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| Report Title:                                | <b>Annual Performance Report 2017/18</b>                         |
| Contains Confidential or Exempt Information? | NO - Part I  |
| Member reporting:                            | Councillor Dudley, Leader of the Council and Chairman of Cabinet |
| Meeting and Date:                            | Council - 19 July 2018   |
| Responsible Officer(s):                      | Hilary Hall, Deputy Director Strategy & Commissioning            |
| Wards affected:                              | All  |

## 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.

## 1 DETAILS OF RECOMMENDATION(S)

**RECOMMENDATION: That Council notes the report and:**

- i) **Notes the progress towards meeting the council's strategic objectives.**
- ii) **Endorses the Annual Report 2017/18, appendix A.**

## 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 number 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 Performance against the 25 strategic performance indicators is set out in Table 1 and in more detail in the new Annual Report 2017/18, Appendix A page 30-33. 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).

**Table 1: Performance against strategic priorities**

|   | <b>Green</b>              | <b>Amber</b>             | <b>Red</b>              | <b>Total</b> |
|---|---------------------------|--------------------------|-------------------------|--------------|
| 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            |
| <b>Total</b>                                      | <b>17</b><br><b>(68%)</b> | <b>6</b><br><b>(24%)</b> | <b>2</b><br><b>(8%)</b> | <b>25</b>    |

### Key projects

2.5 A number of key activities were progressed in 2017/18, see Appendix A page 15-16 for more detail, in summary they include:

- 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**

| <b>Option</b>  | <b>Comments</b>   |
|--|---|
| Endorse the Annual Report for review by the Full Council, noting the progress against the six priorities for the Council Plan 2017-21.<br><br><b>The recommended option.</b> | A comprehensive Annual Report 2017/18 provides residents and partners with accessible and relevant information on performance to secure continuous improvement and to strengthen quality, efficient, user-focused services for residents. |
| Continue with the old approach of performance reporting and management.<br><br><b>Not the recommended option.</b>  | A narrow approach does not sufficiently measure council performance activity to achieve its strategic priorities.   |

## 3 KEY IMPLICATIONS

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

**Table 3: Key implications**

| <b>Outcome</b>   | <b>Unmet</b>   | <b>Met</b>                             | <b>Exceeded</b> | <b>Significantly Exceeded</b> | <b>Date of delivery</b> |
|--|----------------|--|-----------------|-------------------------------|-------------------------|
| 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.

## 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 4.

**Table 4: Impact of risk and mitigation**

| <b>Risks</b>   | <b>Uncontrolled Risk</b> | <b>Controls</b>   | <b>Controlled Risk</b> |
|--|--------------------------|---|------------------------|
| 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 has been considered by six of the Council's Overview and Scrutiny Panels and a number of comments have been incorporated such as the use of a key to assist understanding and other changes to improve accessibility to the information.

## 9 TIMETABLE FOR IMPLEMENTATION

9.1 Timetable of implementation is at table 5.

**Table 5: Implementation timetable**

| <b>Date</b>      | <b>Details</b>  |
|------------------|---|
| 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 This report is supported by one appendix:

- Appendix A: The Royal Borough of Windsor and Maidenhead's Annual Report 2017/18 – Please note that the appendix is available electronically only.

## 11 BACKGROUND DOCUMENTS

11.1 This report is supported by one background document:

- Council Plan and performance management framework, Council 25 July 2017  
[http://rbwm.moderngov.co.uk/documents/s14958/meetings\\_170725\\_council\\_strategy\\_full.pdf](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 and 29/6/2018    |
| 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

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