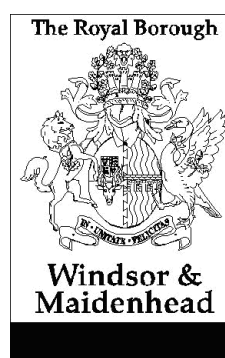


Report for: INFORMATION



Contains Confidential or Exempt Information	NO - Part I
Title	RBWM Transformation Programme 2015-18: An Agile Council
Responsible Officer(s)	Simon Fletcher, Strategic Director of Operations and Customer Services
Contact officer, job title and phone number	Simon Fletcher, Strategic Director of Operations and Customer Services
Member reporting	Cllr Paul Brimacombe, Principal Member for Transformation & Performance
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This paper introduces a refreshed RBWM Transformation Programme (strategy) 2015-18. The Programme is designed to respond to the changing face and funding structure of local government and enable the Royal Borough to become a change ready and 'Agile' organisation.
2. This Transformation Programme is ambitious; it seeks substantial and sustainable change to cope with the increasing demands on local government but also seeks to meet the changing needs of residents, within tightening financial constraints, without compromising the quality of our services.
3. Successful implementation of the strategy will result in new operating models for our services, delivered by employees who are skilled and confident; able to respond positively to challenges and act to maximise opportunities, who will ensure we continue to utilise the right tools and technologies to provide quality services to residents.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. The strategy directs service reviews to focus on the needs of the customer – changes will be made to	From 1 April 2016 onwards

ensure that these needs are more effectively met.	
2. The strategy looks to put in place operating models which will both reduce the cost and increase the efficiency of the services which we provide to residents.	From 1 April 2016 onwards

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

- i. **Approves the refreshed RBWM Transformation Programme 2015-18: An Agile Council.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The purpose of the refreshed transformation programme is to create a lean and agile organisation, focused on customers, services and the communities we serve.
- 2.2 Transformation is about changing the way an organisation functions; through better use of technologies, changes to working practices and structures, the introduction of new operating models and encouraging changes to customer behaviours.
- 2.3 In February 2016 both Council and Cabinet reviewed a medium term financial plan (MTFP) identifying £14.595m of savings targets for the three directorates for the period 2017/18 – 2019/20. Clearly, the council is operating in a challenging time with increases in demand for services alongside these ongoing financial constraints. The transformation programme sets out how we will increase innovation and use of digital technology, create a much stronger customer focused and commercial orientation to generate additional income and/or reduce costs and introduce different ways of delivering our services going forward, across the full range of services we provide.
- 2.4 Our transformation programme, set out in full in appendix A, will focus on three key areas:
 - **Knowing our services** – undertaking Fundamental Service Reviews (FSRs) of our activities and using the information gleaned to plan the future scope and volume of service outcomes, and how they are achieved.
 - **Having the right people and tools** – creating a strong ‘can do’ culture across the organisation and equipping managers with the right skills to do their jobs.
 - **Delivering differently** – using relevant information and management skills to adapt our services, providing us with the ability to flex the size and shape of the council over time to meet demands and pressures we face.
- 2.5 These key areas (workstreams) will be delivered through a number of projects, which are currently in the process of being fully defined. The basis of this is set out in appendix B.

OPTIONS CONSIDERED

Options	Comments
Approve the Transformation Programme 2015-18. This is the recommended option	This option allows us to become an agile council, able to respond to the changing environment of local government and the challenges and opportunities this presents.
Not approve the Transformation Programme 2015-18. This is not recommended	This option could lead a reactive response to the changing environment we face and may affect our opportunities to achieve sustainable change and savings.

3. KEY IMPLICATIONS

3.1 Transformation is not something that is new to the Royal Borough, and the new programme identifies some of our achievements of the last few years – but there is more to do. By 2018, through this refreshed transformation programme we expect to be a council which is:

- More self reliant – successful in becoming less dependent on central government funding and increasing our income generation;
- Equipped to work in new ways – regularly commissioning the services we need based on outcomes for residents, and making evidence based decisions on those services we change;
- Quicker to respond – more able to adapt to changing circumstances and residents’ needs, including improving our digital offer to customers;
- Providing a mixed economy of service provision – taking different approaches to delivering services, taking ideas from all sectors as well as our own.

3.2 The key outcomes of this transformation programme are set out below:

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
% of Measures of Success*, as laid out in the Transformation Strategy, achieved.	<85%	85-89.9%	90-95%	>95%	31 March 2018
Deliver the identified £5.7m savings Transformation Programme for 2016/17	<£5.7m	£5.7m	£5.7m - £6m	>£6m	31 March 2017
An additional £5.5 savings identified and delivered through the Transformation Programme for 2017/18	<£5.5m	£5.5m	£5.5m – £5.75m	>£5.75m	31 March 2018

**Some of these measures of success are still to be baselined and will be included as a monitoring report to Cabinet.*

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 There are no financial implications of this report, however some of the Transformation workstreams themselves may have budget implications (e.g. CRM Lite, New Telephony etc).

	2015/16	2016/17	2017/18
	Revenue £'000	Revenue £'000	Revenue £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

	2015/16	2016/17	2017/18
	Capital £'000	Capital £'000	Capital £'000
Addition	N/A	N/A	N/A
Reduction	N/A	N/A	N/A

5. LEGAL IMPLICATIONS

- 5.1 There are no legal implications.

6. VALUE FOR MONEY

- 6.1 A main strategic priority of the Transformation Programme is to achieve value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 N/A

8. RISK MANAGEMENT

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Transformation Programme does not achieve it's agreed objectives.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet summarising programme progress.	LOW
The Transformation Programme does not deliver the required savings.	HIGH	The Transformation Steering Group will review progress on a monthly basis. A quarterly report will be submitted to Cabinet	LOW

Risks	Uncontrolled Risk	Controls	Controlled Risk
		summarising programme progress.	

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The Transformation Strategy addresses the following strategic objectives.

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

- Equipping Our Workforce
- Developing Our systems and Structures
- Changing Our Culture

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 N/A

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 N/A

12. PROPERTY AND ASSETS

12.1 N/A

13. ANY OTHER IMPLICATIONS

13.1 N/A

14. CONSULTATION

14.1 Consultation has taken place with;

- Elected Members and Overview & Scrutiny Panels
- Strategic Leadership of the Council.

15. TIMETABLE FOR IMPLEMENTATION

Date	Details
31 March 2016	Report presented to Cabinet for approval

16. APPENDICES

- Appendix A - RBWM Transformation Programme 2015-18: An Agile Council
- Appendix B – Transformation Workstreams 2016-18

17. BACKGROUND INFORMATION

- N/A

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Burbage	Leader of the Council	29/02/16	09/03/16	
Cllr Paul Brimacombe	Principal Member Transformation & Performance	29/02/16	29/02/16	
Cllr Simon Dudley	Deputy Leader of the Council	29/02/16		
Cllr Geoff Hill	Lead Member for Customer & Business Services, including IT	29/02/16		
Alison Alexander	Managing Director/ Strategic Director Adults, Children and Health	29/02/16	07/03/16	
Russell O'Keefe	Strategic Director Corporate and Community Services	29/02/16		
Andrew Brooker	Head of Finance	29/02/16		
Michael Llewelyn	Cabinet Policy Officer	29/02/16	29/02/16	

REPORT HISTORY

Decision type:	Urgency item?
Key Decision	No

Full name of report author	Job title	Full contact no:
Simon Fletcher	Strategic Director of Operations & Customer Services	01628 796484



THE ROYAL BOROUGH OF
WINDSOR AND
MAIDENHEAD

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.



CONTENTS

- 1 Introduction
- 2 Transformation Vision and Outcomes
- 3 Transformation Strands
- 4 How We Get There
- 5 Our Transformation Achievements to Date
- 6 Measures of Success

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 exploitation 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’

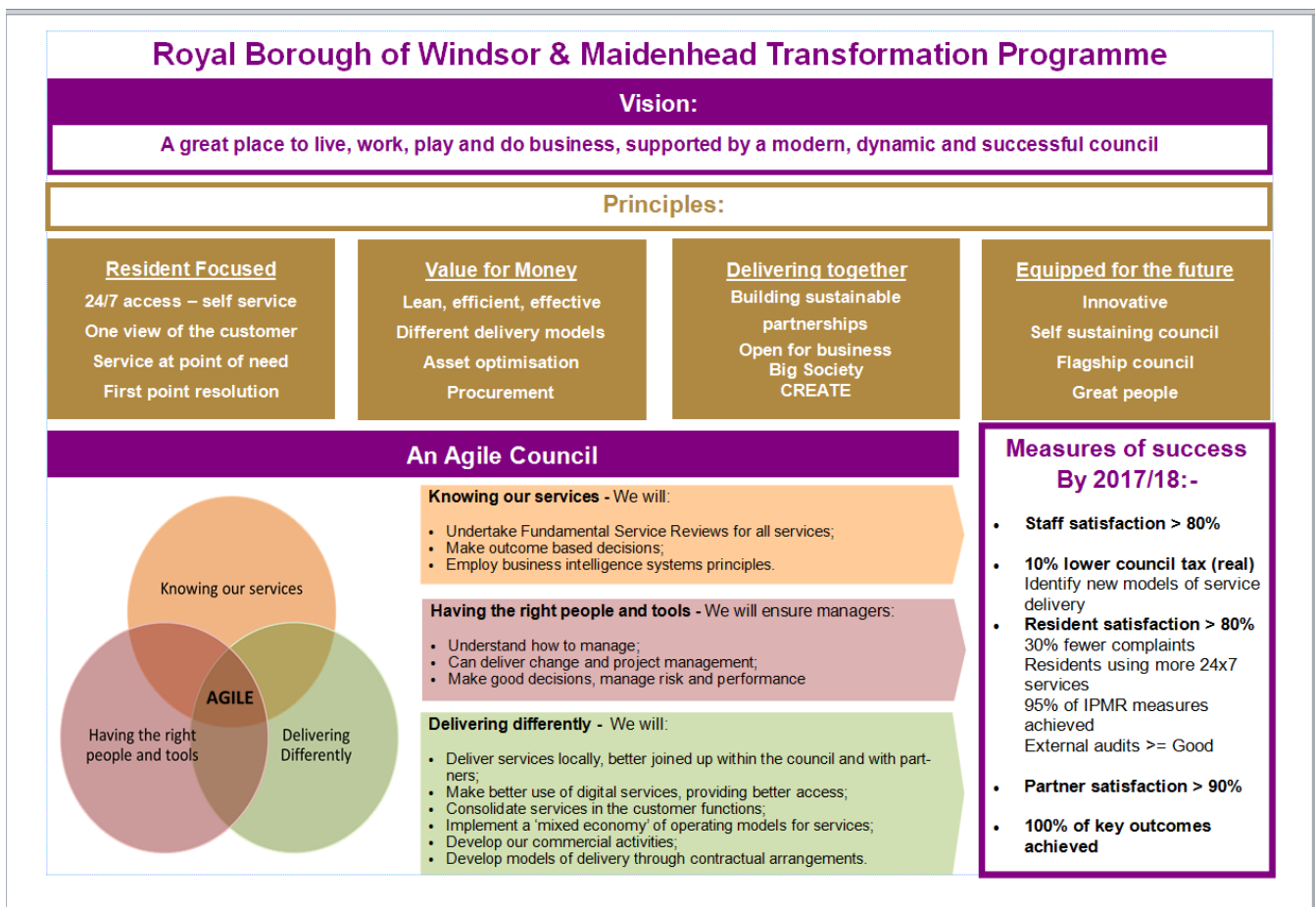
3.4 With the right business intelligence system and information, and managers and officers with the right skills to identify opportunities and challenges ahead, we can create a Agile Council, fit for purpose and able to adapt. ‘Delivering Differently’ articulates an ambition to create a ‘mixed economy’ 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'.

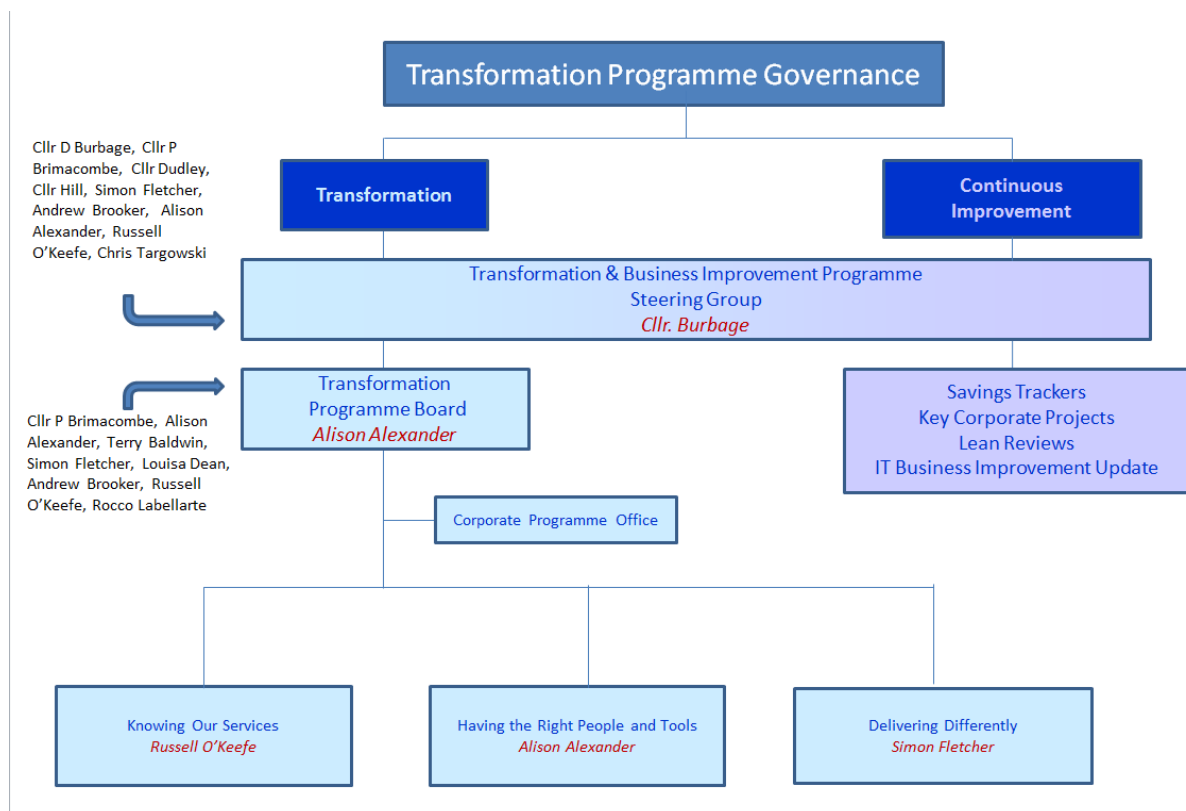


4. HOW WE GET THERE

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.	<ul style="list-style-type: none"> 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 commercial trading activities	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> By use of a business intelligence system to ensure decisions are taken based on appropriate information 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 4	Reduced council tax (real)	% real terms reduction in council tax	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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'	<ul style="list-style-type: none"> 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 April 2016)	TBC	TBC
Tx Ben 8		% IPMR measures achieved	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> By ensuring managers are focused on outcomes and organisational priorities 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 10		% of residents satisfied with the way their complaint was handled?	<ul style="list-style-type: none"> By engendering a culture of customer service excellence across the council 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 11		% of key outcomes achieved	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> By focusing on working together with partners to achieve targets and shared priorities for residents. 	To be baselined (by April 2016)	TBC	>90%
Tx Ben 13	Increased staff satisfaction	% of staff who are satisfied with RBWM as their employer	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 15		% of staff who agree their manager is an excellent role model	<ul style="list-style-type: none"> By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 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	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 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	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 2016)	TBC	TBC
Tx Ben 18		% of staff who have confidence in the leadership skills of members	By improving our communications and trust between member and senior leaders	To be baselined (by April 2016)	TBC	TBC
Tx Ben 19		% of staff who agree the senior leadership team exhibit the CREATE values	<ul style="list-style-type: none"> By growing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; 	To be baselined (by April 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 April 2016)	TBC	TBC
Tx Ben 22		% of projects completed on time and to original budget	<ul style="list-style-type: none"> 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 April 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		

WORKSTREAMS	
KNOWING OUR SERVICES	
Fundamental Service Reviews	Undertaking reviews of all services / functions across the council
Precision of Outcome	Becoming a data driven, BIS reliant organisation
DELIVERING DIFFERENTLY	PROJECT SUMMARY
Adult, Special Care and Health Provision	Converting ASC into Health or alternative CIC provision
Delivering Children's Services Differently	Moving Children's Services from LA provision into a CIC
Delivering Differently through Parishes	Devolving some highways and planning service provision to local parishes
Delivering a Great Customer Experience	<p>Digital by Choice: Introducing new technologies to improve 24/7 access encourage 'digital' as channel of choice</p> <p>Local Access: Access to council service from our / partner assets or customers' homes where required</p> <p>First Time Fix: Reduction of failure demand / avoidable contact - focus on 1st time resolution of customer contacts</p>
Delivering Operations & Customer Services Differently (title TBC)	Implementing new operating models for the provision of services in the Operations and Customer Services directorate.
Delivering Corporate Services Differently (title TBC)	<p>Delivering different approaches in corporate and community services to realise savings, income and improvements including:</p> <ul style="list-style-type: none"> - Finance and procurement - Property - Planning - Legal and governance - Performance.
HAVING THE RIGHT PEOPLE & TOOLS	PROJECT SUMMARY
High Performance Organisation	<p>Ensure a customer focused culture at all levels of the council</p> <p>Deliver a strong management culture, in partnership with Members, able to make good decisions and manage risk & performance</p>
Change & Project Management Capability	Delivering successful change and project management
Communications	Improving (I/E) communications and engagement, promoting the work of the council and ensuring we give the right messages to our community