local authority area; • Wishes to live nearer to a family member or a former carer; • Is moving away to take up employment or training. <p>Where a care-leaver resides in a different local authority area, the council would still seek to ensure that a service is provided that is commensurate with the service which they would receive if they had remained resident in the local area.</p> <p>A further amendment is proposed in relation to the target for care-leavers to be in education, training or employment, adjusting the original target from 75% to 65% by 2026. A review of benchmarking data shows strong performance for RBWM in 2020/21 (58%). The highest outturn among comparator groups has been in the low 50s. It is proposed that the original target of 75% is recalibrated to 65% by March 2026 to better fit with past performance and comparators.</p>
<p>Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor.</p> <p>Increase attendance at leisure centres by at least 10% (from 2019 baseline), among over</p>	<p>Deliver an enhanced and more connected Sport & Leisure offer, with more people, more active, more often using our leisure centres and community facilities across the borough. Participation levels within key target groups are increased</p>	<p>The proposed amendment combines the two existing goals on leisure and community facilities, .</p> <ul style="list-style-type: none"> • Increase attendance at leisure centres by at least 10% (from 2019 baseline), among over 60s, people with disabilities and individuals who have a medical referral (including for cardiac, stroke and cancer rehabilitation). • Deliver new and enhanced community and youth facilities, including at Blackamoor Lane, Larchfield and Windsor. <p>This reflects a more joined up, strategic approach to improving our sport, leisure and community offer and an enhanced focus on the direct contribution that use of these facilities makes to public health outcomes. Key activities to achieve this goal include:</p> <ul style="list-style-type: none"> • new programmes and capital investment to improve the quality of our offer. • A new offer designed using insights provided by a refreshed Sport & Leisure, Built Facilities & Playing Pitch Strategy

<p>60s, people with disabilities and individuals who have a medical referral (including for cardiac, stroke and cancer rehabilitation).</p>	<p>by at least 10% (baseline 2019).</p>	<ul style="list-style-type: none"> • A new leisure contract re-let for the next 12+ 5 years from August 2023. <p>It should be noted that the community facilities in Holmanleaze, referenced in the existing goal will continue with their current arrangements, with a focus on sustaining and improving those sites for community usage.</p>
--	--	---

Re-position in Corporate Plan:

<p>Increase in respondents to the Social Care Survey in 2024 who are satisfied with adult social care (ASC) and support provided by the council to at least 70%</p>	<p>It is proposed that this goal is relocated to the Thriving Communities objective for a better fit. It currently sits under the “A council trusted to deliver its promises” objective.</p>
--	--