

Report Title:	<b>Council Plan 2017-2021 &amp; Performance Management Framework 2017/18</b>
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley – Leader of the Council Councillor McWilliams - Deputy Lead Member Policy and Affordable Housing
Meeting and Date:	Council - 25 July 2017
Responsible Officer(s):	Alison Alexander, Managing Director
Wards affected:	All

www.rbwm.gov.uk



## REPORT SUMMARY

1. Since the Corporate Strategy 2016-2020 was approved in December 2015, the Council has significantly transformed its operating model. It is, therefore, appropriate to refresh the Council's strategic plan in the light of the new model.
2. This report presents a new draft Council Plan and recommends the development of two new supporting corporate plans, People and Customers, together with a new corporate performance management framework to align to the new Plan.

## 1 DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION:** That Council:

- Approves the draft Council Plan, see Appendix A.**
- Delegates authority to the Managing Director, the Leader of the Council and the Deputy Lead Member for Policy and Affordable Housing to make any final amendments.**
- Notes the development of a Customer Plan by the Head of Library and Resident Services and the Lead Member for Culture and Communities incl. Customer and Business Services for approval at a future Cabinet meeting.**
- Notes the development of a People Plan by the Head of HR and the Principal Member for HR, Legal and ICT for approval at a future Employment Panel.**
- Notes the preparation of a new corporate performance management framework, aligned to the new Plan, to be approved by Cabinet in August 2017 and reported on in September 2017.**

## 2 REASON(S) FOR RECOMMENDATION(S)

- 2.1 The Corporate Strategy is the definitive statement of the council's intentions and therefore provides the framework for all its activities – whether delivered directly, in partnership or through commissioned services. The existing

Corporate Strategy was last refreshed in September 2015 and approved by Council on 15 December 2015.

- 2.2 Since that time, the council has significantly transformed its operating model and senior leadership structure. It is, therefore, appropriate to refresh the Corporate Strategy as a new Council Plan.
- 2.3 A proposed draft Plan, see Appendix A, has been developed which sets out six priorities for the period 2017-2021 and related objectives. The priorities and objectives have been informed by reference to existing manifesto commitments, the existing corporate strategy and other wider strategies, such as the emerging Borough Local Plan, the Joint Health and Wellbeing Strategy and the Medium Term Financial Plan.
- 2.4 The Royal Borough’s strategic aims of *Residents First, Value for Money, Delivering Together and Equipping Ourselves for the Future* remain the golden thread, with the new aligned priorities giving greater focus, see table 1.

**Table 1: Alignment of Strategic Priorities**

<b>Golden thread</b>	<b>Newly Aligned Priorities</b>
Residents First Delivering Together	Healthy, skilled and independent residents Safe and vibrant communities Growing economy, affordable housing Attractive and well-connected borough
Value for Money Equipping Ourselves for the Future	Well-managed resources delivering value for money An excellent customer experience

- 2.5 In terms of the new priorities, four of them, shown in purple and in row one of table 1, are outward facing, reflecting the community and environment. The remaining two, shown in gold and in row two of table 1, reflect the organisation the council needs to be in order to deliver well for residents and customers.
- 2.6 **Vision statement:** A new vision has been proposed – *“Building a borough for everyone – where residents and businesses grow, with opportunities for all”* – which reflects the continued aspiration for the Royal Borough, its residents, businesses and visitors.
- 2.7 **Proposed new corporate plans:** In order to complete the suite of supporting corporate plans, two new plans, Customer and People, are being developed to bring together details of all initiatives and activities that support achievement of relevant customer-related and workforce-related objectives.
- 2.8 The Council Plan, supporting corporate plans and Service Plans will be reviewed annually to ensure that they remain relevant. The supporting corporate plans are the Medium Term Financial Plan, the new Customer and People Plans, Borough Local Plan and Joint Health and Wellbeing Strategy. In turn, these Plans are supported by service plans which set out how individual service areas will deliver their relevant priorities. This review process will start in October each year, using business intelligence and other evidence such as the Joint Strategic Needs Assessment. Refreshed documents will then be issued at the start of each fiscal year. An Annual Report will be prepared each year in

order to formally communicate the council's progress in relation to its priorities and related objectives.

2.9 **Evidencing performance:** In order to align to the new Plan, the corporate performance management framework is being refreshed. New performance reporting software, InPhase, is now in place which will enhance access to performance information, automate data collection in key areas and improve accuracy and transparent reporting.

2.10 Early work with services and Lead/Principal Members has been undertaken to scope a smaller number of strategic, rather than operational, measures for inclusion in the new framework so that the focus is on achievement of the strategic priorities. Once the Plan is approved by Council, the rationalised framework will be finalised, with particular attention given to ensuring clear definitions of measures and agreed mechanisms for their collation and calculation. This will ensure that the indicators do not need to be changed or refined during the year. The framework will be confirmed and agreed by Cabinet in August 2017 in order that Q1 2017/18 performance can be reported in September 2017.

### 3 KEY IMPLICATIONS

**Table 2: Key implications**

<b>Outcome</b>	<b>Unmet</b>	<b>Met</b>	<b>Exceeded</b>	<b>Significantly Exceeded</b>	<b>Date of delivery</b>
New Council Plan in place	No refreshed Plan adopted	August 2017	N/A	N/A	1 August 2017
New corporate performance management framework in place	No framework adopted	Sept 2017	N/A	N/A	1 Sept 2017

### 4 FINANCIAL DETAILS / VALUE FOR MONEY

4.1 There are no financial implications arising from the recommendations in this report.

### 5 LEGAL IMPLICATIONS

5.1 The Local Government Act 2000 gives the full Council responsibility for approving the policy framework and the budget. The Council Plan and its suite of supporting corporate plans provides the context for this policy framework.

## 6 RISK MANAGEMENT

6.1 The risks identified are set out in table 3.

**Table 3: Impact of risk and mitigation**

<b>Risk</b>	<b>Uncontrolled</b>	<b>Controls</b>	<b>Controlled</b>
Decision-making is impacted by reliance on a plan which has not been refreshed to reflect the priorities of the organisation.	High	Refreshed Council Plan adopted.	Low
Decision making is adversely impacted by performance measures aligned to an outdated strategic plan.	High	Refreshed Performance Management Framework adopted.	Low

## 7 POTENTIAL IMPACTS

7.1 There are no identified staffing implications.

## 8 CONSULTATION

8.1 Consultation has taken place with:

- Corporate Management Team.
- Senior Leadership Team.
- Lead and Principal Members through Lead/Principal Member briefings.

## 9 TIMETABLE FOR IMPLEMENTATION

**Table 4: Implementation timetable**

<b>Stage Details</b>	<b>Dates</b>
Council Plan approved	25 July 2017
Newly aligned Performance Management Framework considered by Cabinet	24 August 2017
Quarter 1 PMF considered by Cabinet	28 September 2017
Customer and People Plans developed and approved by relevant panels	August – October 2017
Quarter 2 PMF considered by Cabinet	23 November 2017
Quarter 3 PMF considered by Cabinet	22 February 2018
Quarter 4 PMF considered by Cabinet	24 May 2018
2017-2018 Annual Report considered by Council	June 2018

## 10 APPENDICES

10.1 The appendices to this report are:

- Appendix A: Council Plan 2017-2021

## 11 BACKGROUND DOCUMENTS

11.1 The background documents to this report to Council are:

- Corporate Strategy 2016-2020.

## 12 CONSULTATION (MANDATORY)

<b>Name of consultee</b>	<b>Post held</b>	<b>Date sent</b>	<b>Commented &amp; returned</b>
Cllr McWilliams	Deputy Lead Member	17/07/17	17/07/17
Cllr S Dudley	Leader of the Council	17/07/17	17/07/17
Alison Alexander	Managing Director	14/07/17	16/07/17
Russell O'Keefe	Executive Director	17/07/17	
Andy Jeffs	Executive Director	17/07/17	17/07/17
Vanessa Faulkner	HR Manager, deputising for Head of HR	17/07/17	17/07/17
Rob Stubbs	Head of Finance	17/07/17	17/07/17
Mary Kilner	Head of Law & Governance	17/07/17	17/07/17
Hilary Hall	Deputy Director Strategy & Commissioning	14/07/17	16/07/17

## REPORT HISTORY

<b>Decision type:</b> Key decision	<b>Urgency item?</b> No
<b>Report Author:</b> Anna Robinson, Strategy and Performance Manager, 01628 796352 and Rachel Kinniburgh, Strategy Officer, 01628-796370	

## Message from the Leader of the Council and Managing Director:

Clr Simon Dudley, Leader of the Council.

The Royal Borough of Windsor & Maidenhead is a uniquely special place to live. I have lived and raised my family here for the last 25 years and am passionate about ensuring our community continues to go from strength to strength so that others can thrive here with the same opportunities, whether it's owning a home, educating their children or growing their business.



Clr Simon Dudley  
 Leader of the Council

This refreshed council plan captures the things that we, elected members, know our residents value. We will, on their behalf, continue to put them first; secure the best value in how we use our resource, work with the public, private and voluntary sector partners to ensure that the borough is fit for the future. We are the guardian of services on behalf of residents working with the council's workforce.

Alison Alexander, Managing Director.

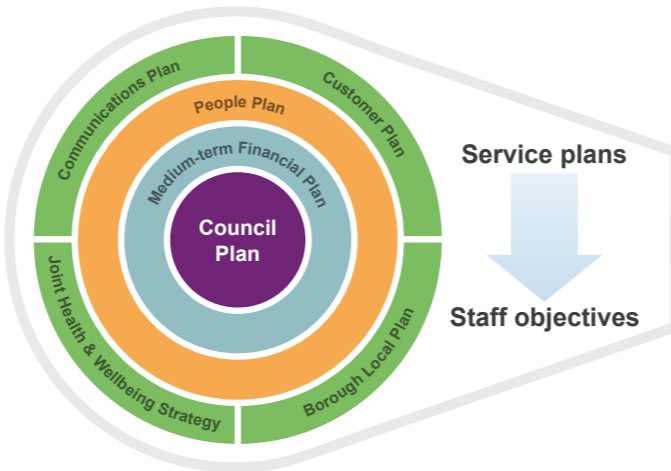
Since the last Council Plan was adopted, the council has undergone significant change. There is new political leadership, supported by a new leadership and management structure. The entire workforce remains committed to constantly evolving so that residents receive the service they need at a time and location they need. We are enterprising in our approach and now in 2017 more of the council services are delivered in partnership with other local authorities or private and voluntary sector companies.



Alison Alexander  
 Managing Director

This plan clearly sets out our passion for first class services for our residents and how we will hold ourselves and array of companies delivering council services to account.

### How the Council Plan fits with our other plans:



#### The Council Plan is supported by:

- Our **Medium-Term Financial Plan** ensures our resources match our priorities.
- Our **People Plan** sets out how we will strengthen our existing skills, capability and resilience.
- Our **Communications Plan** sets out how we will communicate with our residents, stakeholders and staff.
- Our new **Customer Plan** will set out how we will make an excellent customer-experience the norm.
- The **Borough Local Plan** guides development and infrastructure planning across the borough.
- The **Joint Health & Wellbeing Strategy** priorities are shared between the council and key partners.
- **Service Plans** set out how individual service areas will deliver relevant priorities.
- **Staff objectives** detail what individual members of staff will do to deliver the council's priorities.

# Building a borough for everyone

## Council Plan 2017-2021



# Our vision: Building a borough for everyone – where residents and businesses grow, with opportunities for all

## Our Priorities

## What we will do to make a difference

## What we will do to make a difference

## Our Priorities

Healthy, skilled and independent residents

- Promote and develop opportunities for residents of all ages to improve their physical and mental health.
- Enable children and young people to have the best start in life.
- Work with schools to ensure high-quality education for all.
- Enable older residents and vulnerable adults to live independently.
- Improve support and opportunities for carers in our communities.

- Improve our towns, while valuing their local distinctiveness.
- Encourage the growth of a diverse range of businesses in the borough.
- Support further opportunities for work placements, apprenticeships and volunteers.
- Ensure affordable housing provision across the borough.
- Expand and improve practical support for residents facing other housing issues.

Growing economy, affordable housing

Safe and vibrant communities

- Deliver services that protect children, young people and vulnerable adults from harm.
- Provide effective defences against environmental hazards.
- Support residents to get more involved in the maintenance and future direction of their neighbourhoods.
- Maintain high-quality arts, culture and leisure facilities.
- Enable the community and voluntary sectors to flourish.

- Protect and enhance the attractiveness of our community spaces and countryside.
- Promote sustainable energy sources and minimise pollution and waste.
- Improve parking, cycling and public transport provision across the borough.
- Enhance the quality and safety of our roads, highways and pathways.

Attractive and well-connected borough

An excellent customer experience

- Communicate and engage well with residents.
- Enable easy access to council services.
- Deliver our customer-service standards.
- Improve our understanding of what residents need and want.

- Maximise our income and ensure effective and efficient services.
- Increase our existing staff skills, capability and resilience.
- Use modern technology to benefit customers and staff.
- Commission or deliver services to meet residents' needs.

Well-managed resources delivering value for money