



Corporate Strategy



2009/10

Foreword

Residents First, two words that mean a great deal to us. This plan sets out how we will turn these two words into reality for the people of the Royal Borough of Windsor and Maidenhead.

This plan contains our priorities in detail. Residents have told us about some of the things that they think are important. Community Safety is always near the top of the list. We work with the Police on a day-to-day basis to tackle crime. We also try to stop it happening in the first place. Preventative work ranges from work with young offenders through to family interventions. Zero tolerance on litter and rapid removal of graffiti and fly tipping meant Windsor recently won an award for being Britain's cleanest town. Although crime dropped last year we know that the way residents *feel* about a place is just as important.

Our environment is also important. From incentive based recycling, through to state of the art bus and traffic information schemes, we are trying to make it as easy as possible for residents to make choices that protect our predominantly green Borough.

The Borough has not been immune to the effects to the economic downturn. Having the lowest Band D Council tax outside London in 2009 is an important statement of intent to residents that we want to do more for less. We are working hard with developers and community groups to help regenerate Maidenhead. We know that harder times are coming for all public services so we will have to be ever more innovative about ways to increase our income to offset Council tax rises.

We are also keen to improve our dialogue with residents. Surveys, Residents' Panels and links to Neighbourhood Action Groups are an important part of the story. Social Networking and local variants of our website are very much part of our future. Recent examples of easy ways to get information out to residents include: the use of the web site 'Elgin' to see road works; Twitter; the 'My Account' function on our website which enables planning applications and other service information to be e-mailed; as well as our quarterly newspaper, Around the Royal Borough.

And what of the future? We will be investing in building projects across the Borough, notably in schools, as well as housing, social care and of course working closely with developers in Maidenhead town centre as part of the regeneration programme. We know there will be service challenges in the coming years. Maintaining our already high quality parks and street scene is vital. Other challenges include ensuring we can provide services for an increasingly ageing population as well as addressing some of the underlying causes of crime and disorder. Balancing the demands of a multi-million pound tourism economy with residents' desires to move around a Borough free of congestion is also high on our list of priorities. We need to do all of this whilst embracing the opportunities of a low carbon economy.

Whilst the Council has clearly made great strides in recent years and is seen by many residents as offering good value for money, we recognise the need to go further, and faster, in pursuit of delivering world class services to our residents. We are clear that improvement in everything we do must be continuous.

We are confident that the priorities, and resources, outlined in this plan will enable us to start the journey to being recognised as delivering World Class services that put residents first and make this a great place to live, work and visit.

David Burbage
Leader of the Council

Ian Trenholm
Chief Executive

Profile of Place

The Royal Borough of Windsor and Maidenhead is a dynamic and diverse area, with much to offer residents, visitors and those who work here. It sits in one of the most prosperous regions in the country about 20 miles west of London. This strategic location, together with an excellent transport and communications infrastructure, is key to the area's vitality.

Although 83% of the Borough is designated Green Belt, it is relatively densely populated compared to the rest of the South-East Region. Most people live in the two urban centres of Windsor and Maidenhead, with Maidenhead being twice the size of Windsor. There are fourteen rural parishes, one of which includes Ascot, the Royal Borough's third town, and Eton Town Council, which has similar status to a parish Council.

In addition to the Green Belt land, a significant proportion of the Borough is Crown Estate or National Trust Land. There are areas of historic value, conservation areas and 184 hectares of open space within the towns of Windsor and Maidenhead. This creates some tension between the national targets for house building and local wishes to preserve the environment. A large part of the Borough lies within the flood plain of the Rivers Thames and Colne, which also restricts potential for development.

The Royal Borough has the greatest proportion of older adults in Berkshire, and this age group is predicted to increase over the next 5 years. Approximately 20% of our population are aged below 16. This has led to a shared focus on the needs of older people and on children and young people by the Council and its partners.

The population is generally affluent, healthy and mobile: 55% of households are employed in either the professional or managerial/technical occupations compared to 38% in Great Britain. House prices within the Borough are the highest outside Greater London and local residents expect quality services from the Council.

There are pockets of deprivation scattered across the Borough and the general high standard of living can mask these. The Council and its partners work together to redress some of this imbalance through joint projects in the community.

People from black and minority ethnic groups comprise 7.6% of the total population. This is the third highest proportion in Berkshire. About 4.6% of the total population have Asian or Asian British ethnic minority backgrounds, 1.7% Irish backgrounds and 0.5% Chinese backgrounds (2001 census data). The proportion of pupils from ethnic minority backgrounds in the Borough's schools is higher, at 15.6%. The Council works hard with its partners to foster and promote positive relationships between different races, ages, cultures and communities in the Borough.

Visitors are an important feature of daily life; the Borough is a major tourist destination and attracts some 7 million visitors a year, generating spending of £360 million, and the tourist industry employs approximately 11,000 people. Whilst this is beneficial in terms of promoting economic vitality, it places pressures upon the local infrastructure. Work is underway to plan for the London Olympics in 2012, with events such as rowing due to take place at Dorney Lake, in order to ensure that optimal arrangements are in place and the wider community is able to benefit from the event.

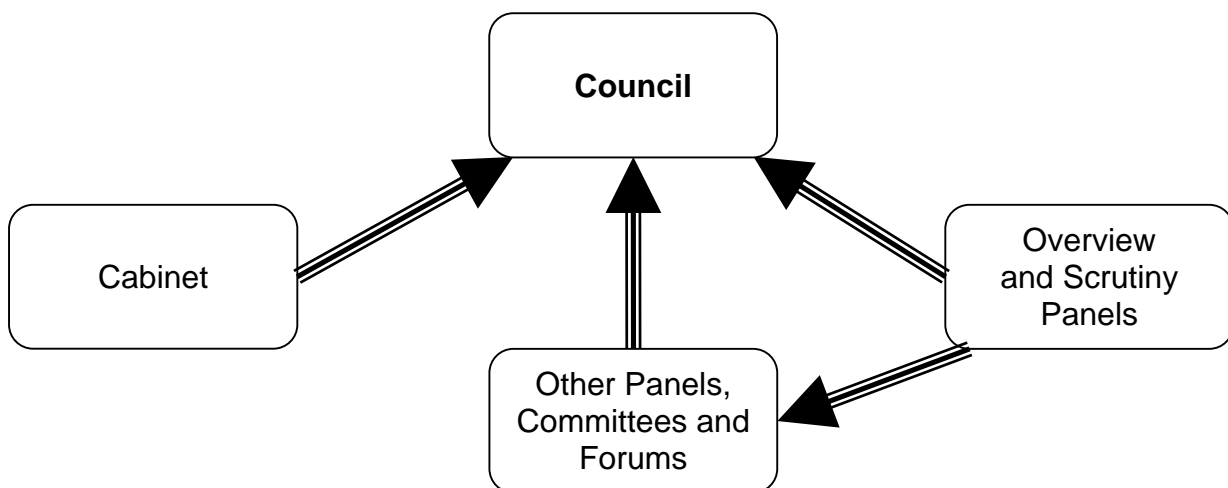
How the Council works

The Council and Democracy

The Council is made up of 57 Councillors representing 23 wards. The full Council meets 7 times a year to approve key strategic policies and set the Council budget.

RBWM operates a Cabinet system, which consists of the Leader of the Council and 8 Cabinet Members. The Cabinet is responsible for making most of the Council's decisions. Each Cabinet Member has a portfolio which covers an individual area of responsibility.

Five Overview and Scrutiny Panels are responsible for ensuring that the Council accounts for its performance in implementing policies and strategies effectively. The Panels have the authority to ask Cabinet Members and Senior Officers to attend meetings to explain their actions and the decisions taken. There are a number of other Panels, Committees and Forums dealing with other aspects of Council business.



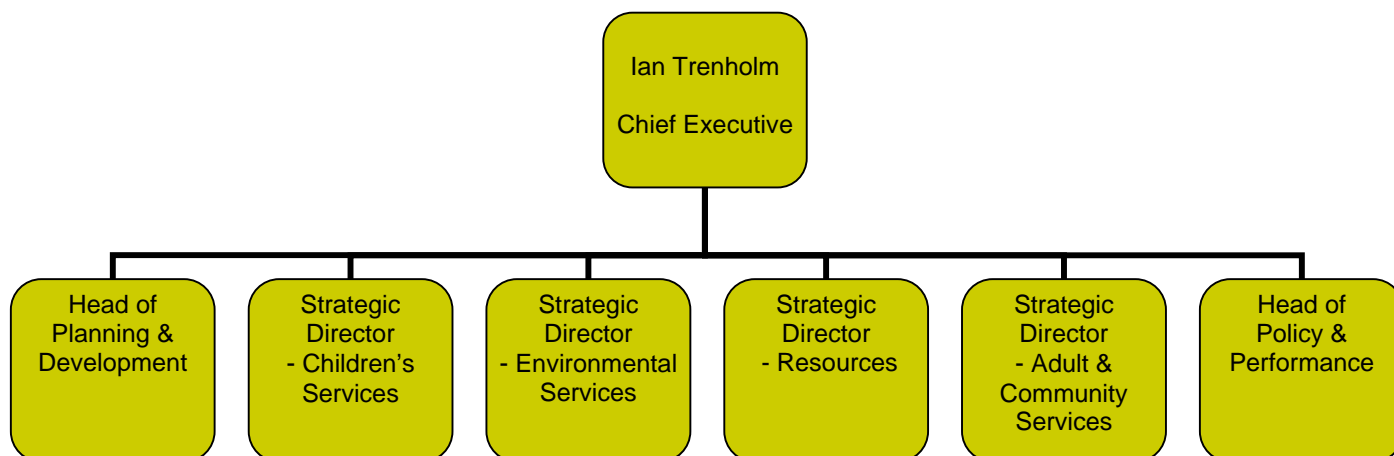
How to get involved

We strongly believe that the views of local people should inform the decisions we make, and be at the heart of the policies we develop. We use a variety of consultation methods, which provide us with the information necessary to enable us to respond to the needs and priorities of people living, working and visiting the Royal Borough.

You can ask to be part of our Residents Panel, whom we regularly consult, by calling 01628 796635, or you can find out more about our resident's forums by calling 01628 796345. Each Forum is chaired by the Cabinet Member for the particular area of work, and though the Forums do not have decision-making powers, the views expressed are fed into the policy-making process. More information is available on our website, www.rbwm.gov.uk.

Council Structure

Delivering exceptional services to residents and businesses across the region is the job of our four Directorates and two Units, reporting directly to the Chief Executive.



- **Environmental Services** – Public Protection, Waste, Highways, Operations (Street Care), Car Parking, Property and Council Assets and our contribution to the 2012 Olympic games.
- **Resources** – Finance, Customer Services, Legal, Information and Communications Technology, Procurement and Efficiency, Human Resources and Facilities Management.
- **Children's Services** – Safeguarding and Specialist Services, Education and Childcare Services, Commissioning Children's Services and Services for Families and Young People.
- **Adult and Community Services** – Adult Care Services, Libraries, Arts and Heritage, Leisure Services and Housing.
- **Policy & Performance** – Corporate Performance and Policy, Community Partnership, Communications and Consultation and Democratic Services.
- **Planning & Development** – Building Control, Planning Infrastructure and Policy, Transport Policy, Joint Strategic Planning Unit, Development Control and Regeneration.

Working in Partnership

We work closely with the local Community Partnership, which includes other public sector agencies, private companies and voluntary organisations. The partnership arrangements mean that local organisations can work together more effectively, for example by sharing resources on a particular project, to improve the quality of life for everyone in the Borough.

Our Vision

It is our goal to be a truly world class Council. To be seen as world class we will have to be innovative in delivery of services that work from our residents' perspectives. **Residents will be first.**

To do this we will need to **run our business** differently, so that it is significantly more efficient in everything we do, moving to levels of consistency, speed and quality some would say are "impossible" today. Continuous improvement will be an expectation of everyone.

In order to provide our residents with services and a quality of life that stands comparison with the very best anywhere we will need to **deliver together** with others in the public, private and voluntary sectors, so that residents get a single, joined-up service that "just works" from their point of view.

In order to **equip ourselves for the future** we will need to recruit and develop employees who constantly seek to make what they do better for residents. We will judge our success by the number of people who describe the Royal Borough as a great place to live, work and visit.

Our Strategic Priorities

Residents First

Value for Money

Delivering Together

Equipping Ourselves for the Future

Residents First

Critical Success Factors

We will continue to put residents and customers first by offering them more flexibility in how they access and use our services and more opportunities to tell us what they want and to influence services. This will create greater satisfaction within our local community and promote social responsibility. In planning and monitoring our services we will focus on outcomes, to ensure that the services we deliver make a real difference to residents. We will do this by ensuring that we listen to residents and prioritise the services that they want and need.

We will put Residents First through our work under the following themes:

Supporting Children and Young People

Around 31,500 children and young people live in the Borough; meaning that children form an important group of customers. Whilst the majority of children live in relatively affluent families there are pockets of deprivation. In some schools over 20% of children are entitled to free school meals and around 800 children are in need of specialist services at any one time. RBWM works in partnership with other organisations to provide services to all children and young people. The Children's Trust brings together local services for children and young people and holds them accountable for their performance in serving children and young people and their families.

Performance Highlights in 08/09

- ✓ We have established an early intervention 'Healthy Minds Hub' to support the emotional health and well-being of our children and young people.
- ✓ Progress has been made in the development of joint commissioning activities across the Children's Trust, for example in relation to young people's sexual health services and paediatric occupational therapy.
- ✓ Children's Safeguarding and Social Care services have maintained good or improved performance in all areas.
- ✓ RBWM pupils continue to do well at school, with the gap between the highest and lowest achievers narrowing as standards improve.



Areas for Improvement

- The economic downturn is starting to have a negative effect on employment for young people. We will continue to work with our partners to develop a range of initiatives to increase the number of young people engaged in employment, education and training.
- We are working closely with our partners in the Primary Care Trust (PCT) to commission specialist Child and Adolescent Mental Health Services.
- To support children in care to achieve their full potential we will develop our 'Virtual School' arrangements. We will ensure that the views of children in care are listened to through the 'Children in Care Council'.

Healthy People and Lifestyles

The age structure of the Borough's population is very similar to the national average, apart from relatively fewer young people of 15 to 24 years old. In common with other areas of the country there is an increasing population of older adults. The Council runs 2 main leisure centres and 2 dual use centres which provide a variety of sport and leisure facilities, as well as 56 parks, 31 children's play areas, 12 libraries and a museum store, with plans to open a permanent display by 2011. Safeguarding adults is a key responsibility of the Council and promoting health and well-being is a key priority, which we undertake in partnership with the NHS.



Performance Highlights in 08/09

- ✓ RBWM residents generally enjoy a good standard of health, and longer than average life expectancy. Both Maidenhead and Windsor Leisure Centres have achieved high scores in the independent 'Quest' accreditation scheme, and are ranked third and seventh nationally.
- ✓ Five parks in the Borough have been awarded Green Flags for quality provision and our SMILE (So Much Improvement with a Little Exercise) programme has been recognised as a significant provider of positive leisure activities for over 50s.
- ✓ We have established joint commissioning arrangements with the Primary Care Trust and have a joint team with the health service to provide intermediate care services to prevent older people from needing long term care.

Areas for Improvement

- In 2010 we will enter 6 of our parks for Green Flags, a national standard for excellence.
- We will encourage greater use of our leisure and cultural facilities, for example by increasing participation in sport.
- We also aim to provide a range of 'preventative' activities for older people in libraries and arts centres to maintain healthy, independent living for as long as possible.
- The number of older people in the Borough is growing, which will mean more demand on services in the future. Introducing individual budgets for users of adult social care will be a particular challenge this year, as we work towards offering residents more choice and control over their services.

Environment, Economy and Transport

The Borough consists of 83% Metropolitan Green Belt, which includes 21 settlements and 5 major developed sites. The Borough has a large amount of bus routes and over 600km of roads, with excellent transport links to London and surrounding areas. It is generally affluent, for example the Borough is better represented than the national average in all the higher socio-economic categories. The Council transferred their housing stock to two Housing Associations in 1995, and now works in partnership with these organisations.

Performance Highlights in 08/09

- ✓ We have made progress in improving our green waste recycling and home composting, and in particular have been innovative in piloting a national first: a scheme which rewards residents for recycling. Overall we recycle a good proportion of waste.
- ✓ Windsor won a cleanest town in Britain award in 2009.
- ✓ We are monitoring the effects of the economic situation and working with partners to mitigate these effects; to date we have not seen the expected rise in homeless applications or the number of people claiming Job Seekers Allowance.
- ✓ Bus use has increased for 4 years in a row.
- ✓ We have created over 200 on-street and 200 off-street car parking spaces in Windsor.
- ✓ The condition of principal/main roads has improved following investment in this area and targets for accident prevention have been met.

Areas for Improvement

- We are aware that transport generally remains a key concern for our residents so we have started a programme of work with public utilities companies to reduce the congestion caused by road works.
- We are also working in partnership to rejuvenate Maidenhead town centre.
- There is an increasing need to measure and reduce our carbon emissions and divert waste away from landfill, which will also help us to reduce costs.
- In line with this we need to further increase our use of public transport, in particular looking towards the 2012 Olympics, when water-sport events will be held at Dorney Lake.
- The longer term effects of the current economic cycle and rising unemployment may increase the need for affordable housing. RBWM is committed to working with developers to increase the amount of affordable housing in the Borough.



Safer and Stronger Communities

The Borough suffers from a relatively high level of acquisitive crime, in part due to the existence of a number of areas of deprivation just outside the Borough and the excellent transport links into and out of the area. Despite the general affluence there are areas of deprivation with higher crime rates. The Borough has a multi-agency group, the Safer Ambition Group, dedicated to reducing crime and disorder. The Stronger Ambition Group works on improving the sense of community and getting people involved in local activities and volunteering. These groups work under the Crime and Disorder Reduction Partnership, which in turn reports to the Community Partnership.

Performance Highlights in 08/09

- ✓ During 08/09 overall crime in the Borough decreased by 8% and there were fewer instances of anti-social behaviour, which reduced in some areas by 46%.
- ✓ We introduced initiatives such as exclusion orders and taxi-marshalling, increased the use of CCTV and alcohol free zones and strengthened the Community Partnership arrangements.
- ✓ We developed libraries as culturally neutral places, supporting and promoting community activity.
- ✓ We established a multi-agency Adult Safeguarding Board to help prevent harm to vulnerable adults.
- ✓ The reconviction rate for prolific and priority offenders has reduced from 91 convictions in 07/08 to 64 convictions in 08/09, beating the nationally imposed target of 71 convictions.

Areas for Improvement

- Acquisitive crime has risen during the recession, and we will control and reduce this. For example, we will work with the Police to help identify people wanted in connection with crimes, such as thefts from shops.
- We will increase the level of volunteering in the community.
- We will engage with and assist voluntary, faith-based and not-for-profit organisations.
- We will continue to work with all sectors of the community to prevent violent extremism through the One Borough project.
- This year we will pilot the use of Police volunteers providing services in Windsor library and provide drop-in opportunities for neighbourhood Policing teams in Maidenhead and other community libraries.



Value for Money

Critical Success Factors

Whilst the Council always seeks to make the best use of the funds available, present economic predictions for the public sector mean that difficult decisions will have to be made about how we use resources. We will identify new sources of income, create efficiencies and work with our partners to deliver high quality, joined up services at the lowest cost, including learning lessons from market leading companies. We will require all of our people to reconsider how they do their jobs to minimise waste and unnecessary bureaucracy and maximise efficiencies and value for money. We will use a variety of techniques to help us achieve this.



Deliver Economic Services

Performance Highlights in 08/09

- ✓ We have reviewed existing contracts to ensure that the cost of goods and services, from pens to IT systems, bought by the Council are minimised, and that revenues raised through providing services are maximised.
- ✓ We benchmark our costs and the quality of our services against as many organisations, in both the private and public sector, as we able.
- ✓ We have reviewed when residents use our services to ensure that staff members are available for customers when demand is high, to improve productivity, increase customer satisfaction and reduce operating costs.

Areas for Improvement

- The roll out of Lean Systems Thinking across the organisation will help us to deliver our services in the most efficient way, through eliminating waste in our systems and processes and focusing on activities that add value for the customer.
- A number of initiatives are planned which will save us money as well as reducing our carbon footprint. These include dimming street lights where this is safe and installing motion sensors to turn off lights when they are not needed.
- By working in partnership with other Councils to share resources we will ensure that our benefits service can respond to increases in demand without delays for our residents.

Improve Use of Technology

Performance Highlights in 08/09

- ✓ The website has been developed and residents can now set up a user account where they can register to access secure services, such as school admissions, or receive personalised information about changes and new activities in a particular area.
- ✓ We have completed the virtualisation of our IT servers, which will reduce the costs of delivery by 80%.
- ✓ Speech recognition and voice automation software has been purchased to deal with certain switchboard calls, reducing staff costs and meaning that residents can access simple services quicker, and use the system 24 hours a day.

Areas for Improvement

- We will continue to improve our website to increase the number of tasks that can be completed online, by residents themselves. This will include electronic billing for Council tax.
- We will continue to invest in technology which will reduce the amount of paper used in our offices.
- We will reduce our transport costs and increase efficiency by increasing our use of video and telephone conferencing.

Increase Non-Council Tax Revenue

Performance Highlights in 08/09

- ✓ RBWM has one of the lowest Council tax rates in England and is committed to keeping Council tax low for residents.
- ✓ We have obtained funding of over £1.1 million through the Department for Children, Schools and Families Children's Plan to develop 22 new play spaces. These areas will provide a balance of natural elements and play equipment to offer opportunities for inclusive play for all ages, genders, ethnic backgrounds and abilities. This project will be completed during 2011.

Areas for Improvement

- The Council will pilot the sale of premium services, such as reserved parking spaces, through the internet from October 2009.
- The concept of charging for other premium services will be explored further, and public responses to this will be closely examined to inform future work.
- RBWM is about to commence a project which will review advertising and sponsorship income from Council land, buildings and publications and ensure that the Council is getting best value for money.

Invest In The Future

Performance Highlights in 08/09

- ✓ Our work on the regeneration of Maidenhead town centre focuses on restoring Maidenhead to a vibrant hub which attracts visitors and businesses to the town, to help the local economy. Current work to improve the appearance of empty premises involves sponsorship from local businesses.
- ✓ We were responsible for setting up the Berkshire Procurement & Shared Service Unit which assists all 6 Berkshire Councils in reducing their collective spend.
- ✓ We have been successful in obtaining £500,000 of funding to invest in energy saving measures, which will reduce the carbon emissions and energy bills of the Council.

Areas for Improvement

- The long-term rejuvenation of Maidenhead town centre needs a comprehensive Area Action Plan (AAP) to guide development and growth to 2026. Public consultation on this key document commenced during 2009.
- RBWM is currently planning to centralise procurement services across the Council to ensure that greater efficiencies can be made when buying goods and services.

Delivering Together

Critical Success Factors

RBWM knows that services for local residents are improved when organisations work well together. The Council is committed to working with local, regional and national partners in order to improve performance, increase customer satisfaction and reduce costs.

Enhance Customer Services

Performance Highlights in 08/09

- ✓ We launched the Recyclebank scheme in which local businesses benefit through advertising their services and attracting customers, whilst rewarding residents for recycling.
- ✓ The RBWM website has been rated as one of the Top 20 most developed local authority websites and use of the site by residents continues to increase. Additional functions were added in September 2008 allowing residents to pay online and this has been used very successfully with the new green waste subscription service.

Areas for Improvement

- The GovMetric customer feedback system was recently launched in order to gather, measure and report both the quality and the quantity of customer interactions with RBWM services. This information will be used, in conjunction with data on complaints, to improve the services we offer and therefore increase customer satisfaction.
- Work on the RBWM website is continuing to increase the number services that can be accessed via self-service, this will include Council tax e-billing.

Deliver Effective Services

Performance Highlights in 08/09

- ✓ Joint commissioning arrangements with the PCT have been developed to provide holistic health and social care services.
- ✓ The Place Survey found that 86% of residents are satisfied with their local area as a place to live, and 60% think that local services are working together to make the Borough cleaner and greener.
- ✓ The Council is committed to buying locally and regularly meets with its suppliers and local businesses in order to ensure that wherever possible money is spent locally.
- ✓ The Council are responsible for initiating and delivering a business portal which covers the whole of the South East of England which not only allows local businesses to quickly view opportunities for business with the Council but also with the other 73 Councils who use the portal.

Areas for Improvement

- RBWM wants to increase the ability of residents to influence local decision making. We have recently agreed a consultation and engagement strategy which will improve the way in which we communicate with residents, including ensuring that consultations are streamlined and do not duplicate each other.
- The Place Survey, conducted during 2008, found that only around 4 in 10 residents agree that local public services promote the interests and act on the concerns of local residents. This is something that RBWM takes very seriously and will seek to address over the coming year.

Strengthen Partnerships

Performance Highlights in 08/09

- ✓ The Community Partnership Ambition Groups have been reorganised and now have clearer responsibilities, resulting in better use of resources and increased commitment and interest from partners. We expect to receive over £1.8 million in reward grant for our strong performance against the Local Area Agreement targets.
- ✓ The relationship between RBWM, Job Centre Plus and other external organisations has been enhanced to help mitigate the effects of the economic downturn and RBWM staff have played an active role in all Neighbourhood Action Groups.

Areas for Improvement

- The Community Partnership Sustainable Community Strategy will be refreshed, based on information about the needs of the Borough, and setting out a shared vision for the future.
- The Community Partnership will develop a communications plan to improve public involvement, and the Partnership's brand and logo will be strengthened.
- The Partnership aims to secure greater involvement from the business community and also improve information sharing in the coming year.

Equipping ourselves for the Future

Critical Success Factors



We recognise that investing in the development of the people that make up the organisation is a key strategy in helping us to achieve our desired results. We are committed to developing our teams and creating a robust workforce that is highly skilled, flexible and fit for purpose. This is essential if we are to achieve our ambitions. RBWM will seek to become an employer of choice, in order to ensure that we attract and retain the highest quality individuals.

Recruiting and Retaining a Skilled and Diverse Workforce

Performance Highlights in 08/09

- ✓ Our Jobs and Careers website has been updated and over 70% of job applications are now received on-line.
- ✓ Recruitment practices have increasingly involved assessment centres and on-line tests to ensure the right candidates are selected.
- ✓ RBWM has been re-accredited with the Two Ticks, Positive About Disability symbol.
- ✓ Employment opportunities for adults with learning disabilities have been promoted, and jobs created within RBWM.

Areas for Improvement

- Next year all local authorities will be required to meet the Independent Safeguarding Authority's safe recruitment standard, to ensure that children and vulnerable adults are protected, so the Council will be working to meet and exceed these criteria.
- We will implement training for managers in recruitment skills in 2009/10 to assist them in recruiting the best people for the job.

Being a Good Employer

Performance Highlights in 08/09

- ✓ RBWM has a flexible working scheme to assist staff members with family and other commitments.
- ✓ RBWM has lower sickness levels compared with the public sector average.
- ✓ The Times 2008 Best Council Survey placed RBWM just 11 points outside the 'one to watch' category.

Areas for Improvement

- A review of pay and allowances is ongoing and an analysis of the skills present and missing from the workforce will be completed.
- Work on succession planning will be extended.
- The new Human Resources IT system will be expanded to create more self-service functions for staff.



Promoting Learning and Growth

Performance Highlights in 08/09

- ✓ RBWM has a successful programme of short training and briefing sessions, which offer concise and focused staff training on key issues.
- ✓ The Council has also signed up to the Skills Pledge which is a commitment to encourage staff to complete work related qualifications at Level 2 (equivalent to GCSEs) and Level 3 (equivalent to A-levels).

Areas for Improvement

- A leadership programme for senior managers will be launched in 2009/10, designed to increase the leadership team's ability to lead through challenging times.
- The HR Unit will complete a training needs analysis of all staff and ensure that the training offered fits the needs of the organisation and its customers.
- An e-learning strategy will also be developed by the HR Unit.



How are we doing?

Assessing Our Performance

The following inspections have been reported in the past year. Further details are available on-line, but this provides a brief summary of the findings.

Inspection	Publication Date	Result
Commission for Social Care Inspection - Annual Performance Assessment of Social Care Services for Adult Services	October 2008	Good, with promising capacity for improvement
Audit Commission - Benefits Inspection	November 2008	Fair, with uncertain prospects for improvement
Ofsted - Annual Performance Assessment	December 2008	Good, with good capacity to improve
Audit Commission - Comprehensive Performance Assessment	March 2009	3 star, improving well

Based on these inspections, the key areas for improvement were identified as:

- The need to involve residents, service users and staff in improving services, and ensuring that they are focused on the needs of the user
- Continuing to work with the Community Partnership and develop a Sustainable Community Strategy
- Ensure that improvements that are made are sustained and on-going
- Ensure that action plans and strategies have an impact on improving outcomes

Comprehensive Area Assessment

In 2009/10 public services in the Borough are being assessed by the Audit Commission under the Comprehensive Area Assessment process, and we expect the report to be published in December 2009. The results of this assessment will inform our work in future years, to ensure that we constantly learn from our experiences and improve our services.

Governance

Corporate governance is the system by which a local authority directs and controls activities to ensure high standards of integrity, openness and accountability to the communities it serves. RBWM's effectiveness as a Council relies on public confidence in officers and elected Councillors, and our governance arrangements assist us with this. The Annual Governance Statement is the Council's formal statement that records the governance arrangements of the Council. The findings of the 08/09 Annual Governance Statement are that the Council has a sound governance framework and assurance process in place.

The Council is responsible for ensuring that it publishes its annual accounts in line with recommended best practice. RBWM is subject to external audit of the accounts, which assures the public that the Council has properly and fairly presented how it has spent each year's Council Tax and supporting government grants. The 08/09 accounts were accepted by the auditors.

Baselines and Measurement

The Council is subject to a series of National Indicators that measure our performance across our services. These indicators allow us to compare our performance against other local authorities across the country. We use many other methods of measurement to check that we are delivering services effectively and getting the results that residents want.

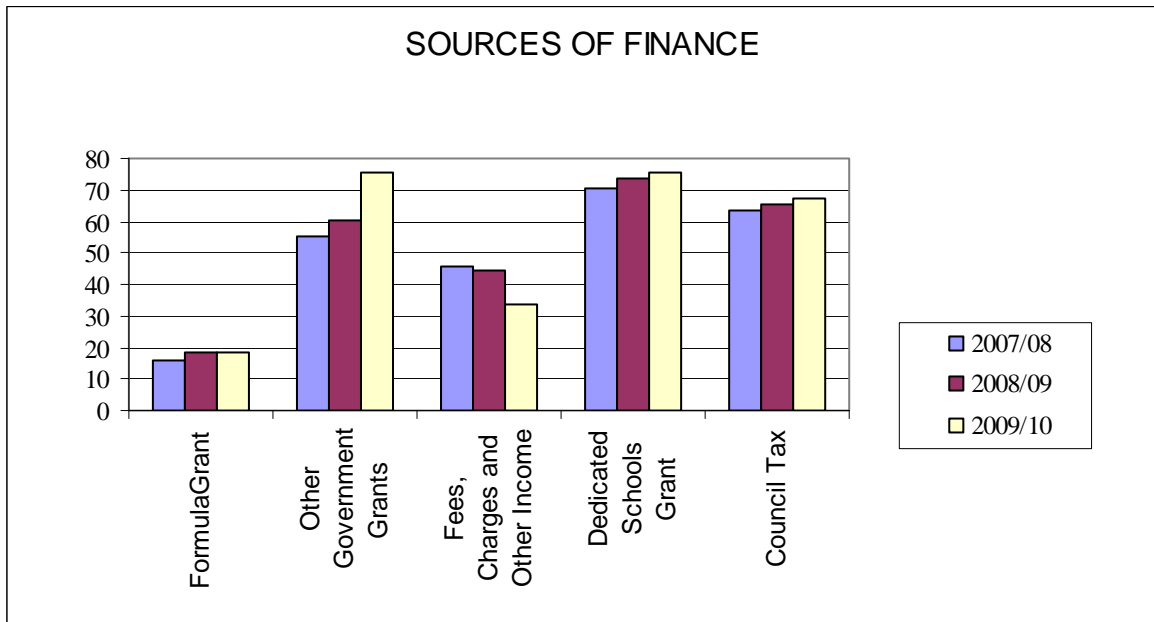
Our progress against these measures will be measured regularly and discussed within teams, by senior managers and with Council Members to ensure that we remain focused on delivering our priorities.

Key Indicator	2008/09 Performance	2009/10 Target
Supporting Children and Young People		
NI 51 Provide effective Child and Adolescent Mental Health Services – scored through self-assessment	Score: 13/16	Score: 14/16
NI 117 Percentage of 16 – 18 year olds who are not in education, employment or training	5.2%	3.7%
NI 101 Children in care achieving 5 A*-C GCSEs (or equivalent) at Key Stage 4 including English & Maths	0.0%	13%
Healthy People and Lifestyles		
Number of Green Flag parks - the national standard for parks and green spaces in England and Wales	1	6
NI 8 Adult participation in sport and active recreation	24.70%	29.80%
Number of participants in the SMILE programme	30,325	30,000
NI 9 Number of physical/on-line visits to public libraries	723,236	760,000
NI 11 Engagement in the arts - number of participants in local arts events	66,419	55,000
NI 136 People supported to live independently through social services (adults per 100,000 population)	5067.0	5040.71
Environment, Economy and Transport		
NI 178 Bus services running on time	88%	95.5%
Percentage of vacant shops in Maidenhead town centre (likely to be adversely affected by development work)	Feb 09 -11.5%	11.5%
NI 192 Percentage of household waste reused, recycled or composted per household	37.22%	40%
NI 188 Planning to Adapt to Climate Change - assessing and managing climate risks and opportunities (out of 5)	Level 1	Level 2
NI 177 Local bus and light rail passenger journeys originating in RBWM	1,692,691	1,777,325
NI 198 Percentage of children travelling to school by car	41.8%	39%
NI 155 Number of affordable homes delivered	219	213
Safer and Stronger Communities		
Number of people involved in volunteering	1384	1370
NI 16 Number of serious acquisitive crimes per 1000 people (e.g. burglary, robbery)	23.89	21.97
NI 35 Building resilience to violent extremism – understanding violent extremism and delivering preventative interventions (out of 5)	Level 2	Level 3

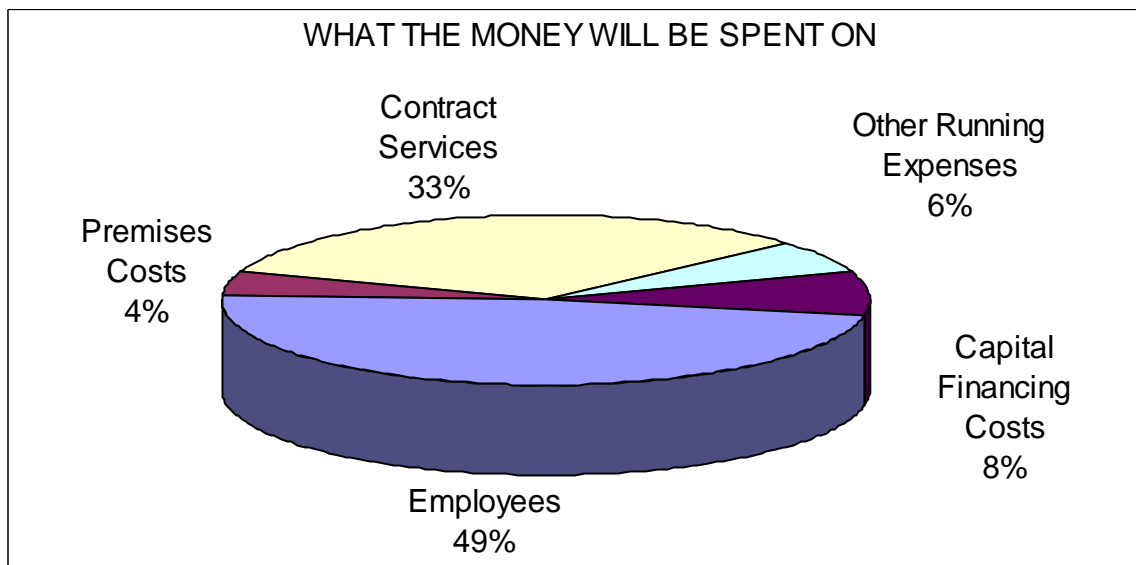
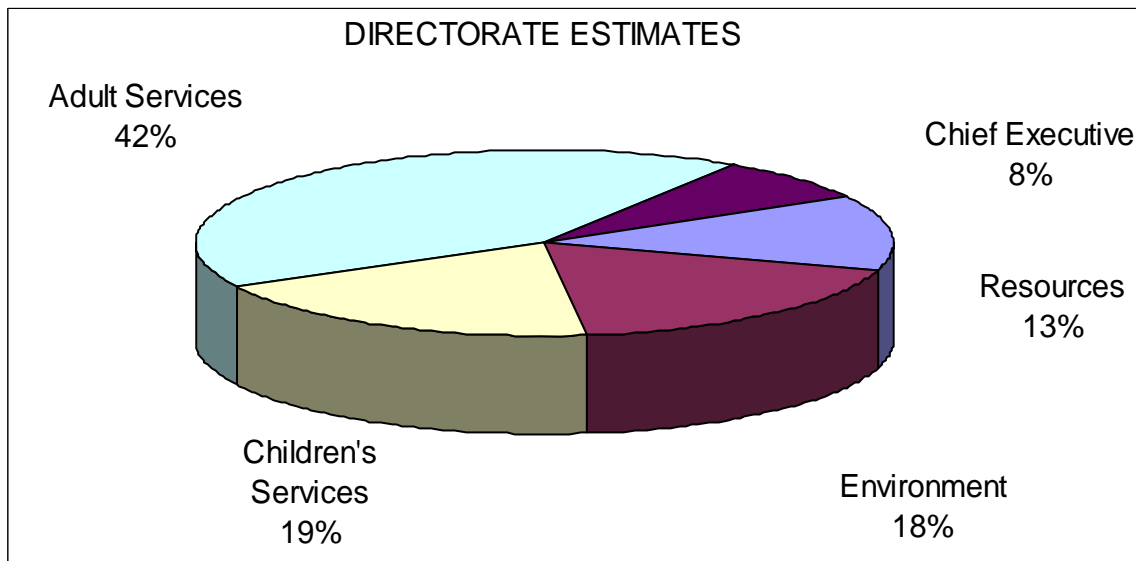
NI = National Indicator – performance indicators measured by the Government

Spending

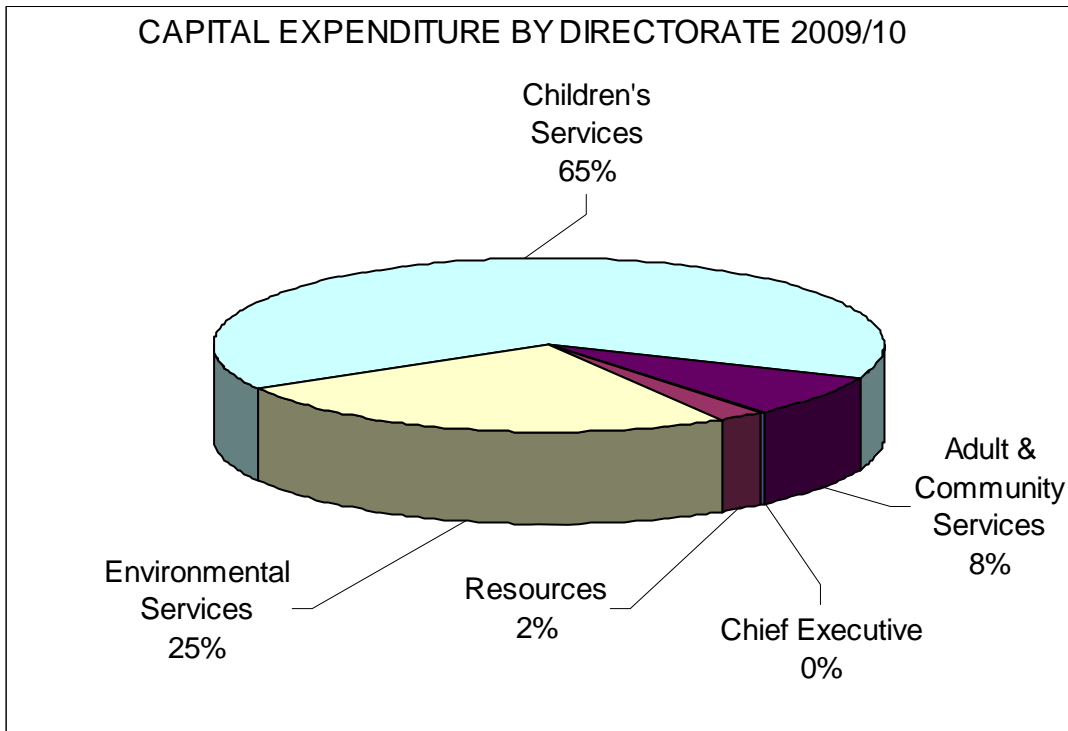
RBWM has a number of different sources of income which are made up as follows:



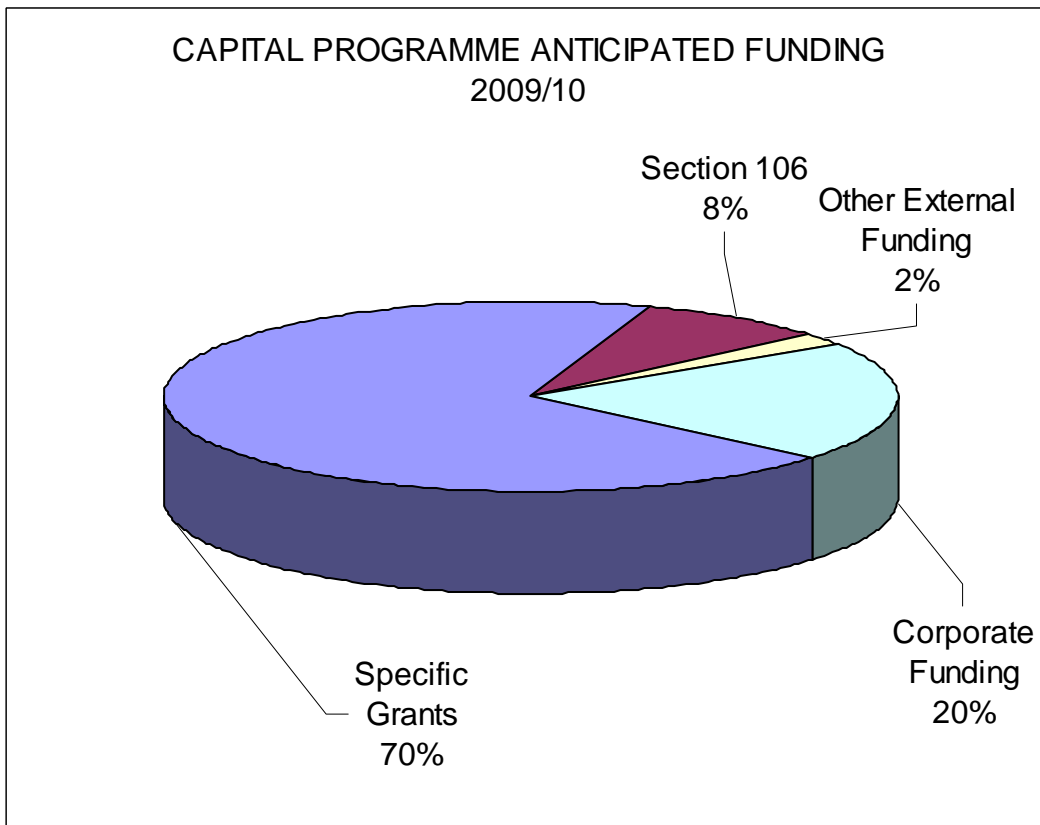
The budget is divided between the Directorates.



In 2009/10 the Council anticipates capital expenditure of over £43 million.



Most of the funding for capital expenditure comes from grants awarded to RBWM by other organisations.



Total revenue expenditure less Capital Charges = £294.954 million