

# Sustainable Community Strategy

## The Royal Borough of Windsor and Maidenhead

### Foreword

The Royal Borough of Windsor and Maidenhead has a proud, strong community and a unique mixture of towns, villages and countryside. Our aspiration is that the Royal Borough is a place where everyone can thrive in a safe and healthy environment. Already, we can all take pride that:

- **crime is reducing**
- **children's safeguarding is improving**
- **local people have a longer than average life expectancy**
- **we are producing less waste and recycling more of it**
- **employment is higher than average**
- **our community feels satisfied with it's local area**

Whilst we are proud of this, to achieve our aspiration we still need to do more to enable our economy to thrive, to enable healthier, happier, safer lives and reduce our impact on the environment.

Doing more means:

- **improving community safety** – further reductions in crime, plus a more accurate perception of crime levels
- **strengthening local communities** – ensuring all people are included and have opportunities to succeed
- **reducing health inequalities** – and extending life, for the whole community
- **safeguarding the vulnerable** – supporting those at risk
- **raising educational and skill attainment** – of all our children, young people and adults
- **promoting sustainable economic growth** – securing good employment and housing, ensuring our town centres remain vibrant and maintaining our year round visitor industry
- **tackling climate change** – reductions in waste and CO2 emissions and promoting sustainable travel.

Doing more, means building on achievements and, in times of increased pressure on public funding, this also means creating better services for people at a lower cost. This will be done by:

- **providing local people with information** about policies, services and opportunities – so the right people use the right resources
- **ensuring everyone has the chance** to influence what happens locally – so that people get what they need
- **working together and in more innovative ways** to achieve better local services.

Key to making this happen are the organisations within our Community Partnership. These Partners represent local communities and people – creating a real voice for our community, to ensure people get what they need.

This document, the Sustainable Community Strategy, has been created by our Community Partnership to explain how the area should change over the next few years. It identifies local challenges, priorities and the action required to really support our changing needs. This Strategy also shows where you can find out more about specific issues and how you can get involved.

\* Photo of Community Partnership Board members

\* Photo of residents

## Our Distinctive Place

### Living Here

The Royal Borough is one of the most affluent places in the country. Set within the Thames Valley the area is very green and benefits from around 6,000 acres of National Trust and Crown land. More than 80% of the borough is designated Green Belt.

There are 142,000 residents within the borough housed at quite a high density compared to the South East region. Most of our residents live in the two town centres of Windsor and Maidenhead, with the remaining living in the surrounding towns and villages such as Ascot and Datchet. With a strong local economy and low deprivation, the borough is a desirable place to live. In fact, most of the people who live here are satisfied with the area, compared with elsewhere in England.

However, there are challenges that require services and provisions to be adaptable and efficient. While the proportion of older people within the borough is slightly below average, a huge increase is predicted in the next decade. 31,500 children and young people live in the borough, which at 20% of the population is more than most other areas. The support required by our children is substantial: 2,400 live in low-income homes, a quarter receives free school meals and 800 require specialist services.

There is also a challenge in balancing the wishes of our residents to retain the natural environment whilst ensuring access to a range of affordable, and attractive housing options. House prices are twice the national average and the way we live has changed - with more older and single person households.

### Working Here

The Royal Borough has a thriving economy with more than 7,700 VAT registered businesses - the highest in Berkshire. The availability of a skilled and qualified workforce, with excellent road, rail and air transport links plus close proximity to London and Heathrow airport contribute to the borough being an attractive location for large enterprises.

There are however, increasing pressures to further improve our transport systems (to improve access by public transport, walking and cycling). This is due to the effects of commuting - some 30,000 people commute into the borough and 28,000 commute out everyday.

We have a local workforce of 87,000 people and 80% of them are in active employment, which is much higher than the national average. Over half of our working age population are qualified to a high level and have managerial or technical jobs.

Despite this we have over 6,000 people of working age who do not have any qualifications – getting qualified improves employment prospects. Young local people are a specific group in need of support as the number not in employment, education or training is slowly rising each year. This a concern as most jobs becoming available are increasingly likely to require at least National Vocational Qualification level 2 skills.

### Visiting Here

The visitor economy is a significant feature of the area. Windsor Castle and Legoland Windsor are among the top 20 visitor attractions in Britain. Combined with more than 18 further local attractions they draw in over 7 million people each year – who spend more than £380 million within our Borough. While Royal events and Ascot races increase numbers of visitors by more than 500,000 – creating a significant number of jobs whilst at the same time causing a pressure on the local transport network.

The London 2012 Olympic and Paralympic Games will attract hundreds of thousands of visitors to the area over a 3-week period. Situated just outside the Borough, Dorney Lake will host rowing and canoeing events. This presents an opportunity to develop the visitor economy faster than would otherwise be possible and ensure a lasting legacy as a result of a positive visitor experience. It will also bring a huge economic opportunity for paid and voluntary work during preparation and delivery of the games. Visitors and competitors will have many requirements including accommodation, catering, accessibility and transport – which will require careful management.

\* picture of Ascot races

# Our Community

## Diversity

Each person living, working or visiting the Borough forms part of the rich and diverse community we can all be proud of. In recognizing our differences we will ensure that we provide appropriate chances for all people to have their say and influence decisions about services that affect them. To do this we will continue to value local opinion through really listening and making that extra effort to find out what matters to those that don't often speak up.

Fostering good relationships between different community groups remains a priority of our Community Partnership. One of the ways we can do this is by building success through volunteering. Volunteering activity makes a huge difference to community wellbeing – building strength and improving relationships.

\* Picture of a child and parent using public transport

## Environmental Impact

Alongside providing for community needs, one of the most important challenges we face over the coming years will be managing our resource consumption and reducing our greenhouse gas emissions. To do this we need to improve understanding of our individual impact.

We recognise that significant action is still required by all of us to reduce the impacts associated with our basic needs: energy, water, food, housing, transport, consumables, and waste services. We intend to build on work between the Partners, community and business sectors, to promote more sustainable lifestyles and really make a difference.

\* picture of local renewable energy facility – solar panels at Wessex Junior School

## Working Together

Community wellbeing can be difficult to address but when local organisations work in a joined up way – as a Partnership - there is a better chance of finding the right solutions.

This is why a Community Partnership was set up within the Royal Borough in 2002. It brings together local organisations from the public, private, voluntary and community sectors. This is to share resources, ideas and be coordinated and more proactive in the way local goods and services are provided – reducing overall costs to the tax payer.

While the Partnership has an impressive track record of working closely to ensure that local people are served well, it is vital to continue to build on these successes and create improvements together.

\* picture of information being shared – Partner organisations looking at charts/information?  
e.g. CDRP, CPB etc

## How This Strategy Can Work For You

This long-term vision for the Borough provides a blueprint for how we can achieve our shared aspirations. It is a reference for people to contribute towards sustainable change in the community – whether for economic, social or environmental reasons. It can be used by individuals or by organisations to seek solutions to local challenges and synchronize plans with the activities of others. This will enable better use of time, money and effort and lead to greater effect.

Refer to page 13 for details on how you can contact the Community Partnership to offer your opinion, get involved and find out further information.

### Individuals can use this strategy to:

- see what the local challenges are
- understand how issues and actions fit together
- find out how people could work better together
- identify how to contribute to community wellbeing
- see that their opinion really counts.

### Organisations can use this strategy as:

- support and guiding principles on setting priorities
- a framework to link with other organisations
- an indication of good practice
- guidance on potential efficiencies
- guidance on how to benefit the local community.



# Community Partnership In Action

It is clear that there are seven current local challenges for our Partnership to deal with:

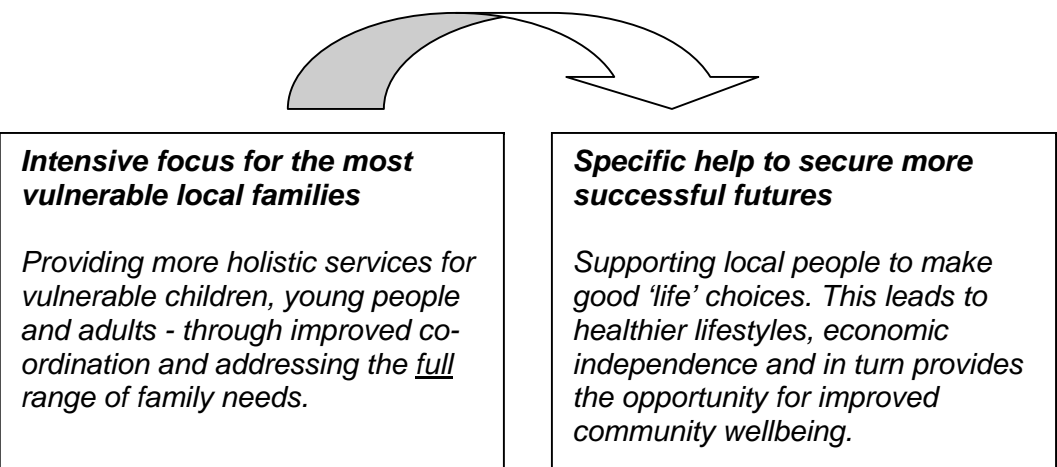
## The Seven Challenges

1. improving community safety
2. strengthening local communities
3. reducing health inequalities
4. safeguarding the vulnerable
5. raising education and skills attainment
6. promoting sustainable economic growth
7. tackling climate change

Looking deeper into the issues surrounding each challenge area we discover that they are inextricably linked: local pride and involvement can effect crime levels; how vulnerable or vital we are can depend upon our health; our economic wellbeing can relate to our skill or education levels; and our climate is effected by our lifestyle choices and commitment to change.

An important aspect of the way our Partnership works is our commitment to addressing each one of these challenges in a way that accounts for the others. While Partner organisations already deal with each of the challenges, we will continue to take a more sustainable longer-term approach together. This is *sustainable* action.

A good example of how this will be carried out is our commitment to provide improved multi-agency support for the most disadvantaged people and marginalised communities within the borough. This support is detailed throughout the rest of this strategy, but typically it will look like:



The following pages detail how each of the seven identified challenges areas will be addressed and what the future will look like.

# The Seven Challenges

1

## Improving Community Safety

We are committed to increasing safety and reducing crime. The Partnership will continue - through the Crime and Disorder Reduction Panel - to address crime and anti-social behaviour.

### Community Safety Priority - Reducing crime and substance misuse and increasing confidence in communities

#### The Future

Reduced drug and alcohol misuse and related crime such as theft from vehicles and homes, criminal damage, violent crime, and accidental fires

Increased confidence in communities

#### How We Will Get There

- 'Design out' crime and antisocial behaviour by using tactics such as: developing agreements between the offender and authorities; implementing alcohol exclusion zones; using a range of initiatives such as taxi-marshalling schemes in areas of high alcohol consumption to assist in getting people to their homes safely; and providing more activities for teenagers especially those who are vulnerable or disadvantaged.
- Drug treatment monitoring
- By communicating the success of schemes such as CCTV improvements – demonstrating that crime and disorder is falling.
- Increasing the presence of community wardens to support police work and reassure communities.
- Tackling low level crime and anti-social behaviour by prevention, intervention and enforcement.

### Community Safety Priority - Increasing fire and traffic safety

#### The Future

Increased safety by reducing arson and accidental dwelling fires

Increased safety by reducing deaths or serious injury from road traffic incidents

#### How We Will Get There

- Reducing the occurrence of arson, accidental dwelling fires and hoax calls through education.
- Providing free home safety checks.
- Review road safety and implement modifications where required. Plan development with safe integrated transport measures.
- Reduce road traffic accidents through education and publicity.

# 2

## Strengthening Communities

We want to acknowledge and celebrate the rich diversity of our community. The Partnership will work to ensure that strong relationships continue to be developed between people from different backgrounds. We recognise the unique contribution made by volunteering and have a dynamic and inclusive voluntary sector - incorporating a range of opportunities. We will empower the whole community by providing chances to influence decision-making. We will enhance facilities to meet the leisure and cultural aspirations of our communities to make the borough a more active and culturally vibrant place.

### Stronger Community Priority – Strengthen our communities

#### The Future

More people motivated towards the good of the community

All our communities - rural, minority ethnic groups, older people and other excluded groups feel included, and able to influence local decisions

A greater sense of community ownership and spirit - getting more people to care about the local neighbourhoods and the local environment

The differences between different communities, faith groups and between our younger and older residents are well managed

Supported ageing population

#### How We Will Get There

- Support development of community projects.
- Promote the benefits of volunteering – to individuals and organisations.
- Improving community cohesion to encourage people to engage with each other – reducing isolation.
- We will seek to bring communities together through local events such as arts, sports and environment improvement, volunteering opportunities and supporting community services for the elderly.
- Communicating with different groups in tailored ways to gain their opinion.
- Key partners such as the Police, the Fire Service, Housing Associations, the Royal Borough's Neighbourhood Wardens and voluntary sector working closer together to build community spirit and pride.
- Improving the look of the area and working to avoid vandalism, fly-tipping, graffiti and littering.
- Developing the One Borough Project, which brings together different communities, faith groups and schools, to prompt greater understanding and respect for others.
- We will improve access to leisure activities that help bring communities from different backgrounds together.
- Help our older residents to keep physically active to maintain their health.
- Enable and motivate them to be more involved in the community.

# 3

## Reducing Health Inequalities

Everyone has the right to be healthy, enjoy life and achieve. We also have a right to make a positive contribution to the community and achieve economic wellbeing. The Partnership promotes healthy lifestyles, contributes to improved life expectancy and encourages individuals to take responsibility for their own health while supporting those who cannot. Increasing numbers of children and young people are at risk of poor health – which requires careful action. Elderly people will increasingly account for a larger portion of local people – requiring services to change too.

### Healthier Communities Priority – Improve child health and wellbeing

#### The Future

Improved health and wellbeing of all children (sexual health, levels of obesity, substance misuse)

Improved mental wellbeing

#### How We Will Get There

- Ensuring healthy school meals are provided.
- Enable participation in high quality sports.
- Provide an attractive green environment within built-up areas to improve physical and mental wellbeing
- Developing services to support mental health and wellbeing of all children and young people to include:
  - promoting the importance of emotional health.
  - delivering specialist intervention where required.
  - improving referral systems.

### Healthier Communities Priority – Improve adult health and wellbeing

#### The Future

Services are better matched to needs  
Improved overall health and reduced health inequalities

Improved fitness

#### How We Will Get There

- Key organisations will join up and share information to provide better services.
- Promoting health and wellbeing - service providers joining up to enable service efficiencies.
- By investigating health problems earlier to increase healthy life expectancy and reduce ill health.
- Better health screening, preventing disease and promoting healthy living.
- Offering high quality healthcare that is accessible and delivered appropriately.
- Speeding up improvements in the health of communities with high deprivation and ill health.
- Enabling and motivating people to enjoy their health through sport/outdoor activities such as walking and cycling.

### Healthier Communities Priority - Identify and tackle inequalities

#### The Future

Assistance provided to maintain independence and dignity  
Greater equality and inclusion

Increased choice in care for older people, those with physical or learning difficulties and people recovering from mental illness

#### How We Will Get There

- Ensure care services are sensitive and actually what people need.
- Identify and support young carers.
- Focus more services and interventions.
- Support adults with learning disabilities to gain employment.
- Providing quality housing related support to vulnerable people to enable independent, safe and healthy lives.
- Implementing the national 'My Care my Choice' scheme - providing more control and choice in the care.

# 4

## **Safeguarding The Vulnerable**

Everyone has the right to stay safe, achieve and enjoy his or her full potential. Supporting families is the best and most sustainable way to securing better outcomes for children. Parents should have access to the support they might need for their children's social and emotional development

### **Safeguarding Priority - Safeguarding children**

#### **The Future**

Families provided with support to secure better outcomes for their children

Parents have access to support to nurture their children's social and emotional development

Families most at risk are identified and supported to prevent problems escalating

#### **How We Will Get There**

- Build on current service provision by health, social services, voluntary and community groups and privately run companies and incorporate them under the Think Family Programme.
- Provide appropriate support for young carers.
- Promote healthy lifestyles.
- Provide access to integrated support services to children and young people with learning difficulties and/or disabilities, and their families
- Support emotional and behavioural health of children who are 'looked after' through collecting evidence and delivering what is actually required - using joined-up services.
- Reduce school absence rates.
- Using the Family Intervention Project to meet the full range of family needs.
- Using the opinion and advice of local experts via the Childrens' Safeguarding Board.

### **Safeguarding Priority - Improve quality of life**

#### **The Future**

People living free from violence and abuse

Increased quality of life for older people and vulnerable adults

#### **How We Will Get There**

- Ensure that any adult or child at risk of abuse or neglect is able to easily access organisations for appropriate interventions.
- Support people to live independently.
- Provide domestic insulation and heating improvements.
- Increasing volunteering.

# 5

## Raising Education and Skills Attainment

Although local people achieve a high educational standard, pockets of deprivation where some children and young people are at risk of achieving poorer outcomes than others do exist. 2,400 children live in low-income homes. We have an increasing number of children in care and a small proportion of young people leave our schools without any qualifications. All children have the right to high aspirations for their future. In an area where a higher than average proportion of people are employed in professional and managerial/technical jobs and 6,000 people of working age do not have any qualifications - it is especially important that everyone has access to a good education and good employment opportunities.

### Education and Skills Attainment Priority - Narrowing the gap for children

#### The Future

Improved life chances for all children and young people

#### How We Will Get There

- Raising the proportion of middle and secondary schools judged by inspectors from the Office for Standards in Education, Children Services and Skills (OFSTED) to be good/outstanding.
- Narrow the educational gap so that most vulnerable and underachieving children (including those in care, those with learning difficulties and/or disabilities) achieve the highest possible educational achievement.
- Developing excellent partnerships between school, colleges and other agencies to offer young people aged 14 –19 years access to a full range of educational and vocational learning and training opportunities.

### Education and Skills Attainment Priority - Increase skills and employment rates for all

#### The Future

Young people better supported to get on the 'right track' to make the transition from education into work

#### How We Will Get There

- Providing information, advice and guidance to vulnerable young people in ways that are easily accessible so they can use the support and opportunities available.
- Reduce the percentage of 16–18 year olds not in education, employment or training so they are better placed to gain employment
- Provide work placements for young people (18 –24 year olds) who have been unemployed for over one year so they are more likely to secure employment through the Grow Our Own initiative.

Improved level of skills of the local population to match those required by current and future jobs

- Increase the proportion of local working age people qualified to a skill level equivalent to National Vocational Qualification Level 2 and/or Level 3.
- Support development of skills in areas such as IT, communication, financial analysis and reporting

Increase employment rates for the most

- Further supporting residents seeking employment but needing extra help, including the long term

disadvantaged adults and those not receiving support

unemployed, lone parents, ex-offenders, immigrants or people with a physical or learning disability.

6

## Promoting Sustainable Economic Growth

Good health, transport infrastructure, education, housing, investment and innovation are important in developing sustainable, local economic growth.

### Sustainable Economic Growth Priority - Supporting the local economy

#### The Future

Local businesses supported to thrive

More local people working and shopping locally

All people provided with the opportunity to learn and develop skills needed for current and future jobs

Improved town centre in Maidenhead

#### How We Will Get There

- By working with the national/ regional business and commerce, support agencies and local groups to:
  - encourage new businesses and retailers to the area and support existing businesses
  - help people set up and grow new businesses
  - ensure that local businesses have access to publicly funded support services
  - facilitate town centre regeneration in Maidenhead and create the opportunities to promote the centre as a welcoming, attractive and accessible location
  - reduce overheads by reduced consumption of resources and reduction in waste
- By improved understanding of issues faced by businesses.
- Research the jobs people are commuting in and out of the Borough for ( using surveys and employment agencies) and measure against local opportunities. This will happen with the introduction of the Economic Assessment Duty.
- Assist people in changing to local jobs by publicising local organisations and employment opportunities.
- Offer a range of shopping opportunities across the borough; including enhanced shopping facilities in Maidenhead town centre by working with landowners, developers and retailers.
- Supporting employers to motivate employees to travel to work in more sustainable ways (walking, cycling, public transport, car-sharing).
- Support employers to use more sustainable transport options to operate their business (reducing congestion).
- Offer a range of housing options to suit different family needs and budgets (high property costs are a barrier for many people commuting into the Borough). This may be done by working with housing associations, investigating the use of empty properties.
- Tailor schemes to help to improve the employment opportunities specifically for those most disadvantaged, those who are unemployed and our older residents.
- Deliver required action within the Maidenhead Town Centre Area Action Plan.

Maintained visitor attractions and cultural heritage

- Maintain and make accessible to local people and visitors - enabling local businesses and individuals to make the most of new opportunities that tourism brings.

7

## Tackling Climate Change

We must consider the carbon 'footprint' of those people living, visiting and working in the Borough. The Partnership will participate in reducing the impacts of our basic needs: energy, water, food, housing, transport, consumables and waste services, and encourage others to do the same.

### Tackling Climate Change Priority - Addressing climate change

#### The Future

Reduced greenhouse gas emissions

Adaptation underway for dealing with the effects of climate change

Reduction of resource consumption in the domestic, commercial and public sectors

More power generated from sustainable and renewable sources

#### How We Will Get There

- By local organisations meeting carbon reduction targets. Partners considering individual action to reduce carbon output, investigating how action can be combined to make a borough-wide difference.
- Utilising support by the Energy Savings Trust and the Carbon Trust to develop action plans for CO2 reduction.
- Assessing local risks and opportunities to determine action. Once priorities are determined, the Partnership will work together to take appropriate adaptive measures.
- Mitigating against the risk of flooding by bringing expert Partners together to provide the best advice for sustainable action.
- Encouraging self-assessment of environmental impact and facilitating action planning.
- Encouraging a shift towards greater use of sustainable transport.
- Encourage and enable reduced water consumption.
- Improved support for local projects including funding applications and infrastructure development.

### Tackling Climate Change Priority - Promote sustainable lifestyles and behaviours

#### The Future

Greater community understanding of environmental sustainability

More people making their journeys by more sustainable forms of transport

Reduced need for people on lower incomes to travel into or out of the borough for work

New developments have a reduced carbon footprint

#### How We Will Get There

- Develop sustainable behavior through engaging people of all ages and sectors in developing a culture of Learning for Sustainability.
- By improving transport infrastructure and facilities.
- Supporting schools and businesses in managing their travel.
- Ensuring new development is located and designed to aid accessibility.
- Increase supply of local affordable housing.
- New properties developed to incorporate sustainable design and construction techniques.
- Existing properties to be modified for improved energy efficiency.

Reduced consumption of high carbon footprint products

- Joined up promotion of sustainable products
- Support local and/or low carbon footprint food production.

## Climate Change Priority - Reduce, reuse and recycle waste

### The Future

Reduced domestic waste generated in the borough

Reduced commercial waste generated in the borough

A developed local market for recycled products

### How We Will Get There

- Motivate residents to reduce consumption of materials that generate waste.
- Motivate residents to reuse materials instead of sending for disposal, e.g. composting.
- Enable greater recycling.
- Motivate organisations to reduce consumption of materials that generate waste.
- Motivate organisations to reuse materials instead of sending for disposal.
- Promote re-use of materials through sustainable construction.
- Enable greater recycling.
- Motivate people to procure local sustainable products.
- Support the development of 'closed loop' products and materials.

## Conclusion

Through our Community Partnership we can all contribute towards the challenges we face – making our community a better place to live in, work in and visit.

For further information, latest updates\* and to find out how you can make your contribution:

- Refer to our library on the next page to find out where Partners' plans fit within this Strategy or contact Partner organisations directly.
- Visit [www.rbwm.gov.uk](http://www.rbwm.gov.uk)

\* As figures and statistics presented throughout this Strategy will change due to the availability of new data and opinion, this document will be regularly updated.

*Add Partner logos here...*

## The Community Partnership Library *(provide hyperlinks on web version for readers to follow)*

<b>7 challenges</b>						
<b>Improving Community Safety</b>	<b>Strengthening Communities</b>	<b>Reducing Health Inequalities</b>	<b>Safeguarding The Vulnerable</b>	<b>Raising Educational &amp; Skills Attainment</b>	<b>Promoting Sustainable Economic Growth</b>	<b>Tackling Climate Change</b>
Joint Strategic Needs Assessment	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment	Joint Strategic Needs Assessment
RBWM Place Survey 2008	One Borough	NHS Vital Signs Operating Framework 2009/10	Social Care Clients Budget Plan	Grow our Own	Grow our Own	Climate Change Strategy
NHS Berkshire East Operating Framework 2009/10	RBWM Place Survey 2008	NHS Berkshire East Operating Framework 2009/10	Local Transport Plan	NHS Vital Signs Operating Framework 2009/10	Berkshire Economic Strategy Board	Waste Strategy
NHS Vital Signs 2009/10	Cultural Strategy	National Healthy Schools Scheme /	Supporting People Strategy 2008 – 2011 Action Plan	NHS Berkshire East Operating Framework 2009/10	SEEDA Regional Economic Strategy	Carbon Management Strategy
		Local Transport Plan	RBWM Adult Plan 2008-20	Learning for Sustainability Strategy For Schools	Local Development Framework	Air Quality Strategy
		Local Development Framework	Housing Strategy	2008 Annual Performance Assessment	Partnership for the Rejuvenation of Maidenhead (PRoM)	Local Transport Plan
		Supporting People Strategy 2009 – 2011	Empty Homes Strategy	Berkshire Structure Plan	Carbon Management Strategy	Carbon Management Strategy
		RBWM Adult Plan 2008-20	Affordable Warmth Strategy	Local Transport Plan	Local Transport Plan	Local Development Framework
		Children and Young People Plan 2008-11	'Home Checks/Fire Risks Plan'	Children and Young People Plan 2008-11	Economic Assessment Duty	Sustainable Design and Construction SPD
			Homelessness Strategy		Maidenhead Town Centre Area Action Plan	Learning for Sustainability Strategy
			Children and Young People Plan 2008-11		Visitor Management Strategy	