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NOTICE

OF

MEETING

CABINET TRANSFORMATION SUB COMMITTEE

will meet on

MONDAY, 9TH MAY, 2022

At 7.00 pm

by

VIRTUAL MEETING - ONLINE ACCESS, ON RBWM YOUTUBE

TO: <u>MEMBERS OF THE CABINET TRANSFORMATION SUB COMMITTEE</u>

COUNCILLORS STUART CARROLL (CHAIRMAN), DAVID HILTON,
ANDREW JOHNSON, ROSS MCWILLIAMS, DONNA STIMSON AND PHIL HASELER

Karen Shepherd – Head of Governance - Issued: 28/04/22

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **David Cook** david.cook@rbwm.gov.uk or 07827 308651

AGENDA

PART I

MEMBERS' GUIDE TO DECLARING INTERESTS AT MEETINGS

Disclosure at Meetings

If a Member has not disclosed an interest in their Register of Interests, they **must make** the declaration of interest at the beginning of the meeting, or as soon as they are aware that they have a Disclosable Pecuniary Interest (DPI) or Other Registerable Interest. If a Member has already disclosed the interest in their Register of Interests they are still required to disclose this in the meeting if it relates to the matter being discussed.

Any Member with concerns about the nature of their interest should consult the Monitoring Officer in advance of the meeting.

Non-participation in case of Disclosable Pecuniary Interest (DPI)

Where a matter arises at a meeting which directly relates to one of your DPIs (summary below, further details set out in Table 1 of the Members' Code of Conduct) you must disclose the interest, **not participate in any discussion or vote on the matter and must not remain in the room** unless you have been granted a dispensation. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest, just that you have an interest. Dispensation may be granted by the Monitoring Officer in limited circumstances, to enable you to participate and vote on a matter in which you have a DPI.

Where you have a DPI on a matter to be considered or is being considered by you as a Cabinet Member in exercise of your executive function, you must notify the Monitoring Officer of the interest and must not take any steps or further steps in the matter apart from arranging for someone else to deal with it.

DPIs (relating to the Member or their partner) include:

- *Any employment, office, trade, profession or vocation carried on for profit or gain.*
- *Any payment or provision of any other financial benefit (other than from the council) made to the councillor during the previous 12-month period for expenses incurred by him/her in carrying out his/her duties as a councillor, or towards his/her 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 council.*
- *Any licence to occupy land in the area of the council for a month or longer.*
- *Any tenancy where the landlord is the council, and the tenant is a body in which the relevant person has a beneficial interest in the securities of.*
- *Any beneficial interest in securities of a body where:*
  a) that body has a place of business or land in the area of the council, 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.*

Any Member who is unsure if their interest falls within any of the above legal definitions should seek advice from the Monitoring Officer in advance of the meeting.

Disclosure of Other Registerable Interests

Where a matter arises at a meeting which ***directly relates*** to one of your Other Registerable Interests (summary below and as set out in Table 2 of the Members Code of Conduct), you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (as agreed in advance by the Monitoring Officer), you do not have to disclose the nature of the interest.

Other Registerable Interests (relating to the Member or their partner):

You have an interest in any business of your authority where it relates to or is likely to affect:

    a) any body of which you are in general control or management and to which you are nominated or appointed by your authority

    b) any body
        (i) exercising functions of a public nature
        (ii) directed to charitable purposes or

one of whose principal purposes includes the influence of public opinion or policy (including any political party or trade union)

Disclosure of Non- Registerable Interests

Where a matter arises at a meeting which *directly relates* to your financial interest or well-being (and is not a DPI) or a financial interest or well-being of a relative or close associate, you must disclose the interest. **You may speak on the matter only if members of the public are also allowed to speak at the meeting** but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation**. If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer) you do not have to disclose the nature of the interest.

Where a matter arises at a meeting which *affects* –
    a. your own financial interest or well-being;
    b. a financial interest or well-being of a friend, relative, close associate; or
    c. a body included in those you need to disclose under DPIs as set out in Table 1 of the Members' code of Conduct

you must disclose the interest. In order to determine whether you can remain in the meeting after disclosing your interest the following test should be applied.

Where a matter *affects* your financial interest or well-being:
    a. to a greater extent than it affects the financial interests of the majority of inhabitants of the ward affected by the decision and;
    b. a reasonable member of the public knowing all the facts would believe that it would affect your view of the wider public interest

You may speak on the matter only if members of the public are also allowed to speak at the meeting but otherwise **must not take part in any discussion or vote on the matter and must not remain in the room unless you have been granted a dispensation.** If it is a 'sensitive interest' (agreed in advance by the Monitoring Officer, you do not have to disclose the nature of the interest.

Other declarations

Members may wish to declare at the beginning of the meeting any other information they feel should be in the public domain in relation to an item on the agenda; such Member statements will be included in the minutes for transparency.

CABINET TRANSFORMATION SUB COMMITTEE

TUESDAY, 2 NOVEMBER 2021

PRESENT**:** Councillors Stuart Carroll (Chairman), Gerry Clark, Andrew Johnson and Samantha Rayner

Also in attendance: Councillor Gurpreet Bhangra and Councillor Helen Price

Officers: Duncan Sharkey, Hillary Hall, Dan Brookman, Kevin McDaniels, David Macfarelane and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence were received by Cllr Hilton and Cllr Stimson, Cllr Rayner attended as a substitute.

DECLARATIONS OF INTEREST

There were no declarations of interest received.

MINUTES

Resolved unanimously: that the minutes of the meeting on 22 September 2020 were approved.

PRESENTATION ON THE CURRENT TRANSFORMATION PRIORITIES

The Director of Children's Services gave a presentation on transformation items his directorate were currently working on and their context with some case studies. Cabinet were aware of the issues and work being done. Some of the volume implications are seen nationally driven by the pandemic. Members were informed that the first table showed the volume coming through Children's Services giving a comparative snapshot year on year on 31st March. The table showed increased volume, more child protection plans and increased complex cases. The data gave members a comparison with our statistical neighbouring authorities and the national average for England.

Members were next given an update on the statutory work force position. At March 2022 there were 25 agency social workers, this reflected the trend in Berkshire with a difficulty in recruitment of professionals. Agency "uplift" at current level costs us £340,000 a year compared to a permanent workforce. The churn in the system often results in children not have a consistent social worker. The additional demand during the pandemic have resulted in our caseworkers holding more cases than the national average. More posts have been brought in to meet demand and retain quality of service. A decision had been made to keep employing domestic support abuse workers even though the pilot scheme had ended, this was an example of having a workforce that met demand. Pay and reward had been set to realistically meet the need of working in Berkshire and work continued within the market place regarding our children in care with focus on local placements and support for adoption. It was important that when possible we keep families together. Case studies showing the placement supply and costs were shown.

The presentation went on to show transformation opportunities with the graphic showing in grey showing a typical path a young person may take through the system from early help to becoming a child in need, maybe becoming a child in care and then becoming a care leaver. They may also have had additional needs, often during the school environment. With regards

to transformation we would look at the way we work within our practices, with our partners, making sure we get the right services in the right places and being involved early so we can effectively prevent escalation. It was important to make sure more young people stayed locally rather then having to move away from the area for support. Work was ongoing to increase the volume of foster careers and supporting more family members to come forward were appropriate. We want more people to be educated locally, live locally and be able to be part of their local community. To achieve this, we are working on effective connected systems and a sustainable stable workforce. Examples of how this would be achieved was shown on the following two slides, such as early support work with health colleagues regarding well being and mental health, supporting local provision and replacing outdated systems with a digital end to end system making the best use of data.

The Chairman said he was aware of the excellent work being done by the directorate but asked if the director could expand on the foster care system and high needs placements. Members were informed that we were looking at increasing foster careers, we currently had about 50. Care placements currently cost about £3,500 per week where a foster placement cost about £500 per week. Officers were looking at better ways of supporting foster parents and families to help support children in care. We were looking at joined up support for the whole family such as access to our leisure facilities.

Cllr Clark mentioned that there had been increased costs over the last few years but transformation was helping provide effective services. He mentioned the impact of the pandemic and asked if we were ready for future problems. He was informed that there was no guarantee for future problems but working on increasing early intervention, better support for young people and families and increasing the fostering system. It had been a difficult 18 months during the pandemic and support would be provided.

Cllr Price asked if more could be done to help prevent children entering the care system and was informed that yes more could always be done but there will always be a need for support and that was why there was investment in family hubs, investment in supporting families, being ready to meet future demands and working with our partners. We were looking at better internal processes, better particle support such as getting a child to school on time so the benefit from learning opportunities and signposting families to services. Cllr Price mentioned that there was a wealth of community volunteers and we could look at what more support we could provide them in their work.

Cllr Rayner congratulated officers for the work they were doing as it was very complex and changing peoples lives for the better. She said how she admired those who became foster parents, taking on the responsibility to help children especially during these difficult pandemic times. If we can help foster parents with extra support we should. With regards to agency social workers she asked if there was anything that could be done regarding recruitment of permanent staff and also asked about the Paris system. She was informed that with regards to social workers the pandemic had shown that they could make their visits during one day and spend the next one at home writing up their notes from home which helps with their work life balance. It also meant they did not have to live locally and some were attracted to the higher agency rates of pay. We paid compatible with other authorities but could not match £43 per hour some agencies paid. There was a shortage of skilled social workers and thus they could command higher prices as local authorities had a statutory duty to provide these services. The authority had looked at creating roles for newly qualified social workers who needed experience before they could take on full caseloads, nearly all of these additional posts have moved into permanent positions within the authority. Bonuses were also available when social workers stayed within their roles which has helped with stability of care for children. With regards to the Paris system this had come to an end of its lifespan and work was underway getting a more modern system in place. We were only one of three authorities still using the system as we had customised it to our need that maid it difficult to replace. It was not just about replacing like for like but getting a new system that helps us work better, better data sharing and supporting our partners.

The Sub-Committee noted the presentation.

UPDATE ON CORPORATE FOCUS

The Chief Executive introduced the presentation about Corporate Transformation.

Members were informed that transformation was for the whole organisation, although AFC and Optalis would have their own arrangements. We are developing an organisation that was empowering all staff to be leaders and transform how they deliver their roles. Transformation was everyone's role within the organisation. The Pandemic has had a big impact on our ability to get together and get new concepts embedded. Staff had worked hard in challenging circumstances to get their day jobs done so it had not been an appropriate time to introduce too many changes.   This had resulted in the organisation being behind where they had planned to be with regards to transformation. There would be cultural changes based on our values being at the heart of what we do. Members were shown the three main strands of how transformation would be delivered; individual actions, service level and corporate programmes. We will be helping staff share good practices and providing toolkits. We need to work together as we can not have people randomly changing practices we need co ordination and allowing small failures to help learn and develop.

Hillary Hall informed members that other the next 12 months we would be focusing on Engagement HQ providing toolkits for staff to use for service redesign, better use of data, developing the website, adult social care and community engagement.

With regards to Engagement HQ there would be a wide range of toolkits to aid teams with transformation, it would be a space were staff to be able to air their views and suggest new ideas, a place were foeums could be help to help staff engagement and a space for surveys and quick polls to be undertaken.

With regards to adult social care transformation officers had looked at front door access to services as this was a real area for improvement, we advertised one number to access services but found out there was a plethora of numbers and email addresses that were in use that could result in confusion so they looked at streamlining the system. So part if the work being undertaken is about alignment and analysing what was the best way to access services and having staff with the right skill set to point service users in the right direction and being able to deal with people in crises. With regards to day opportunities there was an upcoming Cabinet report so they left discussion on this until Cabinet. With regards to reablement the approach was to support people to be able to do things for themselves. It was a 'doing with' model, in contrast to traditional home care which tends to be a 'doing for' model. This was enabled by having individual care packages being put in place.

Members were provided information about the use of technology with regards to the use of iese, a case management system that by placing hidden quit non intrusive devices into a persons home can monitor and predict if there may be a crises in the near future. The system then alerts the family or services that the person may need help. This enables early intervention rather then responding to a crises.

Members were also given examples how transformation was making better use of data regarding transformation with work with partners at Slalom and AWS to create a Data Insights Platform to assist with local economic COVID-19 recovery, using local and open-source data in a purposeful 12-week sprint to benefit local business. Lessons would be learnt to help create a RBWM data rich environment.

Cllr Price mentioned that there was a lot of change happening with processes and behaviour changes and asked if the new change processes were being tested on the end user be them officers, member or the public., were their views being sought? She was informed that alot of what was being done was getting direct feedback, such as using the Corporate Parenting

Forum or Youth Ambassadors, the schools improvement forum and Schools forum. We also asked for direct feedback from our users. There was also better consultation in place and looking at customer experiences.

The Sub-Committee noted the presentation.

UPDATE ON COMMUNITY FOCUS

There had been a lot of work undertaken during the pandemic supporting residents, especially the vulnerable who had to shield and needed additional support. The Transformation support team provided direct support to helping during the pandemic and the Sub-Committee were given a number of examples how residents were supported and how there was widespread and targeted promotion of support and vaccination information. Further examples of embedding community response were also provided.

The Chairman said that although we were still in the middle of the pandemic it was good to reflect on the excellent work and support provided as well as maintaining the day to day business. There were some fantastic outputs and outcomes during the pandemic that supported the very vulnerable members of our society.

The sub committee noted the update.

LYON CASE MANAGEMENT DEMO

The Cabinet Sub-Committee received a presentation on the Lyon system that was a low-code software solution used to build collaborative platforms and a smartphone app that social care, primary care, and local volunteers could use to support vulnerable individuals in the community.

Members were informed that the Pandemic had shown that there was a community willingness to help those in need but individuals often don't know "where to start" or "who needs help". The Local Authority, Social Care, Primary Care do know "who needs help" but this information was often on a spreadsheet and it was difficult to know how to share that appropriately.

The solution was to build our own platform and app using the Alpha Software that provided cloud-hosted, low-code development platform with application interface. This was able to be built alongside our existing social care, primary care and community partner relationships and managed low-level needs in the community, creating capacity in statutory services for critical pressures.

Members were provided an overview of how the system worked, it was a secured stand alone webpage, the data shown to members was from their dummy system so no live data was shown. The application showed the residents information who had contacted the council or needed help. Mapping tools were demonstrated as well as analytics linking volunteers to those who needed support. An activity register was shown that recorded actions and any associated tasks that may come out of it. The broad functionalities were shown to members. During the pandemic up to 200 to 300 were being recorded and tracked per day. A mobile application has been continually developed to help volunteers for example a support request may be loaded by someone who need support such as contact or shopping. The application would show registered contact details and location as well as how the task was being progressed.

The next steps was to apply for additional funding, building on the application and looking to take it out locally and nationally. GDPR compliance was built in and thus it could be used by a range of partners. A daft business case for future us was being produced.

The Chairman asked what the major next steps were and was informed that more development capacity was required externally as well as developing in house capacity to use the system for other functions.

Cllr Price said one issue with the volunteering system was that a number of volunteers were now going back to work. So would community grous be able to use the system to ask for volunteers. She was informed that yes they had been working with some community groups on this and the platform was available to them on a restricted area that did not contain sensitive data. They could have their own area of the system free of charge to help manage their volunteers. Cllr Price recommended that there should be some investigation if this could link to the 'next Door' application.

The Cabinet Sub-Committee noted the update.

TRANSFORMATION PLAN

The Chairman announced that a special meeting on 30th November 2021 had been arranged to discuss this item.

The meeting, which began at 7.00 pm, finished at 9.20 pm

CHAIRMAN…………………………….

DATE………………………….........

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CABINET TRANSFORMATION SUB COMMITTEE

TUESDAY, 30 NOVEMBER 2021

PRESENT**:** Councillors Stuart Carroll (Chairman), Gerry Clark, David Hilton, Andrew Johnson and Donna Stimson

Also in attendance: Councillor Gurpreet Bhangra and Councillor Helen Price

Officers: Duncan Shareky, Hilary Hall, Dan Goodman, David Macfarelane and David Cook.

APOLOGIES FOR ABSENCE

Apologies for absence was recived from Cllr McWilliams.

DECLARATIONS OF INTEREST

There were no declarations of inteerst received.

CORPORATE TRANSFORMATION DELIVERY PLAN 2021-2023

Members considered the presentation regarding Corporate Transformation Delivery Plan.

Members were informed that in September 2020, the Transformation Cabinet Sub Committee approved the Corporate Transformation Strategy. Projects had srated however the impact of the ongoing Covid 19 pandemic slowed the publication of the supporting delivery plan. Significant transformational activities were tested and delivered during the first year of the Strategy.

The report being considered tonight set out the delivery plan for the next two years focussing on three key areas the Transformation Service would focus on whilst supporting and managing other smaller projects within the programme.

The Delivery Plan was shaped around three key areas, service redesign, community working, and digital and automation. There would be delivery of transformation, at three levels; individual, service and council-wide.

There were changes to the way we worked and enablers to help us do this. Climate and environmental issues would be incorporated into everything we do and this would be made more explicate in future publications. Transformation was about doing things differently and we had to accept that not ever new project would be successful but there would be learning from our experiences.

The Chairman thanked officers for the excellent work already undertaken as discussed at the previous meeting and appendix 2 showed this. He asked that with regards to Adult Social Care as there had been a lot of work undertaken what were key learning for other departments. He was informed that it was important that you took the workforce with you and included them on the projects. Some areas would work, other would not so it was important to accept, stop and learn when results were not as expected. We needed to be flexible and agile.

The Chairman also highlighted the use of technology and was told that this was a key element and highlighted the discussion at the last meeting and the effective use of data, although GDPR compliance had to be at the heart of this.

Cllr Johnson commented that he was delighted to see the report and that it was ambitus and aligned to the Corporate Plan and draft budget that was due to go to consultation. It was good to see granulation what transformation was, a better way of working, better use of technology and not just about costs.

Cllr Clark also said he was delighted to see the report and the great progress being made for residents, you could see improvements in everything we do and plan. It was an evolving process and during the 2 year plan and he was pleased to see that people who could not use new technology were not being left behind and provision was being provided for them. He encouraged both internal and external input into the process.

Cllr Hilton reported that the strategy was discussed at Corporate O&S Panel and in his view the general opinion of the opposition was that transformation was about saving money and making cuts, however talking to directors he had the opinion that it was about better delivery of service to the benefit of residents, outcomes and quality of live. Great things are being done and it was important that we got this message across to residents.

The Chairman agreed and said it was important to show what transformation was, why we were doing it and the beneficial outcomes.

Cllr Price said that the equality impact assessment link it the report did not work, she had been sent a copy but suggested that it be attached as an appendix to reports. She felt this work was inspiring and with regards to communities employers had not been mentioned as they also wanted to do something and support our communities, for example Centrica offered their staff time off to do volunteer work. The chairman and director agreed that our work with communities was important and would try and make this more explicit in reports.

Cllr Price went on to talk about the role of residents, she was concerned about the number of economically inactive residents. We needed to encourage them back into the workplace as well as supporting community organisations, or example when furlough stopped the number of people able to offer time was reduced. Residents cost of living was also going up that reduced capacity for volunteering. The Chairman replied that this was something they could keep an eye on as part of our role in supporting the third sector. Tis was an extension of the 'good neighbour' that was seen during the pandemic.

Cllr Price asked that with regards to the delivery plan are the items lower down on the plan dependent of the schemes higher up. She was informed that they were not dependent on one another.

Cllr Price also asked what would happen if certain service areas did not embrace change and was informed that cultural changed has started a few years ago but had slowed due to the pandemic, but the majority of the organisation were on board with introducing improvements where possible and seeing better outcomes.

Cllr Stimson asked when environmental issues and sustainability would be embedded into the transformation programme and was informed that this was already happening but was not explicit it would also be in service design toolkits.

The Chairman thanked everyone for attending and the update was noted.

The meeting, which began at 7.00 pm, finished at 7.50 pm

CHAIRMAN……………………………….

DATE…………………………….........

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Report Title:	Transformation Strategy
Contains Confidential or Exempt Information	No - Part I
Cabinet Member:	Cllr Carroll, Cabinet Member for Adult Social Care, Children's Services, Health, Mental Health and Transformation
Meeting and Date:	Cabinet Transformation Sub-Committee, 9 May 2022
Responsible Officer(s):	Hilary Hall, Executive Director of Adults, Health and Housing
Wards affected:	None

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Royal Borough of Windsor & Maidenhead

REPORT SUMMARY

The purpose of this report is to provide the context, within the Transformation Strategy, for the presentations at items 2 and 3 of the agenda and the update on progress against the Delivery Plan at item 4. The Strategy was approved in September 2020 and the subsequent Delivery Plan, agreed in November 2021, details the specific activities being delivered through to April 2023. It was acknowledged that much of the initial work in the Delivery Plan was around building the foundations in terms of processes and infrastructure.

In broad terms, the aim of transformation is to modernise and change the way in which the council operates in order to improve efficiency (both cashable and non-cashable) and effectiveness. Transformation is, therefore, at the heart of the Corporate Plan and in creating a borough of opportunity and innovation, focuses on building capacity and resilience within communities (community transformation) alongside better and more creative use of technology (digital transformation).

1. DETAILS OF RECOMMENDATION(S)

RECOMMENDATION: That Cabinet Transformation Sub-Committee notes the report and:

i) **Notes the progress made in relation to the Transformation Delivery Plan 2021-2023.**

2. REASON(S) FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Options

Table 1: Options arising from this report

Option	Comments
Cabinet Transformation Sub-Committee notes the progress made in relation to the Delivery Plan 2021-2023 **This is the recommended option**	The Delivery Plan identifies the specific activities being undertaken in 2021-2023 to

Option	Comments
	deliver the aims of the Transformation Strategy.

2.1   For the Royal Borough, transformation is everyone's job. In line with our values, we are developing an organisation that is empowering all staff to be leaders and transform how they deliver their roles. With a focus on coproduction, we recognise that a combination of community and family resilience produces better outcomes for residents and their families rather than statutory/council intervention alone. Our priority, therefore, is to enable residents to help themselves in the first instance; where residents need more support, we want to enable communities to support them. This is at the heart of **community transformation**. Only when needs go beyond the ability of the community to respond should the council be looking to intervene at the right time to help and before those needs hit crisis point. The delivery and impact of Wellbeing Circles will be presented to the Sub-Committee.

2.2   Alongside, and supporting, community transformation is a focus on better and more creative use of technology – **digital transformation**. The Royal Borough has a growing opportunity to make better use of advancing technologies in the way it delivers key services. This goes across all services, including the redevelopment of core applications such as the social care case management, the use of low-code software to develop community facing applications, automation of processes using tools like Robotic Process Automation (RPA) and expanding the use of technology enabled care in social care. The development of Lyon and the impact of technology enabled care in social care will be presented to the Sub-Committee.

2.3   The Delivery Plan approved by the Sub-Committee in November 2021 identifies what will be delivered over the period 2021 to 2023 in relation to service redesign, community working and digital innovation. In some cases, the deliverables are changes to the way in which services are designed and delivered; in other cases, the deliverables are items that support individuals, services or the council to transform, e.g. toolkits. The progress and impact of the deliverables will be presented to the Sub-Committee.

3.   KEY IMPLICATIONS

3.1   Not applicable.

4.   FINANCIAL DETAILS / VALUE FOR MONEY

4.1   There are no direct financial implications arising from this report. Financial implications arising from specific activities are built into existing resource plans, as appropriate.

5.   LEGAL IMPLICATIONS

5.1   Not applicable.

6.   RISK MANAGEMENT

6.1   Not applicable

7.   POTENTIAL IMPACTS

7.1   Equalities. Equality Impact Assessments produced in relation to the Transformation Strategy and the Delivery Plan are published on the [council's website.](#)

7.2   Climate change/sustainability. Not applicable.

7.3   Data Protection/GDPR. Not applicable

8.   CONSULTATION

8.1   Not applicable.

9.   TIMETABLE FOR IMPLEMENTATION

9.1   Not applicable

10.   APPENDICES

10.1   There are no appendices:

11.   BACKGROUND DOCUMENTS

11.1   This report is supported by two background documents:

- Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-25.
- Royal Borough of Windsor and Maidenhead Transformation Delivery Plan 2021-2023.

12.   CONSULTATION

Name of consultee	Post held	Date sent	Date returned
Mandatory:	*Statutory Officers (or deputies)*		
Adele Taylor	Executive Director of Resources/S151 Officer	23/04/22	25/04/22
Emma Duncan	Deputy Director of Law and Strategy / Monitoring Officer	23/04/22	25/04/22
Deputies:			
Andrew Vallance	Head of Finance (Deputy S151 Officer)	23/04/22	
Elaine Browne	Head of Law (Deputy Monitoring Officer)	23/04/22	23/4/22

Karen Shepherd	Head of Governance (Deputy Monitoring Officer)	23/04/22	25/4/22
Other consultees:			
Directors (where relevant)			
Duncan Sharkey	Chief Executive	23/04/22	
Andrew Durrant	Executive Director of Place	23/04/22	
Kevin McDaniel	Executive Director of Children's Services	23/04/22	25/04/22

REPORT HISTORY

Decision type:	Urgency item?	To follow item?
For information	No	No

Report Author: Hilary Hall, Executive Director of Adults, Health and Housing, 07812676630

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

CORPORATE TRANSFORMATION DELIVERY PLAN 2021-2023

Update April 2022

Blue = complete; Green = on track; Amber = on track but some delays; Red = behind schedule/not yet started.

Service redesign

"To maximise the benefits of digital innovation will require a fundamental focus on streamlining, modernising and automating council processes.".[1]

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
E	Develop and promote a Service Design toolkit	By Feb 22	Head of Transformation	Enable teams and services to conduct and document a redesign process.	Toolkit has been designed incorporating a number of useful tools for individuals and teams to use. It will be formally launched with the Service Plan template, as part of the new performance management framework	Amber
C	Deliver the corporate Customer Service Review	By Sept 22	Head of Revenues, Benefits, Library and Residents Services	New Target Operating Model and arrangements for customer services and training for all staff	Steering group in place and work is in progress	Green
E	Develop and promote a Customer journey toolkit to support service redesign	By Dec 21	Transformation Project Manager	Enable teams and services to conduct and document their customer journeys to support service redesign.	Complete	Blue

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[1] Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
C	Review and transform the housing service	Jan to Jun 22	Head of Housing, Environmental Health and Trading Standards	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies	Customer journey map completed. Initial priority underway which is working with the licensing team to put forms and booking online. Further work will roll out now that the Robotic Process Automation partner has been appointed.	Green
C	Review and transform the planning service	Jan to Jun 22	Head of Planning	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies	Customer journey mapping work completed. Initial priority is around customer satisfaction survey and linking this with the telephony. Survey using the SMS functionality of the telephony is also being developed.	Green
C	Review and transform the Tree service	Jun to Aug 22	Head of Planning	Analyse the current service and ways of working in order to identify and implement innovation and efficiencies	Work due to start in June 2022	-
E	Working with Heads of Service, identify the next set of services for redesign and innovation	By Oct 22	Head of Transformation	Identify the next three services for service redesign based on the learnings from year 1.	Not yet started	-
C	Review and transform the three identified services	Nov 22 to Feb 23	Nominated Heads of Service	Analyse the current service and ways of working in order to identify and implement	Not yet started	-

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
				innovation and efficiencies		

C = change to ways of working
E = enabler

Community coproduction

"Co-production is not just a word, it's not just a concept, it is a meeting of minds coming together to find a shared solution. In practice, it involves people who use services being consulted, included and working together from the start to the end of any project that affects them."[2]

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
C	Integrate Wellbeing Circles[3] into health and care business as usual	By May 22	Transformation Service Project Manager	People are supported to remain independent longer in their own homes and more connected into their communities	Complete. Wellbeing Circles established and working well	Blue
C	Roll out the Embedding Community Response approach into Maidenhead	From Apr 21	Transformation Service Lead	Support local communities to identify the issues that matter the most to them and to support them to deliver the solutions on the ground	Underway and working well. Sub groups all established and working through the community identified priorities.	Green
E	Engage communities in local decision making	From Mar 22	Head of Strategy	Local communities proactively influencing and engaging in local decision making	Engagement strategy in place. Residents survey to take place later this year.	Green
E	Develop and launch the Asset Map and Know	By Aug 22	Head of Transformation	A web based 'one stop shop' resource of community	Existing asset map is on the website but needs IT	Amber

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[2] Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community based support, London: TLAP.
[3] Wellbeing Circles bring a group of volunteers together around an individual to help them with their needs, facilitated and co-ordinated through a community group.

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
	Your Neighbourhood			assets, including organisations, events and activities which is accessible to everyone.	developer capacity to take this forward to create the one stop shop. Resource currently being recruited	
C	Work with the Community Learning and Skills Service, to develop a portfolio of opportunities for residents and communities to develop new skills	Ongoing	Transformation Service Lead	Capacity and skills within local communities to support employability and confidence	CLASS continue to work with the Royal Borough to identify new courses that will meet community need. Key partners in the Embedding Community Response work.	Green
E	Deliver further sessions of ABCD training across partners and stakeholders	By Aug 22	Transformation Project Manager	The ABCD ethos embedded into daily practice across internal and external stakeholders.	CCG has agreed to lead this work across all partners and waiting for dates to be set up.	Amber

C = change to ways of working
E = enabler

Digital innovation

"Using data securely and ethically will be key to developments but innovation and efficiency in the use of new data insights and digital technologies will drive the council forward.".[4]

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
E	Develop and deliver a strategy and process for automating routine processes in Housing, Planning and the Tree Service	By Sept 22	Head of Transformation	Routine processes are automated efficiently and ethically in key customer facing services.	Robotic process automation (RPA) partner now appointed and kick off meetings held in early May. Programme of work identified.	Green

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[4] Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
C	Integrate three systems (Confirm, Uniform and Whitespace) with the customer relationship management system	By Feb 22	Head of Transformation	Two-way integrations with three key systems that customers of the Council interact with on the RBWM.gov.uk website.	Delayed pending the appointment of the RPA partner which is now complete. This forms part of the work programme and will be completed by August 2022	Amber
C	Develop and implement a set of data insights to support local economic development	By April 22	Executive Director of Place Services	A custom-built set of data insights to support local businesses with post-pandemic growth	Complete	Blue
E	Develop and implement a set of data insights for a further three services (three services to be identified by May 2022)	By Dec 22	Head of Transformation	Use the learning from the economic development work a further three services identified which would benefit from this approach	Work underway to review legal frameworks and gateways to enable data sharing across the organisation to support further work. Once agreed, three services will be identified. Overall timescale expected to be met.	Amber
C	Progress the social care case management system replacement	Mar 23 (review)	Executive Directors of Children's Services and Adults, Health and Housing	Continue to build with partners at iESE a bespoke case management system for adults and children's social care	Achieving for Children are leading the work around a replacement for Paris in children's services. Steering Group established in adult services to develop a specification and procure a new system – this will	Green

C/E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
					be key to meet the requirements of social care charging reform.	
C	Expand the functionality of the Lyon case management system	By June 22	Transformation Service Lead	Support for the voluntary and community sector in terms of volunteer recruitment and management and stronger links between Council services and community delivery partners	Work is progressing on this system and is on track	Green
E	Embed the use EngagementHQ both internally and with residents	Ongoing	Head of Transformation	EngagementHQ is the "go to" place for staff and residents	All surveys are now hosted on the platform following a complete refresh of the "look and feel". Ongoing work to ensure it is the "go to" place.	Green
E	Review and improve the content on the website	By Aug 22	Head of Transformation	The content of the website is accurate and meets the needs of customers	Work continues to improve the content of the website. Capacity within services to focus on this work remains an issue.	Amber

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