The Royal Borough

Windsor &
Maidenhead

Contains Confidential or Exempt Information	No
Title	Performance and Transformation Strategy Update
Responsible Officer(s)	Russell O'Keefe, Strategic Director for Corporate and Community Services 01628 796222
Contact officer, job title and phone number	Russell O'Keefe, Strategic Director for Corporate and Community Services 01628 796222
Member reporting	Cllr Ross McWilliams Deputy Lead Member for Policy
For Consideration By	Audit and Performance Review Panel
Date to be Considered	28 June 2016
Implementation Date if Not Called In	Ongoing in 2016/17
Affected Wards	All

Report Summary

1. The report provides an overall progress update on the work to strengthen the council's approach to performance management. It sets out the work that has been done to review and improve the key performance measures that measure how the council is doing against its priorities and the supporting arrangements.

2. The report also provides an overall update on the council's transformation strategy. This includes the work that has been progressed on the:
   - knowing our services work streams with over 40 fundamental service reviews completed since February identifying significant income, savings and improvement opportunities which are being taken forward.
   - delivering differently work streams with major proposals for different models of service provision being progressed across the council
   - people and skills work stream with proposals for improving organisational culture, strengthening leadership skills and performance.

3. The report also provides a proposed timetable of more detailed reviews of each of these areas by the Audit and Performance Review Panel.

If recommendations are adopted, how will residents benefit?	
Residents will benefit from improved services and value for money through enhanced performance management and organisational transformation.	Ongoing

1. **DETAILS OF RECOMMENDATIONS**

   RECOMMENDED: The Panel is asked to:

   a) **Note the progress update and agree the proposed timetable of future review by the panel.**

2. **REASON FOR RECOMMEDNATION(S) AND OPTIONS CONSIDERED**

   Performance Management Update

2.1 Good performance management helps an organisation to maximise its effectiveness in achieving its priorities. Over the last few months a range of work has been carried out to review the council's approach to performance management to see whether there are opportunities to strengthen it. This includes:
   - A fundamental service review of the council's performance function
   - Each service area identifying the key performance measures for each of the functions they carry out that best measure how they are achieving the council's priorities as set out in the council's Strategic Plan.
   - Mapping of the performance system which includes the data collection and performance reporting arrangements.
   - An initial review of officer structures supporting strategy and performance work.
   - Refinements to the Integrated Performance Management Report (IPMR).

2.2 From this work, a first draft of a new performance framework has been developed which is now directly aligned to the priorities in the council's Strategic Plan. This is included at Appendix A. This is very much a work in progress and will now be refined further in liaison with lead members. This is likely to include editing down the number of performance measures. If formally agreed this would replace the performance measures in the current IPMR and act as the core performance measures for the organisation. It would also be made very visible throughout the organisation so that all staff can see how what they do directly contributes to the council's priorities and how the organisation is performing against that.

2.3 This more visible approach to performance management is found in many high performing organisations and also directly addresses issues that were highlighted by staff in the last staff survey.

2.4 Alongside this there would be a proposed new reporting framework with current reporting methods at service level being replaced by service area dashboards for each service area which would draw the relevant measures for that area from the overall framework but also allow the flexibility for additional measures, specific to work at that point in time. These dashboards would again be utilised as part of a visible performance management approach to increase the focus on it, at all levels of the organisation.

2.5 Linked to this, work is progressing to look to streamline and improve the collection of the performance data and explore the potential for greater digitalisation/ automation of the process. Currently, much of the process is carried out manually.

Transformation Strategy Update

2.6 The council has delivered significant efficiency savings, additional income and improved services to residents over the last few years - all whilst reducing council tax for residents. This is a very impressive achievement. However, financial pressures mean the Council will need to continue to transform so that it can achieve Members' priorities and deliver the very best possible for residents with less money. In March, Cabinet formally approved a new transformation strategy with the aim to become an 'Agile Council', focused on the customers and communities the Council serves.

2.7 There are three work streams within the councils transformation strategy
- **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.
- **Delivering differently** – using relevant information and management skills to adapt services, providing the ability to flex the size and shape of the council over time to meet demands and pressures faced.
- **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.

2.8 A progress update on each of the three work streams is set out below:
- **Knowing our services** – Between February 2016 and June 2016 44 FSRs will have been carried out across the three directorates. The list of these FSRs is shown in Appendix B. These have resulted in the identification of significant income, savings and improvement opportunities which are now being taken forward. For example they have lead to the development of a package of circa £3million of savings options for the Corporate and Community Services Directorate and helped to support significant improvement in the performance of the council's planning service. A further 21 FSRs are being completed between July and October 2016. The list of these are shown at Appendix C. This work is being supported by 10 change agents from different levels and areas of the council working alongside of senior officers from the council's senior leadership team who have been trained as FSR facilitators.

- **Delivering differently** – Work is underway in all three directorates:

  In the Corporate and Community Services Directorate a large range of optimisation of service delivery approaches is being carried out informed by the FSRs which is achieving both significant savings and improvement. Work is also progressing on exploring options for different service delivery models for property and parts of the finance functions.

  In the Adults Children's and Health's Directorate work continues on exploring different options for the long term delivery of Childrens services and Adult services. Both pieces of work have been reported to Cabinet – under part II papers.

  Whilst in the Operations and Customer Services Directorate Cabinet will receive a series of 'delivering differently' proposals for consideration in June. The proposals set out a range of alternative operating models for services in the directorate, including joint venture arrangements, outsource and partnership proposals. These proposals are designed to both achieve

significant financial savings and protect, for the most part, current service levels provided to residents.

- **Having the right people and tools** – this focuses across all Directorates and covers:
  - **Culture.**
    Setting up of a staff forum; Objective setting and cross reviews with peers/champions to improve the quality and ensure consistency of approach.
  - **Leadership skills**
    Launch of 'Leadership in the Royal Borough' toolkit/handbook by July; Back to the floor sessions for senior leadership team members;
    Coaching initiative via Thrive partners, Local Government Association and sessions with Cllr Saunders at SLT
  - **Performance.**
    Delivery of training against training needs analysis, including number of courses delivered and the impact; Delivery of bite sized training courses for managers; Task and finish group to review the pay reward scheme and make recommendations for improvement.

Option	Comments
Note the progress update and agree the proposed timetable of future review by the panel. **Recommended**	This will allow the Audit and Performance Review Panel to regularly review progress on taking forward the council's transformation strategy.
Note the progress update but don't review the work further.	This will mean the Audit and Performance Review Panel don't have regular oversight of this work.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date to be delivered by
Council performance improves and savings achieved	Council performance does not improve and savings not achieved against targets	Council performance improves and savings achieved against targets	Council performance improves by more than 5% and savings exceeded against targets by more than 5%	Council performance improves by more than 10% and savings exceeded against targets by ore than 10%	Specific to different elements

4. FINANCIAL DETAILS

4.1 There are no financial impacts arising directly as a result of this progress update. However, the work described in the update will result in significant income, savings and change costs, which will be covered in the relevant separate reports.

5. LEGAL

5.1 Again there are no direct legal implications from this progress update. However, elements of the work described in the update will result in legal implications, which will be covered in the relevant separate reports.

6. VALUE FOR MONEY

6.1 The work described in the progress update will support the council achieving improved value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None

8. RISK MANAGEMENT

Risk	Uncontrolled Risk	Controls	Controlled Risk
Changes do not lead to desired improvements and savings	High	Strong analysis of opportunities and change management and benefits realisation.	Low

9 LINKS TO STRATEGIC OBJECTIVES

9.1 The work described in the progress update directly supports all the council's strategic objectives:
- Resident First
- Value for Money
- Delivering Together
- Equipping Ourselves for the future.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 The work described in the progress update will result in changes in regards to staffing/ workforce which will be set out in the relevant separate reports.

12. PROPERTY AND ASSETS

12.1 The work described in the progress update will result in changes to the approach to staffing/ workforce which will be set out in the relevant separate reports.

13. ANY OTHER IMPLICATIONS

13.1 None

14. CONSULTATION

14.1 Elements of work described in the progress update are resulting in consultation being carried out.

15. TIMETABLE FOR IMPLEMENTATION

15.1 The timetable for implementation of the different projects and changes from the work described in this progress update will be set out in the separate reports. The proposed timetable for review by Audit and Performance Review Panel is set out below:

No	Work streams	Date
1	Having the right people and tools	August meeting – date tbc
2	Delivering differently	28 September 2016
3	Knowing our services	26 October 2016
4	General progress update	15 November 2016
5	Having the right people and tools	14 December 2016
6	Delivering differently	16 February 2017
7	Knowing our services	11 April 2017

16. APPENDICES

Appendix A - Draft performance framework
Appendix B – FSRs February 2016 – June 2016
Appendix C – FSRs – July 2016 – October 2016

17. BACKGROUND INFORMATION

17.1 RBWM Transformation Strategy 2016

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received response	See comments (paragraph)
Internal				
Alison Alexander	Managing Director / Strategic Director Adults, Children and Health Services	16/06/15	20/6/16	
Simon Fletcher	Strategic Director Operations and Customer Service	16/06/15	20/6/16	

REPORT HISTORY

Decision type:	Urgency item?
Key decision entered into the Forward Plan – N/A	No

Report no	Full name of report author	Job title	Full contact no:
	Russell O'Keefe	Strategic Director	01628 796222

Our Priorities	Putting Residents First		Value For Money	
Our Outcomes and Key Performance Indicators (KPIS)	To ensure every child and young person in the borough is safe and has the opportunity to have an excellent academic and vocational education.	KPI 1: Multi agency safeguarding hub – timeliness and appropriateness of response	To keep Council Tax low and reduce our high cost placements in social care.	KPI 53: Council unit cost compared to other unitary councils (to be confirmed)
		KPI 2: Timeliness of completing education, health and care plans		KPI 54: Balance of general fund reserves against minimum level
		KPI 3: % of children in need plans open for longer than months		KPI 55: Net income from the council's commercial asset portfolio
		KPI 4: Number of children on protection plan for 18 months or more		KPI 56: New income from commercial trading activities
		KPI 5: Number of children in care		KPI 57: Level of savings achieved against Medium Term Financial Plan target
		KPI 6: Troubled Families - number of families successfully turned around		KPI 58: Percentage of household waste sent for reuse, recycling, energy recovery from food waste, and composting
		KPI 7: % of 0-4 year olds registered with children's centres in the top 8 deprived areas		KPI 59: Collection rate for council tax
		KPI 8: % of children offered 1st and 2nd school preferences (primary and secondary)		KPI 60: Collection rate for business rates
		KPI 9: % of children & young people on Free School Meals achieving good level of development at EYFS		KPI 61: Reduction in the council use of gas and electricity
		KPI 10: % of children achieving 5 A*-C GCSEs or equivalent at Key Stage 4 including English and maths *(This measure may be subject to change based on DfE national standards)*		KPI 62: Working days lost to sickness per FTE
		KPI 11: % gap between FSM and non-FSM attainment at KS2		KPI 63: % of the council's workforce that is agency staff
		KPI 12: % gap between FSM and non-FSM attainment at KS4		KPI 64: Number of permanent admissions to residential or nursing care for those over 65
		KPI 13: % of all RBWM school inspected by Ofsted receiving a 'Good' or 'Outstanding' judgement		KPI 65: Number of new people receiving Telecare
		KPI 14: Permanent exclusions from schools in RBWM		KPI 66: Proportion of adults in contact with secondary mental health services living independently, with or without support
		KPI 15: % of care leavers in education, employment or training		KPI 67: % occupancy rate for in house foster carers
				KPI 68: Number of Independent Fostering Agency placements
	To maintain excellent parks, libraries, sports and leisure facilities ensuring residents have the opportunity to be healthy.	KPI 16: % of residents satisfied with parks and open spaces	To deliver improved customer services and outcomes for residents through the use of existing and emerging technology.	KPI 69: Resident satisfaction with the service received from the council
		KPI 17: Number of attendances at leisure centres		KPI 70: No of digital transactions carried out through the council's website
		KPI 18: Number of participants in the SMILE programme		KPI 65: Number of new people receiving Telecare
		KPI 19: Number of walking / cycling trips to town centres		
		KPI 20: Number of physical & virtual visits to libraries		
		KPI 21: Number of physical and virtual visits to museums		
		KPI 22: % of 11 year olds (Y6) overweight or obese		
		KPI 23: Childhood immunisation: Uptake of MMR2 vaccination		
		KPI 24 Number of residents who quit smoking for at least 4 weeks in the three target cohorts (pregnant women, young people, mental health)		
		KPI 25: Number of people taking up health checks		
		KPI 26: % of successful drug and alcohol treatment completions		
	To continue investing in infrastructure and support the regeneration of our	KPI 27: New borough local plan adopted in line with timescales	To intelligently use the borough's assets to increase income and	KPI 55: Net income from the council's commercial asset portfolio
		KPI 28: Delivery of the improvement and development programmes for the town centres in line with milestones		KPI 33: New council tax registrations

	towns while protecting the character of the Royal Borough.	KPI 29: Resident satisfaction with quality of roads	to maximise our ability to collect Business Rates as well as to seek greater external investment in the borough through a variety of means such as Joint Ventures, the Local Enterprise Partnership and other sources.	KPI 71: Growth in business rates
		KPI 30: Level of footfall in our town centres		KPI 72: Collection of Community Infrastructure Levy (CIL)
		KPI 31: Hotel occupancy rates in the town centres		KPI 73: Collection of S106 contributions
		KPI 32: Total numbers of car park visits to RBWM car parks		KPI 74: Number of new homes built through the use of the council's land
		KPI 33: New council tax registrations		KPI 75: Level of external investment secured to support the improvement and development programmes for the town centres
		KPI 34: Growth in business rates		KPI 76: Number of Starter Homes built in the borough
		KPI 35: Number of major planning applications processed in time		
		KPI 36: Number of minor planning applications processed in time		
		KPI 37: Number of other planning applications processed in time		
		KPI 38: Number of planning enforcement cases closed		
		KPI 39: % of planning appeals lost		
	To ensure our residents are safe and supported by a skilled workforce.	KPI 40: % of residents believing that anti-social behaviour is effectively managed in their local area	To develop innovative services that will help to meet future challenges and demand and to launch a home ownership plan through shared equity and other models, where the resident has a stake in their property.	KPI 77: Number of new low cost home ownership and affordable homes created through the use of council owned land and assets
		KPI 41: RBWM road casualty rate compared to Berkshire average.		
		KPI 42: % of adult safeguarding enquiries resolved within timescale agreed with the service user		
		KPI 43: Timeliness / effectiveness of LA intervention following CQC inadequate judgments of registered care homes		
		KPI 44: Number of homelessness preventions through council advice and activity		
		KPI 45: Time taken to process housing benefit/council tax benefit new claims and change events		
		KPI 46: % of environmental protection service requests responded to within 48 hours		
		KPI 47: Reduction in non-compliant food premises - priority based inspections focusing on premises with a one or zero rating (out of five with five being very good)		KPI 78: Numbers helped into home ownership and affordable accommodation through council advice, support and partnership working
		KPI 48: Number of licensing compliance operations completed (including underage sales ops) completed		
		KPI 49: Flood risk management schemes delivered according to Flood Risk Management Scheme Delivery Summary		
		KPI 50: % of trees inspected within timeframes		
		KPI 51: Delivery of statutory training requirement for employees		
		KPI 52: Average number of training days per employee		

	Delivering Together		Equipping Ourselves For The Future	
	To bring customer services closer to the resident by making greater use of community facilities such as libraries and to use technology to enhance our existing out-of-hours access to council services.	KPI 79: Resident satisfaction with the service received from the council	To invest in learning and development for our staff and ensure our workforce is multi-skilled.	KPI 51: Delivery of statutory training requirement for employees
		KPI 80: Reduced avoidable contact		KPI 85: Staff satisfaction levels
		KPI 81: % complaints upheld		KPI 86: Level of staff turnover
		KPI 82: % of residents accessing services 24/7		
		KPI 83: % of library customers saying they wanted a particular item/piece of info. that day, that found it that day		
		KPI 84: % achieved of project targets within the council's big society programme and community engagement/ enabling activities e.g. adopt a street, elevate etc.		
	To improve service delivery by implementing, and benchmarking against, best practice learned internally, nationally and internationally as well as exploring ways of delivering services differently to improve outcomes for residents.	KPI 79: Resident satisfaction with the service received from the council	To progress the digitalisation of the council's systems to further develop the ambitions for a 24/7 council as well as promote joined-up working across the council to help engender a "tell us once" ethos, improving outcomes for residents.	KPI 79: Resident satisfaction with the service received from the council
		KPI 85: % of KPIs on track or better		KPI 80: Reduced avoidable contact
		KPI 86: % external audits scoring good or better		KPI 81: % complaints upheld
		KPI 57: Level of savings achieved against Medium Term Financial Plan targets		KPI 70: No of digital transactions carried out through the council's website
		KPI 87: % of key partners satisfied with RBWM		KPI 82: % of residents accessing services 24/7
	To work with all our partners in the private, public and voluntary sector to deliver the best outcomes for residents and to localise decision making by devolving powers to organisations and individuals.	KPI 88: Number of volunteers supporting council services.	To better use digital and mobile technology and deliver against the council's Transformation Programme.	KPI 79: Resident satisfaction with the service received from the council
		KPI 87: % of key partners satisfied with RBWM		KPI 85: % of KPIs on track or better
		KPI 75: Level of external investment secured to support the improvement and development programmes for the town centres		KPI 89: % of projects completed on time and to original budget
		KPI 84: % achieved of project targets within the council's big society programme and community engagement/ enabling activities e.g. adopt a street, elevate etc.		KPI 57: Level of savings achieved against Medium Term Financial Plan targets

Appendix B: FSRs February 2016 – June 2016

Directorate	Service	FSR
Operations and Customer Services	Libraries, Arts and Heritage	Libraries
Corporate Wide		Project management and service development
Corporate and Community Services	Communities and Economic Development	Communications and marketing
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Performance – corporate, adults and children's social care, education
Adult, Children and Health Services	Commissioning Adults, Children and Health	Joint commissioning – public health, children's and adults
Corporate and Community Services	Planning Development and Regeneration	Development Control (Development Management, Enforcement, Policy, Technical)
Corporate and Community Services	Planning Development and Regeneration	Property and development
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Shared Legal Solutions
Adult, Children and Health Services	Human Resources	Strategic HR, including Business Partners
Adult, Children and Health Services	Human Resources	Payroll
Adult, Children and Health Services	Human Resources	Health and Safety
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Elections
Corporate and Community Services	Finance	Finance (Accountancy Pool, Corporate Accountancy, Strategic Partnerships, Systems Accountancy)
Corporate and Community Services	Communities and Economic Development	Parks and Open Spaces including Trees
Corporate and Community Services	Communities and Economic Development	Tourism
Corporate and Community Services	Communities and Economic Development	Sports and Leisure
Adult, Children and Health Services	Commissioning Adults, Children and Health	Housing responsibilities
Corporate and Community Services	Communities and Economic Development	Community Team
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Democratic Services

Adult, Children and Health Services	Health and Adult Social Care	Community Mental Health Teams
Adult, Children and Health Services	Health and Adult Social Care	Learning Disability/LDD/CYPDS
Adult, Children and Health Services	Health and Adult Social Care	Assessment and Care Planning functions for Physical Disabilities and Older People
Corporate and Community Services	Planning Development and Regeneration	Regeneration
Corporate Wide		Business support
Corporate and Community Services	Finance	Insurance and Risk
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Cabinet policy team
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Information Team
Corporate and Community Services	Planning Development and Regeneration	Energy Reduction and Sustainability
Corporate and Community Services	Communities and Economic Development	Economic Development and Town Centre Management
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Grants to voluntary organisations

Adult, Children and Health Services	Health, Early Help and Safeguarding	Children's safeguarding – early help
Adult, Children and Health Services	Health, Early Help and Safeguarding	Safeguarding and Deprivation of Liberty Standards
Adult, Children and Health Services	Schools and Education	Schools place planning, admissions, support, improvement, leadership development and elective home education
Operations and Customer Services	Customer Services	Front of House
Adult, Children and Health Services	Adults and health	Quality assurance
Corporate Wide	Finance	Income generation
Operations and Customer Services	Customer Services	Council complaints management
Operations and Customer Services	Customer Services and ICS	Information and Digital Delivery and Helpdesk User Support
Operations and	CSC and Libraries	CSC and Libraries

Customer Services		
Operations and Customer Services	ICT	ICT
Operations and Customer Services	Highways and Transport	Transport and Road Safety including school crossings and cycling
Operations and Customer Services	Revenue and Benefits	Financial assessment and benefits – adult social care
Adult, Children and Health Services	Schools and Education	Alternative Provision and EHE
Adult, Children and Health Services	Schools and Education	Education, Health and Care Plans
Adult, Children and Health Services	Adults and health	Brokerage

Appendix C: FSRs July – October 2016

Directorate	Service	FSR
Adult, Children and Health Services	Health, Early Help and Safeguarding	Youth Service
Operations and Customer Services	Highways and Transport	Transport and Road Safety including school crossings and cycling
Adult, Children and Health Services	Health, Early Help and Safeguarding	Children in care
Adult, Children and Health Services	Health, Early Help and Safeguarding	Child protection, children in need
Adult, Children and Health Services	Commissioning, Adults, Children and Health	Statutory partnerships: Health and Wellbeing Board, Local Safeguarding Children Board, Safeguarding Adults Partnership Board, Community Safety Partnership
Adult, Children and Health Services	Health, Early Help and Safeguarding	Adoption
Adult, Children and Health Services	Schools and Education	Early Years Service
Adult, Children and Health Services	Schools and Education	Education welfare and psychology
Corporate and Community Services	Governance, Partnerships, Performance and Policy	Civic Events and Mayoral Office
Operations and Customer Services	Community Protection and Enforcement Service	Community Wardens and Community Partnerships
Operations and Customer Services	Community Protection and Enforcement Service	Environmental Health, including houses in multiple occupation, private sector housing conditions, food premises inspections, food safety and hygiene, food poisoning and infectious disease control
Operations and Customer Services	Community Protection and Enforcement Service	Environmental Protection and Licensing

Operations and Customer Services	Community Protection and Enforcement Service	Trading Standards
Operations and Customer Services	Highways and Transport	Winter services
Operations and Customer Services	Libraries, Arts and Heritage	Heritage and Arts
Adult, Children and Health Services	Schools and Education	Child licensing
Corporate and Community Services	Finance	Pension Fund – pension administration
Adult, Children and Health Services	Health, Early Help and Safeguarding	Berkshire Sensory Consortium
Adult, Children and Health Services	Health, Early Help and Safeguarding	Multi-Agency Safeguarding Hub
Adult, Children and Health Services	Schools and Education	Schools capital
Operations and Customer Services	Highways and Transport	Public Rights of Way
Operations and Customer Services	Libraries, Arts and Heritage	SELMS Consortium Team