

## 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.”<sup>1</sup>*

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

<sup>1</sup> Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

<b>C/ E</b>	<b>Deliverable</b>	<b>Timescale</b>	<b>Owner</b>	<b>Intended outcome</b>	<b>Update on progress</b>	<b>RAG</b>
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.”<sup>2</sup>*

C/ E	Deliverable	Timescale	Owner	Intended outcome	Update on progress	RAG
C	Integrate Wellbeing Circles <sup>3</sup> 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

<sup>2</sup> Think Local Act Personal (2011) Making it real: Marking progress towards personalised, community based support, London: TLAP.

<sup>3</sup> 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.

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	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

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## 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.”<sup>4</sup>*

<b>C/ E</b>	<b>Deliverable</b>	<b>Timescale</b>	<b>Owner</b>	<b>Intended outcome</b>	<b>Update on progress</b>	<b>RAG</b>
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

<sup>4</sup> Royal Borough of Windsor and Maidenhead Transformation Strategy 2020-2025

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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

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					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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