

NOTICE
OF
MEETING



**ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY
PANEL**

will meet on

THURSDAY, 24TH MARCH, 2016

7.00 pm

COUNCIL CHAMBER - TOWN HALL, MAIDENHEAD

TO: MEMBERS OF THE ADULT SERVICES AND HEALTH OVERVIEW AND
SCRUTINY PANEL

COUNCILLORS MOHAMMED ILYAS (CHAIRMAN), MICHAEL AIREY (VICE-
CHAIRMAN), CHARLES HOLLINGSWORTH, LYNNE JONES, JOHN LENTON
AND LYNDA YONG

SUBSTITUTE MEMBERS

COUNCILLORS MALCOLM BEER, DR LILLY EVANS, SAYONARA LUXTON,
ASGHAR MAJEED, MARION MILLS, NICOLA PRYER, JOHN STORY AND
SIMON WERNER

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 16 March 2016

Members of the Press and Public are welcome to attend this meeting.

The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel
Administrator **David Cook**

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
1.	<u>APOLOGIES</u> To receive any apologies for absence.	
2.	<u>DECLARATIONS OF INTEREST</u> To receive any declarations of interest.	5 - 6
3.	<u>MINUTES</u> To approve the part I minutes of the meeting held on 2 February 2016	7 - 10
4.	<u>DYNAMIC PURCHASING SYSTEM - BUSINESS CASE</u> To comment on the report being submitted to Cabinet on 31 March 2016	11 - 22
5.	<u>WAYS INTO WORK SOCIAL ENTERPRISE - ANNUAL REVIEW 2015-2016</u> To comment on the report being submitted to Cabinet on 31 March 2016	23 - 36
6.	<u>RBWM TRANSFORMATION PROGRAMME 2015-18: AN AGILE COUNCIL</u> To comment on the report being submitted to Cabinet on 31 March 2016	37 - 56
7.	<u>LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC</u> To consider passing the following resolution:- "That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 8-9 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraphs 1-7 of part I of Schedule 12A of the Act"	

PRIVATE MEETING

8.	<p><u>MINUTES</u></p> <p>To approve the part II minutes of the meeting held on 2 February 2016</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	57 - 58
9.	<p><u>DELIVERING CHILDREN'S SERVICES</u></p> <p>To comment on the report being submitted to Cabinet on 31 March 2016</p> <p><i>(Not for publication by virtue of Paragraph 3 of Part 1 of Schedule 12A of the Local Government Act 1972)</i></p>	59 - 180
	<p><u>Details of representations received on reports listed above for discussion in the Private Meeting:</u></p> <p>None received</p>	

MEMBERS' GUIDANCE NOTE

DECLARING INTERESTS IN MEETINGS

DISCLOSABLE PECUNIARY INTERESTS (DPIs)

DPIs include:

- Any employment, office, trade, profession or vocation carried on for profit or gain.
- Any payment or provision of any other financial benefit made in respect of any expenses occurred in carrying out member duties or election expenses.
- Any contract under which goods and services are to be provided/works to be executed which has not been fully discharged.
- Any beneficial interest in land within the area of the relevant authority.
- Any license to occupy land in the area of the relevant authority for a month or longer.
- Any tenancy where the landlord is the relevant authority, and the tenant is a body in which the relevant person has a beneficial interest.
- Any beneficial interest in securities of a body where
 - a) that body has a piece of business or land in the area of the relevant authority, and
 - b) either (i) the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body **or** (ii) the total nominal value of the shares of any one class belonging to the relevant person exceeds one hundredth of the total issued share capital of that class.

PREJUDICIAL INTERESTS

This is an interest which a reasonable fair minded and informed member of the public would reasonably believe is so significant that it harms or impairs your ability to judge the public interest. That is, your decision making is influenced by your interest that you are not able to impartially consider only relevant issues.

DECLARING INTERESTS

If you have not disclosed your interest in the register, you **must make** the declaration of interest at the beginning of the meeting, or as soon as you are aware that you have a DPI or Prejudicial Interest. If you have already disclosed the interest in your Register of Interests you are still required to disclose this in the meeting if it relates to the matter being discussed. A member with a DPI or Prejudicial Interest **may make representations at the start of the item but must not take part in discussion or vote at a meeting.** The term 'discussion' has been taken to mean a discussion by the members of the committee or other body determining the issue. You should notify Democratic Services before the meeting of your intention to speak. In order to avoid any accusations of taking part in the discussion or vote, you must move to the public area, having made your representations.

If you have any queries then you should obtain advice from the Legal or Democratic Services Officer before participating in the meeting.

If the interest declared has not been entered on to your Register of Interests, you must notify the Monitoring Officer in writing within the next 28 days following the meeting.

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Public Document Pack Agenda Item 3

ADULT SERVICES AND HEALTH OVERVIEW AND SCRUTINY PANEL

TUESDAY, 2 FEBRUARY 2016

PRESENT: Councillors Mohammed Ilyas (Chairman), Michael Airey (Vice-Chairman), Lynne Jones, John Lenton and Lynda Yong

Also in attendance: Councillor Coppinger and Sheila Holmes (WAM Healthwatch)

Officers: Alison Alexander, Alan Abrahamson, Angela Morris and David Cook.

APOLOGIES

Apologies for absence were received by Cllr Hollingsworth, Cllr Mills attended as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

The minutes of the meeting held on 19th November 2015 were approved as a true and correct record.

EAST BERKSHIRE STROKE PROJECT

Ricky Chana, Project Manager Slough CCG, attended the meeting to inform the Panel of proposed plans to reconfigure the way acute stroke services are delivered in East Berkshire and particularly in Windsor, Maidenhead and Slough.

The proposed plans were to reconfigure stroke services in East Berkshire to deliver a modified version of the 'London Model', which ensured that all suspected stroke patients were conveyed to a Hyper Acute Stroke Unit (HASU) for their care. The Thames Valley Clinical Senate had endorsed this reconfiguration in East Berkshire.

Currently, patients who lived in Ascot or Maidenhead most likely went to Frimley Park Hospital or The Royal Berkshire Hospital. Both hospitals offered excellent stroke services and the decision on which hospital patients went to was based on a number of factors, including the speed at which patients could be transported there.

Stroke patients from Windsor and Maidenhead were likely to be treated at Wexham Park Hospital, which was not a HASU. In order to ensure that Windsor and Maidenhead patients receive the optimal standard of care should they suffer a stroke, it was proposed that they should be treated at the nearest HASU, which for the majority is Wycombe hospital. Frimley would continue to be used for those closer to it.

During the discussion the following points were made:

- It was questioned if Wexham would be used once turned around however this had been discounted as they would require a certain volume of patients to maintain a HASU standard.
- It had been noted that getting the right level of rehabilitation after leaving hospital was important. After the standard 6 weeks rehabilitation patients would be able to access specialist services at local hospitals and in the community.

- The Panel were reassured that the move away from Wexham would be done in a seamless way.
- The change was driven by quality of service and outcomes rather than budget.
- There was no age limit on the treatment and types of drugs used.
- They would be looking at transport options and payment for transport.
- Capacity levels at Wycombe had been examined and the hospital had identified wards to increase its physical capacity.
- It was not expected to be implemented until the next financial year and services will remain as they are until then.

Resolved that the Panel note the update.

SLOUGH WALK IN CENTRE - ITEM WITHDRAWN

Item withdrawn.

FINANCE UPDATE

Alan Abrahamson introduced the report that provided an update to members on the Council's financial performance with services currently projecting a £192k underspend. The combined General Fund Reserves sat at over £6m which was £1m more than when the budget was set.

The Directorate was reporting a projected £52k underspend for the year. Most of this underspend came from a successful award of continuing healthcare funding for a high cost placement. The budget position took into account the additional budget allocation by Council in December 2015.

The Panel were also informed that the Council would be reviewing its Contribution Policy. The Care Act 2014 provided revised guidance for councils in respect of the treatment of higher rates of the Disability Living Allowance (DLA) and Attendance Allowance (AA). This guidance allows councils to include these higher rate payments, which residents receive, within financial assessments for establishing how much a resident can afford to contribute towards the costs of their non-residential social care. It is proposed that amendments to the Council's Adult Social Care financial Contribution Policy to cover both these changes is consulted upon.

Cllr Jones mentioned that some people used their allowance for help with everyday things such as shopping, could this impact their independence. The Panel were informed that the persons assessment would look at needs and costs would be taken into account.

Resolved that the report be noted.

BUDGET 2016/17

Alan Abrahamson gave a presentation on the proposed 2016/17 budget that included an overview of the national and local context. This included issues such as an increased demand for adult social care and a decreased grant settlement. The Panel were informed that appendix J detailed the Medium Term Financial Plan that set

out areas such as out income and expenditure assumptions over next three years, 1000 new houses per year and Adult Social Care precept of 2% pa. The Panel were shown the recommendations and main points which were contained within the budget report including the proposed freeze in council tax at band D rate of £906.95.

With regards to Adult Social Care issues these were shown to be:

- Growth of £3.6m to meet demographic pressures.
- Efficiency savings of £1.2m.

- Homecare charge frozen at £16/hour.
- Challenges for 2016-17:
 - Recruiting and retaining social workers and managers.
 - Development of the “Outcome-based” Homecare service.
 - Working with the CCG to reduce non-elective admissions to hospital.
 - Planning for integration with Health Services.
 - Managing the Deprivation of Liberty Safeguarding process.
 - Managing the residential and nursing home market.

The Panel were informed that there would be the following areas of growth:

- £900k for Homecare and Direct Payments.
- £600k for Residential & Nursing Care
- £400k for services to people with Mental Health needs.
- £700k for Learning Disability Services.
- £400k to meet impact of DOLS.
- £600k other growth.

The Panel were also provided with a list of saving proposals which totalled £1.2m.

With regards to the Capital programme Members were asked to comment on or give their support to any of the following projects:

- Boyne Grove Personal Care Area
- Remodelling and De-registration of Winston Court and Homeside Close
- Supported Independent Living for LD and Challenging Behaviour
- Learning Disability Service Accommodation for young adults in transition.

The Panel supported all projects with specific support being given to Boyne Grove Personal Care Area and Learning Disability Service Accommodation for young adults in transition.

Cllr M Airey asked why mental health service was showing as having increased funding but also showing proposed savings, the Panel were informed that the savings related to agency staff in key posts that were hard to recruit to. Proposals were being put forward to make the positions more attractive to permanent employment rather than relying on agency staff.

Cllr Jones mentioned that the report contained many references to the Council Tax being ‘frozen’ when in fact it was increasing by 2%; she was in support of the increased spend but it needed to be clear Council Tax was increasing.

Councillor Jones also mentioned that there had been historic issues over the recruitment and retention of social workers and if we could expect an improvement. The Panel were informed that a business case was being produced at improving social workers pay and conditions and this should help increase retention.

Resolved Unanimously: that the Panel note the report and Cllr Jones raised that although there was a 0% increase in Council Tax because of the 2% precept for Adult Services Council Tax would be increased.

The Panel supported the following Capital Bids:

- **Boyne Grove Personal Care Area**
- **Remodelling and De-registration of Winston Court and Homeside Close**
- **Supported Independent Living for LD and Challenging Behaviour**
- **Learning Disability Service Accommodation for young adults in transition.**

TENDER FOR RESIDENTS AND NURSING BEDS - ITEM WITHDRAWN

Item Withdrawn.

WORK PROGRAMME

The Panel noted the work programme.

LOCAL GOVERNMENT ACT 1972 - EXCLUSION OF THE PUBLIC

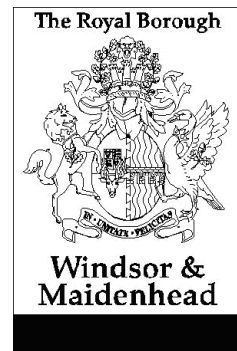
RESOLVED: That under Section 100(A)(4) of the Local Government Act 1972, the public be excluded from the remainder of the meeting whilst discussion takes place on items 5-8 on the grounds that they involve the likely disclosure of exempt information as defined in Paragraph 3 of part I of Schedule 12A of the Act

The meeting, which began at 6.00 pm, finished at 8.15 pm

CHAIRMAN.....

DATE.....

Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Dynamic Purchasing System – Business Case
Responsible Officer(s)	Russell O’Keefe, Strategic Director of Corporate and Community Services 01628 796521
Contact officer, job title and phone number	Andrew Brooker, Head of Financial Services, 01628 796341
Member reporting	Cllr Dudley (Finance, including Property and Deputy Leader of the Council), Cllr Bathurst (Principal Member for Policy)
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	May 2016
Affected Wards	All

REPORT SUMMARY

1. This report will consider whether dynamic purchasing is a route the Council wishes to proceed down to procure its services and the options available in the market.
2. A Dynamic Purchasing System (DPS) is a combination of the use of an eProcurement tendering tool and the use of approved/accredited supplier lists. Providers register with the system, the Council would then review their suitability and quality systems and if deemed acceptable they are accredited. Unlike the traditional framework contracts providers can join and leave at any time during the DPS timeframe. Tenders are issued to only accredited providers of the DPS, ensuring a level of quality, however, they are not obliged to submit a quotation.
3. This concept has been discussed at the Policy Committee and the outcomes of the dynamic purchasing task and finish group were established on the 10th September 2015. The group recommended that this report is submitted to Cabinet.
4. These recommendations are being made as the group has concluded there is sufficient evidence to suggest a dynamic purchasing system could improve service quality for residents and potentially lower the Council’s expenditure.

5. The recommendation is to commence a pilot on the usage of a DPS for the recommissioning of the home to school transport contracts and explore the suitability for residential care contracts with the market.
6. It is proposed that there will be a report back to Cabinet on pilot findings and recommendations on any further DPS roll out in October 2016.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Encouraging providers to register could allow more choice to residents for services	September 2016
2. Accreditation process will improve quality of service to the residents	September 2016

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Approve the pilot of the Bravo Solutions Dynamic Purchasing System.**
- ii. **Approve the development cost of £4000 for the pilot scheme.**
- iii. **Agrees that there will be a report back to Cabinet on the finding of the pilot and recommendations on next steps in October 2016.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 A Dynamic Purchasing System (DPS) is a combination of an eProcurement tool and the use of approved/accredited provider lists. Providers register with the system, the Council then reviews their suitability and quality systems and if deemed acceptable they are accredited. Unlike the traditional framework contracts providers can join and leave at any time during the specified timeframe. eTenders are then issued only to accredited providers of the DPS, they are not obliged to submit quotes for the tenders.

2.2 To ensure the success of any DPS, resource is required for the following tasks:

- I. Agreeing the suitability of the DPS procurement strategy for that spend area and mandating the scope of the DPS.
- II. Setting up the DPS rules including building the accreditation process of each spend area, tender templates and responsibilities for the system.
- III. Market warming events to launch the DPS system which will include developing awareness, system training and understanding of the accreditation process.
- IV. Encouraging provider participation in the tenders posted on the DPS.
- V. Continuous maintenance of the accreditation of new providers and renewals.
- VI. Support to the providers to help them to achieve accreditation quality standard.
- VII. Running all mini tenders through the DPS system in accordance with the contract rules on approval to tender and award.
- VIII. All requirements must be clearly documented in a specification in a language the providers understand for each DPS tender.

- 2.3 It is essential that the market is fully engaged in the DPS and providers have the capability not only to become accredited but also the willingness to respond to tenders via email notifications.
- 2.4 Two types of DPS System have been evaluated as part of this review.

DPS system

- 2.5 Under the Public Contract Regulations 2015 all tenders are required to be electronically available. The Council uses an etendering system with Bravo Solutions to meet this obligation. The etendering licence that we hold includes a DPS system which is not currently being used. The procurement and accreditation process would be managed internally, this web based system includes the purchase of licences to the IT DPS solution and systems support for buyers and providers. The system and support is free to all providers, purchasers pay a licence fee and implementation fee.
- 2.6 Using Bravo Solutions will allow a quick implementation process, no system integration, procurement staff within the Council are already experienced in using the etendering module which the DPS will use when running tenders.

Managed DPS

- 2.7 A managed DPS includes the etendering tool and the outsourcing of the payment processes. Adam (was Matrix) is one of the providers in the market that can offer this solution. Their solution provides market warming support, system support for buyers and providers and manages the payment process to providers. Adam like the above solution does not provide support on the accreditation process with providers.
- 2.8 The Adam payment system requires the Council to be responsible for inputting all variations to the contract price manually and closing down of contracts in the Adam payment system.
- 2.9 Providers will be required to go onto the Adam system and create a service receipt rather than raise an invoice which will be an additional process for working with the Council. The Council would pay Adam against one consolidated invoice and then Adam would pay the contracted providers. The consolidated invoice data can integrate directly into Agresso.
- 2.10 This is a cloud solution which will require further vigour on data security, integration with Agresso, mapping and analysis of current processes, understanding current level of effort and return on investment. Integration with the Council's systems could be a barrier to implementation by being costly and/or time consuming.
- 2.11 A DPS Managed System will take time to investigate the feasibility, process mapping of current processes, review of integration into Agresso and return on investment.

Costs of DPS

2.12 The first year costs for the implementation of one DPS and the licence costs for one year for the above described solution are as follows:

Solution	Annual Licence Fee	Implementation Fee per DPS	Total Annual Cost per DPS
Bravo Solution DPS	2 full user licences £3,000 + 1 read only licence £200 per DPS	£800	£4,000
Adam DPS	£60,000	£25,000	£85,000
Adam Managed DPS	£60,000 + Currently unknown invoicing processing fee	£25,000	£85,000

Key Benefits of a DPS

2.13 The key benefits of implementing any DPS over and above the Councils current procurement processes:

- i. **Potential cost savings** - Dynamic purchasing can create a level playing field where even the smallest local providers can submit bids. This high level of competition has the potential to drive down prices and reduce Council spend. Savings are not expected on the trial but there is a potential to make savings at full roll out stage.
- ii. **Quality control and improvement**– Providers must first be ‘accredited’ against a set of quality criterion through the accreditation process by the Council before being granted entry to the DPS. This can ensure that only high quality providers are permitted to submit bids. A basic accreditation could include Care Quality Commission registration, operator licences, insurances, Disclosure and Barring Service process. A comprehensive accreditation process could review previous contract performance, agreeing terms, internal systems and processes such as health and safety, employment vetting and training. The level will need to be decided during the design phase for each spend area. The aim of the focus on quality of service will provide better outcomes for residents.
- iii. **Transparency** - The Council would have complete visibility over the end-to-end process of procuring its services, a full transparent audit trail. The open, transparent nature of a DPS can also build trust and certainty for providers.
- iv. **Tender paperwork consolidation** - The electronic, automated nature of a DPS means that providers can tender without having to invest hours of time completing forms repetitively making it cheaper to bid.
- v. **No time limit for Providers** - A DPS remains open to new providers during the DPS time period. This will allow new entrants into the market to join the DPS to provide the capacity that is required to meet service demands.
- vi. **Opportunities for expansion** - A wide variety of goods and services can be procured through a DPS. These could include any off the shelf purchases, care

packages, facilities management, education support, staff training, transport, taxi services, temporary accommodation and IT applications.

Drawbacks to DPS

2.14 There are however, drawbacks and possible risks to the running of any DPS:

- i. **Market disengagement** - For the DPS to work effectively providers must be engaged to participate. If not many opt to join or meet the quality criteria set in the system, its ability to improve quality standards and achieve savings is diminished. A critical mass of accredited providers that bid on the tenders is essential. All commissions/purchases must be mandated to be advertised on the system and bids only accepted from the system. Market warming on the use of DPS and system training is essential to mitigate this risk.
- ii. **No savings guarantee** - A fall in spend is not a certainty through the DPS. The market may not respond to the DPS as forecasted. In the current market with rising staffing costs it may mitigate market pressures through encouraging competition.
- iii. **Service Description** - If the service description issued to the market is not clear, rates may be inaccurate and not meet the requirement, providers may increase rates because of uncertainty of service provision. Delays may also occur if providers need to ask questions to enable them to provide an accurate rate. To mitigate this risk training, guides and service description templates would need to be created and tested in provider forums.
- iv. **Entirely electronic** - The DPS is entirely electronic and commissioners may therefore need to undertake extensive development work with their providers to ensure they are able to respond.
- v. **Cultural change** - The transition away from a traditional Framework or one large contract to a DPS may deter some larger providers from bidding.
- vi. **Just a system** - The DPS will not revolutionise the local market and guarantee improvement. It would simply be a new, electronic way for accredited providers to approach the Council for work. E-tendering is already used on all procurements over the OJEU thresholds.

Application of DPS in Home to School Transport Market

2.15 The current contracts are restricted to 21 providers, with 180 contracts in place. Competition is restrictive due to the tendering process that was undertaken. There are daily changes to planned routes, reconciliation is a key process in managing this spend with the providers as incorrect invoicing is common.

2.16 The current spend in this area is approximately £2.5m, with overspend against the budget. There are pressures on market rates through the increased pay passenger assistants due to National Living Wage legislation, however reductions in petrol prices may alleviate some of the increase to the Council.

2.17 DPS systems have been widely used by other Councils in transport and home to school transport contracts. These are Buckinghamshire, West Berkshire, and

Waltham Forest. They use very similar systems to Bravo. There may be an opportunity for Berkshire wide collaboration on DPS in the future.

- 2.18 Advantages of the DPS in this specific spend area are compliance, opening up the market and the ability to bring in new providers anytime during DPS timeframe.
- 2.19 The current homes to school contracts are expiring in July 2016 therefore the recommendation is to use the extension option in the current contracts for an additional academic year to allow tenders via DPS in the future. The intention is to then use the DPS pilot to tender any existing contracts which need significant amendment for September 2016 e.g. for better value, smaller or larger vehicles, combining existing contracts. And to also use DPS tendering for any completely new contracts for the academic year September 2016 – July 2017.
- 2.20 This will then give time to bed in a DPS accreditation process and on-boarding of providers prior to tenders being conducted.
- 2.21 Market warming, training and support on accreditation process are essential for this set of providers. Mandating the DPS so all tenders go through the system is required.

Application of DPS in the Residential Care Market

- 2.22 Residential care market prices are substantially increasing, current spend in residential care is £9.3M. Since 2012 many RBWM providers have not received any inflationary increases, unlike other Councils that have automatically increased rates by an agreed percentage year on year.
- 2.23 There are legislation pressures such as the introduction of the National Living Wage, Minimum wage increases, increase on pension auto-enrolment employer contributions, increase in cost of CQC regulations, nursing staff shortages and reliance on agency staff. The Council has received a significant number of rate increase requests commencing from 1st April 2016, these requests range between 5-7%.
- 2.24 The forecast increase in population and demand for the older people residential care service will increase market costs. Growth in 85-89 and 90+ age cohorts in the Council are faster than the national average. Between 2014 and 2015 4% and 7% respectively compared with 3% and 4% nationally. The growth to 2020 is also ahead of the national figures, 20% for 85-89 compared with 18% nationally, and 31% compared with 28% for 90+.
- 2.25 There are collaboration opportunities with this spend area with other local Councils and CCG's to co-ordinate needs and aggregate demand which may yield benefits to the Council's position in the market. Implementation of a joint DPS will provide a better footing in the market.
- 2.26 Adult Services currently run a basic process to check provider quality which comprises a CQC check and feedback from commissioners and reviewing officers. In the past RBWM have had a more comprehensive accreditation process that has analysed more detail on provider's quality and viability. Given the authorities duty under the Care Act 2014 to safeguard against and manage

provider failure in a borough where there are 46 care homes (the highest volume in any CCG area) resourcing a more comprehensive accreditation and monitoring process would be recommended to set the bar for providers to meet.

Recommendations

2.27 It is proposed that a phased approach is undertaken:

- Phase 1 - A pilot DPS for Home to School Transport providers using Bravo Solutions. Assess the functionality, market response to DPS accreditation and possible additional routes via tender. Further work to be carried on the application of the DPS in Residential Care. A report will be due back to Cabinet on the pilot and suitability of DPS in current Residential care market. Success of the pilot will be measured as follows:
 - (i) Market engagement on the DPS will be measured through the number of accredited providers in the DPS
 - (ii) Market responsiveness through the DPS will be measured through the volume of response to tenders posted
 - (iii) Market competitiveness through the DPS will be measured through cost savings achieved. Major factors in achieving this will be the above market responsiveness and engagement success
 - (iv) Improvements to the quality of service to Residents will be measured through customer survey
- Phase 2 - If the tool proves successful the next step will be tendering for a longer term DPS solution, and exploring any DPS collaboration opportunities with other Councils. Assess and evaluate the outsourcing of the payments process as part of the DPS tool. Reviewing and implementing DPS with other categories of spend that are suitable and could benefit from a DPS solution.

2.28 Additional temporary resource is required for the implementation of the system and pilot. Assessments on resourcing for the running of the accreditation process is dependant on the depth of the accreditation process agreed for each spend area.

Options Summary

Option	Comments
DPS Pilot on Home to School Transport and explore suitability of DPS for Residential Care with Bravo Solutions Recommended	Low cost, quick implementation option to assess local provider appetite and assess benefits.
Implement Adam system Not Recommended	Indicative costs only provided so costs may increase further. Increase in resource is required and system training.
Implement Managed DPS System Not Recommended	Indicative costs only provided so costs may increase further. Return on investment unknown, analysis of current process required, integration into Agresso has not been assessed.

Option	Comments
Do nothing Not Recommended	Loss of opportunity on compliance, quality assurance and market competition.

3 KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
DPS System set up by	After 30th May	30th May	30th April	Before 30th April	31st May 2016
Level of satisfaction of parents of the home to school transport service	< 80%	80%	> 80%	>85%	30 September 2016
% reduction in cost of the home to school transport service	< 5%	5%	> 5%	>10%	30 September 2016

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 The financial impact will be dependant on the approval to implement a DPS and what type of DPS is chosen. New funds will be required to fund the DPS and a decision on how the funding will be spilt by department will depend on the spend categories that use this system. The financial impact for both DPS options are detailed in the below tables.

Bravo DPS – Recommended Option

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£4	£4
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

Adam DPS

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£85	£60

	2015/16	2016/17	2017/18
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

5.1 The implementation of a DPS would be under the following legislation:

- Regulation 22 of the Public Contracts Regulations 2015 (“PCR 2015”) sets out the general principles relating to the use of electronic and non-electronic means of communication.
- Regulation 59(7) of the PCR 2015 obliges contracting authorities to accept the European Standard Procurement Document (“ESPD”) exclusively in electronic format; however this regulation does not come into force until 18th April 2017.
- Regulation 61 of the PCR 2015 mandates the use of the European online certificates repository; however this regulation does not come into force until 18th October 2018.

6. VALUE FOR MONEY

6.1 A DPS will allow the Council to prequalify providers to a minimum qualification level or further. Encouraging competition through market engagement may mitigate budgetary pressures. Allowing providers to register their interest in working with the Council at any time may increase the number of providers and new entrants to the market as there is no time constrained tender period. Typically the packages that go out to tender via a DPS are smaller which will encourage local and smaller providers to register an interest via accreditation.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Not enough providers join the DPS	DPS would fail due to lack of competition.	Early engagement with providers, training and support. Continuous promotion of the DPS. Mandated usage for all tenders.	Medium

Risks	Uncontrolled Risk	Controls	Controlled Risk
Insufficient resourcing to be able to accredit providers onto the DPS and manage the tenders	DPS would fail if not managed. Market would lose faith the tool. Missed opportunity because not accredited in time.	Sufficient resource to manage the volume.	High
The quality of providers in the market does not meet the accreditation process and are therefore excluded from the DPS.	This would prevent DPS going ahead due to lack of competition.	Early engagement with providers, be clear and upfront on RBWM expectations. Supporting providers in improvements to meet accreditation requirements. Accreditation design needs to consider market conditions.	Medium
Expectations of cost savings are over estimated due to DPS being implemented.	Financial forecasting is exceeded because of expectations to significantly save money.	Financial monitoring and controls need to be in place to undertake continuous monitoring and manage expectations.	Medium

9. LINKS TO STRATEGIC OBJECTIVES

9.1 None

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There are no equalities implications

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 This concept has been discussed at the Policy Committee and the outcomes of the dynamic purchasing task and finish group was established on 10th September 2015. The group recommended that this report is submitted to Cabinet.

14.2 These recommendations are being made as the group has concluded there is sufficient evidence to suggest a dynamic purchasing system could improve service quality for residents and potentially lower the Council's expenditure.

15. TIMETABLE FOR IMPLEMENTATION

15.1 Key stages and deadlines for implementing the recommendation

Date	Details
31 st May 2016	DPS System set up
30 th June 2016	DPS set up for home to school including accreditation process
31 st July 2016	Engage market with providers for accredited process with market warming event
October 2016	Pilot evaluation report to Cabinet

16. APPENDICES

16.1 None

17. BACKGROUND INFORMATION

17.1 The DPS concept has been discussed and procurement strategy developed through the December Policy Committee Meeting Minutes and the Dynamic Purchasing Task and Finish Group.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Hilary Hall	Head of Commissioning Adult, Children and Health - Adult, Children and Health Directorate	17/2/16		No Comment
Nick Davies	Service Lead – Adult commissioning Adult, Children	17/2/16		No Comment

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
	and Health Directorate			
Lynne Penn	Transport & Access Team Leader - Operations	17/2/16	23/2/16	No Comment
Simon Fletcher	Strategic Director of Operations – Operations	17/2/16		No Comment
Elaine Browne	Legal Services	22/2/16	22/2/16	
Andrew Brooker	Head of Finance	22/2/16		No Comment
Russell O’Keefe	Strategic Director Corporate & Community Services - Corporate & Community Services	17/2/16	25/02/16	Comments included throughout
Cllr Dudley	Cabinet Member for Finance and Deputy	26/2/16	27/02/16	
Cllr Bathurst	Principal Member for Policy	26/2/16	03/03/16	Comments incorporated
Chris Targowski	Cabinet Policy Manager	23/2/16	24/2/16	Throughout
External				

REPORT HISTORY

Decision type:	Urgency item?
Non-key decision	No

Full name of report author	Job title	Full contact no:
Elizabeth Hinchy	Procurement Partner Adult and Children Services	01628 796253

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	Ways into Work Social Enterprise – Annual Review 2015-2016
Responsible Officer(s)	Alison Alexander. Managing Director/Strategic Director Adults, Children and Health
Contact officer, job title and phone number	Hilary Hall, Head of Commissioning, Adults, Children and Health, 01628 683893
Member reporting	Cllr Coppinger, Lead Member for Adult Services, Health and Sustainability
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	ALL

REPORT SUMMARY

1. In March 2015, Ways into Work, the Royal Borough's award winning employment and training service supporting people with learning disabilities, became an independent social enterprise with the ambition of expanding its operation for the benefit of Royal Borough residents.
2. The report confirms that one year after the spin out, the service has exceeded its contractual obligations, assisting an additional 12 people with a learning disability into employment and maintaining a further 126 people in employment. The growth of Ways into Work has secured a financial benefit of £40K of cost avoidance for the Royal Borough.
3. The report sets out the targets for the service for 2016-2017 financial year and identifies lessons learnt from the process of spinning out the service.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Increased capacity to support more Royal Borough residents with specific needs to obtain and sustain employment.	March 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

i. Notes the progress of Ways into Work in delivering employment outcomes for people with learning disabilities.

ii. Agrees that the Royal Borough continues to actively support the work of Ways into Work in its role as a local employer.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

2.1 In September 2014, Cabinet agreed that the Ways into Work supported employment service could spin out as a social enterprise in order to have greater freedoms and flexibilities to expand the service, by accessing additional funding streams.

2.2 A five-year contract was agreed with the Ways into Work Social Enterprise with a number of targets. All the targets for the first year have been exceeded, see table 1.

Table 1: Ways into Work targets and achievements

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
a) Expand the number of employers providing employment	50 employers	Two additional employers – 0-1 additional per quarter. 52 cumulative	Numbers of new employers supported: 1. Brunel University 2. Royal Holloway University 3. CE Lewis Butchers 4. Wycombe Abbey 5. Softcat 6. Speedboard 7. LVS school Ascot 57 cumulative
b) Support increased number of RBWM residents		Seven additional (one-two per quarter)	13 achieved by December 2015
c) i. New funding / markets assessed. Securing additional contracts to provide a sustainable and resilient service. ii. New income generated		One new funder cumulative £50k	Two confirmed new funders: • West Berkshire Council • Berkshire College of Agriculture(BCA) £148,508
d) Demonstrate Adult Social Care (ASC) cost avoided based on the		£4k avoided 24	£40k

Target / Output	Baseline (2014/2015)	Year 1 Target (2015/2016)	Achievements
amount of day services or 121 support that people would require if they were not in employment calculated by the social care team on an individual basis. (Details in Appendix 2)			
e) Number of people supported into paid employment per year (Reporting and data captured should support the Local Authorities statutory reporting of ASCOF measures 1E & 1F).	People with a Learning Disability: 69 People with Autistic Spectrum Condition: 20 People with a Physical Disability: 9 People with a Sensory Impairment: 6 People with HIV: 6 Total: 110	Five additional (one-two per quarter) Cumulative Total: 115	83 people supported into employment, compared to a Learning disability cohort of 334 = 24.8% compared to last year which was people compared to 327. Total 126
f) Percentage of people who have retained employment (post 20 weeks) *excluding death.	75% of all new jobs	75% of all new jobs	100%
g) Number of people in retained employment now not requiring support or significant reduction of 10 hours less ongoing support	10	12 (three per quarter)	11 to December 2015

2.2 The individual outcomes for residents delivered by the service are detailed in Appendix 1. A video explaining the Ways into Work service is available at <http://waysintowork.com/case-studies/manor-green/>

- 2.3 The contract value was £216k per year for five years from 1 March 2015, totalling £1,081,756 across the contract period. It was anticipated that this would provide savings over the five years of the contract of £18.5k. In addition, it was anticipated that there would be cost avoidance benefits based on expensive day services not being required because people with a learning disability would be in employment. The savings are on track for delivery and the cost avoidance has been delivered, see Appendix 2 for details.
- 2.4 Ways into Work has, as promised, won new contracts:
- Further two years with Manor Green School = £36,000 per annum.
 - One year contract Berkshire College of Agriculture = £23,580 per annum rising to £32,500.
 - Two year contract RBWM Mental Health = £25,265.
 - One year contract with West Berkshire Council = £42,000 per annum to deliver support for their transition teams working with 16-25 year olds with a disability, work with their schools and colleges to improve employment outcomes and providing employment coaches.
 - Project Search partner = £25,000 per annum.
- 2.5 The priority for the first year has been to ensure that Ways into Work provides a good quality service for the direct benefit of Royal Borough residents in the medium term. Accordingly, profits have been used to:
- Ensure there is an operating reserve.
 - Increase the support available to staff working with residents.
 - Employ a young resident with a disability as an apprentice.
- 2.6 This has benefitted the Royal Borough through the increase in the number of people supported. The value of this benefit has been calculated as 2.5% of the contract value, approximately £5K.
- 2.7 In addition, Ways into Work won Team of the Year through the British Association of Supported Employment. It was also cited as a model of best practice in the Department for Education Preparing for Adulthood newsletter <http://us9.campaign-archive2.com/?u=93ca41ab24380caf57761bd37&id=de795f7aee&e=df86e8276b>
- 2.8 Targets for the remaining years of the contract have been set, see table 2.

Table 2: Targets for the remaining years of the contract

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
a) Expanding the numbers of employers providing employment	Two additional (0-1 additional per quarter) 54 cumulative	Two additional (0-1 additional per quarter) 56 cumulative	Two additional (0-1 additional per quarter) 58 cumulative	Three additional (0-1 additional per quarter) 61 cumulative
b) Support increased number of RBWM	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)	Seven additional (1-2 per quarter)

Target / Output	Year 2 (2016/17)	Year 3 (2017/18)	Year 4 (2018/19)	Year 5 (2019/20)
residents	14 cumulative	21 cumulative	28 cumulative	35 cumulative
c) i. New funding / markets assessed. ii. New income generated	One new funder cumulative <i>*Future targets past March 2016 will be agreed with the Purchaser within three months of this date.</i>	Two new funders cumulative *	Three new funders cumulative *	Five new funders cumulative *
d) Adult Social Care (ASC) cost avoided	£4k avoided £8k cumulative	£4k avoided £12k cumulative	£4k avoided £16k cumulative	£4k avoided £20k cumulative
e) Number of people supported into paid employment per year.	Five additional (one-two per quarter) 120 cumulative	Five additional (one-two per quarter) 125 cumulative	Five additional (one-two per quarter) 130 cumulative	Five additional (one-two per quarter) 135 cumulative
f) Number of people who have retained (post 20 weeks) employment *excluding death	75% of all new jobs	75% of all new jobs	75% of all new jobs	75% of all new jobs
g) Number of people in retained employment now not requiring support / significant reduction of 10 hours less ongoing support	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)	12 (three per quarter)

2.9 Lessons learnt from the spin out have been:

- Leadership of the new company and staff motivation are key to a successful spin out.
- Tight project management of the transfer is crucial.
- Ensuring that all costs are anticipated in advance is crucial otherwise there is duplication and loss of efficiencies.
- In house efficiencies need to be delivered in support services, such as HR and IT; otherwise, additional costs are incurred by the Royal Borough and the new company.
- Ensuring that data can be extracted from the Royal Borough's IT systems and transferred to the new entity is critical.

2.10 Any new entity will face challenges and as part of the annual review, Ways into Work identified some ways in which the Royal Borough could support it without additional financial investment, in its role as a local employer:

- In order to secure commercial growth, Ways into Work will need to invest in additional management and support services, including human resources. Officers will consider how to provide advice to enable Ways into Work to secure future investment.
- The Royal Borough can use the Social Value Act to ensure that any procurement of services includes an explicit expectation on companies and their supply chain to work with Ways into Work as part of their contract.
- Explore how the Royal Borough can support the local third sector to capacity build by "sponsoring" a disadvantaged apprentice in the community.
- Explore how people with a learning disability can be enabled to have equality of opportunity in employment with the Royal Borough, following the 2010 initiative around 'Leading by Example'.

Table 3: Options

Option	Comments
To note the annual review of Ways into Work performance for 2015-16 and the council's role as a local employer in supporting Ways into Work to benefit residents in the Royal Borough. Recommended	Ways into Work has exceeded its targets in its first year of operation. However, to continue to grow as a company, it will continue to require the Royal Borough's support, as a local employer.

3 KEY IMPLICATIONS

3.1

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Percentage of performance targets for	Below 100%	100%	N/A 28	N/A	31 March 2017

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
2016-17 met					
Number of performance targets for 2016-17 exceeded	0	1-2	3-4	5 or above	31 March 2017

4. FINANCIAL DETAILS

- 4.1 No additions or reductions to the budget for this contract are required. However, £15k of the yearly contract value will be withheld in years three, four and five, and will be linked to the performance measures outlined in the service specification.

Financial impact on the budget

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	£0	£0	£0
Reduction	£0	£0	£0

5. LEGAL IMPLICATIONS

- 5.1 The Ways into Work contract was signed off by Legal Services.

6. VALUE FOR MONEY

- 6.1 The arrangement has provided value for money through meeting contractual targets.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 None.

8. RISK MANAGEMENT

8.1

Risks	Uncontrolled Risk	Controls	Controlled Risk
Ongoing viability of the company	Low	Ongoing support for Ways into Work from commissioners	Low
Employment opportunities to meet service user demand	Medium	Ongoing work with employers to secure sufficient work placements	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 This initiative supports the Council's strategic objectives – Residents First, Value for Money, Delivering Together and Equipping for the Future.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 An Equalities Impact Assessment was completed as part of the original decision to spin out the Ways into Work service.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None

12. PROPERTY AND ASSETS

12.1 None.

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 The report will be considered by Adult Services and Health Overview and Scrutiny Panel on 24 March 2016'.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
By 30 June 2016	Agree income generation targets with Ways into Work.
June, September, December 2016	Carry out quarterly contract monitoring meetings to assess performance against targets in the contract.

and March 2017	
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16. APPENDICES

- Appendix 1: Case Studies
- Appendix 2: Cost avoidance details

17. BACKGROUND INFORMATION

- March 2015 Cabinet Report

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	02/03/16	03/03/16	Amendments to table 1, items c and d
Cllr David Coppinger	Lead Member – Adult Services, Health and Sustainability	27/02/16	28/02/16	No comments
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	27/02/16	28/02/16	No comments
Simon Fletcher	Strategic Director Operations and Customer Services	27/02/16		
Russell O’Keefe	Strategic Director Corporate and Community Services	27/02/16		
Alan Abrahamson	Finance Partner	27/02/16		
Terry Baldwin	Head of HR	27/02/16	29/02/16	No comments
Michael Llewellyn	Cabinet Policy Officer	27/02/16	29/02/16	Additional information in points 2.4 and 31.

REPORT HISTORY

Decision type:	Urgency item?
For information	No

Full name of report author	Job title	Full contact no:
Nick Davies	Service Leader – Commissioning	01628 683614

Appendix 1 - Case Studies

Miss G

Miss G aged 18 from Maidenhead who attended Manor Green School. Academically, she had achieved the highest level she was able to and therefore school was no longer providing the opportunity for further learning.

Miss G had undertaken some work experience in a café and Ways into Work worked hard to layer up her skills and get her to a point where she was working to industry standard. An opportunity became available for a full time job in a school kitchen which was based close to the young person's shared lives placement. Ways into Work supported her to undertake a work trial and she was offered the job. Miss G left school, has come off her benefits and is working 40 hours a week in a role that the employer had struggled to recruit to.

Miss G had been assessed as eligible for four days a week day service provision; however, because she is working, this is not a service that she has required. Ways into Work is currently providing intensive job coaching support to ensure this placement is sustainable.

Mr P

Mr P lives in Maidenhead and has been unemployed for over two years. During this time, he had lost his confidence and felt that no one would ever offer him the opportunity to work, despite him desperately wanting to work.

Ways into Work vocational established that he wanted to be a butcher, so local butchers were canvassed. During this process, it was established that there is a shortage of young people going into the industry and a butchers in Ascot were happy to give someone a trial.

Mr P undertook a three- week trial and on 5 February 2016, he was offered a 25 hour per week paid job. Mr P was delighted to phone the Department of Work and Pensions and inform them that he would be signing off and is now planning how he can treat his mum with his first wage packet.

Miss K

Miss K attended an out of county residential college and returned to Windsor in July 2015. She was referred to Ways into Work who secured her a work experience placement which enabled them to establish her skill set and complete a skills analysis. The support agency working with her at home put in a request for additional hours to assist during the day. However, these were not needed as Ways into Work supported her to gain a paid job which starts in March 2016 as an Art Assistant. Miss K is working towards travelling independently.

Mr R

Mr R from Maidenhead had been out of work since he was 18 – he is now 24. He wanted to work but was unable to get past the interview stage. Ways into Work engaged with a small electronic company based in Windsor who was looking to recruit. Mr R undertook a three -week work trial and was able to demonstrate his many talents and skills. He was offered a full time role and Ways into Work continue to offer support to him and his employer.

Mr J

Mr J has ASC and learning difficulties and attended Manor Green School. He was hard to engage and quite frequently did not attend school. His family were also hard to engage at times and felt very anxious about engaging with social care. Ways into Work started engaging with J and employment quickly became a motivator and his attendance improved. J was supported to access good quality work experience, a paid job at the weekends and his confidence grew massively. The Ways into Work team at Manor Green School continued to support J after he left and went to college and supported him to apply for a role with the Homebase Garden Academy based in Maidenhead. J had to go through a full assessment process and an interview and with the dedication of the Homebase team and support from Ways into Work, he was able to demonstrate his full abilities. J was informed on 26 February 2016 that he was successful and is starting a 30 hours a week job, gaining horticultural qualifications and working alongside an award winning horticulturalist.

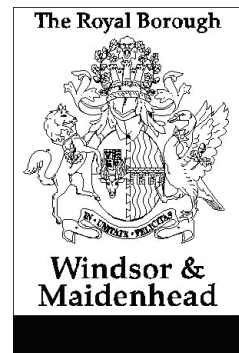
Appendix 2 –Cost avoidance savings

Service user	Activity	Saving
CJ	Ways into Work has supported her to access 40 hours paid work. If she was not doing this she would have been eligible for day services	Total saving £300 a week
EK	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she will be working	Total saving £188 a week
KS	Ways into Work has supported her to access paid work. Provider had requested additional support hours which are no longer needed as she is working	Total saving £120 a week
KF	Assessment of need undertaken allocated a budget of £9k. None of these have been required as Ways into Work found him a paid job	Total saving £9k a year
CD	Ways into Work has supported him to access 20 hours paid work. If he was not doing this he would have needed support hours	Total saving £180 per week
TD	Ways into Work has supported her to gain 30 hours paid work, assessed as eligible for day services	Total saving £200 a week
		Total cost avoidance : £40,777

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Agenda Item 6

Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	RBWM Transformation Programme 2015-18: An Agile Council
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Cllr Paul Brimacombe, Principal Member for Transformation & Performance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This paper introduces a refreshed RBWM Transformation Programme (strategy) 2015-18. The Programme is designed to respond to the changing face and funding structure of local government and enable the Royal Borough to become a change ready and 'Agile' organisation.
2. This Transformation Programme is ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government but also seeks to meet the changing needs of residents, within tightening financial constraints, without compromising the quality of our services.
3. Successful implementation of the strategy will result in new operating models for our services, delivered by employees who are skilled and confident; able to respond positively to challenges and act to maximise opportunities, who will ensure we continue to utilise the right tools and technologies to provide quality services to residents.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. The strategy directs service reviews to focus on the needs of the customer – changes will be made to	From 1 April 2016 onwards

ensure that these needs are more effectively met.	
2. The strategy looks to put in place operating models which will both reduce the cost and increase the efficiency of the services which we provide to residents.	From 1 April 2016 onwards

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. Approves the refreshed RBWM Transformation Programme 2015-18: An Agile Council.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The purpose of the refreshed transformation programme is to create a lean and agile organisation, focused on customers, services and the communities we serve.
- 2.2 Transformation is about changing the way an organisation functions; through better use of technologies, changes to working practices and structures, the introduction of new operating models and encouraging changes to customer behaviours.
- 2.3 In February 2016 both Council and Cabinet reviewed a medium term financial plan (MTFP) identifying £14.595m of savings targets for the three directorates for the period 2017/18 – 2019/20. Clearly, the council is operating in a challenging time with increases in demand for services alongside these ongoing financial constraints. The transformation programme sets out how we will increase innovation and use of digital technology, create a much stronger customer focused and commercial orientation to generate additional income and/or reduce costs and introduce different ways of delivering our services going forward, across the full range of services we provide.
- 2.4 Our transformation programme will focus on three key areas:
 - **Knowing our services** – undertaking Fundamental Service Reviews (FSRs) of our activities and using the information gleaned to plan the future scope and volume of service outcomes, and how they are achieved.
 - **Having the right people and tools** – creating a strong ‘can do’ culture across the organisation and equipping managers with the right skills to do their jobs.
 - **Delivering differently** – using relevant information and management skills to adapt our services, providing us with the ability to flex the size and shape of the council over time to meet demands and pressures we face.
- 2.5 These key areas (workstreams) will be delivered through a number of projects, which are currently in the process of being fully defined. The basis of this is set out in appendix B.

OPTIONS CONSIDERED

Options	Comments
Approve the Transformation Programme 2015-18. This is the recommended option	This option allows us to become an agile council, able to respond to the changing environment of local government and the challenges and opportunities this presents.
Not approve the Transformation Programme 2015-18. This is not recommended	This option could lead a reactive response to the changing environment we face and may affect our opportunities to achieve sustainable change and savings.

3. KEY IMPLICATIONS

3.1 Transformation is not something that is new to the Royal Borough, and the new programme identifies some of our achievements of the last few years – but there is more to do. By 2018, through this refreshed transformation programme we expect to be a council which is:

- More self reliant – successful in becoming less dependent on central government funding and increasing our income generation;
- Equipped to work in new ways – regularly commissioning the services we need based on outcomes for residents, and making evidence based decisions on those services we change;
- Quicker to respond – more able to adapt to changing circumstances and residents’ needs, including improving our digital offer to customers;
- Providing a mixed economy of service provision – taking different approaches to delivering services, taking ideas from all sectors as well as our own.

3.2 The key outcomes of this transformation programme are set out below:

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% of Measures of Success, as laid out in the Transformation Strategy, achieved.	<85%	85-89.9%	90-95%	>95%	31 March 2018
Deliver the identified £5.7m savings Transformation Programme for 2016/17	<£5.7m	£5.7m	£5.7m - £6m	>£6m	31 March 2017
An additional £5.5 savings identified and delivered through the Transformation Programme for 2017/18	<£5.5m	£5.5m	£5.5m – £5.75m	>£5.75m	31 March 2018

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There are no financial implications of this report, however some of the Transformation workstreams themselves may have budget implications (e.g. CRM Lite, New Telephony etc).

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Transformation Programme is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Transformation Programme does not achieve it's agreed objectives.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW
The Transformation Programme does not deliver the required savings.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The Transformation Strategy addresses the following strategic objectives.

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 N/A

12. PROPERTY AND ASSETS

12.1 N/A

13. ANY OTHER IMPLICATIONS

13.1 N/A

14. CONSULTATION

14.1 Consultation has taken place with;

- Elected Members and Overview & Scrutiny Panels
- Strategic Leadership of the Council.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 March 2016	Report presented to Cabinet for approval

16. APPENDICES

- Appendix A - RBWM Transformation Programme 2015-18: An Agile Council
- Appendix B – Transformation Workstreams 2016-18

17. BACKGROUND INFORMATION

- N/A

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	29/02/16	09/03/16	
Cllr Paul Brimacombe	Principal Member Transformation & Performance	29/02/16	29/02/16	
Cllr Simon Dudley	Deputy Leader of the Council	29/02/16		
Cllr Geoff Hill	Lead Member for Customer & Business Services, including IT	29/02/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	29/02/16	07/03/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	29/02/16		
Andrew Brooker	Head of Finance	29/02/16		
Michael Llewelyn	Cabinet Policy Officer	29/02/16	29/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director of Operations & Customer Services	01628 796484

RBWM TRANSFORMATION PROGRAMME 2015 – 2018: AN AGILE COUNCIL

January 2016

“The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council”

Our vision is underpinned by four principles:

Putting residents first

Delivering value for money

Delivering together with our partners

Equipping ourselves for the future

What is Transformation?

“Changing the way that the organisation functions”.

1. Changing processes affecting technology and structures.
2. Changing (legacy) historical working practices, values and structures.
3. Changing to new products or services and new delivery mechanisms.
4. Changing internal, external and customer behaviour.



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- 1 Introduction
- 2 Transformation Vision and Outcomes
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- 5 Our Transformation Achievements to Date
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Frequently used acronyms

FTE	Full time equivalent
RBWM	Royal Borough of Windsor & Maidenhead



1. INTRODUCTION

- 1.1 Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.
- 1.2 We anticipate significant changes in the needs, behaviours and expectations of residents, customers, clients and communities - compounded by the reality of deficit reduction. We expect an increase in the volume of demand for council services; with particular growth in demographic-led demand for the services used by young and older people. That is, a likely disproportionate level of spend required for a small number of people with high needs where people (adults and children) are dependent on more restrictive support.
- 1.3 Demand is growing for a number of reasons; people are living longer and our lifestyles are changing and so too are our expectations – people want to stay out of hospitals, people want to remain in their own homes as they get older, and we are gaining greater understanding of issues such as child sexual exploitation and what we need to do about it. These are the areas where the costs are greatest; placing extra financial pressure on the Royal Borough of Windsor and Maidenhead (RBWM) every year. Meanwhile our duty to lead and support communities and create vibrant places and spaces for people to live, learn, work and play continues unabated.
- 1.4 The Royal Borough has a track record of responding positively to these challenges. We recognise and embrace the changing landscape of local government; operating in an environment of increasing demand and reducing resource. To ensure we respond to these challenges and opportunities, and continue to provide local people with the quality services they expect, we need to do things differently and change the way the council functions; Our transformation programme is enabling RBWM to do just that, and become an 'AGILE COUNCIL'.
- 1.5 An 'Agile Council' is one that has the knowledge, will and ability to transform efficiently and effectively within meaningful and appropriate timescales. It adheres to the principles of data-driven decision making, outcome based planning and performance management. It delivers valued and precise outcomes through the most effective operating models, by employees who are skilled and confident, who respond positively to challenges and act to maximise opportunities.
- 1.6 The recent local government settlement introduces changes to the ways the sector will be funded in the future. It sets out reductions in our revenue support grant going forward. The council, like the whole sector, therefore faces significant financial challenges over the period to 2020, with a current funding gap of approximately £14.5million over the period. We are committed to limit council tax rises at or below the rate of inflation whilst improving our services, which itself limits our choices and supports the need for us to become more Agile.
- 1.7 RBWM has an advantage over many other public, voluntary and private sector organisations in that we are in touch with the views of residents of the borough and have a mandate to commission services from a broad range of providers, including ourselves. We will work closely with partners, stakeholders and communities to address our financial challenges and determine the scope, size and content of our future services.

- 1.8 While the transformation programme will change the way the council functions we will also achieve continuous improvement through our 'business as usual' activities; it is intended that an 'Agile Council' will become the cultural norm. In this way the success of the transformation programme is complete when 'Agile' itself is business as usual.

2. TRANSFORMATION AMBITION AND OUTCOMES

- 2.1 The council's ambition, as articulated in our Corporate Plan 2016-20 and through this transformation programme, is to for the Royal Borough to be:

“A great place to live, work, play and do business, supported by a modern, dynamic and successful council.”

- 2.2 The transformation programme has solid foundations, built upon the preceding initiative of a business improvement programme (BIP) using lean and service reviews and earlier iterations of transformation. These initiatives assisted the council to successfully deliver balanced budgets and ensure continued financial stability. This transformation programme is more ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government. It also seeks to meet the changing needs of residents, within these tightening financial constraints, without compromising the quality of our services.

Anticipated outcomes of our transformation programme

By 2018 we expect to be a council which is:

- **Resident Focused** – Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.
- **Value for Money** – RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.
- **Delivering Together** – We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.
- **Equipped for the Future** – We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.



3. TRANSFORMATION STRANDS

3.1 Our transformation programme has three strands to it.

STRAND ONE – ‘KNOWING OUR SERVICES’

3.2 The first strand is to undertake Fundamental Service Reviews (FSRs) for each of the council’s activities. The FSR is essential to provide insight and understanding that will enable continual thinking and planning to determine the future scope and volume of service outcomes, and how they are best achieved. It will also provide greater understanding of the priorities, challenges and opportunities facing services. We will use this understanding and detailed information on our services to identify and plan for the best future service provision. The key outputs of this work strand are:

- The council will become outcome focused so that decisions about what the Council does and how it does it are based on which choice makes the best contribution to the Council’s priority outcomes;
- The council will employ the principles of a business intelligence system to push knowledge towards employees required to take actions, and make decisions at the time, place and in the right format for them to make best use of it. Taking the view that data is just facts and figures, information is structured, contextualised data and knowledge is purposed and insightful information.

STRAND TWO - ‘HAVING THE RIGHT PEOPLE AND TOOLS’

3.3 To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong ‘can do’ organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;
- Managers who have a shared understanding of change and project management and who can employ an ‘Agile Approach’ to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values.

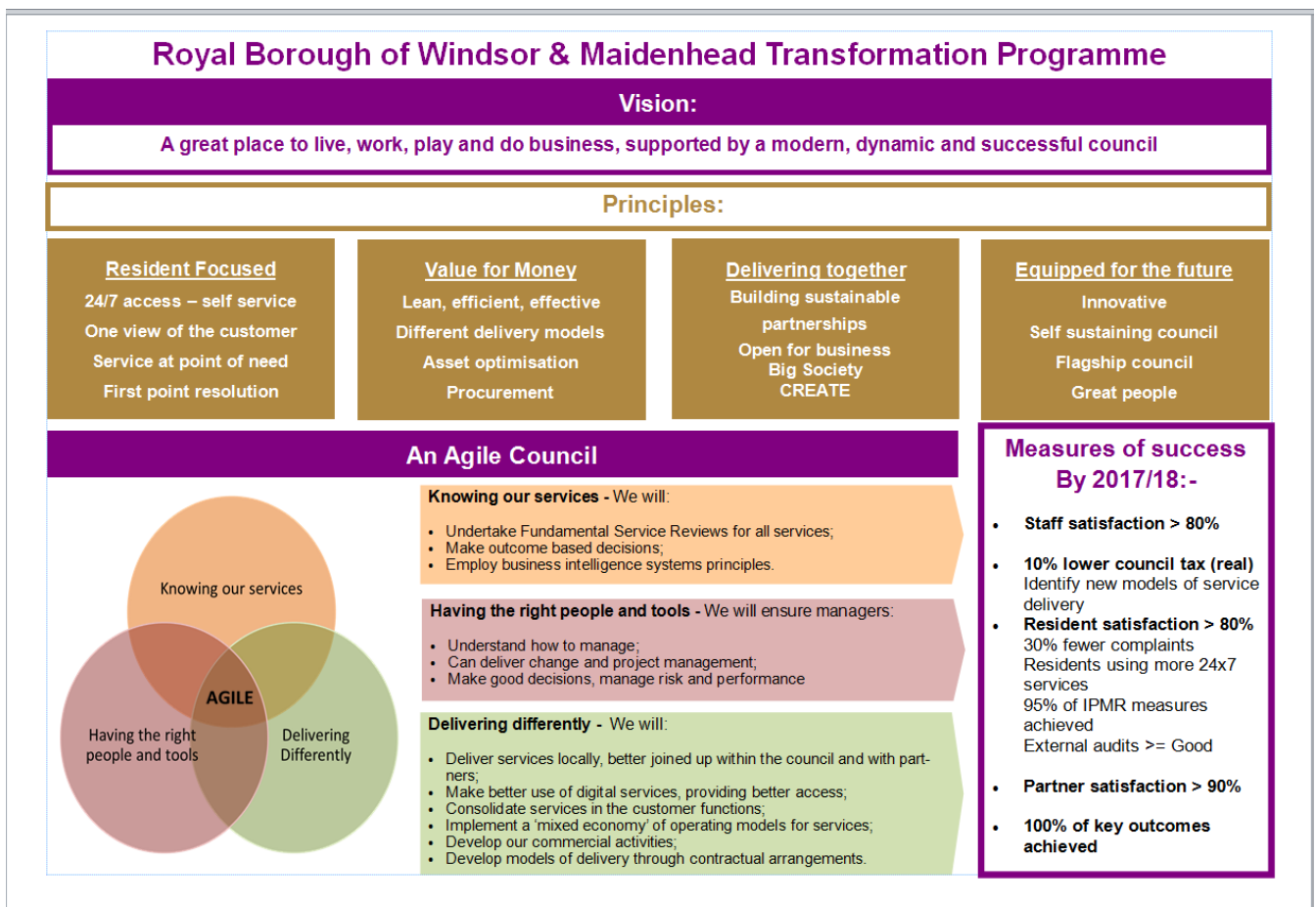
STRAND THREE – ‘DELIVERING DIFFERENTLY’

3.4 With the right business intelligence system and information, and managers and officers with the right skills to identify opportunities and challenges ahead, we can create a Agile Council, fit for purpose and able to adapt. ‘Delivering Differently’ articulates an ambition to create a ‘mixed economy’ approach to service provision in the future. The key outputs of this work strand are:

- Services delivered locally so that services are planned in, delivered in and accountable to the localities they serve and are better able to join up within the council and with other public sector partners;

- Better use made of digital services so that customers have greater access; also services are available at times that suit them and on devices that suit them;
- Consolidated services in the customer functions and the back office support functions, so that they are more efficient;
- A mixture of operating models implemented and utilised for the provision of our services; the right solutions for our services;
- Commercial activity developed and opportunities to spin out services, part of services and/or new services through our trading company, RBWM Commercial Services, to be maximised;
- Opportunities to use our assets (land and buildings) in creative ways to generate capital and revenue receipts is maximised;
- Models of delivery achieved through contractual arrangement, grants or other funding mechanisms are developed;
- Communities better supported to reduce dependence on the council through facilitating, enabling, organising and funding activities.

Figure 1 shows our 'plan on a page'.

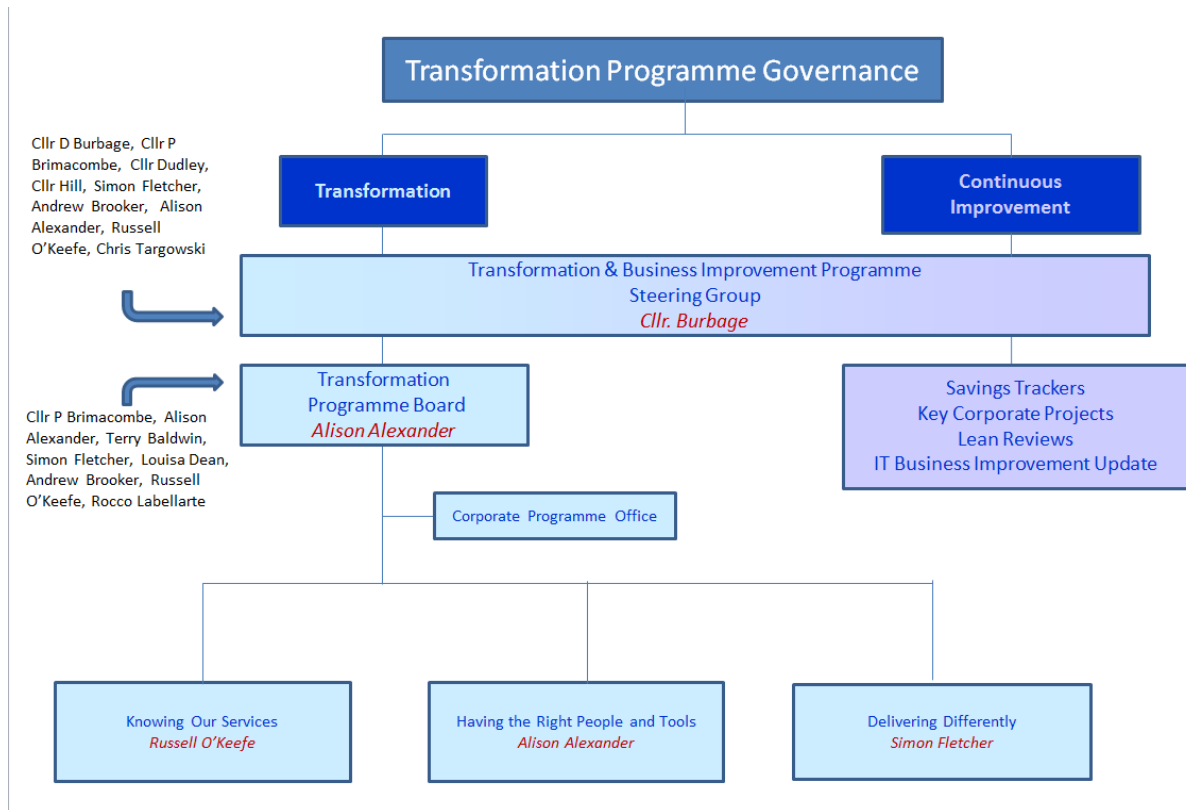


4. HOW WE GET THERE

4.1 Delivery of this revised transformation programme will build on the successes, and structures, we have already achieved.

- 4.2 The programme will change how we do business, to improve services to residents and to provide better value for money. It will involve better alignment of the Council's staff, processes and technology with our objectives and priorities in order to support and help innovate new ways of working and provide new levels of customer service.
- 4.3 Transformation is achieved when 'Agile' becomes 'business as usual'. It will result in new operational models, better management practices, more efficient processes, new technology, improved leadership and will influence culture, staff training and structures.
- 4.4 Projects and work-streams will continue to be identified and managed through Verto, supported by the Corporate Programme Office. The existing transformation programme benefits realisation and performance management structures will continue (see figure 2 below) - to enable, track and bring about real change. Likewise, we will continue to centrally coordinate change communications, supported by our Change Agents and Champions.

Figure 2 shows the transformation programme governance arrangements (from 1 April 2016).



- 4.5 We are taking a priority-based approach as we have limited resource and organisational capacity for change and cannot transform everything at once. A roadmap will be developed to show the journey and steps for transformation within the three areas, with individual projects and their approximate start and delivery dates.

5. OUR TRANSFORMATION ACHIEVEMENTS TO DATE

5.1 Some progress has already been made on our transformation journey.

- We have achieved £24.6m's of savings since 2013/14 supported by our 'Lean' practices and FSRs
- We have restructured our senior management layer, again generating £460k of financial savings, and creating a more flexible, senior cadre of managers
- We have reduced the staff headcount by 216 FTE since 2013/14 (including 90 transferred to Legacy Leisure).
- We launched a new website in January 2015 (6 weeks lead in) and old website 'switched off' in December 2015.
- We have implemented remote and home working, anytime anywhere access to Council systems for staff and Members;
- Introduced hot desk working – open plan offices through the Smarter Working project;
- Provided access to email and calendars on Smartphones, iPads and other devices;
- Introduced Wi-Fi access in council offices for Members, staff and visitors;
- Created a new, paperless Cabinet and Committee reports system;
- We have upgraded almost all core business systems (Finance, HR, Pensions, Revenues and Benefits, Planning, Social Care, Elections);
- Achieved secure encryption added to all devices, computers, laptops, tablets, phones, etc.
- Introduced a new Project Management methodology (Gateway Process) and reporting (Verto);
- Major works undertaken in 13/14 to achieve Government security compliance;
- Received recognition from Government as the first authority to deliver a cloud environment;
- Implemented a series of shared services (including Shared Legal Solutions and Building Control);
- Diverted more than 90% of our waste from landfill to 'energy from waste' sites;
- Implemented locally based 'Community Wardens' to improve access to our services to residents – and extended this to cover our vibrant night time economy;
- Brought forward a series of exciting regeneration activities to support further development of the Borough;
- Built new school in Oldfield, in response to growing demand;
- Invested in projects which significantly improve our environment and leisure facilities (Furze Platt Leisure Centre, Waterways scheme etc).

6. MEASURES OF SUCCESS

6.1 The following table sets out the measurable success factors for the transformation programme.

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 1	Financial management	Savings targets are achieved.	<ul style="list-style-type: none"> By maximising opportunities for sharing services with public and third sector partners; By implementing a mixture of operating models for the provision of our services, achieving sustainable savings; By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms. 	£20.3m savings by 2020 (Local Government Settlement 2015)	£5.7m	£5.5m
Tx Ben 2		New income is realised from commercial trading activities	<ul style="list-style-type: none"> By developing our commercial / trading activities and opportunities to spin out services, part of services and/or new services through RBWM Commercial Services; 	<£80K (TWO5NINE)	>£500K	>£750K
Tx Ben 3		Cost of service (per transaction) is known and used in planning for services	<ul style="list-style-type: none"> By use of a business intelligence system to ensure decisions are taken based on appropriate information 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 4	Reduced council tax (real)	% real terms reduction in council tax	<ul style="list-style-type: none"> By continuing to put residents first and ensure that efficiencies we achieve can be passed onto them. 	Band D Rate (£906.95 excludes £18.14 ASC precept)	TBC	10%
Tx Ben 5	Increased resident satisfaction	% of residents who are overall very satisfied or fairly satisfied with RBWM	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council By providing effective, efficient services and delivering first time resolution to customer queries 	65% (2015 residents survey)	75%	>80%



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 6		% fewer complaints received	<ul style="list-style-type: none"> By consolidating services in the customer functions and the back office support functions so they are more efficient By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents By engendering a culture of customer service excellence across the council 	720 (estimate 2015/16)	600 (15%)	30%
Tx Ben 7		% of residents accessing services '24/7'	<ul style="list-style-type: none"> By increasing the number of channels available at different locations and at different times By improving the transactional capability of our website and how it interfaces with back office systems; By developing a 'my account' feature for residents so they can apply, pay for and track services online 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 8		% IPMR measures achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	63% on target (2014/15)	??	95%
Tx Ben 9		% external audits scored as 'good' or better	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 10		% of residents satisfied with the way their complaint was handled?	<ul style="list-style-type: none"> By engendering a culture of customer service excellence across the council 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 11		% of key outcomes achieved	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	66% (2014/15)	??	100%
Tx Ben 12	Increased partner satisfaction	% of partners who are overall very satisfied or satisfied with RBWM	<ul style="list-style-type: none"> By focusing on working together with partners to achieve targets and shared priorities for residents. 	To be baselined (by March 2016)	TBC	>90%
Tx Ben 13	Increased staff satisfaction	% of staff who are satisfied with RBWM as their employer	<ul style="list-style-type: none"> By recognising staff for their contribution to the services they provide for our residents By providing clear direction and leadership over the future of services and the organisation 	47.5% (2013) 42.6% (2014)	60%	>80%
Tx Ben 14		% of staff who have confidence in the leadership skills of their manager	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 15		% of staff who agree their manager is an excellent role model	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC



BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 16		% staff who agree their manager exhibits the CREATE values the majority of the time	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016) 55.8% (2013 – in relation to people they work with)	TBC	TBC
Tx Ben 17		% of staff who have confidence in the leadership skills of the senior leadership team	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 18		% of staff who have confidence in the leadership skills of members	By improving our communications and trust between member and senior leaders	To be baselined (by March 2016)	TBC	TBC
Tx Ben 19		% of staff who agree the senior leadership team exhibit the CREATE values	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 20		% of staff who agree they would be happy to be still working at the council in 12 months time	<ul style="list-style-type: none"> By creating a strong outcomes focused organisation supported by a can do culture 	56.8% (2014)	70%	>80%
Tx Ben 21	Successful project management	% project objectives met in full	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by March 2016)	TBC	TBC
Tx Ben 22		% of projects completed on time and to original budget	<ul style="list-style-type: none"> By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; 	To be baselined (by March 2016)	TBC	TBC

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Document Name	RBWM Transformation Strategy Document		
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	Version 1.0	A Alexander: minor amendments to section 2 wording, formatting	09/03/2016
Circulation restrictions	Tx Programme Board.		
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WORKSTREAMS	
KNOWING OUR SERVICES	
Fundamental Service Reviews	Undertaking reviews of all services / functions across the council
Precision of Outcome	Becoming a data driven, BIS reliant organisation
DELIVERING DIFFERENTLY	PROJECT SUMMARY
Adult, Special Care and Health Provision	Converting ASC into Health or alternative CIC provision
Delivering Children's Services Differently	Moving Children's Services from LA provision into a CIC
Delivering Differently through Parishes	Devolving some highways and planning service provision to local parishes
Delivering a Great Customer Experience	<p>Digital by Choice: Introducing new technologies to improve 24/7 access encourage 'digital' as channel of choice</p> <p>Local Access: Access to council service from our / partner assets or customers' homes where required</p> <p>First Time Fix: Reduction of failure demand / avoidable contact - focus on 1st time resolution of customer contacts</p>
Delivering Operations & Customer Services Differently (title TBC)	Implementing new operating models for the provision of services in the Operations and Customer Services directorate.
Delivering Corporate Services Differently (title TBC)	<p>Delivering different approaches in corporate and community services to realise savings, income and improvements including:</p> <ul style="list-style-type: none"> - Finance and procurement - Property - Planning - Legal and governance - Performance.
HAVING THE RIGHT PEOPLE & TOOLS	PROJECT SUMMARY
High Performance Organisation	<p>Ensure a customer focused culture at all levels of the council</p> <p>Deliver a strong management culture, in partnership with Members, able to make good decisions and manage risk & performance</p>
Change & Project Management Capability	Delivering successful change and project management
Communications	Improving (I/E) communications and engagement, promoting the work of the council and ensuring we give the right messages to our community

Agenda Item 8

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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Agenda Item 9

By virtue of paragraph(s) 3 of Part 1 of Schedule 12A of the Local Government Act 1972.

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