

Report Title:	Annual Performance Report 2017/18
Contains Confidential or Exempt Information?	NO - Part I
Member reporting:	Councillor Dudley, Leader of the Council and Chairman of Cabinet
Meeting and Date:	Cabinet - 28 June 2018
Responsible Officer(s):	Hilary Hall, Deputy Director Strategy & Commissioning
Wards affected:	All

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REPORT SUMMARY

- 1 An overview of the council's performance for the 2017/18 year is summarised in this report, see the Royal Borough of Windsor and Maidenhead Annual Report 2017/18, appendix A. This includes progress against its summary indicators as well as contextual information about its resources, key projects and ambitions for 2018/19.
- 2 17 (68%) of the council's 25 key performance indicators met or exceeded target in 2017/18. Six (24%) were just short of target and two (8% were off target), see table 1 and page 30-33 appendix A.
- 3 In addition, the Royal Borough delivered a range of key projects across the breadth of its services, see point 2.5.

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RECOMMENDATION: That Cabinet notes the report and:

- i) **Notes the progress towards meeting the council's strategic objectives.**
- ii) **Endorses the Annual Report 2017/18, appendix A, to be reviewed at a meeting of the Full Council.**
- iii) **Requests the Managing Director and Executive Directors, in conjunction with Lead and Principal Members, to progress improvement actions for areas that are off target.**

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

- 2.1 In July 2017, the Council Plan 2017-2021 was approved. The Plan set out the six strategic priorities for delivery over the plan period:
 - Healthy, skilled and independent residents.
 - Safe and vibrant communities.
 - Growing economy, affordable housing.
 - Attractive and well-connected borough.
 - Well-managed resources delivering value for money.
 - An excellent customer experience.
- 2.2 The council's performance management framework was revised to focus on a set of key strategic indicators, moving away from operational indicators, to measure performance against delivery of the six priorities. 25 of these indicators are reported bi-annually to Cabinet, with further quarterly reports on an additional set of operational indicators to the relevant O&S panels.

- 2.3 The 25 key strategic measures give a top level view of progress. Given the complex and broad nature of the council, the Annual Performance Report draws together contextual information about the council's resources, as well as key projects and other milestones and challenges from the year in order to provide a holistic view of progress towards the six identified priorities. This is common and best practice in local government, providing residents with an accessible document; see the Royal Borough of Windsor and Maidenhead's Annual Report 2017/18, appendix A.

Summary of key indicator performance

- 2.4 Detail of performance against the 25 strategic performance indicators is set out in Table 1 and in the new Annual Report 2017/18, appendix A pg 30-33.

Table 1: Performance against strategic priorities

	Green	Amber	Red	Total
Healthy, skilled and independent residents	6	0	1	7
Safe and vibrant communities	2	2	0	4
Growing economy, affordable housing	4	0	0	4
Attractive and well-connected borough	3	1	0	4
An excellent customer experience	1	2	1	4
Well-managed resources delivering value for money	1	1	0	2
Total	17 (68%)	6 (24%)	2 (8%)	25

Key projects

- 2.5 A number of key activities were completed in the year, see Appendix A pg 15-16 for more details:
- Delivering Adults' Services and Children's Services differently through Optalis and Achieving for Children, successfully transferring staff and maintaining quality service provision.
 - Repairing 4,660 potholes as part of the council's annual highways management programme.
 - Appointing a joint venture partner (Countryside) for the four opportunity areas in Maidenhead Town Centre and shortlisting joint venture partners for the Maidenhead Golf Club development site which together will provide in the region of 4,000 new homes.
 - Phase 1 of the Maidenhead Waterways.
 - Progress in the council's £30 million secondary school expansion programme across the major towns including Charters in Ascot, Windsor Boys' and Girls School and Cox Green, Furze Platt Senior and Newlands' Girls schools in Maidenhead.
 - A number of expedited capital projects to prepare for the Royal Wedding in Windsor including four new Variable Messaging Signs to assist visitors with up-to-date information as well as street-scene improvements and resurfacing along the carriage route.
 - Submitting the Borough Local Plan for inspection.

Ambitions for 2018/19

- 2.6 As part of the council's overall planning and performance cycle, information from the annual report has been used to inform and develop the service plans for the 2018/19 municipal year. This will ensure activity remains focused on the council's priorities and on the areas for continued improvement. These include:
- Delivering a new CCTV system.
 - Successfully procuring the new waste contract.
 - Refreshing the Joint Strategic Needs Assessment.
 - Co-ordinating and delivering a number of neighbourhood planning referendums in support of local decision making.
 - Implementing procedures to support residents with the roll out of Universal Credit.

Table 2: Options

Option	Comments
Endorse the Annual Report for review by the Full Council, noting the progress against the six priorities for the Council Plan 2017-21. The recommended option.	The council's Annual Report 2017/18 provides residents and the council with accessible and relevant information to secure continuous improvement in delivering quality, efficient, user-focused services for residents.
Continue with the old approach of performance reporting and management. Not the recommended option.	An ad-hoc, narrow approach does not secure sufficient focus on how performance measures and significant council activity assists the council to achieve its strategic priorities. This could result in less focus on service improvement and reduced transparency, accountability and clarity for residents.

3 KEY IMPLICATIONS

- 3.1 The key implications of the report are set out in table 3.

Table 3: Key implications

Outcome	Unmet	Met	Exceeded	Significantly Exceeded	Date of delivery
The council is on target to deliver its strategic priorities	Less than 100%	100% of strategic priorities on target	N/A	N/A	31 March 2019

4 FINANCIAL DETAILS / VALUE FOR MONEY

- 4.1 There are no financial implications arising from this report, see table 4. Delivery of any mitigating actions in respect of performance or service improvement will be met from existing budgets.

Table 4: Financial impact of report's recommendations

REVENUE	2016/17	2017/18	2018/19
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

CAPITAL			
Addition	£0	£0	£0
Reduction	£0	£0	£0
Net impact	£0	£0	£0

5 LEGAL IMPLICATIONS

5.1 There are no legal implications arising from the report.

6 RISK MANAGEMENT

6.1 The risks and their control actions are set out in table 5.

Table 5: Impact of risk and mitigation

Risks	Uncontrolled Risk	Controls	Controlled Risk
Poor performance management processes in place causing a lack of progress towards achieving the council's strategic aims and objectives.	HIGH	Robust performance management within services and effective and timely reporting.	LOW

7 POTENTIAL IMPACTS

7.1 An Equality Impact Assessment is not required for this report.

8 CONSULTATION

8.1 The report will be considered by the Corporate Services Overview and Scrutiny Panel, as well as each of the council's other Overview and Scrutiny Panels. The comments will be reported to Cabinet.

9 TIMETABLE FOR IMPLEMENTATION

9.1 Timetable of implementation is at table 6.

Table 6: Implementation timetable

Date	Details
Ongoing	Managing Director and Executive Directors, in conjunction with Lead and Principal Members, continue to manage performance, particularly in relation to those indicators that are off target
30 June 2018	Service Plans confirmed by Heads of Service for delivery
30 November 2018	Mid-year review of progress against Service Plans by Senior Management Team

9.2 Implementation date if not called in: Immediately

10 APPENDICES

10.1 The appendices to the report are as follows:

- Appendix A: The Royal Borough of Windsor and Maidenhead's Annual Report 2017/18

11 BACKGROUND DOCUMENTS

11.1 Council Plan and performance management framework, Council 25 July 2017
http://rbwm.moderngov.co.uk/documents/s14958/meetings_170725_council_strategy_full.pdf

12 CONSULTATION (MANDATORY)

Name of consultee	Post held	Date issued for comment	Date returned with comments
Cllr Dudley	Leader of the Council	01/06/18	01/06/2018
Alison Alexander	Managing Director	01/06/18	01/06/2018
Russell O'Keefe	Executive Director	01/06/18	
Andy Jeffs	Executive Director	01/06/18	04/04/2018
Rob Stubbs	Section 151 Officer	01/06/18	
Hilary Hall	Deputy Director Strategy and Commissioning	31/05/2018	31/05/2018
Nikki Craig	Head of HR and Corporate Projects	01/06/18	03/04/2018
Louisa Dean	Communications	01/06/18	

REPORT HISTORY

Decision type: Non-key decision	Urgency item? No	To Follow item? N/A
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Report Author: Anna Robinson, Strategy and Performance Manager		