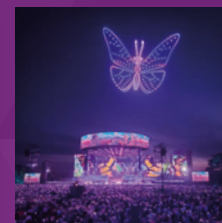
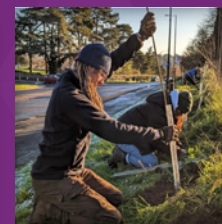


ROYAL BOROUGH OF WINDSOR & MAIDENHEAD COUNCIL PLAN 2024 - 2028

2025-26 Council Plan refresh



A borough of safer, greener and cleaner communities, with opportunity for all

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1 Foreword

In 2024 we set out a four-year plan to restore our council to one that can deliver on the expectations of Royal Borough residents. We also committed to refreshing it each year – as an opportunity to celebrate what has been achieved and set out what we still need to do to keep the delivery of our priorities on track.

This is the first-year refresh of our plan. While there has been some great progress, we have only just begun to scratch the surface of what we want to achieve.

The last twelve months have been challenging, and have meant we have had to make tough calls, to fix the mess we inherited and balance the budget for 2025/26.

But what we have shown this year is resolve.

We remain committed to ensuring the council is on a strong financial footing, as without the finances we simply cannot do all the things we need and want to do, delivering our other priorities is just as important.

This includes supporting the most vulnerable members of our communities including children, people with lifelong disabilities and older people. Alongside delivering highly visible services like fixing potholes and collecting rubbish.

Recognising what a fantastic place to live, work and visit our borough is – our key aims and priorities demonstrate our continued commitment to making sure the borough is clean and prosperous.

To support this, we are starting to put money back into the services that people tell us are important to them but were historically stripped out, such as maintaining our streets and parks - and working across council services, and with partners, to sort out litter, graffiti and fly tipping in the borough.

We are also continuing our commitment to increase what the council is doing to head towards net-zero and biodiversity, ensuring we are responsible guardians of our landscape and wildlife.



**Cllr Simon Werner,
Leader of the Council**

“Everything we do aims to demonstrate how the council is at the heart of the community – acting as a champion for our communities and businesses – as we strive to create a borough of safer, greener and cleaner communities, with opportunity for all.”

Building on the work that’s been done over the last year, including new planning guidance focused on environmental standards and sustainability and the work to improve efficiency and cut carbon emissions at council buildings, including Windsor Leisure Centre - our refreshed plan includes a commitment to delivering a new Climate and Environment Strategy for the borough by 2026.

We have also been laser focused on improving services where we can – with ambitious plans to transform the delivery of services, where we can make them more efficient and ensure that residents get more value. And we have begun the huge challenge of building a more sustainable financial model that will ensure we can build on that success.

Everything we do aims to demonstrate how the council is at the heart of the community – acting as a champion for our communities and businesses – as we strive to create a borough of safer, greener and cleaner communities, with opportunity for all.

**Councillor Simon Werner
Leader, Royal Borough of Windsor and Maidenhead**



Whether it's providing services to our communities, supporting some of our most vulnerable residents, driving economic prosperity for the area or creating opportunity for our young people – our drive as an organisation is our people and places. This is at the centre of our vision for both the borough and the council, as we set out the most important things for us to achieve as an organisation and for our residents for the remaining years of our Council Plan through to 2028.

As we are now a year into our four-year plan, we have taken the opportunity to review and refresh it, ensuring it remains current, still reflects borough priorities and takes on board the changing environment within which the council operates.

As part of this, we have also reviewed our performance against what we had said we would deliver over the previous year.

Of the 94 actions or 'deliverables' set out in the plan for 2024/25 – things we said we would do over the course of the financial year – 75% are either complete or on track, 18% are slightly off track but we still expect to be delivered, only 3% are off track and are not expected to be delivered just yet, and 3% are on hold because we have prioritised over things. Set within the challenging environment that all councils work in, this represents a strong performance and is testament to the dedication of our councillors and council officers.

The significant financial challenges the council has faced are well known and taking concrete steps to make the council financially sustainable over the medium-term remains at the forefront of our plan. In doing so, we haven't allowed our challenging financial position to define us and our work – our councillors and council officers continue to deliver high quality services and work hard to improve the borough.

We have been able to balance our budget for 2025/26, due to exceptional support from government. This provides certainty that we can meet our statutory duties for the next year, by being able to increase funding for the services most under pressure – children's and adults' social care and housing – marking a positive step forward to tackling the challenges we face.



Stephen Evans
Chief Executive

“As a council team, of both councillors and officers, we are determined to work together, towards our shared vision - putting the people of the borough at the heart of what we do, as we continue to deliver the services that residents value.”

It has also allowed us to start to put funding back into budgets for areas which were stripped out in previous years, helping us to be able to protect what people love about the borough and improve what needs to be improved.

However, this type of government support is far from a perfect solution to the council finances - borrowing money comes at a cost and coupled with demand for our services continuing to grow, means that financial pressures remain. This means that, although we have ambitious plans to deliver savings and transform how services are designed and delivered to make them more efficient, the council will need further financial support from government to set a balanced budget in future years unless the upcoming Spending Review allocates more money to local authorities.

However, despite these pressures we remain ambitious, and our refreshed Council Plan sets out what we're going to do to achieve these ambitions, along with how we'll continue to measure our progress, so that the people of the borough can hold us to account.

As a council team, of both councillors and officers, we are determined to work together, towards our shared vision - putting the people of the borough at the heart of what we do, as we continue to deliver the services that residents value.

Stephen Evans
Chief Executive



3 The Royal Borough context

Located in the heart of the Thames Valley, the Royal Borough is rich in areas of natural beauty and green space and home to 153,500 people.

Distinct towns and villages, connected by attractive countryside, create a high-quality environment in which to live, work and visit. The Royal Borough's long association with the Crown has gifted the borough with an impressive portfolio of heritage assets, attractions and world class events.

Borough residents broadly enjoy longer and healthier lives than average in England. Healthy life expectancy at birth is 69.7 years for men and 70.3 years for women. An active, skilled and caring volunteer community regularly give their time and energy to a range of causes, and this helps people of all ages to connect with each other and enjoy life.

The borough's educational offer is strong and local educational attainment (69.6% achieving Grades 9-4 at Key Stage 4) better than the South East average (66.7%) and places the borough in the top 25% of areas in England in 2023/24.

Strong regional, national and international links mean residents are able to take advantage of employment opportunities across the Thames Valley region and in the capital. The number of jobs available in comparison to working age residents (job density) is high compared to the South East, and unemployment is low at 3.2% (Oct-23 to Sep-24).

Since Apr-24, when the previous version of the Council Plan was approved, the council is addressing some challenges.

Most of the residents are better off compared to other places in the country, but there are some pockets of deprivation in the borough. In response to the cost of living pressures, the council has continued to provide [a range of support](#) including financial assistance for essentials, such as food, heating, council tax, and childcare for residents struggling financially during this winter.

Solutions are implemented to address social care and housing pressures. However, the increasing demand, evident at national level, is impacting our borough too. Around 314 households are in temporary accommodation. Around 7,000 (7.9%) households in the borough are in fuel poverty (2022) and around 2,600 children live in families with absolute low income (2022/23).

We are already living with the effects of climate change and weather events have increased in frequency and magnitude. These can have a devastating impact on the lives of residents and business owners in the borough, as seen most recently in the 2024 floods.

More information about RBWM, including population, health, economy, and deprivation statistics can be found online at [Berkshire Observatory](#) and benchmarking is available from [LG Inform](#).



4

Our vision

Our vision for the council

We have a clear vision about the type of council we want to be:

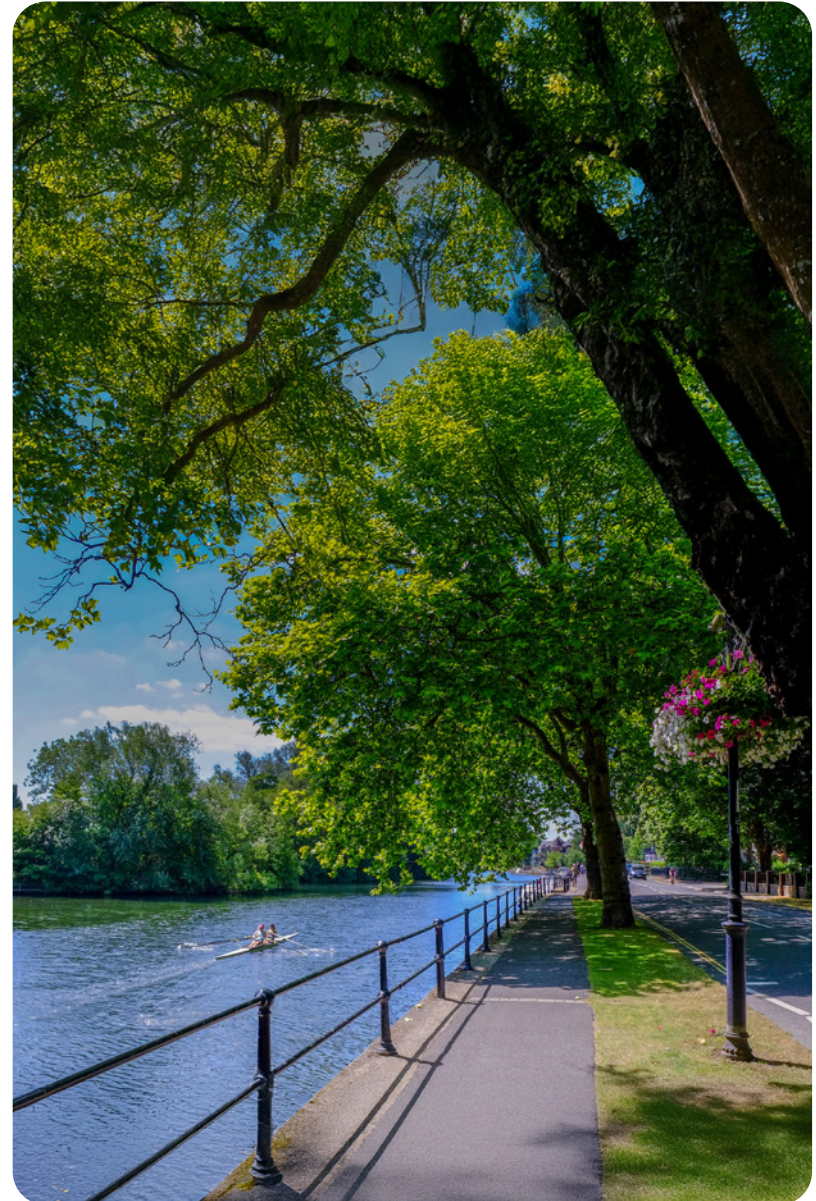
- **An outward-looking, collaborative, learning organisation** where all colleagues feel empowered and take responsibility.
- **A council at the heart of the borough's communities** – championing local issues, caring for and empowering residents, and creating opportunity.
- **A council which operates on a regional footprint**, leading and convening partners and stakeholders across the public, private and voluntary sectors to drive economic growth and prosperity and get the best outcome for our people and businesses.

Our vision for the borough

Our vision for the borough is: “**A borough of safer, greener and cleaner communities, with opportunity for all**”.

This vision is underpinned by our five strategic aims:

- Put the council on a strong financial footing to increase resilience and serve the borough effectively.
- A cleaner, greener, safer and more prosperous borough.
- Children and young people have a great start in life and opportunities through to adulthood.
- People live healthy and independent lives in supportive communities.
- A high-performing council that delivers for the borough.



Our commitment to equality, diversity and inclusion for all residents

We are committed to equality for all borough residents. As an employer, contractor of services and a community leader, we celebrate diversity and the contribution that different groups make to the borough.

We are committed to the delivery of accessible services and removing barriers to participation, making sure that we do not discriminate against someone because of perceived difference and reducing barriers to those facing digital exclusion.

We will continue to strengthen our approach to engagement and embed this across the council to ensure that we hear from and respond to residents and other stakeholders, particularly those from hard-to-reach groups.



Our workforce and organisational values

The talent, skills, passion, knowledge and experience of our workforce are central to all that we do. If our Council Plan is our strategic blueprint, the culture of the organisation is what will achieve our ambition.

Our organisational values set the standard of the way we work and behave every day. This means that we are all invested in, and accountable for, building and maintaining a positive working culture for our customers, partners, elected members and each other.



Humility



Empower



Respect



One Team

6 Our strategic aims and priorities

Over the next four years to 2028 we will focus on achieving five aims. These are cross-cutting, so every area of the council will look for ways to work together to support the delivery of our aims. These aims and priorities will be delivered in partnership, through different services working together and with a wide range of partners across the borough.

Aim 1: Put the council on a strong financial footing to increase resilience and serve the borough effectively

- 1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council's financial position.
- 1.2 Improve and modernise the way in which we deliver priority services, including using technology in better ways.
- 1.3 Drive channel shift and improve digital access to services, including the council's website – making payments and transactions easier and refreshing reporting functions.
- 1.4 Manage contracts effectively and explore alternative ways to deliver to improve value for money, including insourcing where appropriate.
- 1.5 Maximise the income we receive, through commercialisation, grants, fees and charges, and managing debt effectively.
- 1.6 Optimise use of the buildings, land and other assets that we own.

Aim 2: A cleaner, greener, safer and more prosperous borough

- 2.1 Keep our neighbourhoods clean, safe and in a good state of repair through increased investment, partnership working and engagement
- 2.2 Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity.
- 2.3 Support our local economy, working with businesses and other partners to secure inward investment.
- 2.4 Develop a more coherent approach to regeneration and place-making across the borough's key locations, and ensure economic and housing development benefits local communities.
- 2.5 Ensure availability of housing, that meets our local housing needs, with a focus on social housing and tackling homelessness.



Aim 3: Children and young people have a good start in life and opportunities through to adulthood

- 3.1 Support children and families to live safe, happy and healthy lives.
- 3.2 Support children and young people in our care and meet their needs safely.
- 3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities.
- 3.4 Support young people and families to develop resilience and independence.



Aim 4: People live healthy and independent lives in supportive communities

- 4.1 A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities.
- 4.2 Provide access to the right support to residents at the right time, in the right place, with a focus on early help and prevention, to maintain and extend independent living.
- 4.3 Deliver quality adult social care with suitable homes for those who need life-long support.



Aim 5: A high-performing council that delivers for the borough

- 5.1 Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making.
- 5.2 Strengthen partnerships with charities, the voluntary sector, businesses, parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents.
- 5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council.
- 5.4 Empower and support our workforce to deliver well for the borough, now and in the future.



7 Technical Appendix

This appendix sets out the key activities and deliverables we will focus on to achieve our strategic aims and priorities.

This also contains the Key Performance Indicators (KPIs) which we will use to measure our progress.

Deliverables that directly link to the council's Financial Improvement & Sustainability Plan are indicated by [FISP] and [NEW] indicates a new deliverable.

Priority activities and Key Performance Indicators

Aim 1: Put the council on a strong financial footing to increase resilience and serve the borough effectively

Strategic Priority	1.1 Continue to improve scrutiny, forecasting and monitoring of the budget; actively manage risks and opportunities to improve the council's financial position		
Deliverables		Target completion date	Lead Directorate
[NEW] Establish the budget setting process for 2026-27 following best practice, ensure all dates are booked in the Council Calendar to provide a robust 2026-27 Budget.		April 2025	Resources
[FISP] Review the approach to setting the capital budget so that it is medium term in outlook with more emphasis on supporting business cases that fully consider revenue budget implications.		April 2025	Resources
[NEW] Set up a finance transformation programme that includes finance business partnering, financial planning, transactional finance and income and debt recovery.		April 2025	Resources

Strategic Priority	1.2 Improve and modernise the way in which we deliver priority services, including using technology in better ways		
Deliverables	Target completion date	Lead Directorate	
Deliver Phase 1 of migration to a new Case Management System (LiquidLogic) in Children's Services to support more effective service delivery. Phase 1 will ensure that the new system has all the requirements to enable the current management system to be safely switched off and decommissioned. Phase 2 will implement modules such as financial and SEND. A target completion date for phase 2 will be agreed at the Transformation Board in early 2025.	April 2025	Children's Services & Education	
[FISP] Introduction of electronic invoice matching system for domiciliary care services following activation of Mosaic case-management system in January 2025.	June 2025	Adults, Health & Communities	
[FISP] Introduction of Direct Debit payments for adult care contributions.	September 2025	Adults, Health & Communities	
[FISP] Implementation of other transformation schemes identified by Newton in addition to what has already been identified by Children/Adults Services, as agreed by the Council.	November 2026	Adults, Health & Communities and Children's Services & Education	

Strategic Priority	1.3 Drive channel shift and improve digital access to services, including the council's website – making payments and transactions easier and refreshing reporting functions		
Deliverables	Target completion date	Lead Directorate	
[NEW] Set up a plan for delivering further integration of front-end and back-end systems, and to enhance Report-It features, improve digital access to services, such as the council's website and simplifying transactions and payments and updating reporting.	September 2025	Resources	
[NEW] Placeholder: for a specific deliverable focused on improvements to Report-It function to make it easier for residents to report issues – this will be agreed once the digital plan is approved in September 2025.	TBC	Resources	

Strategic Priority	1.4 Manage contracts effectively and explore alternative ways to deliver to improve value for money including insourcing where appropriate		
Deliverables	Target completion date	Lead Directorate	
Implement a contract management process and associated guidance, and review and update the contract register to ensure accuracy and compliance with the Local Transparency Code 2015.	June 2025	Resources	
Review governance arrangements for contract management within the Place Directorate, seek in-year contract efficiencies which maintain quality while supporting essential services and embed improvements to strengthen practices, rationalise systems and quality assure delivery.	March 2028	Place	
[FISP] Place contracts – review service specification and performance measures and complete procurement of new Highway Maintenance contract.	March 2026	Place	
[NEW] Ensure the council is prepared for the new Procurement Act. Complete training for Procurement Officers, training for Officers, update Constitution, publish new procurement templates and guidance notes.	June 2025	Resources	
[NEW] Work with directorates to ensure self-service procurements are entered into the finance system (Agresso) accurately, improving accuracy of the register and the pipeline that feeds from the register.	June 2025	Resources	

Strategic Priority	1.5 Maximise the income we receive, through commercialisation, grants, fees and charges, and managing debt effectively	
Deliverables	Target completion date	Lead Directorate
Review debtor management practices to improve collection rates across council functions and recover existing debt.	March 2026	Resources
[NEW] Develop an advertising and sponsorship policy.	June 2025	Place
[FISP] Ensure priority Placemaking and Regeneration schemes are delivered using external grants and reduce borrowing – through a line-by-line review of council's capital programme.	April 2025	Place
[FISP] New Parking Strategy to inform differential fees & charges for 25/26 and wider parking policy, aligned to emerging Parking Supplementary Planning Document (SPD) work.	March 2026	Place
[FISP] Work with NHS and public health to maximise impact of grants, including Better Care Fund and Hospital Discharge funds in line with emerging preventative agenda, to keep rate of people placed into long term residential care low.	March 2026	Adults, Health & Communities
[FISP] Develop joint protocols with Frimley ICB in relation to Continuing Healthcare and s117 Aftercare, to ensure RBWM residents receive appropriate support for health needs.	March 2026	Adults, Health & Communities

Strategic Priority	1.6 Optimise use of the buildings, land and other assets that we own	
Deliverables	Target completion date	Lead Directorate
[FISP] Bring council's property services back in house and transform to a corporate landlord function to increase efficiencies from asset management.	May 2025	Place

Aim 1: Key performance indicators

Indicator	
Budget	Forecast variance to service revenue budget (£000).
	Savings made or on track (£000s).
	[NEW] General fund reserves (£000s).
	Overdue debts (excluding housing benefits overpayments and council tax arrears) (£000s).
	[NEW] % of client contributions outstanding and at risk of non-collection.
	[NEW] Value of client contributions collected which was outstanding by >6 months (£000s).
Libraries	[NEW] # of new library members.
	[NEW] # of visitors to libraries.
Revenues	% of council tax collected.
	% of non-domestic rates (business rates) collected.

Aim 2: A cleaner, greener, safer and more prosperous borough

Strategic Priority	2.1 Keep our neighbourhoods clean, safe and in a good state of repair through increased investment, partnership working and engagement		
Deliverables	Target completion date	Lead Directorate	
Increase engagement with residents and businesses as part of borough-wide campaign to keep the borough clean, increase recycling and encourage positive behaviour change to reduce waste.	March 2026	Place	
Work in partnership to deliver key priorities for public protection in the reduction of serious violence, crime, disorder, anti-social behaviour and enabling community resilience through community warden engagement.	March 2026	Place	
Deliver effective regulatory functions to ensure a safe experience for our residents, visitors and businesses and encourage economic growth.	March 2026	Place	
Approve an improved enforcement policy (including civil penalties) that is transparent, proportionate, consistent and targeted at higher risks.	March 2026	Place	
[NEW] Conduct regular monitoring of council owned parks and green spaces to ensure they are safe and well maintained for residents to enjoy.	March 2026	Place	

Strategic Priority	2.2 Protect and improve the environment and green spaces, reduce carbon emissions and increase biodiversity	
Deliverables	Target completion date	Lead Directorate
Secure external funding to deliver energy efficiency and decarbonisation projects.	March 2028	Place
Assess condition of facilities (Phase 1) as part of improvement to parks, playgrounds and green spaces for recreation and leisure, and build on community involvement in protecting and enhancing the environment including biodiversity.	March 2026	Place
[NEW] Set up a biodiversity net gain habitat bank to allow developers to offset biodiversity loss elsewhere in the borough.	March 2026	Place
[NEW] Develop a new grounds maintenance contract to help protect and improve the environment and green spaces.	September 2026	Place
[NEW] Develop a new Environment and climate strategy.	March 2026	Place

Strategic Priority	2.3 Support our local economy, working with businesses and other partners to secure inward investment	
Deliverables	Target completion date	Lead Directorate
Agree further Memoranda of Understanding (MOUs) with key borough businesses and organisations, to strengthen partnership working and support delivery of our priorities.	March 2026	Place
[NEW] Develop an economic strategy in conjunction with economic forum of business leaders.	March 2026	Place

Strategic Priority	2.4 Develop a more coherent approach to regeneration and place-making across the borough’s key locations, and ensure economic and housing development benefits local communities		
Deliverables		Target completion date	Lead Directorate
Develop and embed a new Local Transport Plan.		December 2025	Place
Review and update the Infrastructure Delivery Plan to reflect priorities for investment.		September 2025	Place
[FISP] Business Improvement Districts (BID). Development of BID proposal and business plan for Ascot, Windsor (Tourism BID) and Maidenhead, including a project plan and timetable ahead of engagement to shape the detail.		September 2025	Place
[FISP] Drive forward regeneration of Maidenhead shopping centre to realise capital receipts and increase income from business rates. Continued engagement with developers to bring forward a scheme to Planning Committee in 2025.		September 2025	Place
[NEW] Conduct a community governance review on the unparished areas of Windsor and Maidenhead.		May 2027	Resources
[FISP] Broaden governance and cross-directorate engagement on major strategic sites to maintain momentum and delivery of new housing targets.		April 2025	Place
[FISP] Support redevelopment of Ascot via adoption of Supplementary Planning Document (SPD) that will guide future development in the area, complementing vision in the Borough Local Plan and Neighbourhood Plan.		June 2025	Place

Strategic Priority	2.5 Ensure availability of housing, that meets our local housing needs, with a focus on social housing, temporary accommodation and tackling homelessness	
Deliverables	Target completion date	Lead Directorate
Review and revise housing strategies, policies, practice and procurement to provide improved service and accommodation solutions to those who are homeless or seeking provision of social housing.	March 2028	Place
Identify opportunities (including grant funding) to increase availability of permanent social housing and in borough temporary accommodation in addition to reducing overall spend on temporary accommodation.	March 2028	Place
[FISP] Supported accommodation scheme partner selected and work underway.	November 2025	Adults, Health & Communities

Aim 2: Key performance indicators

Indicator	
Community safety	# of anti-social behaviour incidents and complaints.
Economy & Place-making	Retail vacancy rate: (Ascot, Maidenhead, Windsor).
Environment	Council's direct carbon dioxide equivalent emissions from council operations (in tonnes CO2e).
	% of borough land for nature.
Environmental Health & Trading Standards	[NEW] % of food premises rated 0,1 or 2 (not broadly compliant), moving to a compliant rating of 3,4 or 5 against the Food Hygiene Rating System following intervention by food safety officers.

Indicator	
Environmental services	% of reported fly tipping (hazardous and non-hazardous) instances removed within timescale.
	Levels of litter [NI 195a].
	Levels of detritus [NI 195b].
	[NEW] % of reported graffiti on council land resolved within published timescales.
	% of grass cutting completed against target (parks, highways and cemeteries).
Housing & rough sleeping	% successful homelessness prevention activity for households subject to the Prevention/Relief duty.
	# of people sleeping rough known to the council.
	[NEW] # of rough sleepers supported through the rough sleeper pathway.
	[NEW] % of temporary accommodation provided on a nightly rate.
Waste management & recycling	% of household waste sent for reuse, recycling.
	Average no. missed collections per 100,000 collections.

Aim 3: Children and young people have a great start in life and opportunities through to adulthood

Strategic Priority	3.1 Support children and families to live safe, happy and healthy lives		
Deliverables		Target completion date	Lead Directorate
[NEW] Deliver the Children’s Social Care Reforms, including the creation of a Family Help Multi-Disciplinary Service.		September 2026	Children’s Services & Education
[NEW] Create a 'local offer' for all kinship arrangements, this will reduce placement breakdown for existing 'at risk' placements and attract new kinship arrangements so that more children can remain in family environments.		March 2026	Children’s Services & Education
[NEW] Extend and secure the Systemic Wellbeing Service which is a psychological and therapy provision for children and young people in care and care leavers to 25 years old. This supports resilience and wellbeing of Children in Care and care leavers and strengthens care pathways, risk assessments and stability of placements (educational & care).		March 2026	Children’s Services & Education
[FISP] Transform the delivery of the short break service for children and young people by increasing the number and variety of activities and support on offer in the community.		December 2025	Children’s Services & Education

Strategic Priority	3.2 Support children and young people in our care and meet their needs safely	
Deliverables	Target completion date	Lead Directorate
Convene Family Network Meetings and Family Group Conferences to promote viable alternatives to foster and residential care and enhance support to kinship and connected carers, as part of the Children's Social Care Reforms, particularly pre court proceedings.	September 2026	Children's Services & Education
[NEW] Develop a business case for a supported accommodation model for Care Leavers to meet care needs safely and locally.	December 2025	Children's Services & Education
[NEW] Increase the recruitment of foster carers by working with the South East Regional Recruitment Hub so that prospective carers have access to a central platform for enquiries and support at the start of their fostering journey.	January 2025	Children's Services & Education
[NEW] Partake in the Regional Care Cooperative, which aims to bring together and improve governance around commissioning fostering, residential and secure care placements, so that local authorities can ensure fair practice and value for money when commissioning placements for young people.	December 2025 and quarterly review	Children's Services & Education
[FISP] Progress the development of an in-house registered children's home that will support up to four young people.	July 2025	Children's Services & Education
[FISP] Proactive commissioning activity and social work to ensure that, wherever safe, the cost of Unaccompanied Asylum Seeking Children (UASC) placements do not exceed the grant income available from the Home Office.	June 2025	Children's Services & Education
[FISP] Review of children's placements and stepping children down to foster care from residential care where safe and appropriate to do so.	September 2025	Children's Services & Education

Strategic Priority	3.3 Support all children and young people from birth into adulthood, enabling them to live, learn and thrive locally and access opportunities	
Deliverables	Target completion date	Lead Directorate
Work to reduce gaps in attainment in reading, writing and mathematics between children in receipt of the Pupil Premium grant and their peers, including the creation of a borough wide Education Board, with a launch of the strategy and plan in November 2025.	November 2025	Children's Services & Education
Maintain and improve education provision for all students through targeted improvement support to schools, as set out in our local plan.	January 2026 and quarterly review	Children's Services & Education
Active co-production with parents/carers and children/young people to ensure that the deliverables in the Special Educational Needs and Disabilities (SEND) Strategy are achieved. This will be achieved by ensuring that the parent/carer forum, SEND Voices are active participants in the Board and workstreams.	December 2025 and quarterly review	Children's Services & Education
Develop more readily available inclusive provision in mainstream early years settings, schools and colleges. For this year this relates to the opening of a Resource Provision in Trevelyan School for cognition and learning difficulties.	September 2025	Children's Services & Education

Strategic Priority	3.4 Support young people and families to develop resilience and independence	
Deliverables	Target completion date	Lead Directorate
[NEW] Empower and support children and young people to co-produce their own plans, chair their own meetings when appropriate and involve them in meetings where they have the opportunity to hold decision-makers to account for commitments made to deliver or improve services (e.g. Feedback through the quality assurance process).	September 2025	Children's Services & Education
[NEW] Strengthen engagement with children and young people to ensure their views are heard and included in decisions that impact their lives, through developing an action plan to support Achieving for Children (AfC)'s Participation Strategy and reviewing the quality assurance framework on how we gain feedback from our children, young people and families.	May 2025	Children's Services & Education

Aim 3: Key performance indicators

Indicator	
Care Leavers	% of Care leavers in accommodation considered suitable (19-21 years).
	% of Care leavers in education, employment or training (19-21 years).
Child Protection	% of initial Child Protection Conferences held within timescale.
	[NEW] % of child protection plans (CPP) starting during the year, which were a second or subsequent plan.
Children in Care	[NEW] % of children who cease being looked after due to special guardianship order (SGO) or child arrangements order (CAO).
	[NEW] % of Children in Care with an annual health assessment.
	% of Children in Care with 3+ placements within 12mths.
	% of fostered children placed with in-house (Achieving for Children Independent Fostering Agency) carers.
	[NEW] % of children in care that are in a foster care placement.
	[NEW] % of Children in Care placed more than 20 miles from home.
Children in Need/ Referrals	[NEW] % of re-referrals to Children's Social Care within 12mths (YTD cumulative).
	[NEW] # of children referred per 10,000 population (annualised).

Indicator	
Education & SEND	[NEW] Overall absence for CINO at quarter end [CINO: children in need, excluding children on a child protection plan and children looked after].
	[NEW] Overall absence for CPPO at quarter end [CPPO: children on a child protection plan, excluding children looked after].
	[NEW] Overall absence for CiC 12 months at quarter end [CiC: Children in Care].
	[NEW] % of children achieving a good level of development in EYFS (Not eligible for FSM) [EYFS: Early Years Foundation Stage] [FSM: Free School Meals].
	[NEW] % of children achieving a good level of development in EYFS (FSM eligibility).
	[NEW] Average Attainment 8 score (Disadvantaged).
	[NEW] Average Attainment 8 score (Not Disadvantaged).
	[NEW] Average Progress Score 8 (All State funded and Any SEN) [SEN: Special Educational Needs].
	% of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (Disadvantaged).
	% of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (Not disadvantaged).
	[NEW] % of pupils meeting the expected standard in reading, writing and maths (combined) at KS2 (All SEN) [KS: Key Stage].
	% of EHCP assessments completed within 20wks (inc. exceptions) [EHCP: Education, Health and Care Plan].
Family Hubs	% of Family Hub referrals closed in the period with a positive outcome.

Aim 4: People live healthy and independent lives in supportive communities

Strategic Priority	4.1 A council-wide focus on increasing healthy life expectancy, improving wellbeing and reducing the impact of inequalities		
Deliverables	Target completion date	Lead Directorate	
Refresh the Joint Health & Wellbeing Strategy, to align with council priorities and embed a Public Health approach across the council, including the development of action plans and KPIs for the four key themes: Best Start in Life, Living Well (with a focus on modifiable risk factors such as drug and alcohol, smoking, physical inactivity, obesity and poor air quality), Ageing Well, and Healthy Place.	March 2026	Adults, Health & Communities	
Work with a range of partners to support residents experiencing financial difficulties, with a focus on those most at risk - through targeted financial and practical support including Here to Help, Household Support Fund, and provision of advice to maximise incomes.	March 2026	Adults, Health & Communities	
Increase access and opportunities for residents to be physically active as part of daily life, including sport, leisure, active travel, and participation within community clubs, supported by newly published strategies and plans.	March 2026	Place	

Strategic Priority	4.2 Provide access to the right support to residents at the right time, in the right place, with a focus on early help to maintain and extend independent living	
Deliverables	Target completion date	Lead Directorate
Review and embed stronger engagement practices with appropriate community sector partners to support early community-based, non-statutory help for residents, helping them to remain living independently for longer in their own homes.	August 2025	Adults, Health & Communities
Work with Achieving for Children to provide clearer pathways into adulthood, including independent living, so that more young people can thrive in their local communities as adults.	December 2025	Adults, Health & Communities + Children's Services & Education
[NEW] Reduce occupational therapy waiting times through the use of strength-based assessments.	December 2025	Adults, Health & Communities
[NEW] Develop a clear Public Health performance framework, as assurance for use and impact of the Public Health grant and additional funding streams, and support health intelligence informed decision making for service improvements.	March 2026	Adults, Health & Communities

Strategic Priority	4.3 Deliver quality adult social care with suitable homes for those who need life-long support		
Deliverables		Target completion date	Lead Directorate
Drive continual service quality and practice improvement, building on the Care Quality Commission (CQC) recommendations and action plan to drive continual service improvement: including co-producing solutions with service-users which seek to increase the length of time that residents can live independently at home. This includes timely reablement to further reduce the reliance on long-term support.		March 2026	Adults, Health & Communities
Explore options and potential risk/return of working with Optalis to provide a council owned and run nursing home, catering for the most complex level of care needs.		January 2026	Adults, Health & Communities
Develop up to 18 “Shared Lives” arrangements across the borough to enable more people with learning disabilities to live in their own homes or with families, reducing the number of out-of-borough residential placements.		March 2026	Adults, Health & Communities
[FISP] Supported accommodation scheme providing “lifetime homes” in Windsor opened with first residents taking up accommodation.		February 2027	Adults, Health & Communities

Aim 4: Key performance indicators

Indicator	
Adult social care	[NEW] [Quartile] % satisfied/very satisfied with the care & support services they receive.
	[NEW] % satisfied/very satisfied with the care & support services they receive.
	% of permanent admissions to a care home for those aged 65yrs+ (previously self-funded).
	# of permanent admissions to care for those aged 65yrs+ per 100,000.
	% of clients with Learning Disabilities who live in their own home or with family.
	# of new people placed in Shared Lives .
Health improvement	Inequality in life expectancy at birth (male).
	Inequality in life expectancy at birth (female).
	NEW] # of residents setting a quit date for smoking.
	[NEW] % of drug & alcohol clients making substantial progress.
Leisure centres	# of attendances at leisure centres.

Aim 5: A high-performing council that delivers for the borough

Strategic Priority	5.1 Strengthen how we work to serve the borough better - placing the borough at the heart of communities; listening to people and involving them in decision-making		
Deliverables	Target completion date	Lead Directorate	
Develop and deliver a refreshed Communications and Engagement Strategy to strengthen and update the council's overarching approach to communications with our communities and other stakeholders.	September 2025	Chief Executive	
[NEW] Strengthen resident engagement on key decisions by setting up a Residents Panel and improved engagement for our consultations.	March 2026	Chief Executive	
[FISP] Ensure appropriate protections in place, for those most at need, if government gives permission to raise council tax above the current cap.	March 2026	Resources	

Strategic Priority	5.2 Strengthen partnerships with charities, the voluntary sector, businesses, and parishes, health and education partners, statutory bodies, faith groups and others to enable better outcomes for residents		
Deliverables	Target completion date	Lead Directorate	
Engage with all stakeholders to review and revise the Homelessness and Rough Sleeping Strategy to reduce homelessness in the borough and ensure that those in need have a safe place to call home.	March 2026	Place	
[NEW] Develop a Social Value Policy which aligns with the Council Plan priorities.	March 2026	Resources	

Strategic Priority	5.3 Strengthen the council's governance, transparency and accountability and provide the framework for a high-performing, compliant council	
Deliverables	Target completion date	Lead Directorate
[NEW] Enhance the assurance framework by refreshing the council's performance management approach.	December 2025	Chief Executive
Deliver the planning service improvement plan to strengthen service-delivery across key customer-facing and enabling functions.	June 2025	Place
[NEW] Deliver a Local Development Scheme (LDS), in preparation of a new Borough Local Plan and response to recent National Planning Policy framework (NPPF) changes. Scoping and early preparation of the plan to commence final quarter of 2025/26.	March 2027	Place
Deliver planned digital migration of Local Land charges system.	December 2025	Resources
[FISP] Continually review governance arrangements and mechanisms for effective financial control and take further steps to strengthen governance and ensure adherence to Best Value duties - Set up an Audit Board and Capital Review Board.	April 2025	Resources

Strategic Priority	5.4 Empower and support our workforce to deliver well for the borough, now and in the future		
Deliverables	Target completion date	Lead Directorate	
[NEW] Develop and launch an updated Workforce Strategy which will include areas of focus around recruitment, retention, professional development, terms and conditions, benefits and developing organisational capacity to drive transformation.	March 2026	All directorates	
[NEW] Identify and implement automation of HR platform (iTrent) to deliver increased functionality, reduce manual practices and deliver channel shift and digitalisation ambitions.	October 2025	Resources	
[FISP] Recruitment of permanent management team underway. Full year programme to target significant reduction in number of agency staff in operational services in adult social care while maintaining service safety.	March 2026	Adults, Health & Communities	
[NEW] Seek to stabilise the finance team through filling of vacancies and remove the reliance on interims. This will then form the bedrock that allows the team to implement the service improvement plan.	April 2026	Resources	

Aim 5: Key performance indicators

Indicator	
Benefits	Average # of days to process new claims (Housing Benefits).
	Average # of days to process changes in circumstances (Housing Benefits).
Complaints	[NEW] % of Stage 1 complaints upheld/partially upheld [RBWM Formal Corporate].
	[NEW] % of Stage 1 complaints upheld/partially upheld [Adults].
	[NEW] % of Stage 1 complaints upheld/partially upheld [Children's].
	% of Stage 1 complaints responded to within timescale [Adults/Children's/RBWM combined].
Customer service	% of calls answered within 2mins.
	% of calls abandoned after 5 seconds.
Digital development	[NEW] Number of incidents logged by residents on Report it forms – non targeted.
	[NEW] Placeholder: Timeliness measure in relation to Report-it incidents from reporting to case closed.
FOI requests	% of Freedom of Information (FOI) requests processed within 20 working days or within agreed timelines.
Planning	% of major planning applications processed in time (or within agreed time period).
	% of minor planning applications processed in time (or within agreed time period).
	% of other planning applications processed in time (or within agreed time period) .
	% of planning decisions overturned.

Indicator

Workforce

of working days lost to sickness per headcount (YTD) [RBWM].

% voluntary turnover (YTD) [RBWM].

% of posts filled with permanent staff [RBWM].

% of social worker posts filled with permanent staff [Achieving for Children].

% of social worker posts filled with permanent staff [ASC].

[NEW] % of concluded vacancies successfully filled [RBWM].



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