RBWM TRANSFORMATION PROGRAMME

2015 – 2018: AN AGILE COUNCIL

January 2016

"The Royal Borough of Windsor & Maidenhead is a great place to live, work, play and do business supported by a modern, dynamic and successful Council"

Our vision is underpinned by four principles:
Putting residents first
Delivering value for money
Delivering together with our partners
Equipping ourselves for the future

What is Transformation?

"Changing the way that the organisation functions".

1. Changing processes affecting technology and structures.
2. Changing (legacy) historical working practices, values and structures.
3. Changing to new products or services and new delivery mechanisms.
4. Changing internal, external and customer behaviour.

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Frequently used acronyms

FTE   Full time equivalent
RBWM   Royal Borough of Windsor & Maidenhead

1. INTRODUCTION

1.1 Our transformation programme is designed to respond to the changing environment of local government. The public sector is at a turning point in its evolution; change is the norm and 'change ready', agile and commercially focused public service organisations are required.

1.2 We anticipate significant changes in the needs, behaviours and expectations of residents, customers, clients and communities - compounded by the reality of deficit reduction. We expect an increase in the volume of demand for council services; with particular growth in demographic-led demand for the services used by young and older people. That is, a likely disproportionate level of spend required for a small number of people with high needs where people (adults and children) are dependent on more restrictive support.

1.3 Demand is growing for a number of reasons; people are living longer and our lifestyles are changing and so too are our expectations – people want to stay out of hospitals, people want to remain in their own homes as they get older, and we are gaining greater understanding of issues such as child sexual explotation and what we need to do about it. These are the areas where the costs are greatest; placing extra financial pressure on the Royal Borough of Windsor and Maidenhead (RBWM) every year. Meanwhile our duty to lead and support communities and create vibrant places and spaces for people to live, learn, work and play continues unabated.

1.4 The Royal Borough has a track record of responding positively to these challenges. We recognise and embrace the changing landscape of local government; operating in an environment of increasing demand and reducing resource. To ensure we respond to these challenges and opportunities, and continue to provide local people with the quality services they expect, we need to do things differently and change the way the council functions; Our transformation programme is enabling RBWM to do just that, and become an 'AGILE COUNCIL'.

1.5 An 'Agile Council' is one that has the knowledge, will and ability to transform efficiently and effectively within meaningful and appropriate timescales. It adheres to the principles of data-driven decision making, outcome based planning and performance management. It delivers valued and precise outcomes through the most effective operating models, by employees who are skilled and confident, who respond positively to challenges and act to maximise opportunities.

1.6 The recent local government settlement introduces changes to the ways the sector will be funded in the future. It sets out reductions in our revenue support grant going forward. The council, like the whole sector, therefore faces significant financial challenges over the period to 2020, with a current funding gap of approximately £14.5million over the period. We are committed to limit council tax rises at or below the rate of inflation whilst improving our services, which itself limits our choices and supports the need for us to become more Agile.

1.7 RBWM has an advantage over many other public, voluntary and private sector organisations in that we are in touch with the views of residents of the borough and have a mandate to commission services from a broad range of providers, including ourselves. We will work closely with partners, stakeholders and communities to address our financial challenges and determine the scope, size and content of our future services.

1.8 While the transformation programme will change the way the council functions we will also achieve continuous improvement through our 'business as usual' activities; it is intended that an 'Agile Council' will become the cultural norm. In this way the success of the transformation programme is complete when 'Agile' itself is business as usual.

2. TRANSFORMATION AMBITION AND OUTCOMES

2.1 The council's ambition, as articulated in our Corporate Plan 2016-20 and through this transformation programme, is to for the Royal Borough to be:

> **"A great place to live, work, play and do business, supported by a modern, dynamic and successful council."**

2.2 The transformation programme has solid foundations, built upon the preceding initiative of a business improvement programme (BIP) using lean and service reviews and earlier iterations of transformation. These initiatives assisted the council to successfully deliver balanced budgets and ensure continued financial stability. This transformation programme is more ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government. It also seeks to meet the changing needs of residents, within these tightening financial constraints, without compromising the quality of our services.

Anticipated outcomes of our transformation programme

By 2018 we expect to be a council which is:

- **Resident Focused –** Our customers will be able to access some services 24/7 and self-service for simple transactions will become the norm. Where possible, we will develop a single view of the customer, to ensure our staff have the right information and our customers receive consistently high levels of service, resolved at the first point of contact. Service will be provided at the point of need, be that in council buildings, through our libraries, through partner buildings and, if needed, in customers' homes.

- **Value for Money –** RBWM will be 'Lean', in terms of efficient and effective processes. We will implement a 'mixed economy' of different delivery models for our services, adopting the best model for each service, rather than a one size fits all approach. Being flexible about our future operating models will provide us with the ability to flex the size and shape of RBWM over time to meet demands and pressures, such as funding, demographic and policy changes.

- **Delivering Together –** We will be a smaller, smarter organisation, having successfully built sustainable partnerships across the public, third sector and private sectors and through them support the changing behaviours and needs of our residents. Our operating models will make us a sustainable council. We will continue to champion the Big Society, and will have devolved service provision through local partners and communities where the will to do so exists. We will also seek to optimise use of our assets and be smarter in our procurement activities.

- **Equipped for the Future –** We will continue to lead the way in local government, an innovative and self-sustaining council staffed by professional, trained officers with real ambition for our communities; a flexible and agile council that is an employer of choice in our sector and which residents are proud of.

3. TRANSFORMATION STRANDS

3.1 Our transformation programme has three strands to it.

STRAND ONE – 'KNOWING OUR SERVICES'

3.2 The first strand is to undertake Fundamental Service Reviews (FSRs) for each of the council's activities. The FSR is essential to provide insight and understanding that will enable continual thinking and planning to determine the future scope and volume of service outcomes, and how they are best achieved. It will also provide greater understanding of the priorities, challenges and opportunities facing services. We will use this understanding and detailed information on our services to identify and plan for the best future service provision. The key outputs of this work strand are:

- The council will become outcome focused so that decisions about what the Council does and how it does it are based on which choice makes the best contribution to the Council's priority outcomes;
- The council will employ the principles of a business intelligence system to push knowledge towards employees required to take actions, and make decisions at the time, place and in the right format for them to make best use of it. Taking the view that data is just facts and figures, information is structured, contextualised data and knowledge is purposed and insightful information.

STRAND TWO - 'HAVING THE RIGHT PEOPLE AND TOOLS'

3.3 To do this successfully we will require leaders, managers and officers with a broad range of skills who can help articulate challenges and spot opportunities for communities and the council alike. A key part of our transformation programme will be creating a strong 'can do' organisational culture, with modern managers and modern management skills. The key outputs of this work strand are:

- Managers who have a shared understanding of the fundamental tools and techniques of management and an appreciation of the essential role of leadership;
- Managers who have a shared understanding of change and project management and who can employ an 'Agile Approach' to delivering beneficial outcomes;
- Managers who have a shared understanding of the function and importance of knowledge management such that they can ensure optimal decisions, management of risk, precision of action and required performance;
- Staff at all levels act in line with the councils CREATE values.

STRAND THREE – 'DELIVERING DIFFERENTLY'

3.4 With the right business intelligence system and information, and managers and officers with the right skills to identify opportunities and challenges ahead, we can create a Agile Council, fit for purpose and able to adapt. 'Delivering Differently' articulates an ambition to create a 'mixed economy' approach to service provision in the future. The key outputs of this work strand are:

- Services delivered locally so that services are planned in, delivered in and accountable to the localities they serve and are better able to join up within the council and with other public sector partners;

- Better use made of digital services so that customers have greater access; also services are available at times that suit them and on devices that suit them;
- Consolidated services in the customer functions and the back office support functions, so that they are more efficient;
- A mixture of operating models implemented and utilised for the provision of our services; the right solutions for our services;
- Commercial activity developed and opportunities to spin out services, part of services and/or new services through our trading company, RBWM Commercial Services, to be maximised;
- Opportunities to use our assets (land and buildings) in creative ways to generate capital and revenue receipts is maximised;
- Models of delivery achieved through contractual arrangement, grants or other funding mechanisms are developed;
- Communities better supported to reduce dependence on the council through facilitating, enabling, organising and funding activities.

Figure 1 shows our 'plan on a page'.
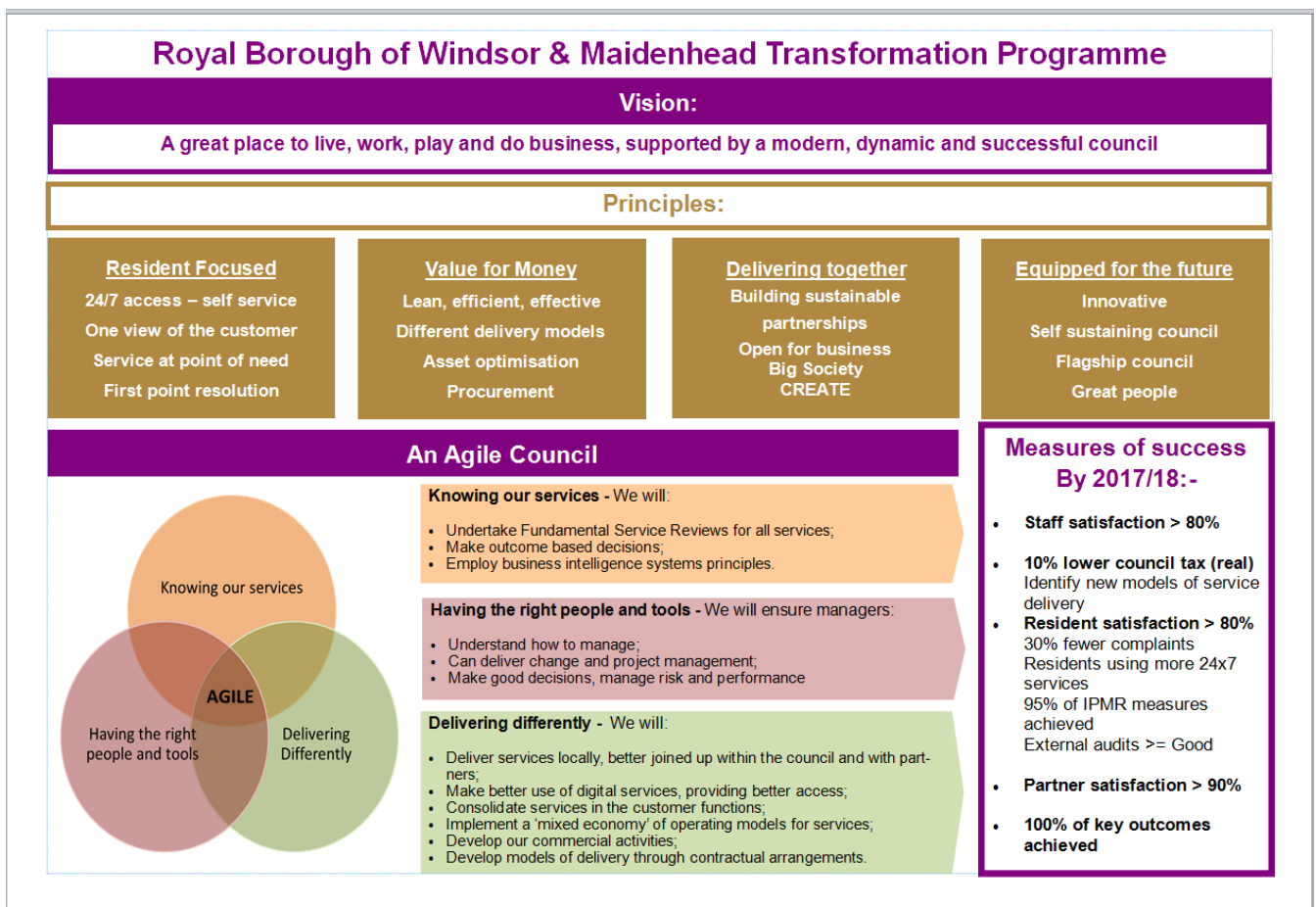
4. HOW WE GET THERE

4.1 Delivery of this revised transformation programme will build on the successes, and structures, we have already achieved.

4.2   The programme will change how we do business, to improve services to residents and to provide better value for money. It will involve better alignment of the Council's staff, processes and technology with our objectives and priorities in order to support and help innovate new ways of working and provide new levels of customer service.

4.3   Transformation is achieved when 'Agile' becomes 'business as usual'. It will result in new operational models, better management practices, more efficient processes, new technology, improved leadership and will influence culture, staff training and structures.

4.4   Projects and work-streams will continue to be identified and managed through Verto, supported by the Corporate Programme Office. The existing transformation programme benefits realisation and performance management structures will continue (see figure 2 below) - to enable, track and bring about real change. Likewise, we will continue to centrally coordinate change communications, supported by our Change Agents and Champions.

Figure 2 shows the transformation programme governance arrangements (from 1 April 2016).
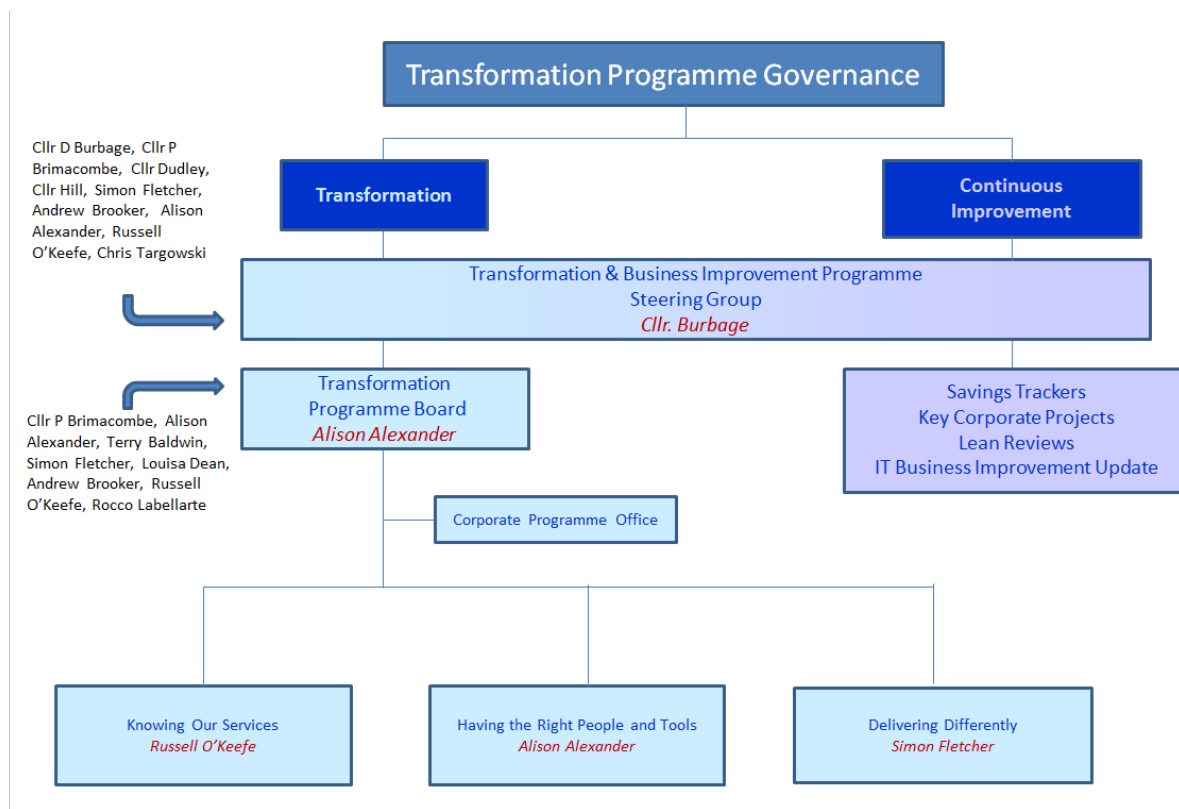
4.5   We are taking a priority-based approach as we have limited resource and organisational capacity for change and cannot transform everything at once. A roadmap will be developed to show the journey and steps for transformation within the three areas, with individual projects and their approximate start and delivery dates.

5.   OUR TRANSFORMATION ACHIEVEMENTS TO DATE

5.1   Some progress has already been made on our transformation journey.

- We have achieved £24.6m's of savings since 2013/14 supported by our 'Lean' practices and FSRs
- We have restructured our senior management layer, again generating £460k of financial savings, and creating a more flexible, senior cadre of managers
- We have reduced the staff headcount by 216 FTE since 2013/14 (including 90 transferred to Legacy Leisure).
- We launched a new website in January 2015 (6 weeks lead in) and old website 'switched off' in December 2015.
- We have implemented remote and home working, anytime anywhere access to Council systems for staff and Members;
- Introduced hot desk working – open plan offices through the Smarter Working project;
- Provided access to email and calendars on Smartphones, iPads and other devices;
- Introduced Wi-Fi access in council offices for Members, staff and visitors;
- Created a new, paperless Cabinet and Committee reports system;
- We have upgraded almost all core business systems (Finance, HR, Pensions, Revenues and Benefits, Planning, Social Care, Elections);
- Achieved secure encryption added to all devices, computers, laptops, tablets, phones, etc.
- Introduced a new Project Management methodology (Gateway Process) and reporting (Verto);
- Major works undertaken in 13/14 to achieve Government security compliance;
- Received recognition from Government as the first authority to deliver a cloud environment;
- Implemented a series of shared services (including Shared Legal Solutions and Building Control);
- Diverted more than 90% of our waste from landfill to 'energy from waste' sites;
- Implemented locally based 'Community Wardens' to improve access to our services to residents – and extended this to cover our vibrant night time economy;
- Brought forward a series of exciting regeneration activities to support further development of the Borough;
- Built new school in Oldfield, in response to growing demand;
- Invested in projects which significantly improve our environment and leisure facilities (Furze Platt Leisure Centre, Waterways scheme etc).

6.   MEASURES OF SUCCESS

6.1   The following table sets out the measurable success factors for the transformation programme.

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 1	Financial management	Savings targets are achieved.	• By maximising opportunities for sharing services with public and third sector partners; • By implementing a mixture of operating models for the provision of our services, achieving sustainable savings; • By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms.	£20.3m savings by 2020 (Local Government Settlement 2015)	£5.7m	£5.5m
Tx Ben 2		New income is realised from commenrcial trading activities	• By developing our commercial / trading activities and opportunities to spin out services, part of services and/or new services through RBWM Commercial Services;	<£80K (TWO5NINE)	>£500K	>£750K
Tx Ben 3		Cost of service (per transaction) is known and used in planning for services	• By use of a business intelligence system to ensure decisions are taken based on appropriate information	To be baselined (by March 2016)	TBC	TBC
Tx Ben 4	Reduced council tax (real)	% real terms reduction in council tax	• By continuing to put residents first and ensure that efficiencies we achieve can be passed onto them.	Band D Rate (£906.95 excludes £18.14 ASC precept)	TBC	10%
Tx Ben 5	Increased resident satisfaction	% of residents who are overall very satisfied or fairly satisfied with RBWM	• By consolidating services in the customer functions and the back office support functions so they are more efficient • By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents • By engendering a culture of customer service excellence across the council • By providing effective, efficient services and delivering first time resolution to customer queries	65% (2015 residents survey)	75%	>80%

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 6		% fewer complaints received	• By consolidating services in the customer functions and the back office support functions so they are more efficient • By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents • By engendering a culture of customer service excellence across the council	720 (estimate 2015/16)	600 (15%)	30%
Tx Ben 7		% of residents accessing services '24/7'	• By increasing the number of channels available at different locations and at different times • By improving the transactional capability of our website and how it interfaces with back office systems; • By developing a 'my account' feature for residents so they can apply, pay for and track services online	To be baselined (by March 2016)	TBC	TBC
Tx Ben 8		% IPMR measures achieved	• By ensuring managers are focused on outcomes and organisational priorities	63% on target (2014/15)	??	95%
Tx Ben 9		% external audits scored as 'good' or better	• By ensuring managers are focused on outcomes and organisational priorities	To be baselined (by March 2016)	TBC	TBC
Tx Ben 10		% of residents satisfied with the way their complaint was handled?	• By engendering a culture of customer service excellence across the council	To be baselined (by March 2016)	TBC	TBC
Tx Ben 11		% of key outcomes achieved	• By ensuring managers are focused on outcomes and organisational priorities	66% (2014/15)	??	100%
Tx Ben 12	Increased partner satisfaction	% of partners who are overall very satisfied or satisfied with RBWM	• By focusing on working together with partners to achieve targets and shared priorities for residents.	To be baselined (by March 2016)	TBC	>90%
Tx Ben 13	Increased staff satisfaction	% of staff who are satisfied with RBWM as their employer	• By recognising staff for their contribution to the services they provide for our residents • By providing clear direction and leadership over the future of services and the organisation	47.5% (2013) 42.6% (2014)	60%	>80%
Tx Ben 14		% of staff who have confidence in the leadership skills of their manager	• By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership;	To be baselined (by March 2016)	TBC	TBC
Tx Ben 15		% of staff who agree their manager is an excellent role model	• By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership;	To be baselined (by March 2016)	TBC	TBC

BENEFIT REF	BENEFITS	KPI or ACTION	How the Transformation strategy contributes to the benefit	Baseline if app.	RBWM target	
					2016/17	2017/18
Tx Ben 16		% staff who agree their manager exhibits the CREATE values the majority of the time	• By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership;	To be baselined (by March 2016)

55.8% (2013 – in relation to people they work with) | TBC | TBC |
Tx Ben 17		% of staff who have confidence in the leadership skills of the senior leadership team	• By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership;	To be baselined (by March 2016)	TBC	TBC
Tx Ben 18		% of staff who have confidence in the leadfership skills of members	By improving our communications and trust between member and senior leaders	To be baselined (by March 2016)	TBC	TBC
Tx Ben 19		% of staff who agree the senior leadership team exhibit the CREATE values	• By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership;	To be baselined (by March 2016)	TBC	TBC
Tx Ben 20		% of staff who agree they would be happy to be still working at the council in 12 months time	• By creating a strong outcomes focused organisation supported by a can do culture	56.8% (2014)	70%	>80%
Tx Ben 21	Successful project management	% project objectives met in full	• By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes;	To be baselined (by March 2016)	TBC	TBC
Tx Ben 22		% of projects completed on time and to original budget	• By growing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes;	To be baselined (by March 2016)	TBC	TBC

Document Name	RBWM Transformation Strategy Document		
Document Author	Simon Fletcher (Strategic Director of Operations)		
Document owner	Transformation Steering Group		
Accessibility	??		
File location	TBC		
Destruction date	TBC		
How this document was created	Version 0.1	S Fletcher - First draft	16/Dec/2015
	Version 0.2	Cllr P Brimacombe – amends / additional text	16/Dec/2015
	Version 0.3	S Fletcher – further additions to measures of success / redrafting of text throughout	06/01/2016
	Version 0.4	A Brooker, R O'Keefe, L Dean: further additions of financial data, text to 'delivering differently' strand / achievements added	07/01/2015
	Version 1.0	A Alexander: minor amendments to section 2 wording, formatting	09/03/2016
Circulation restrictions	Tx Programme Board.		
Review date	TBC		