

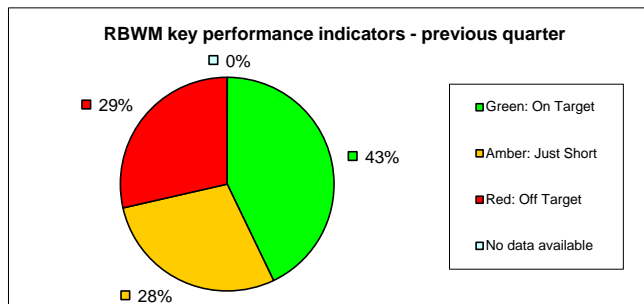
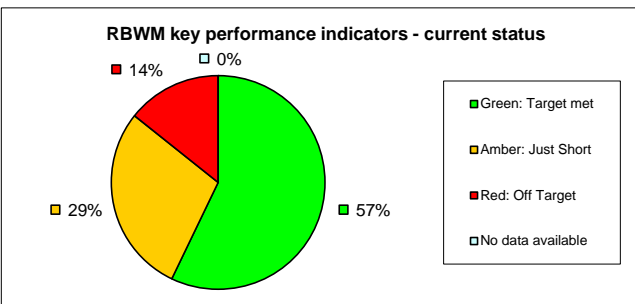
Royal Borough of Windsor and Maidenhead

Integrated Performance Monitoring Report - Quarter 2 2013-14

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 2 of 2013-14 (period July to September 2013). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, Financial status, Risk Management, Combined Savings Tracker and Key Corporate Projects.

Summary at a Glance

<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">1.0 Finance</h4> <h5 style="margin: 0; padding: 2px;">1.1 Over / under spend</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="text-align: center;">£000</th> <th style="text-align: center;">DOT*</th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td style="text-align: center;">2</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Adult & Community Services</td> <td style="text-align: center;">(65)</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Operations</td> <td style="text-align: center;">514</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Corporate Services</td> <td style="text-align: center;">(111)</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">340</td> <td style="text-align: center;">↑</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">* Direction of Travel compared to budget</p>		£000	DOT*	Children's Services	2	↑	Adult & Community Services	(65)	↑	Operations	514	↑	Corporate Services	(111)	↓	TOTAL	340	↑	<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">2.0 Performance</h4> <h5 style="margin: 0; padding: 2px;">2.1 Key Performance Indicators (by Strategic Priority)*</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">On Target</th> <th style="background-color: #FFD700;">Just Short</th> <th style="background-color: #FF0000;">Off Target</th> <th style="background-color: #FFFFFF;">Not available</th> </tr> </thead> <tbody> <tr> <td>Residents First</td> <td style="text-align: center;">3</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Delivery Together</td> <td style="text-align: center;">7</td> <td style="text-align: center;">2</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Value for Money</td> <td style="text-align: center;">2</td> <td style="text-align: center;">2</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Equipping Ourselves for the Future</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1*</td> <td style="text-align: center;">0</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">12</td> <td style="text-align: center;">6</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">* This includes one HR performance indicator (working days lost per FTE)</p>		On Target	Just Short	Off Target	Not available	Residents First	3	2	1	0	Delivery Together	7	2	1	0	Value for Money	2	2	0	0	Equipping Ourselves for the Future	0	0	1*	0	Total	12	6	3	0																			
	£000	DOT*																																																																		
Children's Services	2	↑																																																																		
Adult & Community Services	(65)	↑																																																																		
Operations	514	↑																																																																		
Corporate Services	(111)	↓																																																																		
TOTAL	340	↑																																																																		
	On Target	Just Short	Off Target	Not available																																																																
Residents First	3	2	1	0																																																																
Delivery Together	7	2	1	0																																																																
Value for Money	2	2	0	0																																																																
Equipping Ourselves for the Future	0	0	1*	0																																																																
Total	12	6	3	0																																																																
<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">3.0 HR performance</h4> <h5 style="margin: 0; padding: 2px;">3.1 People/staff</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="text-align: center;">Q2 13/14</th> <th style="text-align: center;">Q1 13/14</th> </tr> </thead> <tbody> <tr> <td>Established FTE</td> <td style="text-align: center;">1393</td> <td style="text-align: center;">1439</td> </tr> <tr> <td>% Established FTE Vacant</td> <td style="text-align: center;">11.15%</td> <td style="text-align: center;">13.21%</td> </tr> <tr> <td>Agency Staff - number</td> <td style="text-align: center;">79</td> <td style="text-align: center;">77</td> </tr> <tr> <td>Agency Spend</td> <td style="text-align: center;">£806,430</td> <td style="text-align: center;">£652,379</td> </tr> <tr> <td>Turnover %</td> <td style="text-align: center;">13.65%</td> <td style="text-align: center;">16.58%</td> </tr> <tr> <td>Voluntary Turnover %</td> <td style="text-align: center;">10.8%</td> <td style="text-align: center;">10.9%</td> </tr> <tr> <td>Working days lost per FTE</td> <td style="text-align: center;">8.47</td> <td style="text-align: center;">8.62</td> </tr> <tr> <td>Bradford Factor (score >200)</td> <td style="text-align: center;">139</td> <td style="text-align: center;">156</td> </tr> </tbody> </table>		Q2 13/14	Q1 13/14	Established FTE	1393	1439	% Established FTE Vacant	11.15%	13.21%	Agency Staff - number	79	77	Agency Spend	£806,430	£652,379	Turnover %	13.65%	16.58%	Voluntary Turnover %	10.8%	10.9%	Working days lost per FTE	8.47	8.62	Bradford Factor (score >200)	139	156	<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">4.0 Risk Management</h4> <h5 style="margin: 0; padding: 2px;">4.1 Key Risks</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">Green</th> <th style="background-color: #FFD700;">Amber</th> <th style="background-color: #FF0000;">Red</th> <th style="background-color: #FFFFFF;">Total</th> </tr> </thead> <tbody> <tr> <td>Risk profile summary</td> <td style="text-align: center;">0</td> <td style="text-align: center;">12</td> <td style="text-align: center;">1</td> <td style="text-align: center;">13</td> </tr> </tbody> </table> <h5 style="margin: 0; padding: 2px;">4.2 Probability Impact Heat map</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">0</th> <th style="background-color: #FFD700;">0</th> <th style="background-color: #FF0000;">1</th> <th style="background-color: #FF0000;">0</th> </tr> </thead> <tbody> <tr> <td>Very Likely</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Likely</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> <td style="text-align: center;">5</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Unlikely</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Very Unlikely</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td></td> <td style="text-align: center;">Minor</td> <td style="text-align: center;">Moderate</td> <td style="text-align: center;">Major</td> <td style="text-align: center;">Catastrophic</td> </tr> </tbody> </table>		Green	Amber	Red	Total	Risk profile summary	0	12	1	13		0	0	1	0	Very Likely	0	0	1	0	Likely	0	1	5	0	Unlikely	0	0	3	3	Very Unlikely	0	0	0	0		Minor	Moderate	Major	Catastrophic
	Q2 13/14	Q1 13/14																																																																		
Established FTE	1393	1439																																																																		
% Established FTE Vacant	11.15%	13.21%																																																																		
Agency Staff - number	79	77																																																																		
Agency Spend	£806,430	£652,379																																																																		
Turnover %	13.65%	16.58%																																																																		
Voluntary Turnover %	10.8%	10.9%																																																																		
Working days lost per FTE	8.47	8.62																																																																		
Bradford Factor (score >200)	139	156																																																																		
	Green	Amber	Red	Total																																																																
Risk profile summary	0	12	1	13																																																																
	0	0	1	0																																																																
Very Likely	0	0	1	0																																																																
Likely	0	1	5	0																																																																
Unlikely	0	0	3	3																																																																
Very Unlikely	0	0	0	0																																																																
	Minor	Moderate	Major	Catastrophic																																																																
<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">5.0 Combined Savings Tracker</h4> <h5 style="margin: 0; padding: 2px;">5.1 Directorate Savings</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="text-align: center;">RBWM Target Saving</th> <th style="text-align: center;">Savings delivered to date</th> <th style="text-align: center;">DOT*</th> </tr> <tr> <th></th> <th style="text-align: center;">£000</th> <th style="text-align: center;">£000</th> <th></th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td style="text-align: center;">1,722</td> <td style="text-align: center;">948</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>Adult & Community Services</td> <td style="text-align: center;">2,719</td> <td style="text-align: center;">1,781</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Operations</td> <td style="text-align: center;">1,356</td> <td style="text-align: center;">961</td> <td style="text-align: center;">↑</td> </tr> <tr> <td>Corporate Services</td> <td style="text-align: center;">1,305</td> <td style="text-align: center;">407</td> <td style="text-align: center;">↓</td> </tr> <tr> <td>TOTAL</td> <td style="text-align: center;">7,102</td> <td style="text-align: center;">4,097</td> <td style="text-align: center;">↑</td> </tr> </tbody> </table> <p style="font-size: small; margin-top: 5px;">* Direction of Travel compared to previous quarter</p>		RBWM Target Saving	Savings delivered to date	DOT*		£000	£000		Children's Services	1,722	948	↓	Adult & Community Services	2,719	1,781	↑	Operations	1,356	961	↑	Corporate Services	1,305	407	↓	TOTAL	7,102	4,097	↑	<h4 style="background-color: #ADD8E6; margin: 0; padding: 2px;">6.0 Key Corporate Projects</h4> <h5 style="margin: 0; padding: 2px;">6.1 Directorate Overall Project Status</h5> <table border="1" style="width: 100%; border-collapse: collapse; margin-top: 5px;"> <thead> <tr> <th></th> <th style="background-color: #90EE90;">Green</th> <th style="background-color: #FFD700;">Amber</th> <th style="background-color: #FF0000;">Red</th> <th style="background-color: #FFFFFF;">Total</th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td style="text-align: center;">1</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">1</td> </tr> <tr> <td>Adult & Community Services</td> <td style="text-align: center;">3</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">3</td> </tr> <tr> <td>Operations</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> <tr> <td>Corporate Services</td> <td style="text-align: center;">4</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">4</td> </tr> <tr> <td style="text-align: right;">Total</td> <td style="text-align: center;">8</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> <td style="text-align: center;">8</td> </tr> </tbody> </table>		Green	Amber	Red	Total	Children's Services	1	0	0	1	Adult & Community Services	3	0	0	3	Operations	0	0	0	0	Corporate Services	4	0	0	4	Total	8	0	0	8									
	RBWM Target Saving	Savings delivered to date	DOT*																																																																	
	£000	£000																																																																		
Children's Services	1,722	948	↓																																																																	
Adult & Community Services	2,719	1,781	↑																																																																	
Operations	1,356	961	↑																																																																	
Corporate Services	1,305	407	↓																																																																	
TOTAL	7,102	4,097	↑																																																																	
	Green	Amber	Red	Total																																																																
Children's Services	1	0	0	1																																																																
Adult & Community Services	3	0	0	3																																																																
Operations	0	0	0	0																																																																
Corporate Services	4	0	0	4																																																																
Total	8	0	0	8																																																																



Performance - Q2 2013/14

For Q2 2013/14, there are a total 21 key performance indicators - 20 indicators in the performance section from page IPMR 4 and one HR indicator (working days lost per FTE found on page IPMR 22) as selected by Cabinet Members and CMT. Q2 data is available for all 21 key performance indicators (PIs) included in this report. Of the 21 indicators where Q2 data was reported - 57% are registered as green compared to 43% in Q1 2013/14. The biggest highlight are:

- * % of people receiving Self Directed Support (SDS) - achieved it's highest score in September 2013 since the Council started monitoring this measure,
- * Number of Common Assessment Framework (CAF) - the Council has exceeded initial expectation by meeting year-end target and it is expected to further increase during the last two quarters of 2013/14.

Other particularly high performers include: '% of support plans completed within 28 calendar days of assessment' (still above target despite the Council has set a more stringent target - 28 days compared to target of 140 days in 2012/13), 'Time taken to process Housing Benefit (HB)/Council Tax Benefit new claims and change events' (on track to meet the year-end target of less than 10 days despite the workload has increased by 41%), '% of calls answered in under one minute' (on target during Q2), and 'Speed of payment - % of invoices paid on time' (has continued to maintain high level performance during the first six months of 2013/14).

Performance - continue

Since Q1, 5 PIs have improved their performance status compared to previous quarter: 'Total number of attendances at Leisure Centres', 'Stability of placements of children in RBWM's care (number of moves)', '% of calls answered in under one minute', 'Time taken to process Housing Benefit (HB)/Council Tax Benefit (claims & change events)', and 'Total income from parking'. There were however 14% of indicators (only three PIs) where performance are off target (compared to 29% in Q1 13/14). Of particular concern were the following indicators listed in the table below achieved a performance lower than the set target. Departments have instituted a series of remedial measures details to improve performance of which can be found in the relevant sections.

Indicator	Page
AS70 Number of people participating in Project Carebank	IPMR 4
PP24 % of household waste sent for reuse, recycling, and composting	IPMR 10
HR Working days per FTE	IPMR 21

Financial Performance - Q2 2013/14

Revenue

Council Services are currently projecting a net £340k overspend, non-service budgets, notably Capital Financing, are projecting a net underspend. This results in a net £156k underspend overall which when taken with budget movements results in General Fund reserves of £5.363m. This is in addition to the £626k that was transferred to the Development Fund as agreed at October Cabinet.

The overall improvement since last quarter reflects the continued focus from lead members and Strategic Directors on containing expenditure within approved budgets. It is anticipated that delivery of already approved 14/15 budget savings will further improve the Council's financial position. Within the overall position the impact of national welfare reforms on housing related budgets and Council Tax recovery needs to be monitored closely.

The table above shows the Direction of Travel on a Directorate basis with further information included in the Directorate reports and in the financial statement (Appendix A - from page IPMR 38).

Capital

The projected outturn position has been summarised in the table below and detailed along with slippage and variances in Appendix B and C (page IPMR 42).

Slippage reported in appendix C has been reported to Cabinet before. No new amounts have been slipped this month. A small net underspend (£40k) is also reported, mainly in Parking and Transport.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Budget	38,696	(26,479)	12,217
Variances identified	(40)	(4)	(44)
Slippage to 2013/14	(997)	557	(440)
Projected Outturn 2013/14	37,659	(25,926)	11,733

Risk Management - Q2 2013/14

For the corporate risks, there has been no changes for the risk rating compared to Q1 2013/14 but some of the risks are due for review in the next quarter.

Risk rating 9 on the Heat Map where risk assessed as likely/major has been amended from 'Medium' to 'High/Medium' (now amber) as they needed highlighting above other medium risks (where the risk rating value starts at 6).

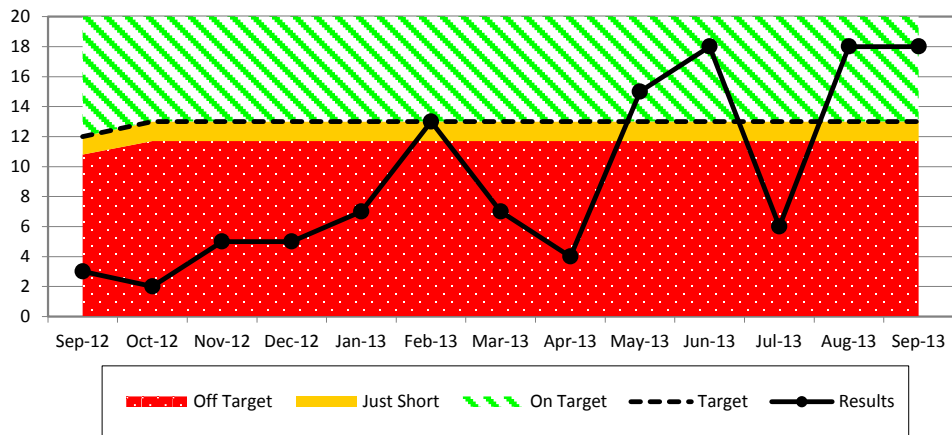
There has been a change of ownership for one risk (ref: HSG0003 - Lack of provision of gypsy sites leads to increase in unauthorised encampments. Gypsy and Travelling communities are at risk of becoming homeless because of the shortage of places to site caravans and other mobile homes) during Q2. The previous reference (HSG0003) under the ownership of Planning is now closed since the responsibility for controlling the risk has been passed to Head of Strategic Commissioning for Adult Social Care and Housing.

Since Q1, some of the existing mitigations have made progress as well new mitigations added. This is included in the Risk section (from page IPMR 25).

Note: The Risk team are working with all Directorates during future reviews to ensure that all mitigations meet the SMART criteria.

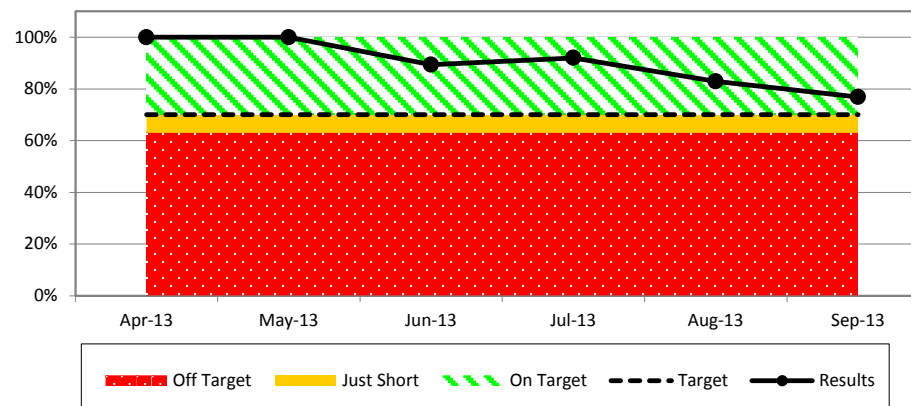
AS29 Number of new people receiving Telecare

Good performance = high



AS5 % of support plans completed within 28 calendar days of assessment

Good performance = high

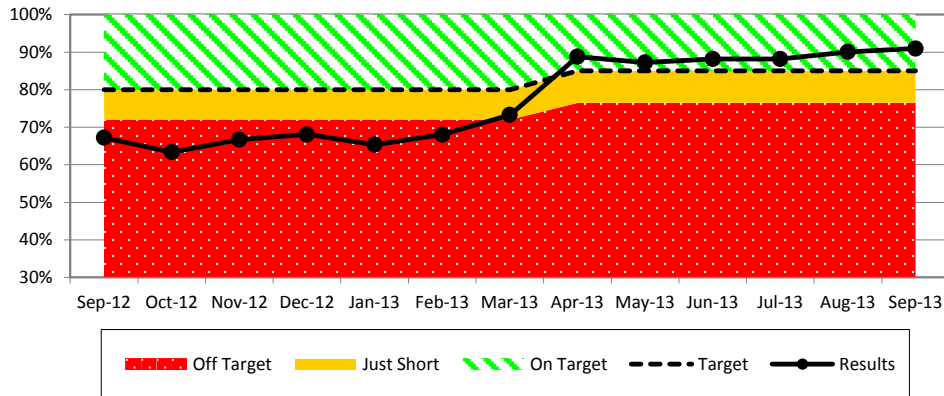


Lead Officer:	Seona Douglas	Lead Member:	Cllr Coppinger
Why is this important?	This provides a home safety and personal security system that enables people to live independently within their own homes via 24 hour telephone link.		
Strategic Priority:	Residents First		
Good performance:	Good performance is typified by a higher number		
Last year's data:	71 (2012/13)		
Current data:	86 Q2 12/13	2013/14 Target:	160
Note:	The chart shows monthly data only. The target for Telecare in 13/14 is 160 new installations delivering an £80k saving.		
Comments:	<p>By end of Quarter 2 there were 86 new telecare installations which is on track to meet the year-end target of 160 target and this will also delivers £92k saving. Following events in July promoting telecare to both staff and members of the public there has been an increase in the numbers of residents supported with telecare and numbers now exceed expectations. Providing staff continue to deliver telecare services at this rate the end of year target will be exceeded. Further events are planned with the Older Persons Forum in September and the Customer Services team in October.</p> <p>Longer term planning is for an integrated telecare and telehealth project including health and voluntary sector staff and deliver an enhanced and integrated service.</p>		

Lead Officer:	Seona Douglas	Lead Member:	Cllr Coppinger
Why is this important?	Support plans are required for everyone going through the SDS process. The Council needs to ensure these are completed in a timely manner.		
Strategic Priority:	Delivery Together		
Good performance:	Higher percentage shows better performance		
Last year's data:	New indicator for 2013/14		
Current data:	76.83% (Sep 2013)	2013/14 Target:	70%
Note:	This is a new indicator for 2013/14. The chart only shows data available from April 2013 onwards. Target for 2013/14 is 70% per month.		
Comments:	<p>This is a new indicator for 2013/14 and sets the Council a much more stringent target of 28 days for completing a support plan (compared to the target of 140 days that had been set in 2012/13). Performance in the last six months of 2013/14 remains positive. 76.83% of residents receiving an assessment had support plans in place within the four week target. This is equivalent to 99 residents out of a total cohort of 130. Although there is a slight decrease in the last quarter, we are still above the target. The reason for this is as a result of starting assessments later than the day of receipt delays completion of the time framework to complete a support plan within 28 days of the assessment. Performance is primarily being driven by social care workloads being managed weekly which has resulted in a more efficient process and ensuring residents are given support plans within the requisite timeframe. Work continues to incorporate monitoring of this target in the Performance Board which will help identify those cases that fall outside of the four week period in order that remedial measures are put in place to improve performance further.</p>		

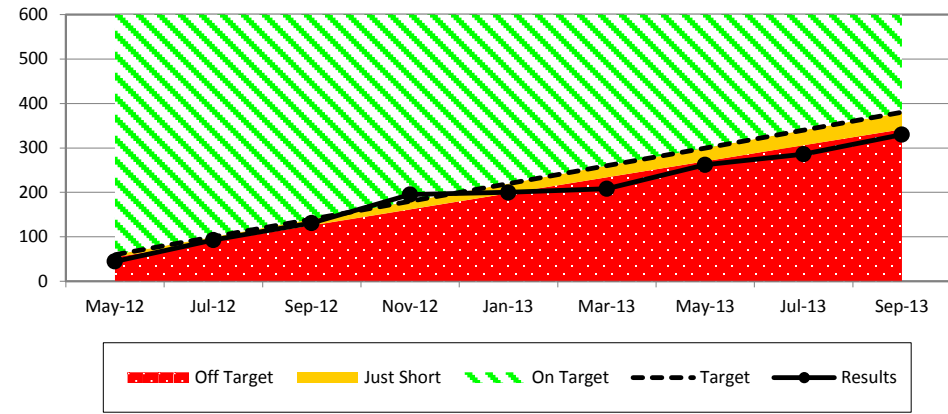
AS1 % of people receiving Self Directed Support (SDS) in the year who are eligible

Good performance = high



AS70 Number of people participating in Project Carebank

Good performance = high

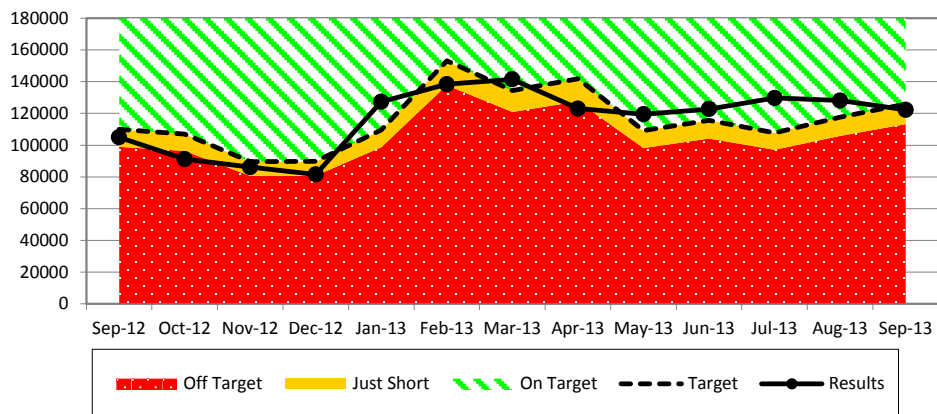


Lead Officer:	Seona Douglas	Lead Member:	Cllr Coppinger
Why is this important?	Self Directed Support gives control and choice to residents over how money for their social care is spent.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by a higher percentage		
Last year's data:	73.3% (2012/13)		
Current data:	90.95% (Sep 2013)	2013/14 Target:	85%
Note:	The chart shows monthly data only.		
Comments:	<p>The Council's performance is at 90.95% which means that 1,116 out of a possible 1282 residents are receiving self directed support. This is an increase of 17% compared with the 2012/13 outturn and continues the positive trajectory the service has been on since 2012/13. Given this is a local indicator, comparisons with other local authorities is not possible. However, performance remains strong and this is being driven through the on going Performance Improvement Plan. Any residents, undergoing an assessment and who are identified as meeting the eligibility criteria are given a support plan enabling residents to exercise greater choice and control regarding how their social care needs are met.</p>		

Lead Officer:	Nick Davies	Lead Member:	Cllr Coppinger
Why is this important?	CareBank is an exciting new way to encourage volunteers of all ages to help older and more vulnerable people who may need extra help so that they can live as independently and as full a life as possible.		
Strategic Priority:	Residents First		
Good performance:	Good performance is typified by a higher number		
Last year's data:	New for 2013/14		
Current data:	330 (Q2 13/14)	2013/14 Target:	500
Note:	The chart shows bi-monthly data only.		
Comments:	<p>The year-end target is 500 and at the end of September there are 330 participants in the Carebank scheme. This is currently 13% off the anticipated Q2 target of 380. However, this is improving as Q1 was 16% off target. There is a plan to ensure that 500 participants are achieved by the end of the year. This will be through targeted work with GPs to promote the scheme.</p> <p>The launch of the evaluation of the scheme and Carebank II in November will give additional impetus.</p>		

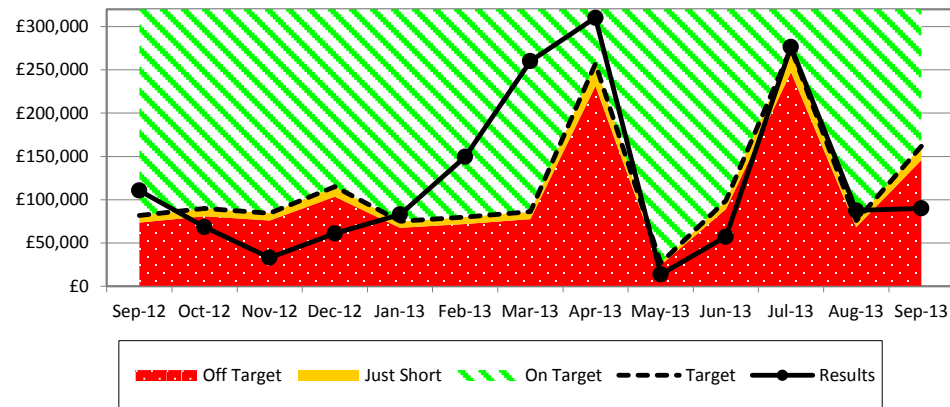
LE4 Total number of attendances at Leisure Centres

Good performance = high



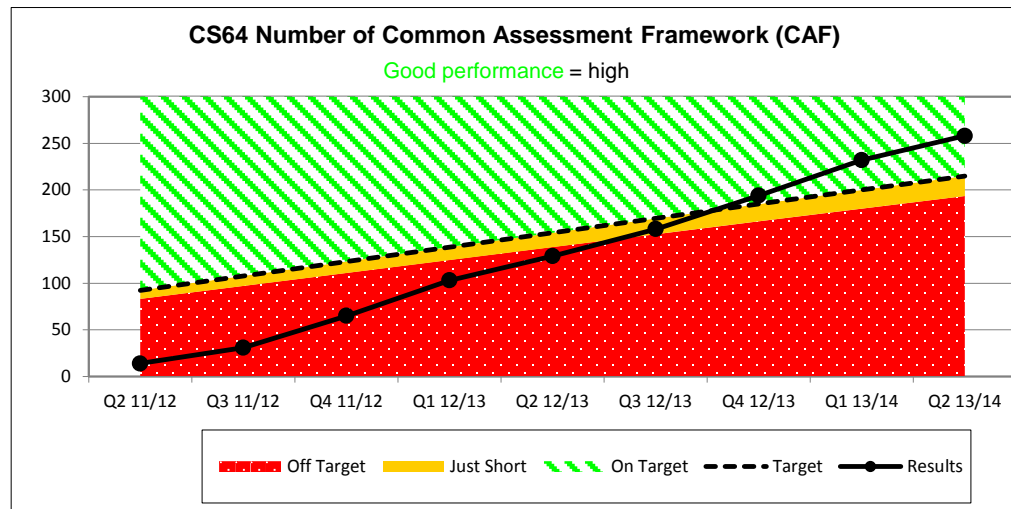
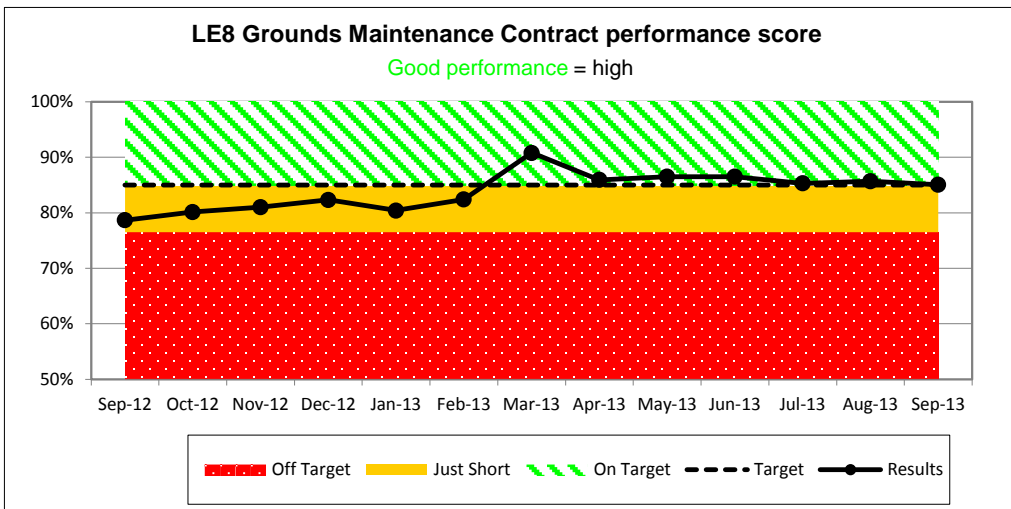
LE2 Leisure Income/Expenditure balance

Good performance = high



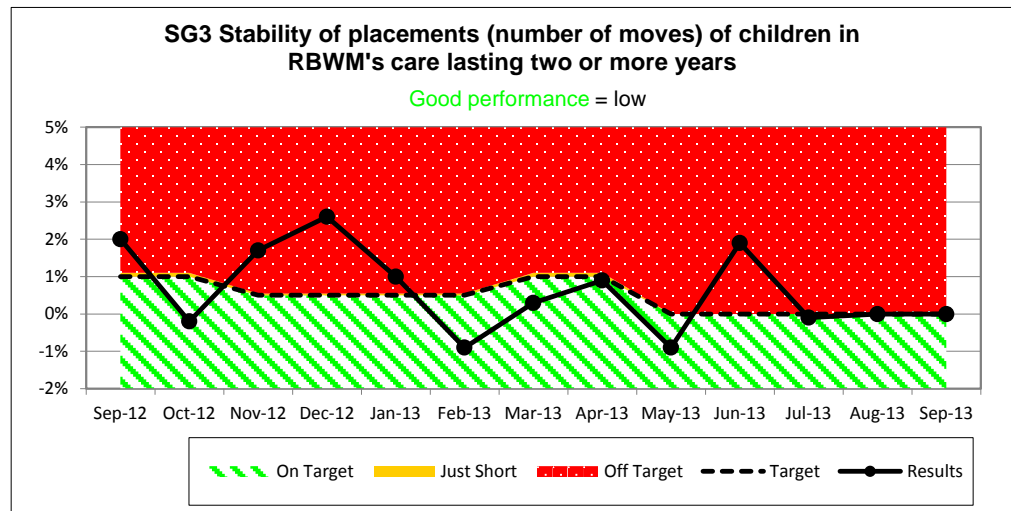
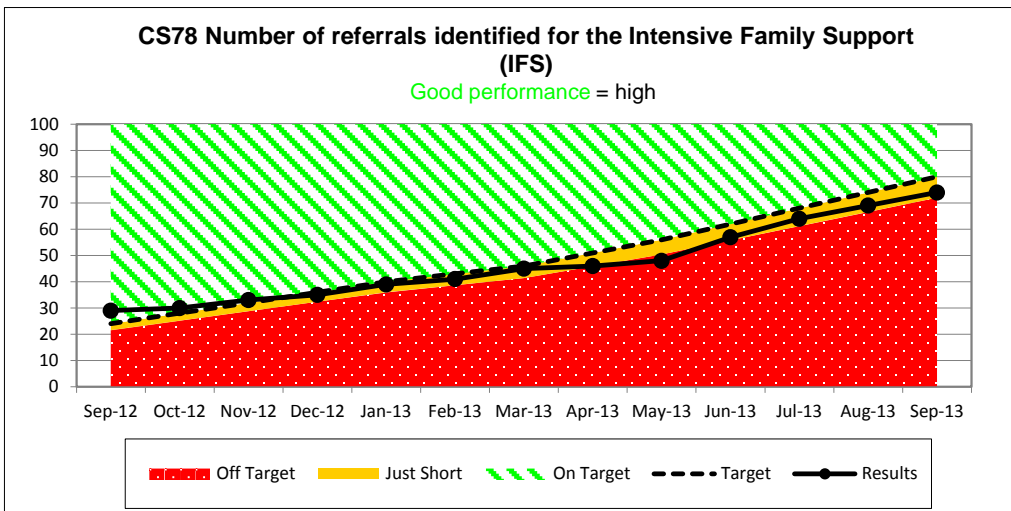
Lead Officer:	Kevin Mist	Lead Member:	Cllr Quick
Why is this important?	This indicates the level of attendances at Leisure Centres in the Borough which also impacts the performance of income/expenditure balance (see right)		
Strategic Priority:	Residents First		
Good performance:	Good performance is typified by a higher number		
Last year's data:	1,216,380 (2012/13)		
Current data:	745,371 (Q2 13/14)	2013/14 Target:	1,500,000
Note:	The chart shows monthly figures only. Current data is cumulative.		
Comments:	<p>This year's target has increased by over 14% compared to last year's target. The performance status during Q2 2013/14 has improved from 'Just Short' of target to 'On Target'. The first 6 months of 2013/14 is now 4% above target.</p> <p>Strong attendance figures are linked to the new gym opened at Windsor Leisure Centre and the slide at Magnet Leisure Centre. Attendances for swimming lessons and gym usage and causal swimming remain high. There was unexpected and lengthy closure of Coral Reef in Bracknell which boosted the swim attendance at Windsor. However, both squash and Cheeky Charlies attendances have reduced. Overall attendances are above target and marketing programme for squash and Cheeky Charlies has been implemented.</p>		

Lead Officer:	Kevin Mist	Lead Member:	Cllr Quick
Why is this important?	This indicates the level of profitability of key leisure services by showing the difference between the operating cost and income.		
Strategic Priority:	Value for Money		
Good performance:	Higher number shows better performance		
Last year's data:	£1,198,000 (2012/13)		
Current data:	£835,509 (Q2 13/14)	2013/14 Target:	£1,555,000
Note:	The chart shows monthly data only. Current data is cumulative. Tough increase in target from 2012/13 and 2013/14.		
Comments:	<p>The overall income/expenditure target has been increased by £357k for 2013/14 compared to 2012/13 performance. The total for the current year-to-date performance is £835.5k (up to end of September 2013). This is currently 7% just short of seasonal target which is £896k (up to end of September 13). Income levels in swimming, swim lessons and gym membership remain strong. However, the income levels for squash and Cheeky Charlies has declined. Expenditure on annual contracts and periodic maintenance has been slightly above profiled target. The monthly balance has increased during March and April 2013 due to new membership fees and activities during Easter holiday such as swimming crash courses. Resultant failure to meet target will be corrected in following months with reduced planned expenditure on maintenance contracts and increase in income from Cheeky Charlies and Squash.</p>		



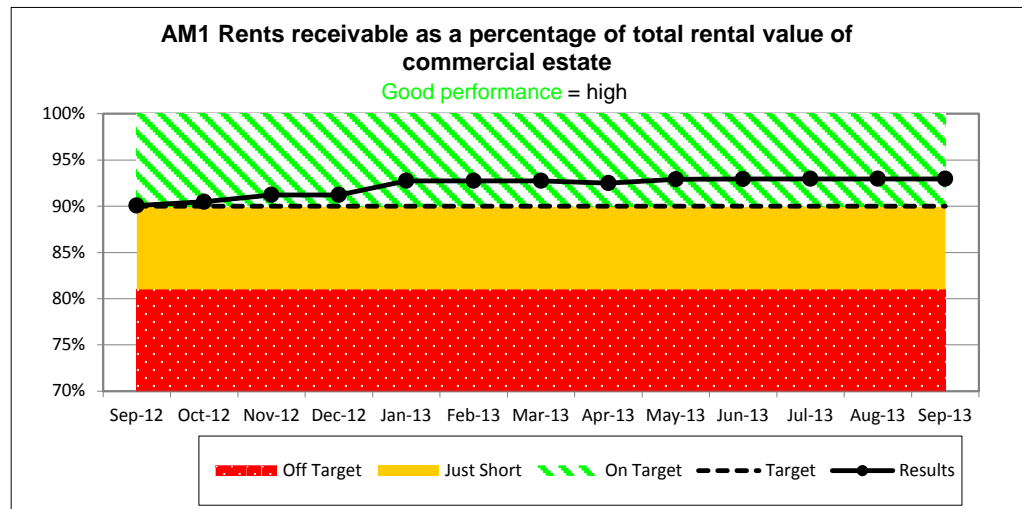
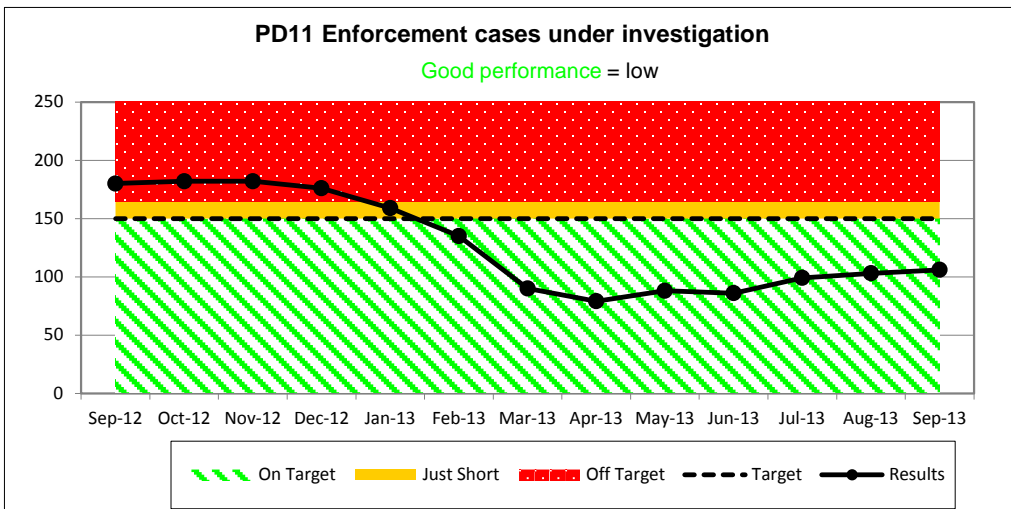
Lead Officer:	Kevin Mist	Lead Member:	Cllr Quick
Why is this important?	This covers a very visible aspect of services provided by the Leisure Services unit to residents of all ages and in all wards of the Borough.		
Strategic Priority:	Value for Money		
Good performance:	Higher percentage shows better performance		
Last year's data:	90.80% (2012/13)		
Current data:	85.06% (Sep 2013)	2013/14 Target:	85%
Note:			
Comments:	Overall performance has been above target. The Council put 8 parks into an internal "purple flag" award scheme and was successful in gaining 8 purple flags - awarded by the Lead Member in conjunction with parks user groups. Monthly contract monitoring meetings with regional director and three monthly meetings with the Managing Director of the contractor has improved the performance of the contractor's staff.		

Lead Officer:	Louise Crow	Lead Member:	Cllr Bicknell
Why is this important?	CAF is a shared assessment tool for use across all children's services in England. It helps in the early identification of needs of children and young people and promotes a co-ordinated approach on how such needs should be met.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by higher number		
Last year's data:	194 (2012/13)		
Current data:	258 (Q2 13/14)	2013/14 Target:	245
Note:	The chart shows the number of active CAFs in each quarter. The current data is cumulative.		
Comments:	The increased use of the Common Assessment Framework (CAF) by agencies and professionals this year has been very positive, and has resulted in the Council surpassing initial expectations. This is expected to further increase during the second half of the year. The focus of the Council and the employment of a CAF Co-ordinator has enabled improvements to the process including refining the template for the assessment, clarification and training on its use and the CAF Co-ordinator actively supporting its use within social care and with partner agencies. This has resulted in steady and positive progress.		



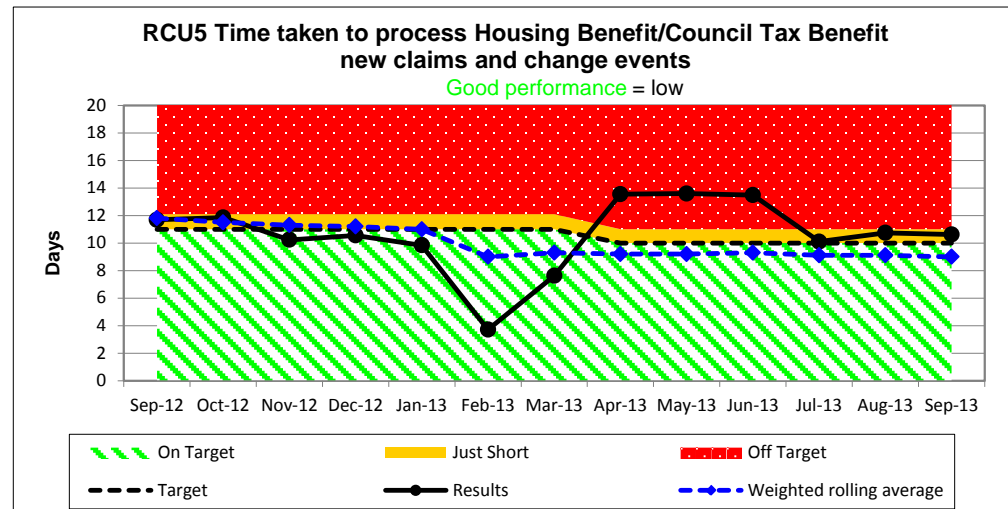
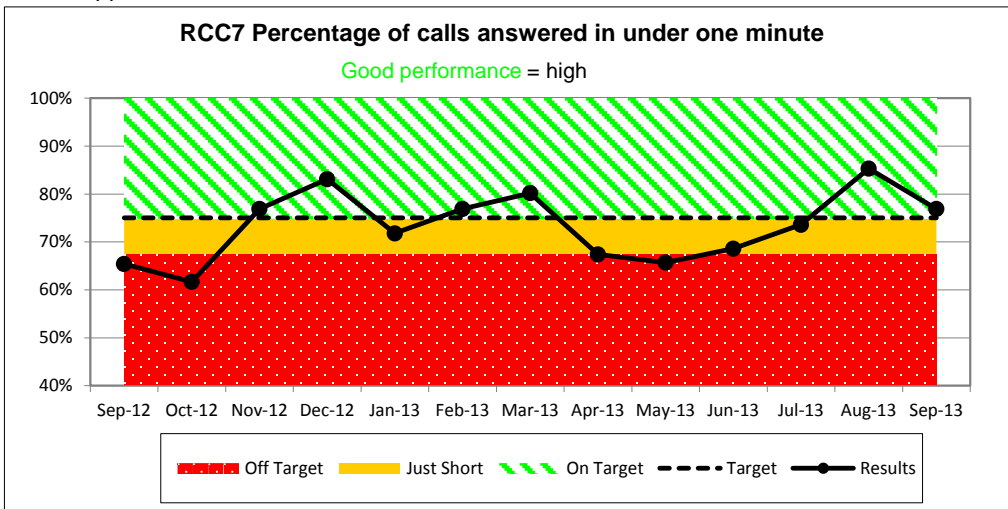
Lead Officer:	Simon McKenzie	Lead Member:	Cllr Bicknell
Why is this important?	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms employment, improved school attendance, reduction in anti social and criminal behaviour.		
Strategic Priority:	Residents First		
Good performance:	Higher number shows better performance		
Last year's data:	45 (2012/13)		
Current data:	74 (Sept 13)	2013/14 Target:	116
Note:	The target of 116 is based on 46 during 2012/13 and 70 new families referred during 2013/14.		
Comments:	The Council's IFS team has been increased to reflect the increased volume of families for 2013/14. With additional staff and through the team actively seeking families the number of families being supported by the team has steadily increased and is anticipated to be on target for the year.		

Lead Officer:	Mary Plank	Lead Member:	Cllr Bicknell
Why is this important?	The Council want to provide children in care with a stable home rather than moving them around from one place to another.		
Strategic Priority:	Residents First		
Good performance:	Improved performance is typified by a lower %		
Last year's data:	9.4% (2012/13)		
Current data:	1.8% (Sep 2013)	2013/14 Target:	4%
Note:	The chart shows monthly data.		
Comments:	The Council has set a very ambitious target of 4%. The current performance at end of quarter two is 1.8%. This is equivalent to 2 young people, from a cohort of 113 being subject to 3 placements within the two quarters. On current performance, this is on track to meet the year-end target but due to a small cohort, a small change could impact the overall performance. It is important to bear in mind that performance of councils that feature within RBWM's 'most similar family group' is currently 10.6% (annually), and any performance below 10% would place the Council in the top quartile nationally. As part of the remedial measures in children with potentially fragile placements are tracked through regular permanency monitoring group meetings, and where concerns are raised by the independent reviewing officers, requisite support packages are put in place. Any concerns through statutory review processes are raised by independent reviewing officers so that support packages can be maximised.		



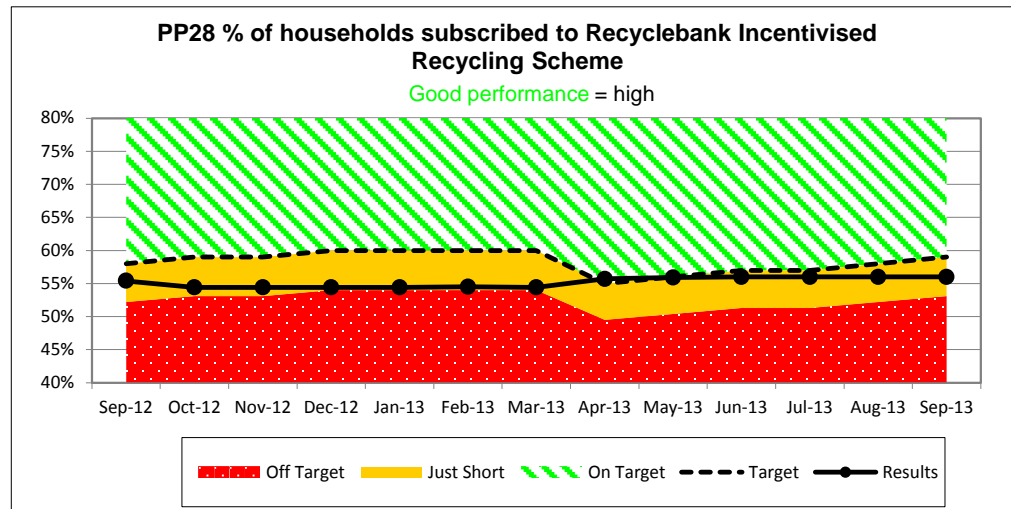
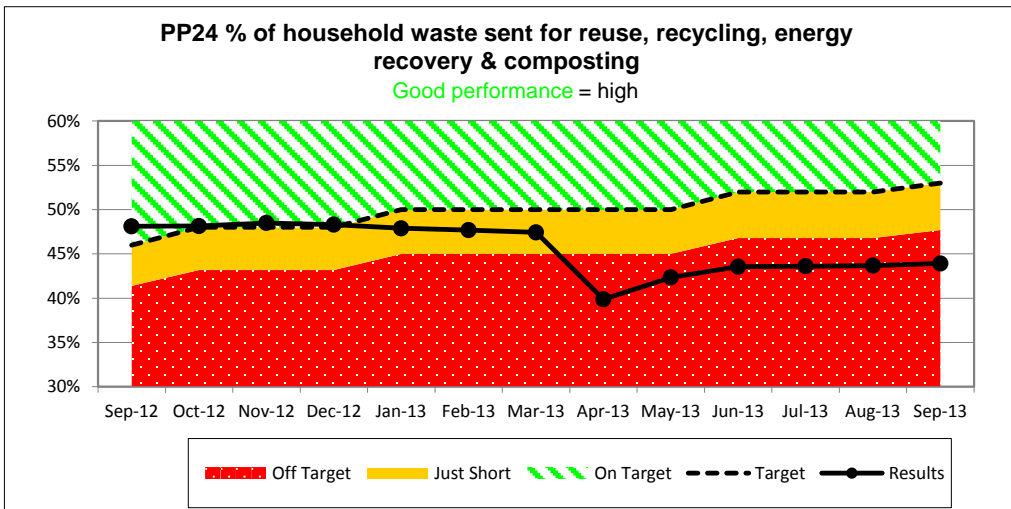
Lead Officer:	Suki Coe	Lead Member:	Cllr Saunders
Why is this important?	Closing enforcement cases indicate the resolution of a problem that impacted on adjoining residents or the wider community.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by a lower number		
Last year's data:	90 (Mar 2013)		
Current data:	106 (Sep 2013)	2013/14 Target:	150
Note:	The Council started monitoring this measure since 2012/13 which shows the scale and size of the caseload the Enforcement Team are dealing with. Both data and chart are cumulative.		
Comments:	The Council's Enforcement Team is currently reduced to two officers and there is beginning to be a rise in workload of the team. The Council have appointed a new member for the team and this should ensure that the workload returns to a manageable level. The Enforcement Team continues to work incredibly hard to maintain the reduction in cases despite the huge work involved in the Shurlock Road and Apple Hill cases. The introduction of extended permitted development is likely to increase the workload of the team in the near future. In the meantime, the work load is sustainable and has been achieved without any detriment to the quality or diligence of the work of the team. Performance is being actively monitored to ensure that the quality of service as well as the scale of work is to a high standard.		

Lead Officer:	Mark Shephard	Lead Member:	Cllr Saunders
Why is this important?	This shows how much of the commercial estate is income producing. Income production is the primary reason the Council holds the commercial estate.		
Strategic Priority:	Value for Money		
Good performance:	Higher percentage shows better performance		
Last year's data:	92.74% (2012/13)		
Current data:	92.96% (Sep 2013)	2013/14 Target:	90.00%
Note:	The target of 90% has been chosen with due regard to commercial estates in the private sector where 85% and above is considered representative of a well managed commercial estate.		
Comments:	Whilst the target of 90% is ambitious in the current economic climate, this is still considered to be achievable. Since May 2012 the Council has been on target in terms of the performance for this indicator. The current performance (92.96% in September 2013) is still on target and this is the highest recorded figure for the Council since the indicator was measured from April 2010.		



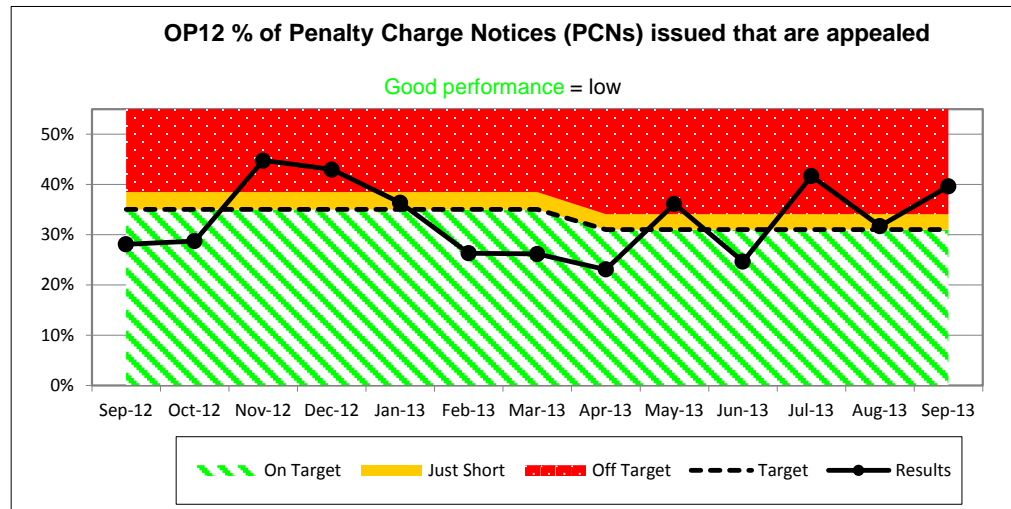
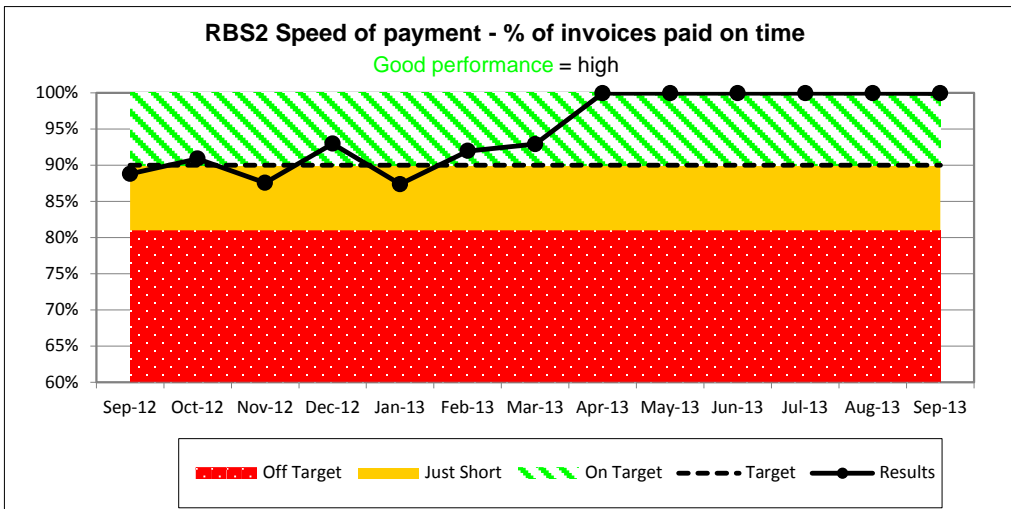
Lead Officer:	Edward Phillips	Lead Member:	Cllr Hill
Why is this important?	It gives a good indication of the availability of the Contact Centre to handle customer enquiries.		
Strategic Priority:	Delivery Together		
Good performance:	Improved performance is typified by a higher percentage		
Last year's data:	72.5% (2012/13)		
Current data:	76.9% (Sep 2013)	2013/14 Target:	75%
Note:	This is the percentage of calls into the Contact Centre which are answered in less than 1 minute.		
Comments:	<p>Last quarter, the Council reported that performance had improved year-on-year. That trend continues this quarter. Ongoing efforts to maintain flexible staffing arrangements have enabled peaks in call volume to be managed more effectively. Where increased average call length previously affected performance against this target, measures to reduce call length have quickly resulted in residents getting through to a Customer Service Advisor more quickly and more often.</p> <p>Although contact volumes in Q2 are very similar to Q1, there were fewer peaks and troughs, therefore the Council were more successful in meeting overall demand for service. However this will remain a challenging target owing to the fine balance between resources and demand: performance can be greatly affected either by a relatively small increase in call volume, or by a relatively small reduction in resource. Despite efforts to forecast future call volumes, the 'real-time' nature of demand further adds to this challenge.</p>		

Lead Officer:	Ciara MacCooley	Lead Member:	Cllr Hill
Why is this important?	Ensure that resources are in place to process new claims/change events as quickly and efficiently as possible. Assists residents on low incomes to pay rents, offers assistance to those trying to get back into work and helps prevent homelessness.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by lower number		
Last year's data:	10.2 days (2012/13)		
Current data:	9 days (rolling avg)	2013/14 Target:	10 days
Note:	The figure shown is the 12-month weighted rolling average number of days to process Housing Benefit/Council Tax Benefit new claims and change events.		
Comments:	<p>Annual performance is on track at 9 days despite an increase in workload of 41% compared to this time last year. Applications for New claims has increased by 23%, and change of circumstances have increased by 22%. It was expected that demand for Q1 would be higher than normal due to welfare reform; however the Council have experienced a sustained increase in workload. Government reforms to encourage customers into work has added to complexity of cases within our caseload and the volume of changes our customers' experience. For example, frequent fluctuations in income which result from casual/temporary employment.</p> <p>In order to sustain performance additional resource has been secured, in addition to reviewing processes within the team to create additional capacity. There are plans to automate 'Child & Tax Credit' notifications that the Council receive daily from the DWP, approximately 50 per day, it is estimated 65% of this work will be automated. This initiative is in the process of being tested and will be fully live by the end of October.</p> <p>Welfare capping went live on the 15 July 2013, it was initially indicated by the DWP that approximately 70 claims would be capped; however 40 claims have been affected, this figure is likely to increase throughout the remainder of the year. Work continues with key stakeholders across the Council and Housing Associations to identify vulnerable individuals.</p>		



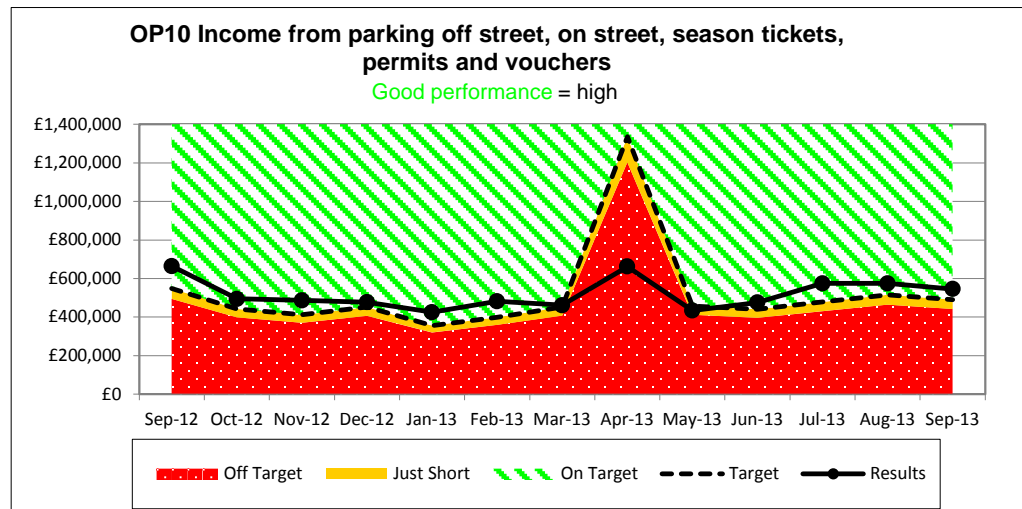
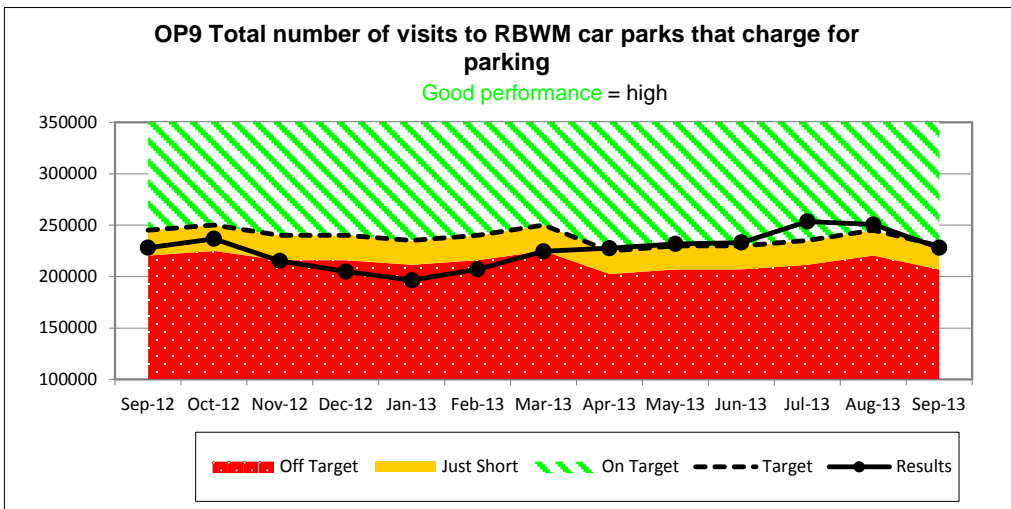
Lead Officer:	Terry Gould	Lead Member:	Cllr Cox
Why is this important?	The Council want to encourage the recycling / reuse and composting of domestic waste.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by a higher %		
Last year's data:	47.42% (2012/13)		
Current data:	43.93% (Sep 2013)	2013/14 Target:	55%
Note:	Both data and chart are cumulative.		
Comments:	<p>The disappointing downturn in recycling rate has been due to a number of factors that have converged at the same time. These include:</p> <p>(i) Changes in the Environment Agency policy that now prohibits street sweepings going to recycling. This element formerly contributed ~5% to the recycling rate.</p> <p>(ii) An operational constraint with respect to recycling of waste timber. This has caused a drop of ~4%.</p> <p>(iii) Unusual seasonal variations that has affected green waste collection tonnages.</p> <p>Mitigation plans have been put into effect to recover the situation, including the following measures:</p> <p>* Enhanced focus on the collection of household organic waste. * Targeting of lower recycling participation and performance from flats. * Installation of a wider choice of 'facilities' at public bring sites to include additional waste streams e.g. textiles/shoes/electrical. * Improved public awareness utilising the flexible messaging system fitted to the new waste collection fleet focusing upon encouraging greater participation through targeted themed messages. * An extension to the existing scheme for incentivising organic waste for all households commenced 22/04/13. * Improvements to web pages and information reporting.</p>		

Lead Officer:	Terry Gould	Lead Member:	Cllr Cox
Why is this important?	The Council want to deliver the services as quickly as possible that the residents are expecting.		
Strategic Priority:	Delivery Together		
Good performance:	Higher percentage shows better performance		
Last year's data:	54.4% (2012/13)		
Current data:	56.0% (Sep 2013)	2013/14 Target:	65%
Note:	The tough incremental % targets that the Council have set are profiled without any previous performance to compare ourselves to.		
Comments:	<p>All houses in the Borough now have access to the recycling incentivisation scheme - Recyclebank, comprising circa 46,500 (69.5% subscription rate) low rise households and 16,300 flats (17.5% subscription rate) giving an overall 62,800 (56% subscription rate). The Borough is pioneering this scheme such that the stretch targets are starting from an unknown baseline and seeking to establish what is actually achievable as there is no other experience to draw upon in this area. Clearly, the key challenge is engagement of flatted properties in the scheme. Marketing initiatives are in place to encourage account activation; a successful refresh of the rewards scheme undertaken; successful new Green Schools Programme; improved web site and customer experience. Messaging themes fitted to the Borough's fleet encouraging take up and recycling; regular press articles and features focusing upon the benefits to residents of active participation. Whilst subscriptions appear to have plateaued, monthly performance against a 'basket of measures' continues to improve. These include: Increase in estimated pounds saved by resident to £93,700 (Aug); Estimated co-spend of £386k (Aug).</p> <p>Residents' Donation Scheme as a supplement to Participatory Budget scheme expected launch date now Dec. 13 due to acquisition of Recyclebank (UK) by Grundons. Announcement of new brand is imminent (Oct 13).</p>		



Lead Officer:	Nick Hardwick	Lead Member:	Cllr Hill
Why is this important?	This indicator reports on the % of invoices for commercial goods and services that are paid within 30 days of us receiving them.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by a higher %		
Last year's data:	89.85% (2012/13)		
Current data:	99.91% (Sep 2013)	2013/14 Target:	90.0%
Note:	The monthly target is 90%. Please note that the bottom of the chart starts from 60%.		
Comments:	Performance for September 2013 shows that 99.91% of invoices were paid within 30 days of the Council receiving them. The target is 90%. This high level of performance has been consistent and varies by just 0.03% over the first six months of 2013-14. The current monthly results show that the Council have processed and paid between 99.91% and 99.94% of invoices within 30 days of receiving them for the first half of the year. For this period the Council have processed an average of 4,000 invoices per month with a total value of £78.1M. The Council expect to be able to operate above the target level of 90% in the future, however the team's performance is dependent on other Council departments continuing to pass invoices through to the Scanning and Indexing team quickly.		

Lead Officer:	Neil Walter	Lead Member:	Cllr Cox
Why is this important?	A low figure will show that the PCN is issued fairly and correctly. A high figure could show that PCNs are issued perhaps unfairly or incorrectly.		
Strategic Priority:	Delivering Together		
Good performance:	Improved performance is typified by a lower %		
Last year's data:	33.66% (2012/13)		
Current data:	32.30% (Q2 13/14)	2013/14 Target:	31%
Note:	The chart shows monthly data only. The current data is cumulative.		
Comments:	The % of PCN challenges has fluctuated during 2013/14. Of the 13,029 PCN's issued so far in 2013/14 the Council received 4,209 challenges of which 1,133 were granted, equating to 8.7% of the total PCN's issued. The increase in May was due to new parking schemes being introduced and the relative leniency shown to residents during the post implementation phase. As in previous years there was an increase in September which is when a large number of permits are due to be renewed. Less than 1% of PCN's issued are successfully appealed were due to parking officer error. The main reasons for successful appeals were the subsequent production of a valid ticket that had not been clearly displayed or the receipt of a permit renewal.		



Lead Officer:	Neil Walter	Lead Member:	Cllr Cox
Why is this important?	This gives an indicator that the car park charges are correct and how many people are using the towns.		
Strategic Priority:	Resident First		
Good performance:	Improved performance is typified by a higher number		
Last year's data:	2,671,419 (2012/13)		
Current data:	1,424,747 (Q2 13/14)	2013/14 Target:	3,000,000
Note:	The chart shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.		
Comments:	Car park usage for the first 2 quarters of 2013/14 is up 2.8% compared to 2012/13. Windsor is up 4.1% and Maidenhead is up 1.3% compared with the same period in 2012/13. Season ticket sales in Maidenhead continue to grow which is having a significant effect specifically in Stafferton Way Multi Storey Car Park where numbers are up by 18%. The Council is working closely with key partners to identify ways to increase footfall in the town centres.		

Lead Officer:	Neil Walter	Lead Member:	Cllr Cox
Why is this important?	This shows how much revenue is generated from the Council's car parks, season tickets, permits and PCNs during the financial year.		
Strategic Priority:	Value for Money		
Good performance:	Improved performance is typified by a higher number		
Last year's data:	£6,449,467 (2012/13) (note: this includes PCNs)		
Current data:	£3,267,179 (Q2 13/14)	2013/14 Target:	£6,193,950
Note:	The chart shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.		
Comments:	The year-end target is £6.2m and Q2 performance was £3,267m. This is currently level with the seasonal target. Car park income in Windsor and Maidenhead is up on Q2 in 2012/13. Season ticket sales continue to grow with Maidenhead 11.4% up on 2012/13. On-street parking income is in line with targets. The Council is working closely with key partners to identify ways to increase footfall in the town centres in the Borough.		

Performance Indicators - appendage

This shows secondary set of indicators where monitoring of performance is important and where reporting may become necessary at a particular point in time (for instance underperformance over consecutive quarters). All figures are cumulative unless stated.

Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Number of outsourced or shared services	Mike McGaughrin	All	23	26	23	23			↔	No change since Q4. Discussions with partner authorities are on-going around a number of proposals. There is a potential that 9 shared services that are currently being discussed could be signed off during Q3.
Increasing the number of external bookings for Council operated buildings (Town Hall, Guildhall, Leisure Centres, Youth Centres and Libraries)	Kevin Mist / Mark Taylor / David Scott / Dean Graham	Adult & Community / Children's Services	3079	3541	1837	3809			↑	During Q1, the figure include: <ul style="list-style-type: none"> • 5 bookings for Town Hall • 2 bookings for Guildhall • 914 bookings for Youth Centres • 161 bookings for Libraries • 755 bookings for Leisure Centre During Q2, the figure include: <ul style="list-style-type: none"> • 6 bookings for Town Hall • 1 booking for Guildhall • 1,196 bookings for Youth Centres • 120 bookings for Libraries • 649 bookings for Leisure Centre The total year to date is 3,809.
% of adults with mental health needs in paid employment	Seona Douglas	Adult & Community	12%	17%	11.2%	N/A			↓	Q2 data is not available. This data is supplied each quarter by Berkshire Healthcare NHS Foundation Trust (BHFT).
Number of permanent admissions to residential or nursing care 65+ made in year	Seona Douglas	Adult & Community	129	Less than 120	20	43			↓	The total year to date is 43. This is on track to meet the year-end target as low number reflects good performance.
Delayed transfer of care from hospitals attributable to RBWM	Seona Douglas	Adult & Community	0	3	1	0			↑	The quarterly figures provided are snapshot at that point of time. This is on track to meet the year-end target
Number of people taking up health checks	Rutuja Kulkarni	Adult & Community	1,085	1500	358	785			↑	For number of people taking up health checks is currently on target as the total year to date is 785. All 40-74 year olds in the Borough should be offered a Cardiovascular Risk Assessment know as an NHS Health Check every 5 years. A Local Enhanced Service is in place to commission General Practice to deliver these checks and in 2012/13 1085 checks were delivered in RBWM. Health Checks are a Public Health Outcome Framework Indicator and are written into the NHS Constitution. Checks involve screening patients for underlying risk factors that could lead to Cardiovascular Disease (including heart attack, stroke, kidney disease and Diabetes). Factors measured include Blood Pressure, Cholesterol, Body Mass Index, Blood Glucose levels etc. The target for delivery of checks for 2013/14 is 1500.

Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Uptake of flu vaccination - over 65 year olds	Rutuja Kulkarni	Adult & Community	72.5%	75%	N/A	N/A			N/A	The flu figures are seasonal as flu immunisations only occur from September/October onwards so there will only be reports on this for Q3 and Q4. No data available until end of November 2013.
Uptake of flu vaccination - under 65s at risk group	Rutuja Kulkarni	Adult & Community	51.6%	70%	N/A	N/A			N/A	As above
Uptake of flu vaccination - pregnant women	Rutuja Kulkarni	Adult & Community	45.6%	70%	N/A	N/A			N/A	As above
Number of households prevented from becoming homeless by Housing Options	Nick Davies	Adult & Community	New indicator for 2013/14	300	315	526			↓	526 households prevented from becoming homeless with advice, deposits and mortgage rescue featuring. This is 'On Target'. The homelessness prevention includes interest free loans, mortgage rescue, landlord & tenant intervention, part 6 nominations and DIYSO.
Number of participants in the So Much Improvement with a Little Exercise programme	Kevin Mist	Adult & Community	34,219	45,000	10,051	19,959			↓	The total for first six months of 2013/14 is 19,959. Attendance is 15% up on last year, new target is for a 30% increase. New equipment has been delivered to many SMILE sessions and a new session has commenced at Larchfield Community centre which will add 500 users this year.
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Adult & Community	39,586	50,000	17,011	34,619			↑	The target for 2013/14 has increased by 26% compared to 2012/13 final performance. However, the Council are on track to meet this as the total number of visitors during the first two quarters of 2013/14 is currently 17% above the target. This has increased by over 11,300 visitors (49%) compared to the same period last year.
Library/Museum income	Mark Taylor	Adult & Community	£209,152	£389,400	£85,577	£168,884			↓	The target for 2013/14 has increased significantly by 86% compared to 2012/13 final performance. The total income for Library and Museums that the Council operate during the first two quarters of 2013/14 is over £168.9k which is currently 7% above target. This has increased by £66k (64%) compared to the same period last year. Levels of income are determined by controllable and uncontrollable factors, e.g. the number of overdue return charges and partnership funding or events that generate income.

Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Number of families from target cohort attending Children's Centres	Simon McKenzie	Children's Services	Not available	600	597	620			↑	The target cohort of families is defined by Ofsted and includes BME families, single parents, teenage parents, fathers, children with disabilities, children subject to a Child Protection Plan and transient families. The increase targeted work within and increased universal use of families attending Children's Centres during this financial year has resulted in similar increases in attendance by families in targeted groups. The year-end target has been achieved during Q2.
Increase utilisation of Youth Centres	Daniel Houston	Children's Services	135	155	150	159			↓	Despite the usual seasonal drop in the number of sessions delivered in Youth Centres throughout the school summer holidays due to a number of regular providers operating term time only, the number of sessions being delivered by other organisations has increased significantly throughout September. The Learning Difficulties and Disabilities (LDD) Service has started delivering new sessions on Tuesday and Saturday mornings at Windsor Youth Centre and the number of DofE sessions being delivered has also increased. With the after school club and children's centre moving from Dedworth Extend to the Manor Youth Centre from 4 November 2013, centre usage will continue to increase into Quarter 3.
Permanent exclusions from schools in RBWM	Joy Bruynseels	Children's Services	13 (AY 2011/12)	12 (AY 2012/13)	10	2			↑	* AY stands for Academic Year. The figure for Q1 has been amended. The end of Q2 includes the end of the AY 2012/13, and there continues to be a reduction in the total number of permanent exclusions from RBWM schools. There were 10 permanent exclusions in the AY 12/13. This compares to 13 in 2011/12 and 25 in 2010/11. Further work is underway to identify how earlier identification, intervention and prevention work can help to continue to reduce the annual figure further.
Reduce the number of children with behavioural, emotional and social difficulties and/or autistic spectrum disorders placed in independent or non-maintained special schools	Rhidian Jones	Children's Services	10	7	2	10			↓	There were 8 new placements in Q2, all ASD. The opening of the new ASD School in Reading has allowed RBWM to make several of these placements at lesser cost than would have been the case with the majority of non-maintained special schools.

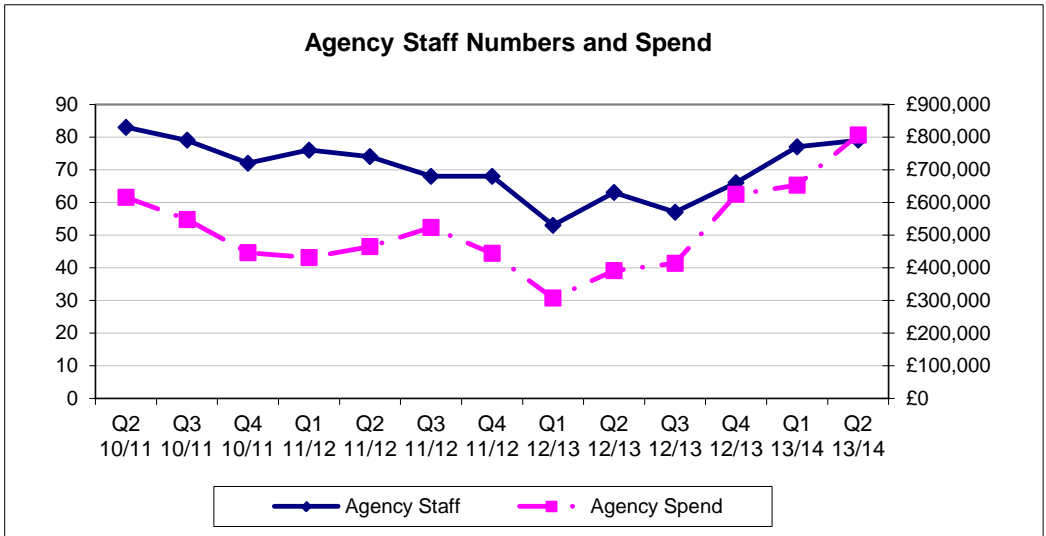
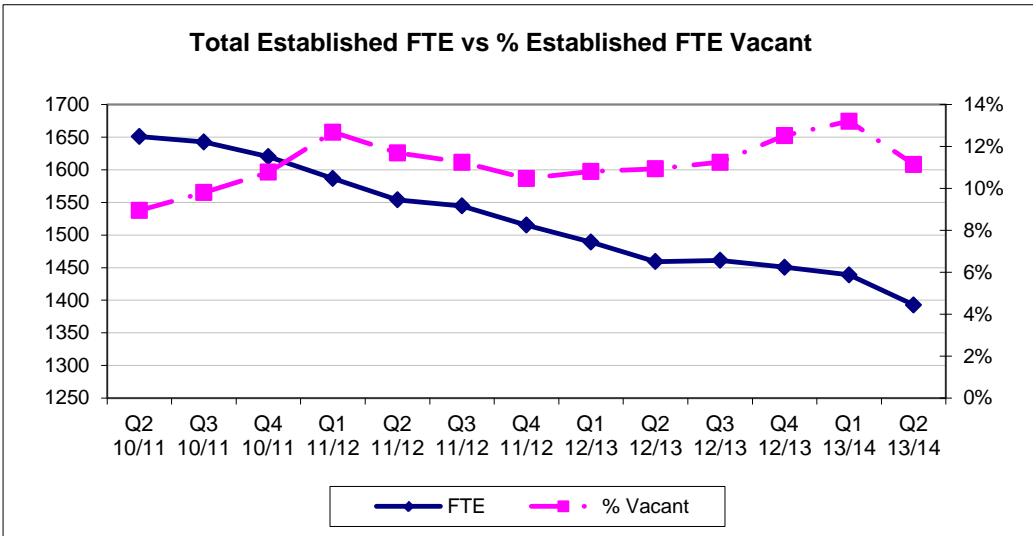
Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Keep the % of 16-19 year olds who are Not in Education, Employment or Training (NEET) below 5.25%	Elizabeth Maxted	Children's Services	4.7%	Less than 5.25%	4.6%	4.7%				<p>↓</p> <p>Cumulative figure will be provided at the end of the financial year. The figures provided are quarterly. The RBWM Directions Team continues to promote opportunities for young people through community based drop in sessions and individual tracking. The service has developed its offer to include targeted groups at risk of becoming NEET, in school years 10 and 11, to ensure that young people are aware of their options, create plans for the future and ultimately prevent likelihood of transition to NEET. Directions are working closely with schools/colleges and the education teams on implementing the Raising of the Participation Age which now impacts on the current year 12 academic cohort. This new statutory requirement on local authorities is to encourage, enable and assist participation of young people to the age of 17 (from summer 2015 will be to 18 years). Schools/colleges have a statutory duty now to report any leavers in the year 12 cohort as soon as possible to Directions to facilitate reengagement in EET (Education, Employment or Training). The annual average NEET for 2012/13 was 4.7% - the same as 2011/12. This is a positive result considering the economic climate and also because the number of "Not Known" has been significantly reduced. The overall current performance for 2013/14 is 4.6%.</p>
Child Protection Plans lasting two years or more	Mary Plank	Children's Services	3.6%	1%	0.0%	4.2%			↓	Year end is likely to be 4/85 which equates to 4-5%. This will still be below National Average 5.6%, Statistical Neighbours median 5.8%.
Recruit RBWM approved foster carers	Julie Kennewell	Children's Services	12	20	0	4			↑	4 new foster families recruited in Q2 and there are currently 6 foster families under assessment.
% of care leavers in suitable accommodation	Julie Kennewell	Children's Services	93%	100%	100.0%	100.0%			↑	On target - 7 out of 7.
% of care leavers in education, employment or training	Julie Kennewell	Children's Services	50%	80%	100.0%	42.9%			↓	There are currently 3 out of 7 care leavers not in education, employment or training (2 of them are with learning difficulties and one mum with young children).
Benefit fraud identified	Catherine Hickman	Corporate Services	£566,877	£550,000	£192,055	£350,245			↓	Increased fraudulent Housing Benefit and Council Tax Benefit fraud overpayments identified following a successful proactive fraud overpayment intervention exercise undertaken by the Team, which has been ongoing since April 2013. In addition, good quality referrals have been received over the past six months.

Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Number of Area Action Plan (AAP) and other Maidenhead redevelopment areas showing meaningful progress	Gail Kenyon / Simon Hurrell	Corporate Services	New indicator for 2013/14	5	2	3				↓ The definition of 'meaningful progress' is a planning application under consideration. Using that criterion there is meaningful progress at Chapel Arches along with the Waterways and West Street. However there is also good progress, in terms of development planning, negotiation and discussion, in which the Royal Borough is fully involved, at Stafferton Way, Maidenhead Railway Station, Broadway and York Road North. Elsewhere in Maidenhead, the Council is engaged in development discussions at Reform Road, the High Street and at St Cloud Way. Active projects Qtr 1: York Road Opp Area & West Street. Qtr 2: York Rd Opp Area, West Street & Waterways/Chapel Arches.
Building Control revenue	Clive Razey / Stuart Metcalf	Corporate Services	£654,702	£697,660	£177,478	£421,323			↑	This performance is ahead of target and reflects growing confidence in the construction industry locally.
Reduction in the use of gas and electricity	Vickie Harris	Corporate Services	7%	5%	+6	0.002%			↑	For Q2, the energy use has decreased by 6% compared to the same period last year. The total to date (during first two quarters of 2013/14) has decreased by 0.002% compared to the first two quarters last year. Note: Q1 figure has been amended due to revised invoices. This is due to accurate billing since the Council has implemented a better monitoring system so the figures should even themselves out over the year.
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate Services	2,357	2,500	2,497	2,600			↑	The year-end target has been met at end of Q2 2013/14 as there are 2,600 volunteers at end of Q2.
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate Services	12.9% vacancy rate	10.9%	14.8%	11.7%			↑	Figures provided are snapshot at that point of time. Businesses that have recently opened include: Thames Antiques & Vintage, Bourne End Furniture recycling, 124 Studios Pop Up Gallery, Craft Coop Pop Up Shop, Gian's Restaurant, Planet X Fashion Restaurant, Cargo, Polish Restaurant and BCA Pop Up shop. It should be noted that these are not all permanent lets but they are utilising otherwise vacant space.
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate Services	7% vacancy rate	5%	10.0%	10.8%			↓	Figures provided are snapshot at that point of time. In Windsor, there has been a number of businesses closed due to leases expiring and businesses choosing not to renew. There is company failure "Millets".
Number of subscribing members to the Maidenhead Town Centre Partnership	Steph James	Corporate Services	7	10	6	8			↑	Business plan and action plans updated to attract new members. Berkshire College of Agriculture have recently joined MTP.

Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Number of members to the Windsor and Eton Town Centre Partnership	Paul Roach	Corporate Services	12	14	13	14			↑	The Council has attracted one new member during Q2, therefore, the target for 2013/14 has been achieved. The two new members for 2013/14 are Thames Valley Police and Eton College.
Number of residents participating in the STRIVE Programme	Harjit Hunjan / Johanna Watts	Corporate Services	New indicator for 2013/14	80 people	0	16			↑	The target is to have 80 residents to complete STRIVE programme . This is a combined target with Radian and Housing Solutions. First set of courses scheduled for September 2013. 16 residents participated during September. <ul style="list-style-type: none"> To meet the target 4 courses have been confirmed; 9 Sep-25 Nov STRIVE for general business start-up, 29 Oct Retail STRIVE, Jan 14 STRIVE for Social Enterprise, and Apr 14 STRIVE for general business Each course is delivered 1 day per week for 12 weeks/Retail STRIVE 2 days per week for 6 weeks
Number of work placements offered within the Council	Harjit Hunjan / Johanna Watts	Corporate Services	55	75	10	18			↓	The total number of placements to date is 18. Whilst the intention is that the Council will be able to meet year-end target of 75, however, it is important to note the challenge points: <ul style="list-style-type: none"> * Challenges with JCP and targeting 18-24 cohort to secure participation * Support of Service Managers internally Remedial action to address the issues above is being developed.
Amount of external funding drawn down	Harjit Hunjan	Corporate Services	£1,064,689	£225,000	£407,792	£489,457			↓	The cumulative year-end target for 2012/13 is £225,000 and the Council's external funding team has already achieved this at end of Q1. The total year to date is £489,457: <ul style="list-style-type: none"> * Revenue funding drawn down - £258,162 * Capital funding drawn down - £231,295 Funding drawn down varies considerably month to month, as the timetable is determined by funders and is dependent on meeting their requirements (e.g. award of grant, completion of a stage of work or submission of final report). The high level of funding drawn down reflects success in securing several significant grants, from central government and from the RFU (Rugby Football Union).
Collection rate Council Tax	Nick Hardwick	Operations	97.97%	97.40%	30.50%	58.14%			↓	Performance is slightly below target. The month to month profile shows that the Council should have collected 59% by the end of September, however the Council are currently 0.86% below target. The main cause behind this is the effect on collecting from 'new' customers who now have something to pay due to the abolition of 100% Council Tax benefit, or the changes made to property discounts and exemptions.

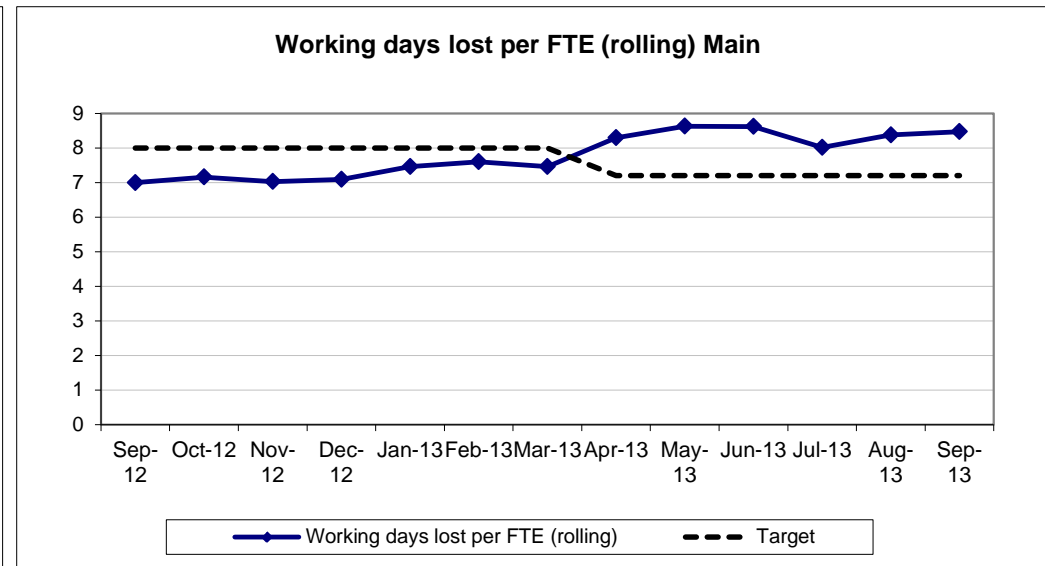
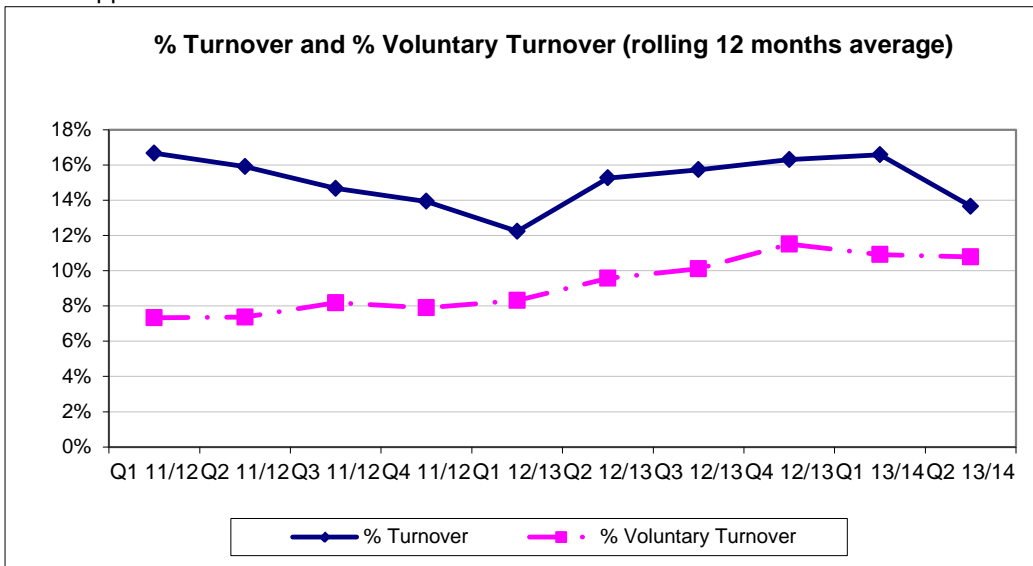
Performance Indicator	Lead Officer	Directorate	2012/13 data	Target 2013/14	2013/14 Performance				DOT*	Comments
					Qtr 1 2013/14	Qtr 2 2013/14	Qtr 3 2013/14	Qtr 4 2013/14		
Call abandon rate (>20s wait)	Edward Phillips	Operations	6.4%	Less than 5.5%	6.2%	3.28%			↑	Fewer peaks in call volume and improved flexibility of staffing have improved performance in Q2.
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations	0.5%	0.5%	1.3%	0.30%			↑	Fewer peaks in call volume and improved flexibility of staffing have improved performance in Q2.
Average Walk In Waiting Times (for Housing & Council Tax Benefit customers only)	Edward Phillips	Operations	8.3 mins	Less than 10 mins	6 mins	5 mins			↑	Figures provided are quarterly as overall figure will be provided at the end of financial year. Performance to date for 2013/14 is consistently on target. The Front of House team has continued to make great progress since target was first achieved in June 2012. Greater cross-skilling of staff and the implementation of more efficient processes have all made a considerable difference in performance, with no additional staffing.
Online Channel Shift	Andrew Barclay	Operations	New indicator for 2013/14	TBC once baseline set	16,062	17,584			↑	This is a new performance measure for 2013/14 to track activity volume on 7 key functions/areas that are available online for residents. Note: the quarterly figures shown are 12-months rolling average to show trends. The 12 month rolling average at end of Q2 is 17,584 which has increased by 9% since Q1 2013-14. The top 3 online breakdown are "My House" (45%), web payments (25%), and apply online (18%). The lowest two are webchats (2%) and Council Tax online / Benefits apply (3% each).
Percentage of Recyclebank reward points redeemed against total earned	Terry Gould	Operations	22%	25%	19.5%	24%			↑	25% is a stretched target for 2013/14 over previous year. Linkage with Participatory Budget (wef Nov 13) designed to increase redemption rates and add community value. Q2 represents a good improvement following refresh of scheme.
Number of highway schemes delivered	Christopher Wheeler	Operations	202	254	55	109			↔	The annual stretched target for 2013/14 is 254. The actual delivery for the first two quarters of 2013/14 is 109 which is currently ahead of the profile target (80).
% of dangerous potholes repaired within 24 hours	David Baker	Operations	New indicator for 2013/14	95%	94.7%	100%			↑	Performance is now 'On Target'. During Q2, the Council repaired all 53 dangerous pot holes within 24 hours.
Number of burglaries from dwellings	Brian Martin	Operations	642	629	100	207			↓	The number of burglaries from dwellings fell from 801 in 2011/12 to 642 in 2012/13, a fall of 20%. The Police and Crime Commissioner has agreed with Thames Valley Police a target of a reduction of 2% in burglary and the Council's target is aligned with this. The total number of burglaries reported for the first six months of 2013/14 is 207 and this has improved by 33% compared to the same period last year. The current performance is 47% above target.

The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile



Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	To ensure efficient resources are available to meet service needs.		
Strategic Priority:	Equipping ourselves for the future		
Good performance:	N/A		
Last year's data:	1451 (2012/13 Established FTE)		
Current data:	1393 (Q2 2013/14)	2011/12 Target:	N/A
Note:	Exclude schools. % established FTE vacant does not include agency FTE as the data is not available from Reed.		
Comments:	<p>The established FTE has reduced this quarter and is down on the same quarter in the previous year. As at 21/10/13 we have:</p> <ul style="list-style-type: none"> * 3 roles approved at Managed vacancy and waiting to go to advert * 16 roles currently out at advert 		

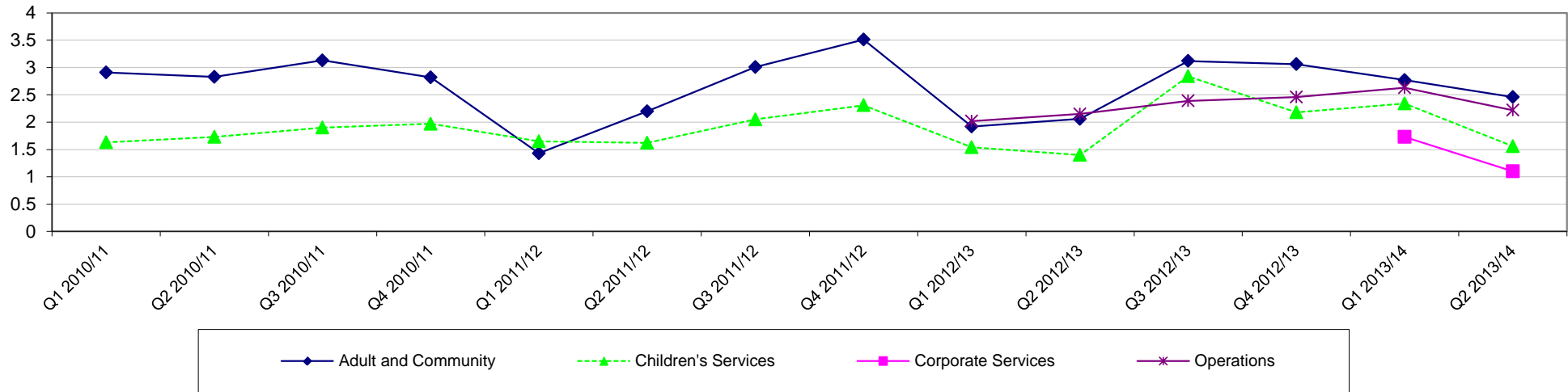
Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	To monitor the level of agency staff the Council using.		
Strategic Priority:	Equipping ourselves for the future		
Good performance:	Improved performance is typified by a lower number/spend		
Last year's data:	66 (2012/13 agency staff)		
Current data:	79 (Q2 2013/14)	2011/12 Target:	N/A
Note:			
Comments:	<p>* Q2 agency spend is £154k higher than Q1. This is a result of a continued requirement for agency staff in services, especially Children's Services, and the overall number of agency staff used has increased by 2. In addition to these extra staff, there are also costs for short term ad hoc agency use to cover areas such as Care Assistants in Adult Services, where a short term additional resource is required. However, this is not equivalent to a full time person and may be for just a few hours a week. These additional resources are included in the overall cost but would not show as an equivalent increase in overall agency numbers as a result.</p> <p>* For information Children's Services have introduced new interim pay bands and have undertaken an extensive recruitment campaign in late September/early October using these new pay scales. Early indications are the campaign has been successful with 29 applications being received and 17 being shortlisted, which should reduce the need for costly agency staff.</p>		



Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
Strategic Priority:	Equipping ourselves for the future		
Good performance:	Improved performance is typified by a lower %		
Last year's data:	16.31% (Q4 2012/13 % Turnover)		
Current data:	13.65% (Q2 2013/14)	2011/12 Target:	N/A
Note:	Exclude schools		
Comments:	<p>The voluntary turnover during Q2 has reduced to 13.65% from 16.58% since the last quarter. Overall, the voluntary turnover figures for the Council has seen a steady increase over the last 2 years which is attributed to a number of different factors including; economic climate (people looking for higher wages or improved benefits), changes to local terms and conditions and career development. Voluntary turnover is monitored by service area on a monthly basis as part of the scorecards. It is also important to remember that turnover is not always a negative thing as it allows "new blood" to enter the organisation. This is supported by the fact that the Council has a good response and success rate in relation to advertised posts.</p>		

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
Strategic Priority:	Equipping ourselves for the future		
Good performance:	Improved performance is typified by a lower rate		
Last year's data:	7.19 (2012/13)		
Current data:	8.47 (Q2 13/14)	2011/12 Target:	7.20
Note:	Exclude schools. The Local Government Workforce survey for 2012 identified the days lost per employees for public sector as 7.6, and 6.5 for private sector for organisations with between 1,000 and 4,999 employees (2012 CIPD survey).		
Comments:	<p>The working days lost per FTE has increased slightly in the second quarter of this year. The current figure of 8.47 days is above the average for the public sector which is 7.6 (based on 2012 survey information), and significantly higher than the private sector, 6.5 days (based on 2012 survey). A new absence management policy has been agreed and will be introduced shortly which will help managers to focus on cases hitting various trigger levels of:</p> <ul style="list-style-type: none"> • Absence totalling 7 working days or more within a rolling 12 month period or 3 periods of sickness absence in a 3 month period • A Bradford Factor Score of 120 or above. This is a method of calculating an individual's absence record so that it is easy to identify those taking frequent short term absences. • Any other recurring recognisable pattern such as frequent absenteeism on a Friday or a Monday, days following bank holidays, before or after annual leave, at particular points in workload cycle, etc. <p>In addition a new Occupational Health provider started in October 2013.</p>		

Quarterly working days lost per FTE - 2010/11 to Q2 2013/14 *



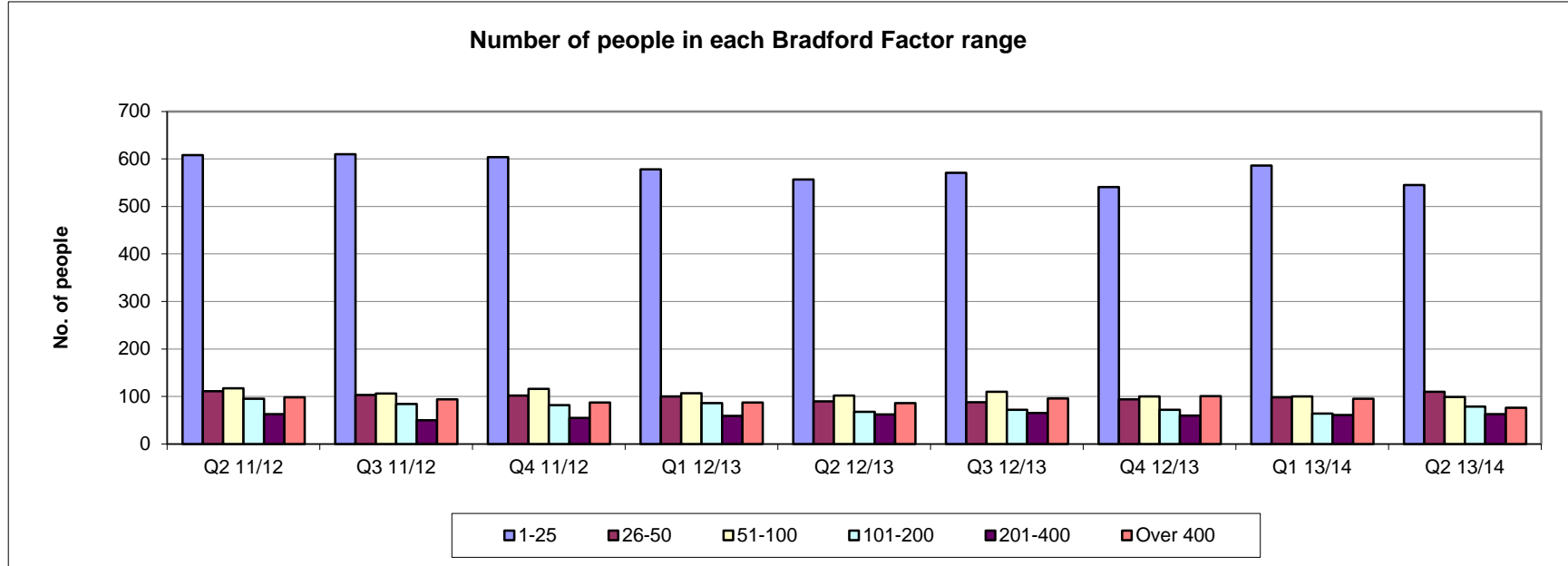
Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Why is this important?	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
Strategic Priority:	Equipping ourselves for the future		
Good performance:	Improved performance is typified by a lower rate		
Note:	* Since 2013/14, there was a restructure at the Council. Both Planning & Development and Policy & Performance are part of Corporate Services		
Comments:	<p>Workings days lost per FTE for Q2 2013/14 for:</p> <p>Adult and Community was 2.46</p> <p>Children's Services was 1.56</p> <p>Corporate Services was 1.1</p> <p>Operations was 2.22</p> <p>This is different to the annual rolling absence figure as it focuses on the actual absence on a quarter by quarter basis, by service area. Absence of 15 days or more are regularly reviewed by the HR Business Partner team. As part of the new absence procedure being rolled out across the council, HR will take a more proactive approach in ensuring that the management of sickness absence is activated at an earlier stage.</p>		

The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

Number of people in each Bradford Factor range

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Burbage
Note:	"The Bradford Factor identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence" - Chartered Institute of Personnel & Development		
Strategic Priority:	Equipping ourselves for the future	Good performance:	Improved performance is typified by a lower number in range 100+
Comments:	This indicator has decreased overall in the last 2 years. In addition, the total number of people whose Bradford Factor score is greater than 101 in Q2 2013/14 is 218 compared to 216 in the same period last year.		

Bradford factor	2010/2011				2011/12				2012/13				2013/14			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1-25	661	644	677	673	647	608	610	604	578	557	571	541	586	545		
26-50	120	128	123	121	101	111	103	102	100	90	88	94	98	110		
51-100	110	113	120	115	116	117	106	116	107	102	110	100	100	99		
101-200	92	98	88	94	98	95	84	82	86	68	72	72	64	79		
201-400	96	65	62	79	75	63	50	55	59	62	65	60	61	63		
Over 400	143	119	110	97	84	98	94	87	87	86	96	101	95	76		
TOTAL	1222	1167	1180	1179	1121	1092	1047	1046	1017	965	1002	968	1004	972		



Bradford Factor range split by Directorate

* Note: For 2013/14, there was a restructure at the Council (Policy & Performance and Planning & Development are part of Corporate Services).

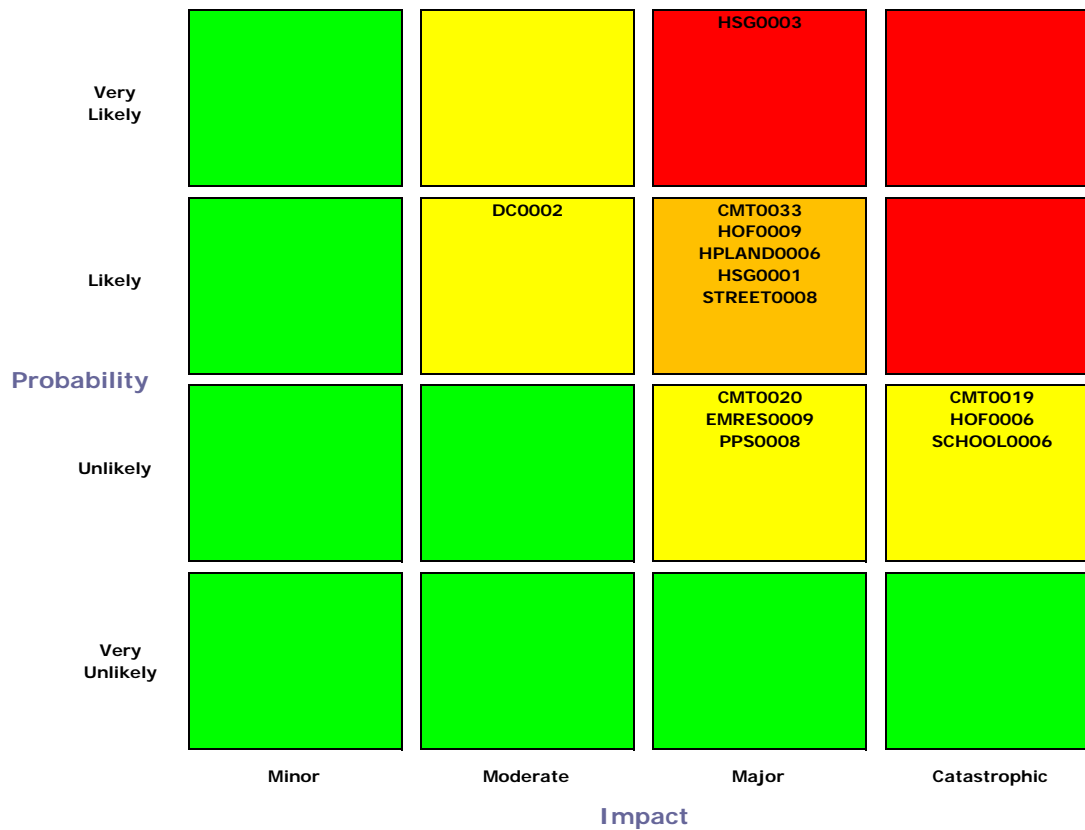
Quarter 3 2012/13						
Directorate	BF 1-25	BF 26-50	BF 51-100	BF 101-200	BF 201-400	BF Over 400
Adult & Community Services	184	42	39	28	25	42
Chief Executive Team	0	0	0	0	0	0
Children's Services	156	23	23	13	18	18
Operations	179	21	40	25	20	31
Planning & Development	28	3	3	4	2	3
Policy & Performance	18	1	3	1	0	2

Quarter 4 2012/13						
Directorate	BF 1-25	BF 26-50	BF 51-100	BF 101-200	BF 201-400	BF Over 400
Adult & Community Services	188	31	38	30	24	45
Chief Executive Team	1	0	0	0	0	0
Children's Services	135	19	23	14	11	20
Operations	168	36	32	21	23	33
Planning & Development	30	2	4	6	2	1
Policy & Performance	16	2	3	1	0	2

Quarter 1 2013/14 *						
Directorate	BF 1-25	BF 26-50	BF 51-100	BF 101-200	BF 201-400	BF Over 400
Adult & Community Services	217	26	37	29	27	43
Children's Services	143	21	21	10	15	21
Corporate Service	111	22	14	6	8	10
Operations	112	24	28	19	11	21

Quarter 2 2013/14 *						
Directorate	BF 1-25	BF 26-50	BF 51-100	BF 101-200	BF 201-400	BF Over 400
Adult & Community Services	197	40	40	34	27	34
Children's Services	130	23	23	13	14	18
Corporate Service	109	22	19	9	10	10
Operations	109	22	17	23	14	14

Heat Map - Current Wicked Issues Risk Status



Key Operational/Strategic Risks (in order of risk rating from high to low)

This report provides detailed information on the following pages.

Risk Ref	Details	Trend	Changes in risk rating	Page
HSG0003	Lack of provision of gypsy sites leads to increase in unauthorised encampments. Gypsy and Travelling communities are at risk of becoming homeless because of the shortage of places to site caravans and other mobile homes.	↔	Same (risk ref has been amended to reflect change of ownership. Previous ref HPLAND0008 - now closed)	IPMR 27
CMT0033	Central Government funding reduction potentially leads to - Reduced demand for selling services to other local authorities - Diminution of service quality - Reductions in service choice for residents - Reduced resilience on the part of services to meet strategic challenges (for instance demographic pressures)	↔	Same	IPMR 28
HOF0009	Increased number of child referrals after numerous high profile cases leads to increased costs on the Authority in order to deal with these in a proper and professional manner.	↔	Same	IPMR 29
HPLAND0006	Failure to deliver Maidenhead regeneration programme on time and on budget. The main financial risk is around the state of the economy and ability of developers to fund and have sufficient expertise to identify viable schemes / improvements, and also the capital programme.	↔	Same	IPMR 29
HSG0001	Failure to provide service leads to local people without suitable accommodation. These people are exposed to potential harm and the Council to reputation damage.	↔	Same	IPMR 30
STREET0008	Economic downturn causes reduction in expected business reducing revenue from discretionary spending in Car Parks.	↔	Same	IPMR 31
CMT0019	Transformation agenda does not deliver efficiencies i.e. failure of Smarter Working Accommodation Strategy. Slippage causes knock on effects on supporting services. (17 October 2012 - rating recently changed from 12 to 8).	↔	Same	IPMR 32
HOF0006	Economic climate - Medium Term Financial Plan (MTFP) fails to operate.	↔	Same	IPMR 33

Risk Ref	Details	Trend	Changes in risk rating	Page
SCHOOL0006	Insufficient school places.	↔	Same	IPMR 34
DC0002	Drop in fee income leads to budget pressures. Difficulties can arise from prevailing general economic climate. Combined impact of Government policy changes, potential relaxation of permitted development regime allowing larger extensions without planning permission and therefore no fee. Will eventually lead to staff cuts if efficiencies cannot be found.	↔	Same	IPMR 35
CMT0020	Adult Social Care demographic growth in number of older people with disabilities, transitions from Children's Services and long term condition leads to costs increasing beyond the capacity of Council to fund and the inability to meet even critical needs in the long term. Less acute for the wealthier members of the populace.	↔	Same	IPMR 35
EMRES0009	Failure to continue to develop, review and update the Council's strategic and operational business continuity plans and ensure a regular programme of testing, could lead to severe disruption to Council services in the event of a crisis.	↔	Same	IPMR 36
PPS0008	Failure to collect, dispose and reduce waste to landfill leads to escalating financial challenges (Landfill Tax liability) to meet prescribed government targets. The Landfill Tax stands at £72 per tonne in 2013/14 for active waste and is intended to drive councils towards the development of recycling infrastructure by making the landfill disposal route a more expensive and unattractive option.	↔	Same	IPMR 37

Risk Reference: HSG0003	Service Area: Adult Social Care and Housing		Current rating	Audit Verification
Lead Officer: Nick Davies	Lead Member: Cllr Coppinger		12 High	In 2013/14 Audit Plan (Q4)
<p>Detail: Lack of provision of gypsy sites leads to increase in unauthorised encampments. Gypsy and Travelling communities are at risk of becoming homeless because of the shortage of places to site caravans and other mobile homes. They are less likely than other groups to apply to the Council as homeless. One of the main barriers to site provision is resistance from the local, settled community as well a significant proportion of council land being green belt and /or on a flood plain.</p> <p>The Borough is under pressure to find additional sites for gypsies and travellers under government planning policy for traveller sites (published March 2012). The Council, under government guidance, is required to take account of the health, welfare and educational needs of trespassers when deciding whether to evict or tolerate an unauthorised encampment.</p> <p>Impact is financial in terms of dealing with an unauthorised encampment. There is also a reputational risk if the Council cannot clearly demonstrate it has methods in place for either providing pitches or having a recognised legal route (Direction Order) for closing unauthorised sites.</p>				
Linked to Wicked Issue(s): Travellers				
Avoidance/Mitigation and Transfer		% completed	Assigned to	
1. Create a 5 year deliverable land supply strategy.		50%	Nick Davies	
2. Member decision whether to grant Forest Green Road (8 sites) and Datchet (10) which would resolve ad-hoc encampments in future.		50%	Nick Davies	
3. Commissioned "needs" survey for travellers accommodation requirements.		Implemented (next review 26/10/13)	Nick Davies	
4. Increased co-operation with neighbouring authorities of Reading, Bracknell Forest and Wokingham.		90%	Nick Davies	
5. Works closely with Thames Valley Police to try and protect the lawful rights of everyone concerned.		Implemented	Nick Davies	
6. Member working party for strategic leadership and guidance, including police input. Now concentrating on Shurlock Road site.		Implemented (next review 26/10/13)	Nick Davies	
7. Work on site identification/extension of existing sites with Housing Assocs. Results identified there is a need we cannot meet.		Implemented (next review 26/10/13)	Nick Davies	
Controlled Risk Rating (revised rating after all control measures implemented)			4 - Low	
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number	
None				
Link to financial implications (if any)				
Link to HR implications (if any)				
<p>Note: The risk reference has been amended to HSG0003 to reflect the change of ownership. Previous ref: HPLAND0008 under the ownership of Simon Hurrell is now closed since the responsibility for controlling the risk has been passed to Nick Davies, Head of Strategic Commissioning for Adult Social Care and Housing.</p> <p>The first mitigation has made some progress during Q2 since it was first proposed in Q4 2012/13.</p>				

Risk Reference: CMT0033	Service Area: CMT	Current rating	Audit Verification
Lead Officer: Mike McGaughrin	Lead Member: Cllr Dudley	9 High / Medium	2014/15 - will be allocated a Qtr in due course.
Detail: Central Government funding reduction potentially leads to <ul style="list-style-type: none"> - Reduced demand for selling services to other local authorities - Diminution of service quality - Reductions in service choice for residents - Reduced resilience on the part of services to meet strategic challenges (for instance demographic pressures) <p>The Spending Review is a Treasury-led process to allocate resources across all government departments, according to the government's priorities. Spending Review 2010 covers the four years from 2011-12 to 2014-15</p>			
Linked to Wicked Issue(s): Commercial strategy/direction			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Create a service strategy that provides detail on (a) how we deliver and (b) make services more marketable.		60%	Andrew Barclay
2. Create a corporate wide business development strategy. Presently in draft form.		10%	Andrew Brooker
3. Strategic workshops to analyse the various choices/options of managing services going forward. Commenced at CMT April 2013.		90%	Mike McGaughrin
4. Assumptions made within MTFP offer a certain amount of medium term protection.		Implemented (next review 07/02/14)	Andrew Brooker
5. Seek to engage with appropriate regulatory bodies i.e. HM Treasury, LGA.		Implemented (next review 30/11/13)	CMT
6. Work with other local authorities (e.g. Slough) to identify suitable areas of operation although likely to be niche areas in the main.		20%	CMT
7. Institute discussions with other local authorities to explore opportunities for further shared services		10%	CMT
8. Continue to identify further opportunities and savings proposals through Fundamental Service Reviews		25%	CMT
9. Identify and embark on a transformation programme across key services		25%	CMT
10. Not strictly a specific mitigation but a wider discussion needed to involve mutuals, voluntary organisations and the community.		10%	CMT
Controlled Risk Rating (revised rating after all control measures implemented)			6 - Medium
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
Monthly budget monitoring report			IPMR 41
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: Mitigation 1, 2 and 6 have made progress during Q2 since they were proposed in Q4 2012/13. Since Q1 2013/14, the revised risk rating has been amended from 8 to 6 as CMT re-evaluated the controlled position assessment with regard to the expected impact of the controls once all in place and working.			

Risk Reference: HPLAND0006	Service Area: Planning & Development	Current rating	Audit Verification
Lead Officer: Simon Hurrell	Lead Member: Cllr Saunders & Cllr Dudley	9 High / Medium	Done Q2 2013/14 (as part of project management audit) but with reduced coverage due to ING proposal failing.
Detail: Failure to deliver Maidenhead regeneration programme on time and on budget. The main financial risk is around the state of the economy and ability of developers to fund and have sufficient expertise to identify viable schemes / improvements, and also the capital programme.			
Linked to Wicked Issue(s): King's Triangle development, Broadway, Maidenhead, and related town centre regeneration issues			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Ensure budget and financial controls in place to support programme.		Implemented	Simon Hurrell
2. Ensure developer agreement and planning performance agreement relating to Broadway area redevelopment in place.		Implemented	Simon Hurrell
3. Discussions with developers for a number of key town centre sites. Successful "Transforming Maidenhead" event in Feb 2013.		Implemented	Simon Hurrell
4. Scoping role and appointment of a development manager to support progression of York Road.		Implemented	Simon Hurrell
5. Establish governance and structure to manage the whole Maidenhead programme and all its opportunity areas.		Proposed during Q2 2013/14	Simon Hurrell
6. Commitment to Council's role evidenced through Capital contribution, programme management and stakeholder engagement.		Implemented (next review 08/04/14)	Simon Hurrell
7. PRoM2 launched January 2012 and actively guiding development. Stakeholders represented on PRoM2.		Implemented	Simon Hurrell
8. Area Action Plan (AAP) adopted in September 2011 to provide the basis for phased regeneration.		Implemented	Simon Hurrell
9. Appraised AAP compliance against the National Planning Policy Framework. This sets out the government's planning policies and their application.		Implemented (next review 08/04/14)	Simon Hurrell
10. Ensure appropriate budget management and control.		75%	Simon Hurrell
Controlled Risk Rating (revised rating after all control measures implemented)			4 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: Mitigation number 5 (establish governance) and number 10 (budget management) were added during Q2 2013/14.			

Risk Reference: HOF0009	Service Area: Strategic Finance	Current rating	Audit Verification
Lead Officer: Andrew Brooker	Lead Member: Cllr Dudley & Cllr Bicknell	9 High / Medium	Included in financial management audit Q1 2013/14. Follow up scheduled Q4 2013/14.
Detail: Increased number of child referrals after numerous high profile cases leads to increased costs on the Authority in order to deal with these in a proper and professional manner.			
Linked to Wicked Issue(s): Demand pressures on social care			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Create a MTFP specifically on growth planning and savings from initiatives.		60%	Andrew Brooker
2. Commission reviews from iMPower and KPMG on separate aspects of commissioning and assessment powers.		Implemented	Andrew Brooker
3. Ensure sufficient financial reserves to accommodate such spikes in financial demand. - Overspend built into budget and monitored monthly		Reviewed	Andrew Brooker
Controlled Risk Rating (revised rating after all control measures implemented)			6 - Medium
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
% of placements of children in RBWM's care involving moves			IPMR 7
Common assessment framework logged: all ages			IPMR 8
Link to financial implications (if any)			
Link to HR implications (if any)			

Risk Reference: HSG0001	Service Area: Housing & Residential Services	Current rating	Audit Verification
Lead Officer: Nick Davies	Lead Member: Cllr Coppinger	9 High / Medium	Completed Q3 2012/13. Category 3 opinion. Next scheduled for 2015/16 audit plan.
Detail: Failure to provide service leads to local people without suitable accommodation. These people are exposed to potential harm and the Council to reputation damage. There is likely to be an increase in the number of homelessness applications caused by the prevailing economic conditions: <ul style="list-style-type: none"> - Localism Bill and Government making major changes to Housing Benefits. - Falling capital investment in new homes. - London Authorities persuading people to move away from the capital. This could lead to loss of homes due to mortgage arrears or other personal debt. Some individuals or families may have difficulty or an inability to access mortgage facilities and thus resolve their own housing situation. Others may become homeless through an inability to pay their rent. Demand may exceed the Council's budget.			
Linked to Wicked Issue(s): Housing benefit changes and homelessness.			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Lean Project looking at options associated with mitigation/measures. Action plan exists, now being taken forward.		90%	Nick Davies
2. Monitor staff levels. Have agreement to recruit to full capacity.		Implemented	Nick Davies
3. Awareness of Government measures to support home ownership. Provision of alternative types of temporary accommodation.		Implemented	Nick Davies
4. Continuous monitoring of applications and vigilance to early indicators of repossession.		Reviewed	Nick Davies
5. Should severe weather affect this service for 3 consecutive days there are management protocols in place to respond.		Implemented (next review 14/01/14)	Nick Davies
Controlled Risk Rating (revised rating after all control measures implemented)			3 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
Number of households prevented from becoming homeless by Housing Options			IPMR 14
Link to financial implications (if any)			
Link to HR implications (if any)			Existing vacancies in the team means that increased workload being absorbed by remaining staff.

Risk Reference: STREET0008	Service Area: Operations	Current rating	Audit Verification
Lead Officer: David Perkins	Lead Member: Cllr Dudley & Cllr Cox	9 High / Medium	Included in most recent financial management audit and will be audited annually as a separate specific exercise from 2013/14, next one Q4.
Detail: Economic downturn causes reduction in business reducing revenue from discretionary spending in Car Parks.			
Linked to Wicked Issue(s): Car Parking			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Use of distinct Quality Systems to encourage customers to return including developing "Pay on Exit" strategies.		Implemented (next review 27/12/13)	Neil Walter
2. Consider market rates for rents, fees, charges. Respond to other Economic Intelligence. Reviewed annually against competitors.		Implemented (next review 18/04/13)	Neil Walter
3. Forward planning of budget established as an annual Council process.		Implemented (next review 18/04/13)	David Perkins
4. Building and property maintenance kept to high quality standards through on-going Capital and Revenue programmes.		Implemented (next review 18/04/13)	Neil Walter
5. Daily and weekly cleaning programmes.		Implemented (next review 18/04/13)	Neil Walter
6. Enforcement of collection and monitoring of compliance e.g. FPN's. Debt recovery procedures carried out to national standards.		Implemented (next review 18/04/13)	Neil Walter
7. Introduce systems to enable parking to be made easier for users and introduce cashless systems.		80%	Neil Walter
8. Season tickets provide income certainty & customer satisfaction but reduce comparable daily spend and increase demand elsewhere.		Implemented during Q2 2013/14	Neil Walter
Controlled Risk Rating (revised rating after all control measures implemented)		4 - Low	
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
OP9 Total number of visits to RBWM car parks that charge for parking			IPMR 12
OP10 Income from parking off street, on street, season tickets, permits, vouchers and PCNs			IPMR 12
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: There is discussion on car park income as an important consideration for financial planning. Much of the risk is outside the Council ability to control (use of car parks is not obligatory) but using accurate financial projections is. Mitigation number 7 (introduce systems) was added during Q1 2013/14. Mitigation number 8 (season tickets) was implemented during Q2 13/14.			

Risk Reference: CMT0019	Service Area: CMT	Current rating	Audit Verification
Lead Officer: Mike McGaughrin	Lead Member: Cllr Saunders	8	Allocated to Q3/Q4 2013/14 audit plan
Detail: Transformation agenda does not deliver efficiencies i.e. failure of Smarter Working Accommodation Strategy. Slippage causes knock on effects on supporting services.		Medium	
Linked to Wicked Issue(s): Office Accommodation			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Resource "People" workstream to engage hearts and minds.		Implemented	Rocco Labellarte
2. Develop Electronic Document Management System to support paper management.		75%	Rocco Labellarte
3. Investigate and procure appropriate archiving services for paper management.		Implemented (next review 30/04/14)	Rocco Labellarte
4. Set up regular steering board meeting with executive level membership to escalate strategic concerns and quickly find resolution.		Implemented (next review 30/11/13)	Rocco Labellarte
5. Project plan fully resourced.		Implemented (next review 30/04/14)	Rocco Labellarte
6. Improve ICT infrastructure - VDI project to roll out think client. Reviewed weekly.		50%	Rocco Labellarte
7. Hold Smarter Working launch event to raise organisation profile.		Implemented	Rocco Labellarte
8. Engage Smarter Working 'Ambassadors' to facilitate action planning with teams.		95%	Rocco Labellarte
9. Run ad-hoc communication sessions with staff to address concerns as they arise.		Implemented (next review 30/11/13)	Rocco Labellarte
10. Develop communication strategy to convey information across council. This is written and has been presented to Cabinet in September 2013.		Implemented during Q2 2013/14	Rocco Labellarte
11. Run solution workshops with teams as they prepare for Smarter Working moves to help facilitate implementation.		75%	Rocco Labellarte
Controlled Risk Rating (revised rating after all control measures implemented)			3 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: Mitigation 2, 3, 6, 8, 10 and 11 have made progress during Q2 2013/14. Mitigation 3 has been implemented and due for a review at end of April 2014.			

Risk Reference: HOF0006	Service Area: Head of Finance	Current rating	Audit Verification
Lead Officer: Andrew Brooker	Lead Member: Cllr Dudley		
Detail: Economic climate - MTFP fails to operate i.e. <ul style="list-style-type: none"> - service pressures cannot be controlled or mitigated. - income falls off due to recession - fees/charges/interest. - savings plans not delivered. - high levels of inflation. - consumer resistance to proposals to increase income from fees and charges. - levels of grant support from central government fall below those anticipated. - increased number of child referrals after numerous high profile cases - benefit changes e.g. universal credit - impact of LEP and the risk of getting less funding from the new bidding approach. If the Council want to spend to the same level as previously, borrowing costs could increase. 		8 Medium	Included in financial management audit Q1 2013/14. Follow up scheduled Q4 2013/14.
Linked to Wicked Issue(s): Localisation of Business rates.			
Avoidance/Mitigation and Transfer	% completed	Assigned to	
1. Respond to economic and emerging policy signals as an annual process with monthly monitoring of targeted against actual income.	Implemented (next review 21/06/14)	Andrew Brooker	
2. Forward Plan as part of the budget setting process.	Implemented (next review 21/06/14)	Andrew Brooker	
3. Head of Finance's annual assessment of the need to retain reserves and ensure the Economic Contingency Reserve is sufficient.	Implemented (next review 21/06/14)	Andrew Brooker	
4. All service monitoring reports require Directors to bring spending into line. Managers to adopt new approach and "ways of thinking".	Implemented	Andrew Brooker	
5. Plan recognises the role of the LEP as responsible for allocating a proportion of the former new homes bonus and LTP funding.	Implemented during Q2 2013/14	Andrew Brooker	
6. Create a MTFP specifically on growth planning and savings from initiatives.	60%	Andrew Brooker	
7. Market Analysis of pricing to meet local demand. * Change/subsidise based on need rather than apply a blanket policy affecting all customers; * Economic scorecard reported to CMT on 2 monthly cycle to indicate trends; * Quarterly service monitoring report to Cabinet.	Implemented (next review 14/01/14)	Andrew Brooker	
8. Monitor Government/LGA statements	Implemented (next review 21/09/14)	Richard Bunn	
9. Budget grazing in the event specific service pressures cannot be controlled.	Implemented	Mike McGaughrin	
10. Increased focus on monitoring debt recovery programme.	Implemented	Andrew Brooker	
11. Use of Economic Scorecard. Finance partners attend DMT's to refine processes and ensure common understanding of same.	Implemented	Andrew Brooker	
12. Investigate and exploit additional and existing income streams.	Implemented (next review 21/09/14)	Andrew Brooker	
13. Build business rate refund assumptions into MTFP based on historical data.	Implemented during Q2 2013/14	Andrew Brooker	
14. Ensure sufficient reserves to accommodate spikes in demand. Head of finance makes an assessment of the need to hold balances.	Implemented during Q2 2013/14	Andrew Brooker	
15. Link to transformation agenda and different model for delivery for service.	20%	Mike McGaughrin	
16. Base budget review toolkit prepared for managers.	60%	Andrew Brooker	
Controlled Risk Rating (revised rating after all control measures implemented)			4 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
Amount of external funding drawn down			IPMR 19
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: Since Q1 2013/14, the revised risk rating has been amended from 8 to 4. During Q2 2013/14, six new mitigations were added to ensure controls are in place (mitigation 5, 6, and 13 to 16).			

Risk Reference: SCHOOL0006	Service Area: Children's Services	Current rating	Audit Verification
Lead Officer: Angela Wellings	Lead Member: Cllr Bicknell	8 Medium	Offset for the Academy Transition audit in 2012/13. Now in 2014/15 plan.
Detail: Insufficient school places leads to: <ul style="list-style-type: none"> - Failure to meet statutory responsibility to provide educational place for all borough residents. May result in liability for any claim arising from residents and reputational damage. - Necessity to build temporary buildings resulting in failure to appropriately use capital resources. Current concerns: <ul style="list-style-type: none"> - Insufficient primary school places by September 2014 in Maidenhead and Ascot. - Insufficient secondary places from 2017 across the borough. - Lack of accurate population data to identify specific future needs. 			
Linked to Wicked Issue(s): Primary school places in Maidenhead Primary School places in Windsor			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Public consultation on the various proposals contained in the 10 year school expansion plans.		100% In Progress	Angela Wellings
2. In partnership with schools, plan secondary, middle and upper school expansion e.g. costs, transport, data modelling.		25%	Angela Wellings
3. Approved building of new school in Bray Road - Cabinet May 2012. Approved contractor appointed, design at advanced stage.		Implemented (next review 12/04/14)	Angela Wellings
4. Expand Clewer Green CE, St Edward's Catholic First and St Edward's Royal Free Middle with effect from September 2013.		80%	Angela Wellings
5. Obtain planning approval for proposed new school in Bray Road.		25%	Angela Wellings
6. Officers investigate options for further free school provision as a way of providing more school places and choice for parents.		20%	Angela Wellings
7. Monitor applications to ensure arrangements to provide additional school places can be made prior to formal offer to parents.		50%	Rhidian Jones
8. Use agreed and consistent demographic data sources to forecast future school places e.g. NHS data.		Implemented during Q2 2013/14 (next review 29/01/14)	Angela Wellings
9. Collect trend data, monitor parent preferences in September applications and make appropriate recommendations. 2 years project.		25%	Rhidian Jones
10. Ensure demography data sets being used are the same as those used by the Planning and the Policy teams.		Implemented (next review 06/03/14)	Angela Wellings
Controlled Risk Rating (revised rating after all control measures implemented)			4 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
No performance indicator available but for each annual round of 'first admission to school' and 'secondary transfer', all RBWM children who want a school place have been offered one by the start of the academic year in September.			N/A
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: Mitigation 5, 8 and 9 are new controls were added during Q2 2013/14. Mitigation 1, 3, and 4 have made progress since Q1.			

Risk Reference: DC0002	Service Area: Planning Development Control	Current rating	Audit Verification
Lead Officer: Suki Coe	Lead Member: Cllr Saunders		
Detail: Drop in fee income leads to budget pressures. Difficulties can arise from prevailing general economic climate. Combined impact of Government policy changes, potential relaxation of permitted development regime allowing larger extensions without planning permission and therefore no fee. Will eventually lead to staff cuts if efficiencies cannot be found.		6 Medium	Not on audit plan since uncontrolled assessment is medium risk.
Linked to Wicked Issue(s): Income retention for charged out planning and building control services.			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Process Improvement Project/Lean Thinking Review of processes to achieve wide range of aims including cost reduction through leaner processes. By working in different ways and reducing overall costs we can manage any reduction in fee income better as a result of more efficient processes.		70%	Suki Coe
2. Increasing income from other sources. On-going review of other sources of income such as pre-application advice to reduce reliance on application income, involve DC staff in neighbourhood planning and policy development to ensure joined up approach and effective use of resources during troughs in workload and to retain capacity for peaks of work Pre-application charging regime reviewed and new rates implemented from April. Two new service offers to come online later in year. Income increasing rapidly in this area.		Implemented	Suki Coe
Controlled Risk Rating (revised rating after all control measures implemented)		6 - Medium	
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
Building control revenue			IPMR 17
Link to financial implications (if any)			
Link to HR implications (if any)			

Risk Reference: CMT0020	Service Area: CMT	Current rating	Audit Verification
Lead Officer: Seona Douglas	Lead Member: Cllr Coppinger & Cllr Dudley		
Detail: Adult Social Care demographic growth in number of older people with disabilities, transitions from Children's Services and long term condition leads to costs increasing beyond the capacity of Council to fund and the inability to meet even critical needs in the long term. Less acute for the wealthier members of the populace. Focus remains on the last few years of an individual's life where increased intensive support is more likely to be necessary. Reablement work provides some help in the short term. The NHS strategy of reducing hospital demand leads to fewer acute beds and hence more sick people supported in the community.		6 Medium	Allocated to 2014/15 audit plan.
Linked to Wicked Issue(s): Demand pressures on social care NHS strategy of reducing hospital demand			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Strategic commissioning to invest more in prevention and delay high level need.		10%	Christabel Shawcross
2. Strategic change of emphasis to demand management rather than service delivery.		Proposed in Q4 2012/13	Christabel Shawcross
3. Provide a dedicated resource for reablement.		Proposed in Q4 2012/13	Christabel Shawcross
4. Collaborative commissioning with NHS on intermediate care.		75%	Christabel Shawcross
5. The council will inherit capacity from the public health transfer 01/04/13. This should allow more focus on reablement.		Implemented (next review 07/02/14)	Christabel Shawcross
6. Transitions group to reshape resources to integrate any costs impact.		75%	Christabel Shawcross
7. Explore shared services.		Proposed in Q4 2012/13	Christabel Shawcross
Controlled Risk Rating (revised rating after all control measures implemented)		4 - Low	
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
Link to financial implications (if any)			
Link to HR implications (if any)			

Risk Reference: EMRES0009	Service Area: Emergency Planning	Current rating	Audit Verification
Lead Officer: Darren Firth	Lead Member: Cllr Cox	6 Medium	Finished in Q3 2013/14.
Detail: Failure to continue to develop, review and update the Council's strategic and operational business continuity plans and ensure a regular programme of testing, could lead to severe disruption to Council services in the event of a crisis.			
Linked to Wicked Issue(s): Resilience Planning			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Council functions risk-profiled to identify "Must do Critical Services". 57 such functions identified. In terms of: - business impact of flu affecting significant % of staff, - resources required to maintain minimum standard of operations, and - communications required.		Reviewed (next review 18/04/14)	David Perkins
2. "Battle Baton" Software to support BCP (Business Continuity Planning) procured and key data maintained. Departmental "experts" have been trained and are inputting core data for their services. Battle Baton will assist in populating database. Additional Battle Baton Training being developed with all Heads of Service. Report to CMT to agree additional resources for BB project.		40%	David Perkins
3. All Council contractors have been written to for status of their own BCP's. (388 Contractors identified of which 38 are rated as "Business Critical" by Service Heads).		Reviewed (next review 18/04/14)	David Perkins
4. Identification of Key Portal users prioritised.		Implemented	David Perkins
5. Ensure key responsibilities involved in role of Emergency Planning Officer (EPO) post are delegated to avoid poor response to plans and including exposure to dangerous impacts.		75%	David Perkins
6. Education and business contingency planning training for local traders. Session for Cookham Flood committee 20/05/2013.		Implemented	David Perkins
Controlled Risk Rating (revised rating after all control measures implemented)		4 - Low	
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Note: The last mitigation was completed during Q1 2013/14.			

Risk Reference: PPS0008	Service Area: Public Protection	Current rating	Audit Verification
Lead Officer: Terry Gould	Lead Member: Cllr Cox	6 Medium	In Q2 2013/14 Audit Plan Risk management processes are good and controls are adequate although only partially effective.
Detail: Failure to collect, dispose and reduce waste to landfill leads to escalating financial challenges (Landfill Tax liability) to meet prescribed government targets. The Landfill Tax stands at £72 per tonne in 2013/14 for active waste and is intended to drive councils towards the development of recycling infrastructure by making the landfill disposal route a more expensive and unattractive option. Failure to meet minimum tonnages as per waste disposal contract i.e. 6500 tonnes per annum of organic waste. Contract for 25 year waste disposal (organic and non organic domestic waste) and 7-year extension (existing waste collection and recycling) secured during 2011. Success will be determined by the effective controls contained within the new contracts for: a) long term waste disposal facilities; and b) organics waste treatment facilities, together with the implementation of the amendments to waste collection and recycling services wef April 2012. Resident engagement in recycling will have a direct impact on the impact assessment.			
Linked to Wicked Issue(s): Organics collection Waste Collection Contract			
Avoidance/Mitigation and Transfer		% completed	Assigned to
1. Implement Biodegradable Municipal Waste strategy. The rollout of the organics collection completed 22 April 2013. Compliance depends on level of resident participation.		Implemented (next review 09/05/14)	Terry Gould
2. Procure sustainable facility by 2012.		Implemented (next review 03/09/14)	Terry Gould
3. Recycling initiatives to reduce tonnages. Profile increased linked to sustainability objectives e. g. Composting, Green Waste.		Implemented (next review 03/09/14)	Terry Gould
4. Community and public awareness of waste minimisation and recycling schemes through effective community based marketing.		Implemented (next review 03/09/14)	Terry Gould
5. Commercial food waste service to supplement tonnage commitments as required. Feasibility study in progress.		30%	Terry Gould
6. Incentivisation (RecycleBank) scheme.		Implemented (next review 28/11/13)	Terry Gould
7. Waste Partnership Board.		Implemented (next review 28/11/13)	Terry Gould
8. Community and public awareness of waste minimisation and recycling schemes.		Implemented (next review 09/05/14)	Terry Gould
8. Contract meetings and monitoring.		Ongoing	Terry Gould
9. Member Waste Working Group set up.		Reviewed (next review 15/08/14)	Terry Gould
10. Ensure Contractor has business continuity arrangements in place e.g. alternative facilities.		Implemented (next review 09/05/14)	Terry Gould
11. Report to Overview and Scrutiny on Procurement monitoring and every key step.		Ongoing	Terry Gould
Controlled Risk Rating (revised rating after all control measures implemented)			4 - Low
Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)			Page Number
% of household waste sent for reuse, recycling or composting			IPMR 10
% of households subscribed to the Recyclebank incentivised scheme			IPMR 10
Link to financial implications (if any)	See page IPMR 40 (Financial performance section - under Operations)		
Link to HR implications (if any)			

Royal Borough of Windsor and Maidenhead

Integrated Performance Monitoring Report

Financial Performance Section - Q2 2013/14

This section highlights significant variations in patterns of income or expenditure, the causes and associated risks, and the actions taken to address those variations. Attention is paid to current and anticipated future year impacts.

Adult & Community Services

Direction of Travel

The Directorate's controllable net budget is £38.9m, consisting of £61.3m gross expenditure offset by £22.4m income. This budget includes £2.7m of efficiency savings. The Directorate is reporting a forecast underspend of £65k for the year, and therefore is on track to deliver its efficiency savings and keep within its budget this year. The previous quarters forecast predicted a £4k overspend. Variations to outturn estimates have been throughout the budget largely as a result of fluctuation in demand for services and in the management of that demand. Savings in the cost of services provided to people with Mental Health problems following a series of reviews is a key contributor to the reduction in the outturn estimate. Early indications of pressures on some income budgets have been addressed, and close monitoring of budgets will continue to ensure potential pressures are identified early and actions taken to mitigate their impact.

Issues

Continuing Health Care (CHC): The Clinical Commissioning Group (CCG), is reviewing the eligibility of a number of RBWM residents who currently receive CHC funding. It is considered that 7 people have their CHC funding at risk, the total value of the risk being £0.7m per year. Consideration is also being given to the eligibility for CHC funding for another group of 6 RBWM residents whom Adult Social care is now funding. Should all 6 qualify for CHC the annual saving to the social care budget would be £0.4m. This position is ongoing as determinations are taking many months to process, and often lead to appeals which results in further delay. For the next monitoring report a full review will be undertaken of each case for which CHC is uncertain to enable a view to be taken as to financial risk and the provision for doubtful debt that should be made in the end of year accounts.

Community Based Care for Older People: The demand for services is increasing due to demographic pressures and increased needs which give rise to higher cost care packages. This is expected to continue for the foreseeable future. The traditional allocation of services such as homecare, day-care and meals on wheels to meet peoples assessed eligible needs has been undergoing transformation for a number of years and most service recipients now receive personal budgets, improving their choice and control over their lives. The transformation of Adult Social Care is continuing and building on the personalisation improvements that have led to this increased independence. The expansion of telecare and telehealth services is continuing, enabling people to remain in the community rather than enter a residential home setting, and will enable care in the home to concentrate on personal care rather than safeguarding checks. Work is underway to deliver community services on an "outcome" basis. This will be focussed on re-ablement and prevention and is anticipated to increase residents independence and produce better outcomes to residents at a lower cost to the Council.

Care for People with a Learning Disability: There are a high number of out of Borough residential care placements for people with learning disability. These placements can be expensive due to their complex needs. The number of placements is increasing as children placed in residential schools transition to adulthood and require residential social care to meet their assessed requirements. Initiatives in this area include a review of all current placements that cost over £80k per year. The success of this initiative leads to an extension of scope to lower cost placements and to supported living placements. A new contract is being let to expand the delivery of shared lives services by contracting for a specialist service provider.

Housing: The increase in the numbers of homeless residents and the recently introduced benefit cap for individuals and families has put pressure on this budget and a net £45k annual overspend is currently predicted. The benefit cap has increased the risk of residents being unable to afford their rents and as a result being made homeless. Work is underway to assist those identified as most at risk to be supported to retain their tenancies. Recent focus in this area has been successful in reducing those entering bed & breakfast accommodation.

Leisure: Leisure centres are popular, well used and on target to meet increases in their annual income budgets. Proposals to explore alternative management arrangements so the service can be enhanced will come to cabinet in the autumn.

Libraries: Demand is keeping pace with projections as is the extension of use of volunteers to enhance the service. Specific events to engage residents are popular but achieving income targets remains a challenge.

Children's Services

Direction of Travel

The Children's Service's approved net budget for 2013-14 is £16.055 million. At the end of the second quarter, the Director of Children's Services forecasts the overall outturn at the year-end to be broadly on track. The projected overspend of £2k against the budget reflects an improvement on the £46k projected overspend reported to Cabinet in October. This balanced outturn position underlines the corrective action that managers across the Directorate have taken to ensure that expenditure remains in line with budget.

Key Issues

The difficulties in recruiting and retaining permanent social worker staff, reported to Cabinet at the end of the last quarter, have continued into this quarter. This has led to the ongoing use of high cost agency social workers primarily in Assessment and Care Planning, and an associated budget overspend of around £190k. There is a risk of costs increasing further if the expected reduction in the use of agency staff after January 2014 does not materialise. It is still too early to know whether the new local pay-scales for social workers, introduced in September, will achieve the expected increase in the number of permanent RBWM social workers.

In addition to higher agency costs, the costs of children in care requiring residential or foster care placements continues to put pressure on the care budget with a year-end overspend of around £300k expected. This is partly due to more children being placed in high cost independent foster care placements and partly due to higher than expected numbers in residential placements. It is expected that the new fostering strategy will help to address these specific issues over the next two to three years.

A variety of mitigating measures have been taken across the Directorate with the result that these cost pressures are expected to be successfully contained within the current budget. Some of these measures relate to efficiencies in the delivery of front-line services including the ongoing review of care packages, tighter control over the use of stationery and supplies, and where possible, holding posts vacant when staff leave. Others relate to specific budget underspends, previously reported to Cabinet, mainly related to cost savings in respite and day care, and to therapies for pupils with SEN where provision is now delivered from the High Needs Block of the Schools Budget. It is important to note that these underspending budgets, which are helping to cover some of the cost pressures in the current financial year, will be removed in 2014-15.

The review of the Children's Services structure has now been completed. Whilst this restructure has identified a reduction of around £150k in management costs for 2014-15, the transition period up to the end of March 2014 will not yield any part-year savings.

School Budgets and Central School Services

More schools have received growth fund allocations as a result of basic need expansion than originally expected and this has resulted in a projected cost pressure of around £100k. However, this has been more than offset by projected underspends in high needs SEN budgets, due mainly to additional grant income for high needs pupils, and lower than expected costs within the High Needs Block. Members are reminded that school budgets and central schools services are funded by Dedicated Schools Grant. As this is a ring-fenced grant, any surplus or deficit at the end of the year is carried forward to the next financial year.

In September, schools were consulted on limited changes to the 2014-15 school funding formula. 2014-15 is a transition year before the expected introduction of a national funding formula in 2015-16, so the proposed changes were relatively minor compared with those introduced in 2013-14 as a result of the Government's school funding reforms. The main changes for 2014-15, which most schools were in favour of, focused on recycling some pupil-led funding to increase the amount allocated for deprivation and for children in care.

Operations

Direction of Travel

The Strategic Director of Operations projects an overspend of £514k on the directorate budget of £16.0m. The improvement of £25k from last month arises from several small changes across the service.

Issues

Waste disposal budgets are projected to overspend by £250k because of lower-than-expected organics tonnages and high residual collections. This pressure is reduced by vacancy savings in other teams in Public Protection and Sustainability, giving a net overspend of £205k for the service. The waste collection and disposal operations are being urgently reviewed to reduce the cost impacts of current market conditions.

Parking income (excluding that for Penalty Charge Notices, PCNs) is level with seasonal targets and up on last year. Season tickets continue to grow, with Maidenhead 11.4% up on 2012/13. Income from PCNs is down, reflecting a 5 year downward trend. The service is reporting a zero variance overall as Civil Enforcement Officer vacancies offset the reduced PCN income. Car park usage for the first half of 2013/14 is up 2.8% (Windsor 4.1% up and Maidenhead 1.3% up) compared with the same period last year.

Digital Media Service (DMS) is currently projected to meet its adjusted budget target. Ongoing management review has identified annual budget savings up to £150k.

The pressures on Housing Benefit budgets are being mitigated by increased focus on recovery processes and other efficiency improvements.

The £300k projected impact of the inability to recover full cost of benefit payments relating to Bed and Breakfast placements is now shown as a separate item outside the service, but still within the directorate. The service has agreed to an end-to-end agile review aiming to deliver operational and resource efficiencies to reduce this impact.

Highways and Transport maintains its projection of a £50k overall underspend through re-prioritisation of activity in Highway maintenance. As before, pressures from high workloads in highways development control and anticipated non-achievement of highway advertising income targets are mitigated by vacancies and contract savings. Projections in Highways and Streetcare assume no significant cost impacts from severe winter weather.

Corporate Services

Direction of Travel

The Managing Director projects an underspend of £111k on the Corporate Services 2013/14 budget of £10.6M, down £13k on last month.

Issues

The main risk associated with Corporate Services budgets relates to Commercial Estates where income from retail property is being closely monitored.

SUMMARY	2013/14		
	Budget	Approved Estimate	Projected Variance
	£000	£000	£000
Individual Schools Budget	62,079	62,936	(0)
De Delegated Schools Budget	471	473	84
Central Provision within Schools Budget	1,058	454	159
High Needs Pupils	12,913	12,968	(665)
Early Years	70	100	0
Dedicated Schools Grant	(76,996)	(77,338)	422
Total Children's Services - Schools Budget	(405)	(407)	(0)
Education & Childcare Services	3,570	3,295	(28)
Families & Young People	2,821	2,877	(48)
Safeguarding & Specialist Services	11,160	11,015	187
Children's Services Management	1,066	1,137	76
Specific Grant	(2,233)	(2,233)	186
Total Children's Services - LA Budget	16,384	16,091	373
Budget extracted in year	0	371	(371)
Total Children's Services	15,979	16,055	2
Adult Social Care	33,917	33,963	(156)
Public Health	0	0	0
Housing	2,171	2,172	54
Leisure Services	1,439	1,451	10
Leisure Centres	(1,483)	(1,464)	23
Library Information	2,222	2,231	4
Heritage & Arts	315	318	0
Adult Management	295	295	0
Budget extracted in year	0	0	0
Total Adult & Community Services	38,876	38,966	(65)
Director of Operations	135	132	(35)
Highways & Engineering	3,703	3,709	(50)
Streetcare & Operations	3,823	3,832	0
Parking Services	(3,166)	(3,176)	0
Public Protection & Sustainability	9,923	9,845	205
Central Services Group	1,270	1,642	94
Housing Benefit subsidy loss	0	0	300
Budget extracted in year	0	0	0
Total Operations	15,688	15,984	514
Director of Corporate Services	275	280	0
Corporate Management	1,055	1,049	(136)
Communications	267	268	0
Policy and Performance	788	813	29
Democratic Services	1,774	1,821	(7)
HR	1,119	1,333	41
Legal	116	120	(105)
Finance	2,536	2,516	(60)
Technology & Change Delivery	2,702	2,733	(20)
Planning	1,356	1,364	71
Property	(1,664)	(1,664)	76
Budget extracted in year	0	0	0
Total Corporate Services	10,324	10,633	(111)
TOTAL EXPENDITURE	80,867	81,638	340
Contribution from Development Fund	0	608	0
Pensions deficit recovery	1,218	1,218	0
Transfers from Provision for Redundancy Costs	0	(292)	0
Contribution to from ear marked reserve	(100)	(100)	0
Pay Inflation	120	10	(10)
Levies-			
Environment Agency	131	131	14
Capital Financing inc Interest Receipts	7,303	7,303	(500)
NET REQUIREMENTS	89,539	90,516	(156)
Less - Special Expenses	(951)	(951)	0
Transfer (from)/ to balances	0	(977)	156
GROSS COUNCIL TAX REQUIREMENT	88,588	88,588	0
Working Balances	5,980	6,184	5,207
Other transfers (from)/to balances	0	(977)	156
	<u>5,980</u>	<u>5,207</u>	<u>5,363</u>

CAPITAL PROGRAMME 2013-14

Schemes Approved in prior years

	2013/14 APPROVED ESTIMATE			PROJECTIONS – GROSS EXPENDITURE				
	Gross (£'000)	Income (£'000)	Net (£'000)	2013/14 Projected (£'000)	2014/15 SLIPPAGE Projected (£'000)	TOTAL Projected (£'000)	VARIANCE Projected (£'000)	VARIANCE Projected (%)
Portfolio Summary								
Corporate Services								
Asset Management	913	(100)	813	667	246	913	0	0%
Planning & Development	804	(237)	567	804	0	804	0	0%
Policy & Performance	152	0	152	152	0	152	0	0%
Business Improvement	453	0	453	453	0	453	0	0%
Total Corporate Services	2,322	(337)	1,985	2,076	246	2,322	0	0
Operations								
CSC	46	0	46	46	0	46	0	0%
Other	0	0	0	0	0	0	0	
Local Transport Plan	764	(398)	366	786	0	786	22	3%
Parking Schemes	1,187	(1,162)	25	687	500	1,187	0	0%
Streetcare and Operations	147	(3)	144	147	0	147	0	0%
Public Protection	351	(213)	138	351	0	351	0	0%
Total Operations	2,495	(1,776)	719	2,017	500	2,517	22	0
Childrens								
Non Schools	228	(224)	4	228	0	228	0	0%
Schools – Non Devolved	3,205	(2,435)	770	3,205	0	3,205	0	0%
Schools – Devolved Capital	1,164	(1,164)	0	1,164	0	1,164	0	0%
Total Childrens	4,597	(3,823)	774	4,597	0	4,597	0	0
Adult								
Adult Social Care	882	(705)	177	883	0	883	1	0%
Housing	1,970	(1,921)	49	1,970	0	1,970	0	0%
Social Care infrastructure	167	(117)	50	167	0	167	0	0%
Community Facilities	14	0	14	14	0	14	0	0%
Library & Information Service	864	(159)	705	816	48	864	0	0%
Leisure Centres	423	(288)	135	423	0	423	0	0%
Outdoor Facilities	341	(341)	0	333	8	341	0	0%
Total Adult	4,661	(3,531)	1,130	4,606	56	4,662	1	0
Total Committed Schemes	14,075	(9,467)	4,608	13,296	802	14,098	23	0

New schemes Approved in 2013/14

	2013/14 ORIGINAL BUDGET			2013/14 APPROVED ESTIMATE			PROJECTIONS – GROSS EXPENDITURE					
	Gross (£'000)	Income (£'000)	Net (£'000)	Gross (£'000)	Income (£'000)	Net (£'000)	2013/14 Projected (£'000)	2014/15 SLIPPAGE Projected (£'000)	TOTAL Projected (£'000)	VARIANCE Projected (£'000)	VARIANCE Projected (%)	
Portfolio Summary												
Corporate Services												
Asset Management	2,160	0	2,160	357	0	357	357	0	357	0	0%	
Planning & Development	625	(25)	600	1,305	(705)	600	1,305	0	1,305	0	0%	
Policy & Performance	467	0	467	1,206	0	1,206	1,206	0	1,206	0	0%	
Business Improvement	184	0	184	2,402	0	2,402	2,402	0	2,402	0	0%	
Total Corporate Services	3,436	(25)	3,411	5,270	(705)	4,565	5,270	0	5,270	0	0	
Operations												
CSC	152	0	152	152	0	152	155	0	155	3	2%	
Other	0	0	0	20	0	20	20	0	20	0	0%	
Local Transport Plan	4,465	(3,250)	1,215	4,775	(3,520)	1,255	4,735	0	4,735	(40)	-1%	
Parking Schemes	110	0	110	110	0	110	80	0	80	(30)	-27%	
Streetcare and Operations	225	(150)	75	227	(150)	77	227	0	227	0	0%	
Public Protection	726	(361)	365	762	(361)	401	762	0	762	0	0%	
Total Operations	5,678	(3,761)	1,917	6,046	(4,031)	2,015	5,979	0	5,979	(67)	0	
Childrens												
Non Schools	70	(70)	0	319	(269)	50	319	0	319	0	0%	
Schools – Non Devolved	7,910	(7,910)	0	9,737	(9,727)	10	9,741	0	9,741	4	0%	
Schools – Devolved Capital	376	(376)	0	449	(453)	(4)	449	0	449	0	0%	
Total Childrens	8,356	(8,356)	0	10,505	(10,449)	56	10,509	0	10,509	4	0	
Adult												
Adult Social Care	256	(256)	0	847	(847)	0	847	0	847	0	0%	
Housing	0	0	0	0	0	0	0	0	0	0		
Social Care infrastructure	0	0	0	0	0	0	0	0	0	0		
Community Facilities	0	0	0	0	0	0	0	0	0	0		
Library & Information Service	361	(1)	360	361	(1)	360	211	150	361	0	0%	
Leisure Centres	630	(250)	380	683	(277)	406	638	45	683	0	0%	
Outdoor Facilities	660	(483)	177	909	(702)	207	909	0	909	0	0%	
Total Adult	1,907	(990)	917	2,800	(1,827)	973	2,605	195	2,800	0	0	
Total Committed Schemes	19,377	(13,132)	6,245	24,621	(17,012)	7,609	24,363	195	24,558	(63)	0	
Portfolio Total	19,377			38,696			37,659					
External Funding												
Government Grants	(11,909)			(22,153)			(21,604)					
Developers' Contributions	(1,223)			(4,158)			(4,154)					
Other Contributions	0			(168)			(168)					
Total External Funding Sources	(13,132)			(26,479)			(25,926)					
Total Corporate Funding	6,245			12,217			11,733					

Capital Monitoring Report - October 2013-14

At 31 October 2013, the approved Capital budget stood at £38.696m

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Budget	38,696	(26,479)	12,217
Variances identified	(40)	(4)	(44)
Slippage to 2014/15	(997)	557	(440)
Projected Outturn 2013/14	37,659	(25,926)	11,733

Overall Projected Expenditure and Slippage

Projected outturn for the financial year is £37.659m

Variances are reported as follows

	Exp	Inc	Net	
	£'000	£'000	£'000	
CSC				
CA02 Capita Efficiency Upgrade 2013/14	3	0	3	
Local Transport Plan				
CB04 Road Markings at major roads/junctions 2013/2014	(10)	0	(10)	Projected underspend to fund CF59 Traffic Management schemes
CB09 A308 Parsonage Lane-Junction Imps 2013/2014	(10)	0	(10)	Works complete. Final accounts agreed. £10k projected underspend.
CB13 Local Safety Schemes 2013/2014	(10)	0	(10)	Projected underspend to fund CF59 Traffic Management schemes
CB16 Safe Routes to Schools 2013/2014	(10)	0	(10)	Projected underspend to fund CF59 Traffic Management schemes
CF59 Traffic Management Schemes	22	0	22	Awaiting final accounts to close down creditors and slipped schemes
Parking Schemes				
CB15 Car Pks-Repl Hand Held Enforce machines 2013/2014	(30)	0	(30)	This Scheme has been offered up as a saving
Schools - Non Devolved				
CH04 Holyport Manor - Respite	4	(4)	0	Final invoice to be paid
Adult Social Care				
CT20 Home Adaptations	1	0	1	Demand led budget. Budget now closed for 2013-14.
	<u>(40)</u>	<u>(4)</u>	<u>(44)</u>	

As per last month, slippage is reported as follows. There is no further slippage to report this month.

Asset Management				
CM09 Tinkers Lane-Fire and Rescue Provision for Windsor	(187)	0	(187)	Delay due to seeking agreement with fire service on lease and building works anticipated start date October 2013.
CM78 St Ives House-replace cold water storage tanks	(9)	0	(9)	Works proposed to improve cold water storage tank not possible. In the short term, water samples will be taken to prove water quality. There maybe a requirement to modify services and put onto the mains water. Budget still required.
CM89 Tinkers La.-rewire of small power & light circuits	(50)	0	(50)	Report to CMT to be sent requesting to start work November 2013
Parking Schemes				
CE64 Additional Parking Provision for Windsor	(500)	500	0	As reported last month, slippage due to negotiations with Windsor Racecourse.
Library & Information Service				
CL66 Maidenhead Library-Repaint Exterior (2012/13)	(23)	0	(23)	Insufficient funds remain for repainting upper exterior space frame
CL87 Old Windsor Library-Improvements (2012/13)	(4)	4	0	Scheme on hold. Revised bid submitted for 2014/15
CR16 Maidenhead Library-Heating/Ventilation (2012/13)	(21)	0	(21)	Subject to design report-2014/15 bid for additional monies required to complete work
CZ02 New Boyn Grove Library (2013/14)	(150)	0	(150)	Contract awarded, work on site commenced. £150K slipped in respect of fit out and retentions
Leisure Centres				
CZ24 Magnet L.C.-Dance Studio Mezzanine Floor (2013/14)	(45)	45	0	Design approved. Slippage anticipated
Outdoor Facilities				
CL31 P&OS-Thames-side Parks, M'hd Guards Club (2012/13)	(4)	4	0	Scheme completed
CL33 P&OS-Parks Depots-Refurbishment, Windsor (2012/13)	(4)	4	0	Scheme completed
	<u>(997)</u>	<u>557</u>	<u>(440)</u>	

ROYAL BOROUGH OF WINDSOR AND MAIDENHEAD

Directorate Savings 2013-14	RBWM Target Saving	Savings Delivered to date
	£'000	£'000
Children's Services	1,722	948
Adult and Community Services	2,719	1,781
Operations	1,356	961
Corporate Services	1,305	407
	7,102	4,097

Directorate	Risk Level	Line References								
Children Services	At Risk	17	27							
	Major Risk	26	28							
Adult and Communities	At Risk	2	22							
	Major Risk									
Operations	At Risk	3	8	17						
	Major Risk									
Corporate Services	At Risk	3	5	7	20	21	28			
	Major Risk	6	9	15	26	27				

Children Services				1	Complete	758	758		
BUDGET SAVINGS				2	On track	714	141		
				3	At risk	121	49		
				4	Major risk	129	0		
Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Education and Childcare Services									
1	Efficiency savings arising from restructure of School Improvement Team	EDC1	Michael Rosen	1	Complete (Blue)	104	104	Staffing budget in School Improvement on track. Post holders left in April 2013	
2	Phased reduction of bursary funding and staff training for early years practitioners	EDC2	Rita Vasa	1	Complete (Blue)	150	150	Expenditure will be managed within budget by limiting bursary and training allocations to funding.	
3	Efficiency savings arising from restructure of Education Psychology and Healthy Minds, to ensure that all discretionary provision is fully funded through trading arrangements, and that base budget supports minimum statutory requirements.	EDC3	Helene Green	2	On track (Green)	166		There will be a gap in achieving the savings target, based on the postponement of the current restructure, as part of the wider restructure of Children's Services. Service areas may report an overspend but the 14/15 financial year will see a secured financial position.	
4	Further savings from retendering contract for Speech and Language Therapy services	EDC5	Rhidian Jones	1	Complete (Blue)	16	16	Costs will be charged to DSG High Needs Block.	
5	Transfer the costs of staff providing advice and support to children with complex needs, families and schools on SEN and inclusion matters to the Dedicated Schools Grant. Expenditure on enabling children with SEN to access the free entitlement, to take part in mainstream activities and on discrete services to promote such integration can be funded by Dedicated Schools Grant. Retain only the strategic projects for LA, monitoring of quality for SEN pupils.	ST	Angela Wellings	1	Complete (Blue)	108	108	Costs will be charged to DSG High Needs Block, so saving against the LA budget is guaranteed. Additional costs being charged to the DSG have been funded by other DSG budget reductions within the quantum of DSG funding, and will be monitored as part of the DSG monitoring process.	
6	School Improvement Service rationalisation - move to a brokerage only service for advice and support to schools, operate on a increased traded service basis	ST	Angela Wellings	2	On track (Green)	131	10	Achieving income targets with fewer overall staff may be challenging. Net saving will be achieved by combination of increased income and reduced staffing costs rather than entirely through increased income.	
7	Home to school transport: efficiency savings from review of provision of passenger assistants as needs change - (provision of transport is statutory but assistants are provided at discretion of LA where duty of care dictates)-, route rationalisation and other special circumstances.	ST	Angela Wellings	2	On track (Green)	50		Outcome of retendering process will be known in Autumn, as a result of which new routes and combinations of children in vehicles will be determined. In light of new arrangements, robust review vehicle by vehicle of needs for passenger travel assistants.	
8	SEN Equipment Budget. Charge provision of SEN Equipment for specifically-named children to the Dedicated Schools Grant High Needs Pupils Budget in line with permitted expenditure under the terms of the Grant.	ST	Angela Wellings	1	Complete (Blue)	30	30	Costs will be charged to DSG High Needs Block, so saving against the LA budget is guaranteed. Additional costs being charged to the DSG have been funded by other DSG budget reductions within the quantum of DSG funding, and will be monitored as part of the DSG monitoring process.	
9	Efficiency savings from delivery of the SEN Assessment & monitoring function.	ST	Angela Wellings	2	On track (Green)	50	8	Draft proposals in place to align the LDD and SEN functions, as part of the wider restructure of Children's Services. This should result in efficiency savings being made	
10	Home to School Transport - Retendering of transport contracts from Sep 2013.	ST	Angela Wellings	2	On track (Green)	50		Initial indications from Transport colleagues suggest transport providers will be pressing for increase in rates at least in line with inflation. This would impact on ability to meet target. Outcome of retendering process will be known in Autumn.	
11	Increase contribution from Dedicated Schools Grant to support costs for Early Years Provision of Free Entitlement	ST	Angela Wellings	1	Complete (Blue)	50	50	Costs will be charged to DSG Early Years Block, so saving against the LA budget is guaranteed provided Schools Forum approve central early years expenditure budget.	

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Subtotal						905	476		
Families & Young People									
12	Full year effect of revised management arrangements of Youth Offending Team, whilst retaining same front line service level.	FAM1	David Scott	1	Complete (Blue)	26	26	Post holder left in September 2012. Saving on track.	
13	Increase income generation from Parenting Course	FAM4	David Scott	2	On track (Green)	5	-	Programme review underway about how charges could be introduced whilst not causing other referrals to be negatively impacted. Net saving still expected to be achieved	
14	Youth Service - increasing facility and room hire rates, to generate more external income	ST	David Scott	2	On track (Green)	50	8	Increased income generation on track, as reflected in Cabinet report in April 2013 and increase in use of facilities	
15	Youth Service - Transfer the costs of support provided by Youth Workers and facilities to the Pupil Referral Unit to the Dedicated Schools Grant Alternative Provision Budget in line with permitted expenditure under the terms of the Grant.	ST	David Scott	1	Complete (Blue)	45	45	Costs will be charged to DSG High Needs Block (Alternative Provision), so saving against the LA budget is guaranteed. Additional costs being charged to the DSG have been funded by other DSG budget reductions within the quantum of funding available, and will be monitored as part of the DSG monitoring process.	
16	Family Support Services - consolidate Children's Centres budgets and rationalise the delivery of services to reflect efficiencies achieved through the implementation of the revised Hub and Spoke delivery model. Focus on operational staffing to minimise management overhead and maintain front line service delivery.	ST	David Scott	2	On track (Green)	85	35	Revised '2 hub and spoke' model now implemented. Savings are being accrued as planned.	
17	Education Welfare Service - rationalise service and explore synergies with other services to reduce management overhead and maintain the capacity of the service to work in schools and extend the traded services offer to schools and Academies	ST	David Scott	3	At risk (Orange)	100	28	Lack of buy-back from schools and academies coupled with impact of smaller establishment means it will be difficult to achieve increased income target. Fundamental review of service underway and implications will be encapsulated in the wider service reorganisation of Children's Services	
18	RBWM Directions - Further increase the degree to which service is delivered in a targeted only way for those who are Not in Education, Employment of Training (NEET) from Sep 2013.	ST	David Scott	1	Complete (Blue)	20	20	Reduced establishment now in place.	
19	Rationalise support function for strategic planning activities such as joint Strategic Needs Assessment, Joint Health and Wellbeing Strategy development and Reducing Child Poverty, and integrate essential work including data analysis and research within new structure.	ST	David Scott	2	On track (Green)	17	-	Reorganisation scheduled for Autumn 2013 implementation, saving requirements reflects the consequential part year effect from change	
20	Youth Service - recharging local management committee to reflect the facilities management costs they benefit from that enables them to generate local income	ST	David Scott	2	On track (Green)	50	20	Revised recharges with local management committees now agreed.	
Subtotal						398	182		
Safeguarding & Specialist Services									
21	Manor Green Residence - a part-year and non recurring contribution from the LA children's respite budget arising from the delayed re-opening of the MG Respite Unit.	ST	Ann Domeney	1	Complete (Blue)	100	100	Part year net costs of respite unit will be covered by contribution from DSG.	

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
22	Transfer costs of management of family key workers currently in the Learning Difficulties and Disabilities service to Dedicated Schools Grant High Needs Pupils Budget . Part of the role of family key workers is to support children with complex SEN and LDD needs access education services, and family key workers are currently funded from the DSG. This would be eligible expenditure from the High Needs Block of the DSG funded Schools Budget.	ST	Ann Domoney	1	Complete (Blue)	60	60	Costs will be charged to DSG High Needs Block, so saving against the LA budget is guaranteed. Additional costs being charged to the DSG have been budgeted for and funded by other DSG budget reductions within the quantum of funding available, and will be monitored as part of the DSG monitoring process.	
23	Seek alternative funding for the purchase of laptops for looked after children	ST	Ann Domoney	1	Complete (Blue)	9	9	Base Budget adjusted with effect from start of year	
24	Efficiency savings from new framework contract for agency workers in the Learning Difficulties and Disabilities Service.	ST	Ann Domoney	1	Complete (Blue)	15	15	Base Budget adjusted with effect from start of year	
25	Corporate parenting Project - streamline events and activity on consultations, and transfer contribution to Virtual School to Dedicated Schools Grant.	ST	Ann Domoney	1	Complete (Blue)	25	25	Hour of Corporate Parenting Worker now reduced.	
26	Restructure and rationalise field social work teams	ST	Ann Domoney	4	Major risk (Red)	100	-	This service area is currently under review and it is now clear that this saving is unachievable. While every effort is being made to reduce costs, the number of social worker vacancies and the need to cover them with agency staff in order to deliver a safe service continues to put pressure on the budget	Not achieved - post re-instated
27	Efficiency savings from restructuring Children's Advocacy functions.	ST	Ann Domoney	3	At risk (Orange)	21	21	Base budget adjusted with effect from start of year - Advocacy is being purchased on a spot basis as required. However this is a statutory requirement and demand led, therefore there cannot be a guarantee that the saving will be achieved	
28	Safeguarding - Quality Assurance - Reduce number of Family Group Conference meetings being delivered	ST	Ann Domoney	4	Major risk (Red)	29	-	Base budget was adjusted with effect from start of year - FGCs were to be purchased on a spot basis . This has been unachievable. The post has been reinstated as the most economic way of delivering on new and more stringent court requirements and to prevent children coming into care at a later date	Not achieved
29	Reduce provision of commissioned specialist activities for children with Learning Difficulties and Disabilities such as Camp Mohawk, KIDS Safeguarding LDD, and reduce access to funded Short Breaks / care in the school holidays from an average of two days activity per week in school holidays to one day per week.	ST	Ann Domoney	2	On track (Green)	60	60	Reductions to service have been implemented and required savings will be achieved	
					Subtotal	419	290		
					Total Budgeted Savings	1,722	948		

Adult and Communities				1	Complete	724	689		
BUDGET SAVINGS				2	On track	1,612	1,032		
				3	At risk	383	60		
				4	Major risk	0	0		
Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Adult Social Care and Housing									
1	Enhanced use of Telecare & Telehealth to enable residents to remain living in their own home safely and efficiently.	AD1A	Nick Davies	2	On track (Green)	80	62	Telecare performance is on track to meet the savings target with installations of equipment on target to achieve 160 new installations by year end	
2	Shared Lives	AD1B	Nick Davies	3	At risk (Orange)	370	60	Existing shared lives scheme is delivering savings. Contract award for expanded scheme Shared Lives Homeshare scheduled for end of September 2013	The underachievement on this project will be mitigated by overachievement of High Cost Placement work and Nursing Prevention
3	Initiate programme of reviews to ensure value	AD1C	Nick Davies	2	On track (Green)	45	195	Review expertise engaged and working on a programme of reviews to ensure achievement of target. Project on target to achieve in excess of the target - the work has been expanded to medium cost placements	
4	Define resources; Joint Transitions Strategy (Children's and Adult Community Services); Robust protocol, appoint to post. Teat	AD1D	Nick Davies	1	Complete (Blue)	50	45	Work is underway in relation to the high cost placements and in all cases that are in transition alternatives are considered as part of the shift from external placements to alternative options such as Shared Lives Placements, Supported Living and young people returning home with increased community support to improve their outcomes. A joint Adults and Children's Meeting took place to re-launch the work on 17.6.13 and the plan is to have a work programme with Task and Finish Groups in place by 31.7.13. Saving on track to be achieved. September 2013 update A meeting of senior officers took place on 20.8.13 to identify the work in relation to the future arrangements for cases in Transition and set output information that needs to be gathered in order to set the framework for the future in RBWM. Schemes such as Shared Lives increased supported living will all assist to address the potential increasing costs associated with such cases and an agreement to plan early as part of the lifelong plan is accepted as a major principle that will affect change for the future. work is ongoing to ensure value for money in any placement made out of Borough. Future meeting end of September to track progress. Still on track for saving to be achieved.	
5	Review, revise and tender homecare and community support, meals.	AD1E	Nick Davies	2	On track (Green)	100	50	Meals on Wheels reviews complete. Cabinet agreed to extend the Homecare contracts until March 15 to allow work to be undertaken on scoping Outcome Based Commissioning. In year work underway to review the homecare arrangements with Inner Circle providers to deliver efficiencies	
6	A review of the demand pressures for Nursing Care placements to ensure alternative community based care is offered whenever this is appropriate.	AD1F	Nick Davies	2	On track (Green)	135	175	Work continues to support the Operational teams with the resources to prevent Nursing Care Admissions	
7	Budget Challenge, whereby external Social care advisors review the Socialcare budget to identify and focus in on areas of potential inefficiency, and recommend improvements.	AD1G	Seona Douglas	2	On track (Green)	20	20	Efficiency Programme on track. Detailed delivery plans and measurable targets are being drawn up. Supported living has been identified as vehicle for delivery	
8	Inflation savings from 2012/13	ST	Seona Douglas	1	Complete (Blue)	500	500	Achieved	
9	Adult Social Care efficiency programme, including diversion from nursing care, improved homecare commissioning, expansion of re-ablement in partnership with the PCT.	ST	Seona Douglas	2	On track (Green)	400	400	Efficiency Programme on track. Detailed delivery plans and measurable targets are being drawn up. See further detail above and in 1, 5 and 7	
10	Adult Social Care - Reconfigure an Extra Care housing contract	ST	Nick Davies	2	On track (Green)	50		Work has commenced and a remodelled extra care scheme	
11	Adult Social Care - Reduce spend on community equipment through better product, catalogue management, prescribing behaviour and collection rates.	ST	Seona Douglas	2	On track (Green)	30		Activity under contract is being reported in detail and delivery of savings is expected as planned.	
12	Adult Social Care - Review of specialist functions to consider integration into core social care functions	ST	Seona Douglas	2	On track (Green)	130	130	Completed - This amount should read 80K and Number 8 - 130K	

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
13	Adult Social Care - Review the structure and delivery of social care assessments and support plans to improve the efficiencies of the pathway for service outcomes	ST	Seona Douglas	2	On track (Green)	80		Pathways Performance and Paris (PaPPa) Project has been set up and launched. Work Groups first meeting by 30.6.13 and thereafter 2 x weekly to deliver the objectives and thus achieve savings. Projection track in July 2013. Update September 2013 - Agreed to: 1) OT service under on one manager to be in place by October 2013. 2) Transfer of Brokerage function for Home Care to Operational Commission Team by November 2013 3) Creation of a Single Point of Contact to be in place by January 2013.	
14	Adult Social Care - Review of Structure of all Social Care provider units for day & residential care in preparation for options for future commissioning of service.	ST	Seona Douglas	2	On track (Green)	120		Preliminary work has started to ensure the set up and tasks are commenced ahead of this being a project that will be supported up by one of the new commissioning posts due to start August/September 2013. Work underway to look at Best Practice across the country. Update Sept 2013 Arrangements in place for internal Project Management to create a Social Enterprise for the Ways into Work and Day Services.	
					Subtotal	2,110	1,637		
Leisure Services Parks Open Space and Cemeteries									
15	Leisure Centre Charges	LE14	Kevin Mist	2	On track (Green)	200		Detailed information in Key Corporate Projects Report	
16	Increase provision of profit generating activities in parks and Leisure Centres, i.e. covered tennis courts, extend gym, increase swimming lessons.	LE18	Kevin Mist	2	On track (Green)	100		Gym extension at Windsor Leisure Centre (opened January 2013) and Charters Leisure Centre extension of changing facilities (Summer 2013)	
17	Review Leisure Services car park charges	LEH7	Kevin Mist	2	On track (Green)	20		No rates in Council Budget report	
18	Charging-Cemetery Services	LEI25	Kevin Mist	2	On track (Green)	5		Charge for all cemetery services at real cost	
19	Leisure - replace external quality assurance schemes (Quest & Green Flag) with internal alternatives	ST	Kevin Mist	2	On track (Green)	8		CURRENTLY SETTING UP PROCESSES TO ADOPT NEW SYSTEM - AGREEING STANDARDS TO OBTAIN FOR NEW INTERNAL PURPLE FLAGS	
20	Leisure - review staffing shifts in Leisure centres	ST	Kevin Mist	1	Complete (Blue)	69	69	COMPLETE	
21	Leisure - Use S106 contribution towards the administration costs of schemes utilizing these funds	ST	Kevin Mist	1	Complete (Blue)	10	10	Complete	
22	Leisure - Reshape crèche / nursery at Windsor Leisure Centre to increase Nursery places. This will reduce crèche places but avoids closure.	ST	Kevin Mist	3	At risk (Orange)	13		New nurseries opened in Windsor reducing demand for places at Windsor Leisure Centre.	
					Subtotal	425	79		
Libraries, Information, Heritage & Arts Services									
23	Libraries - Reduce Provision for Berkshire Record Office Joint Service	ST	Mark Taylor	1	Complete (Blue)	30		Budget reduced	
24	Review Container Library Service	ST	Mark Taylor	2	On track (Green)	10		Review concluded & Lead Member considering findings	
25	Convert Library Outreach team to trading activity/shared service	LIB13	Mark Taylor	2	On track (Green)	25		<ul style="list-style-type: none"> - Appointments delayed - BSG decision to recommend reduction of establishment requiring staff consultation over reshaping of team - Temp. Team Leader started 20/03/13 - Consultation on reshaping Team commenced late May but was delayed due to medium term sickness of one team member - Reshape concluded, appointments made to new roles and Team now operational - some successful events happened, planned for delivery of just under the £25K target additional income, small compensatory saving in other areas of spend in place 	
26	Libraries - increase in income generation at RBWM Museum.	ST	Mark Taylor	2	On track (Green)	10		New targets set	
27	Libraries - Reshape service delivery in libraries	ST	Mark Taylor	2	On track (Green)	44		Currently above target, however autumn/winter quarters have previously been lower than spring/summer.	

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
28	Use of capital funds to purchase Libraries Stock	ST	Kevin Mist	1	Complete (Blue)	65	65	Now concluded and new reduced teams in place.	
					Subtotal	184	65		
					Total Budgeted Savings	2,719	1,781		

Operations				1	Complete	534	434		
BUDGET SAVINGS				2	On track	721	490		
				3	At risk	101	37		
				4	Major risk	0	0		
Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered	
Managing Director									
1	Chief Operating Officer - Restructure savings	ST	Mike McGaughrin	1	Complete (Blue)	75	75	Savings achieved as potholder has left and post deleted.	
						Subtotal	75	75	
Highways & Engineering									
2	Re-engineer Highways Maintenance regimes for roads, footways, drainage, bridges street lights, etc.	HS1	Ben Smith	2	On track (Green)	130	130	Range of solutions (including) - Increased capital investment has reduced revenue spend / use of best value contractors / renegotiated bridge costs / reduced consultancy costs. A detailed spreadsheet of these is available. Replacement for savings not delivered is Shop mobility contract saving (£10k)	Reduced cost for green waste disposal (£5k), savings on verge maintenance contract (£5k) not fully achieved.
3	Retender bus shelters contract to generate share of advertising income. Re-investigate Poster Boards	HS11	Ben Smith	3	At risk (Orange)	16	5	Alternative savings partially identified (Bus Contract £5k)	The recent procurement exercise failed to secure any bidders for this contract. Existing supplier has offered to pay business rates £8k, and negotiations continue. There is still a risk of delay and failure to achieve this target and alternative arrangements being developed.
4	Re-engineer process for Highways resurfacing assessments and delivery. Also review bridge inspection regime	HS13	Ben Smith	2	On track (Green)	15	10	Combined with Item (2): HS1 (notes as above)	
5	Re-design and rewrite Highways contract specifications to enable contractors self monitoring.	HS14	Ben Smith	2	On track (Green)	15	10	Replacement for savings from Bridge Maintenance (reduced Network Rail costs £10k)	Original source not achievable. Additional contract savings on bridge & transport budgets identified.
6	Invest to Save' options, several areas including additional dimming equipment to reduce energy consumption and CO2 emissions.	HS15	Ben Smith	1	Complete (Blue)	11	11	Reduced energy costs	
7	Restructure Highways unit in response to proposals to cluster contract management community wardens	HS16	Ben Smith	1	Complete (Blue)	19	19	Reduced costs due to management restructure	
8	Re-design Highway Assets inspection regimes and re-locate Inspectors so that inspections managed from one team. Cross Ref with SC06.	HS2	Ben Smith	3	At risk (Orange)	35	2	Combined with Item (2): HS1 (notes as above)	
9	Increase income from highway licences.	HS3	Ben Smith	2	On track (Green)	19	19	Income dependent on demand for advertising. Income projection likely to be achievable (medium risk).	
10	Re-tender Traffic Signals Contract	HS5	Ben Smith	1	Complete (Blue)	8	8	Reduced maintenance costs for traffic signals. New contract agreed by CMT.	
11	Reduce cost of Traffic Orders	HS6	Ben Smith	2	On track (Green)	10	10	Replacement for savings not delivered additional Road Safety Income (£5k) and School Crossing Patrol Savings (£5k)	DfT has decided not to change the arrangements at present but to keep it under review. Note: officers will investigate options for advertising with links to the RBWM website, to reduce advert. costs.
12	Modernise Traffic / Road Safety consultation process, including IT links with contact centre.	HS8	Ben Smith	2	On track (Green)	12	12	Replacement for savings from Unit Budget (£12k)	Process efficiencies achieved but no cashable savings.
13	Highways & Engineering - Review subsidised bus services	ST	Ben Smith	1	Complete (Blue)	30	30	Contracts negotiated with decreasing subsidy	
14	Highways & Engineering - Reduce maintenance budgets & rationalise delivery of some services.	ST	Ben Smith	2	On track (Green)	40	40	Highway maintenance savings built into base budget. No pressures identified to date.	
						Subtotal	360	306	
Streetcare and Operations									
15	Develop generic 'Community Officer' role to cover all borough 'on-street' activity	SC06	Dave Perkins	1	Complete (Blue)	100	100	Post reductions have been achieved through the implementation of generic working across teams in the Streetcare & Operations Unit.	
16a	Efficiency savings and part year vacancy effect.		Dave Perkins	2	On track (Green)	65		Efficiency savings achieved as part of the parking review and part year savings from the Flood Risk Engineer Post	
						Subtotal	165	100	

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Public Protection									
17	Improve co-ordination of Council's licensing functions, and develop support that the Contact centre delivers.	PP11	Terry Gould	3	At risk (Orange)	50	30	Part of FSR of licensing cluster. Review well advanced and imminent. Target savings to be achieved through increased income stream from increased fees & charges; increase in number of taxi licences; optimising market opportunities and processing efficiencies rather than CSC hand offs as originally proposed.	Given wider re-structuring of Operations/PPU recommend this is slipped to 2014/15. In meantime £30k found from budget efficiencies within Unit to off set savings target.
18a	Savings in Row 18 mitigated from unit salary budget savings due to long term sickness	PP2	Terry Gould	2	On track (Green)	30	15	Efficiencies and savings from elsewhere in combined TS/ Commercial services budget	
19a	Savings in Row 19 mitigated by efficiency savings in alternate budget lines.	PP3	Terry Gould	1	Complete (Blue)	100	100	Recycling fund to pump prime slow start up and lower than predicted yields. Recovery plan in place and under active discussion internally and with Partners to deal with longer term impact.	
20	Reduce contract payments to neighbouring authorities for Civic Amenities site use by RBWM residents.	PP4	Terry Gould	2	On track (Green)	40	10	Based on Q1 reconciliation with SBC' with £10k in the Savings delivered to date	
21	Public Protection - Re-procure contracts for dog warden and pest control services, and reflect reduced charges from other local authority Civic Amenity (CA) sites.	ST	Terry Gould	2	On track (Green)	13		Dog & Pest procurement process on track. (Original saving was 50k for line 21, which has now been distributed between line 21 and 21a)	
21a	Balance of savings identified in line 21 mitigated by unit salary budget savings due to long term sickness absence.	ST	Terry Gould	2	On track (Green)	37	26		
Subtotal						270	181		
Parking Services									
22	Parking - tariff changes in key car parks to achieve 1%: 45k; River Street tariff changes: 123k	ST	Dave Perkins	2	On track (Green)	168	120	Information for the first 5 months of 2013/14 show that these additional income levels are being achieved and the full year target will be met.	
Subtotal						168	120		
Central Services									
23	Transfer appropriate contact centre services online	CB3	Andrew Barclay	1	Complete (Blue)	85	85	A Team Leader left the business in May and three Contact Centre Agent vacancies have been closed	
24	Marketing Digital Media Services (DMS) externally.	COM4	Andrew Barclay	1	Complete (Blue)	100	-		Following discussions at BSG, the external income budget for DMS has been removed, which also has the effect of cancelling this FSR. The aim of the FSR originally was to increase external income into DMS by £100k.
25	Deliver more electronic Post Room services	SS10	Andrew Barclay	1	Complete (Blue)	6	6	Planned and implemented initiatives include: re-tendering 2nd class post; bar-coding high volume mailings; improved fulfilment quality (TNT), Council Tax e-billing (a further push on Council Tax e-billing will form part of our channel shift strategy)	
26	ICT/Facilities & Building Services - Create a single self-service helpdesk including room booking. Invest in a bookings & scheduling system.	SS13	Andrew Barclay	2	On track (Green)	22	22	No specific plans were ever put forward for this initiative, so savings will be achieved through general BAU efficiency improvements and reduction of an equivalent amount in overtime payments	
27	Rollout online banking for Deputyship and Appointee ship team, cancel Customer Contact Association (CCA) accreditation (currently generates admin workload without added value). Rationalise internal courier routes. Total saving is 47k over 2 years - 30k in 13/14.	ST	Andrew Barclay	2	On track (Green)	30	24	On-line banking has been rolled out and 1 FTE left the business in May. CCA accreditation has been cancelled.	Courier routes are currently under review as part of the Facilities review, but no changes have been made to date.
28	Customer & Business Services - Automate processing of council tax direct debits; re-procure bailiff and business systems contracts. Improve debt collection - business rates & sundry debt.	ST	Andrew Barclay	2	On track (Green)	75	42	Capita contract - initial savings of £12k for 13/14 and £14K per year from 2014 onwards have been re-negotiated and discussions continue to drive further savings Improved Bailiff contract - CMT have approved a tender proposal and tenders will be invited from a number of specific suppliers and via the South East portal by end August Automation of DD - has recently gone live and is currently being bedded in	Discussions with Capita continue and it is expected that further reductions in fees will be negotiated. Plans have been defined to strengthen debt recovery team and we expect implementation in September.
Subtotal						318	179		
Total Budgeted Savings						1,356	961		

Corporate Services					1	Complete	462	407		
BUDGET SAVINGS					2	On track	405	0		
					3	At risk	188	0		
					4	Major risk	250	0		
Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comments Savings Delivered	Comment Savings Not Delivered	
Policy and Performance										
1	Conduct a review in Democratic Services	POL1	Andrew Elkington	1	Complete (Blue)	33	33	Review of staff structure completed. New staffing structure in place.		
2	Conduct a review in the Strategy & Information team	POL2	Naveed Mohammed	1	Complete (Blue)	30	30	Review now complete. The options forwarded were not deemed sufficiently viable/feasible for delivering the savings required. On this basis the savings target is being achieved through a re-alignment of the team structure. (Deletion of posts, redundancy).		
3	Reduce Tourism budget by £100,000 through an increased commercial approach	POL4	Julia White	3	At risk (Orange)	100		New website built. Training scheduled for mid June and go live date to be agreed thereafter. Commercial sales can begin once site is live. Industry workshops were held on 29th April and there was general agreement for a membership scheme. Structure and pricing is being worked up ready for testing on industry partners and implementation from Jan 2014. Brochure production has been scaled back and cost savings will be achieved.		
4	Review the market for information services to Schools and then either cease or charge free schools and academies	POL6	Naveed Mohammed	2	On track (Green)	10		The Strategy and Information Team are currently working with ECAS to review existing training/support provided to all schools(including Academies)and assessing where further opportunities may exist. As part of this review existing provision where it is given on a free basis is also being looked at.		
5	Bring together marketing, advertising functions in the communication and marketing team.	POL7	Ann Dackombe	3	At risk (Orange)	10		In principle agreement by CMT. Further work now needs to be undertaken to identify staff and possible consequences.		
Subtotal						183	63			
Planning and Property Services										
6	Corporate regulatory enforcement efficiencies	PLA1	Simon Hurrell	4	Major risk (Red)	60		This is a joint review between Corporate Services and Operations. It is being scoped at the moment. Officers have met and a report is due to Cabinet in October which will cover out-of-hours services and wider possibilities around regulatory and enforcement functions generally. This initiative is being led by the Operations Directorate, not Planning and Property Services. Very unlikely there will be any significant savings this financial year.		
7	Review Business Services team processes to incorporate Planning Support staff.	PLA3	Simon Hurrell	3	At risk (Orange)	50		A Lean Review has highlighted savings of £31k pa, which is less than the £50k target. This service moved to Planning and Property Services in July 2013. The Head of Service, other senior staff and the Support Services Manager are working to find ways of making the required saving.		
8	Planning Services - Resource saving to match anticipated income reduction from fee rate increase.	ST	Simon Hurrell	2	On track (Green)	135		The Planning Service will review resources to reflect possible reductions in fee income deriving from demand changes anticipated from the implemented statutory fee increase and the government deregulation measures introduced on 30 May 2013. Position under review. Report due to Overview and Scrutiny Panel on 15 October 2013 outlining the implications and the management response.		
9	Property - Accommodation savings from Smarter Working programme	ST	Simon Hurrell	4	Major risk (Red)	100		These are property-related savings as a consequence of the cessation of use of York Stream House from 1 January 2014. £25k pressure reported in Budget Monitoring		
10	Planning - Review structure in Development Control team	ST	Simon Hurrell	2	On track (Green)	40		The Planning and Property management team see opportunities for efficiency savings across the planning service.		
11	Property - Review structure in Property Services	ST	Simon Hurrell	2	On track (Green)	45		The Planning and Property management team see opportunities for efficiency savings across the service .		
Subtotal						430	-			

Line ref	Description of Saving / Pressure	FSR Ref.	Project Manager	Status 1 Complete, 2 On track 3 At risk 4 Major risk	Status	2013/14 £'000	Savings Delivered to date £'000	Comments Savings Delivered	Comment Savings Not Delivered
HR									
12	Review delivery of Council Health and Safety services	HR55	Terry Baldwin	1	Complete (Blue)	10	10	Service rationalisation completed Oct 12	
13	HR Operations restructure and roll-out of employee self-service functionality.	SS3	Terry Baldwin	1	Complete (Blue)	60	21	Employee left 31 July. Saving will not be at the level originally estimated. Total saving is approx £39k short.	
14	HR - Review of client-side employment tribunal defence	ST	Terry Baldwin	1	Complete (Blue)	50	50	Member of staff left 31 May.	
15	HR - Review of support services within HR	ST	Terry Baldwin	4	Major risk (Red)	50		Review the reduction of 2 staff in the HR Operations/Payroll teams. One person opted for Life Choices but is an expensive option. Delay to review of support function. Not likely to take effect until 2014/15	
Subtotal						170	81		
Legal									
16	Legal - Increase income targets	ST	Maria Lucas	2	On track (Green)	10		Levels of activity will ensure income is increased.	
17	Legal - Additional commercial income	ST	Maria Lucas	2	On track (Green)	30		Levels of activity will ensure income is increased.	
Subtotal						40	-		
Finance & Procurement									
18	Raise contract management charges to schools in line with inflation.	COM1	Andrew Brooker	2	On track (Green)	10		Contract management charges to schools have been increased. The schools will advise what they are buying by the end of the month.	
19	Restructure the Commercial team.	COM3	Andrew Brooker	1	Complete (Blue)	13		A review of the new Finance, Procurement and Business Development function's structure will lead to significant savings in 13/14.	
20	Sell more ad hoc procurement services through Two5Nine	PC4	Andrew Brooker	3	At risk (Orange)	18		Opportunities limited, savings achieved as part of the Finance restructure	
21	Sell Bursar support services to other authorities/develop a shared service	SS5	Andrew Brooker	3	At risk (Orange)	10	-	Opportunities limited, savings achieved as part of the Finance restructure	
22	Finance - Remove vacant Procurement post and reduce software budget	ST	Andrew Brooker	1	Complete (Blue)	60	60	Part of Finance restructure	
23	Finance - Realignment of resources and contract rationalisation.	ST	Andrew Brooker	1	Complete (Blue)	35	35	Part of Finance restructure	
Subtotal						146	95		
Technology & Change Delivery									
24	Create a Corporate Project Management Office from the current ICT project team.	BI1	Rocco Labellarte	1	Complete (Blue)	45	45	Will be able to make the savings through vacancy management of the Business Improvement team. Update 28/2: Presenting proposals to Leadership Group for 28th March. On target (vacancy mgmt 2.5 FTE released by 1st April)	
25	Migrate ICT to a cloud-based delivery model, retaining existing applications	ICT2	Rocco Labellarte	2	On track (Green)	125		See Key Corporate Projects Report for detailed information	
26	Sell Schools Support to Academies	ICT6	Rocco Labellarte	4	Major risk (Red)	20	-	Decision taken to exit from ICT infrastructure provision to schools. This objective cannot therefore be met. This will be met by other means.	
27	Sell GIS mapping services externally	ICT7	Rocco Labellarte	4	Major risk (Red)	20	-	Will be achieved by other means, most likely through reduction in the number of applications used to deliver GIS. We cannot sell our existing mapping solutions as they are based on Ordnance Survey data and we cannot commercialise these.	
28	Contract savings on business applications	ICT6 / 7	Rocco Labellarte	3	At risk (Orange)		-	As a replacement initiative to 25 and 26, we are looking to make savings on business application contract renewals. Although the budgets may not reside directly within the ICT purse, the objective is to leverage ICT funded resources to drive improved terms on contract renewals, including Academy from Capita. We have met with Capita and raised the challenge. Further savings for 14/15 from the reduction of CRM systems from 3 to 1 are outside of our control at present as the work to deliver this reduction includes aspects of Channel Shift and the CSC have asked to lead on this. We will review the situation in three months. We have made this clear to the CSC team. An opportunity to save money on the Reed Consulting contract has been identified and is being followed up with Procurement and HR.	
29	Business Improvement - Reduce external training & support	ST	Rocco Labellarte	1	Complete (Blue)	10	10	Will be able to make the savings through vacancy management of the Business Improvement team.	
30	ICT - procurement of mobile phone contract and reduction in number of handsets through Smarter Working protocols	ST	Rocco Labellarte	1	Complete (Blue)	116	113	£113K savings achieved, subject to the contract with EE being signed in the coming weeks. Further savings to due reduction in handsets will deliver the overall savings target across the rest of the Authority.	
Subtotal						336	168		
Subtotal						1,305	407		

Key Projects		Head of Service
1	Boyn Grove Library	Mark Taylor
2	Adult Transformation Programme	Nick Davies
3	Oldfield New School	Angela Welling
5	Cloud Computing	Rocco Labellarte
6	Smarter Working	Rocco Labellarte
7	Maidenhead Regeneration Programme	Gail Kenyon
8	Leisure Centre Income Review Project	Kevin Mist
9	Ray Mill Road East	Mike McGaughrin

RAGC Indicators		Action
R	R will indicate Red. The project requires remedial action to achieve objectives Timeline/Cost/Objectives AT RISK	Raise to the Project Board and complete an Exception Report to explain or an RFC to gain approval for budget, time or scope changes
A	A will indicate Amber. The project has a problem but action is being taken to resolve this OR a potential problem has been identified and no action may be taken at this time but it is being carefully monitored Timeline/Cost/Objectives MAY BE at RISK	Raise awareness to the Project Board. The Project Director will determine if an Exception Report is necessary.
G	G will indicate Green. The project is on target to succeed Timeline/Cost/Objectives are WITHIN PLAN	None
C	Milestone complete	None

Key Corporate Projects						
Overall Project Status						
Key Corporate Projects	Head of Service	Milestones	Capital Monitoring	Outcome Monitoring	Risks and Issues	Overall Status
1	Boyn Grove Library	Mark Taylor	G	G	G	G
2	Adult Transformation Programme	Nick Davies	G	G	G	G
3	Oldfield New School	Angela Welling	G	G	G	G
5	Cloud Computing	Rocco Labellarte	G	G	G	G
6	Smarter Working	Rocco Labellarte	G	G	G	G
7	Maidenhead Regeneration Programme	Gail Kenyon	A	G	G	G
8	Leisure Centre Income Review Project	Kevin Mist	G	G	G	G
9	Ray Mill Road East	Mike McGaughrin	G	G	G	G

Gateway Summary Sheet					
<p>Gate 0 Initial idea/Proposal for Options Appraisal</p> <p><u>Gate Description</u> Gate 0 - assurance checks the proposed initiative: Does not conflict with any other initiative.</p>	<p>Gate 1 Project Options / Business Case</p> <p><u>Gate Description</u> Gate 1 – provides advice and guidance on the construction of the Business Case, and where required consideration of alternative options. The primary aim is to provide support towards successful navigation to Gateway 2</p>	<p>Gate 2 Approval</p> <p><u>Gate Description</u> Gate 2 - confirms that formal approval to proceed has been provided by the relevant Budget Approval Board.</p>	<p>Gate 3 Implementation</p> <p><u>Gate Description</u> Gate 3 - project implementation. A project delivering over a number of years may undergo several Gateway 3 reviews during the life of the project.</p>	<p>Gate 4 Project Closure</p> <p><u>Gate Description</u> Gate 4 - project closure when all of the products have been delivered to the satisfaction of the business and the business accepts responsibility for any outstanding actions/activities..</p>	<p>Gate 5 Post-implementation review</p> <p><u>Gate Description</u> Gate 5 - the Benefits Realisation Plan will determine the appropriate timing of the Post Implementation Review (PIR).</p>

Boyn Grove Library Status Report - September 2013

Project Manager: Mark Taylor

Project subject to a delay of approx. four weeks. Tender Awarded and site occupation & clearance commenced. Currently working to revised timetable for opening at end of March 2014. There are currently issues with the existing building which should not impact on the extension, unless the process of agreeing the acceptable route to correcting the 'latent defect' takes a significant period of time.

Milestone Monitoring

Month	Milestone	Notes	RAGC
May	Receive planning consent	Received with minor conditions - 08th May 2013	C
June	Issue ITT	Slight delay in issue of tender documentation by design team	A
July	Receive & evaluate tenders	Tenders received 22nd Jul 2013. Evaluation report & recommendation to Lead Members under delegated authority, 25th Jul 2013	C
July	Appoint contractor	Delegated authority to appoint dependent on tender being within budget.	C
September	Contractor start on site	Started 09/09/13 due to delay in materials and gas main re-route permissions.	G
Mar-13	Contractor finish on site w/e 7th		G
Mar-13	Fit out starts 9th		G
Mar-13	Opening of library 31st March		G
			G
			G
			G
			G

Capital Monitoring

Cost Centre	Approved Budget	Spend to [07/13]	Committed	Projected Outturn	RAGC
CL06	400,000	36,360	60,000	400,000	G
CZ02	315,000	0	0	315,000	G
					G
Totals	715,000	36,360	60,000	715,000	G

Cabinet Report - Outcomes Monitoring

Borough wide visits to libraries increase by 1%	G
10% of customers using the Boyn Grove Library live in Pinkneys Green, Belmont and Boyn Hill Wards	G
Opportunity for 2 LDD Service Users to work in the library	G
5% more residents use Bridge That Gap Café per week on average	G
5% increase in Bridge That Gap Café income	G
All library activities well attended	G

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring		
	Description	Mitigating action(s)
1	Insufficient budget to complete project.	Working with Appointed Architects and Building Services to ascertain & control costs.
2	Failure to receive planning consent	Pre-planning application to RBWM Planning team to gain better understanding of what is feasible. Stage C submission of Planning Application
3	Negative public consultation	Review consultation to ascertain issues and validity. Increase communications with key stakeholders and ensure transparency.
4	The project overruns the anticipated timescales	Effective project planning and control. Budget contingency to allow for additional resources if required Ensure budget and resources are available within the defined timescales
5	Key partners not present at project meeting or not responding to emails	Discuss protocol for decision making in circumstances where not all partners can be represented at Board & Team meetings
6	Implementation period for corporate Virtual Desktop Project delays issue of tenders or implementation of ICT solutions	Log project new Corporate Project Office (CPO). Agree provisional sum for IT works in tender document.
7	Capacity of existing heating system to support additional delivery to the extension - Sensory Room and to the Library	Plan to minimise time service users are unable to access either existing Sensory Room or new Sensory Room as part of phased completion plan

Adults Transformation - September 2013

Project Manager: Nick Davies

This programme deals with the way that Adult Social Care will Transform Preventative, Personal Care, and Residential Care services that meet the needs of the residents of RBWM and the growing demand for Services from April 2013 and beyond.

There are a number of projects within the programme that ASC is delivering on:

Telecare; Shared Lives; Nursing Care Prevention; Review of High Cost Placements; Transitions Planning and improved operation of Meals on Wheels and Homecare. These project areas are reported within the FSR.

This report focuses on the other key strands of the programme that are; Developing Outcome Based Community Services; Establishing a Residential and Nursing Framework; Publishing a Statement of Commissioning Intentions; Tender for a Web Portal; Prevention Strategy; Tender for a Joint Early Intervention and Prevention Service.

Milestone Monitoring

Month	Milestone	Notes	RAGC
May-13	Publish the Market Position Statement	Published on Website by end of May 13 - completed	C
Aug-13	Procure a Preventative Service	Specification written and procurement plan in place Tender completed Aug and awarded Sept	C
Sep-13	Conclude Consultation on the delivery of Outcome Based Commissioning and recommend next steps	Workshop to scope the integrated model held in May and Atlantic report developed to scope the pilot	G
Dec-13	Procure a Residential and Nursing Accredited list to ensure VFM and quality	To be scoped	G
Mar-14	Deliver 900k of transformation based efficiency savings see FSR report for further detail	Progress noted in FSR	G
Apr-14	Launch the portal	Scoping the project with channel shift work	G
Mar-14	Deliver the Paris Performance and Pathways work	Scoped for Gateway	G
			G
			G
			G
			G
			G
			G
			G
			G
			G
			G
			G

Capital Monitoring

Cost Centre	Approved Budget	Spend to [MM/YY]	Committed	Projected Outturn	RAGC
					G
					G
					G
Totals	0	0	0	0	G

Cabinet Report - Outcomes Monitoring

Homecare that delivers better outcomes for residents	G
Deliver the 13/14 efficiency programme	G
A web portal that offers a range of ASC services	G
A prevention strategy and service delivered	G
Improve Quality of Residential Care	G
Market delivers new services	G

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring

Description		Mitigating action(s)
1	Efficiencies not delivered due to rise in demand for services	Monthly monitoring of this by the Transformation Board
2	Homecare is not effective	Project Management ensures delivery
3	MPS does not deliver change	Planned Market engagement
4	Portal is not effective	Work with Market and Service users to ensure it is
5	Preventative Service does not deliver	Joint agreement with CCG to monitor

New Oldfield Primary School - September 2013

Project Manager: Angela Welling

September 2013 . Oldfield Primary school is being expanded and moved to a new site. It is increasing from 210 places to 420. The new site is on Bray Road - a borough owned piece of land. The scheme has been the subject of many cabinet reports - the latest one being a Cabinet Prioritisation Sub meeting for the appointment of the contractor.

The appointed Design and Build contractor is Leadbitter. The submitted planning application has now been considered by the Development Control panel. The decision was to defer for 2 months so that additional information could be collated, as requested by councillors . This 2 month deferment means that the delivery of the project is delayed beyond the required opening date, although if approved at the November panel , the school could still be completed by Christmas 2014.

Milestone Monitoring

Month	Milestone	Notes	RAGC
May-13	Planning permission submission		C
September	Consideration of scheme by Development Control Panel	Permission decision deferred	A
Sept / Oct	Refer to Sec of State if scheme is approved	Deferred pending RBWM decision	R
Aug / Sept	Tender packages of work	completed	C
Sept / Oct	Place order for steelwork design	now on hold	R
Nov-13	Start on site	now on hold	R
Autumn 2014	Completion of building.	now on hold	R
	New milestones if scheme is approved in November '13		
Nov-13	Consideration of scheme by Development Control Panel		G
Dec-13	Refer to Sec of State if scheme is approved		G
Jan-14	Place order for steelwork design		G
Feb-14	Start on site		G
Dec-14	Completion of building.		G

Capital Monitoring

Cost Centre	Approved Budget	Spend to [09/13]	Committed	Projected Outturn	RAGC
CK01	1,291,769	348,654	416,454	416,454	G
CK01	8,750,000	0	0	8,750,000	G
					G
Totals	10,041,769	348,654	416,454	9,166,454	G

Cabinet Report - Outcomes Monitoring

Additional school places will be available in Maidenhead					G

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring

Description		Mitigating action(s)
1	Planning permission - approval, by RBWM and then Sec of State	Thorough processes have been undertaken. Preparation for coping with the 2 month delay.
2	Tender costs are higher than expected	Tendering to suitable suppliers. Tenders are within the forecast estimate
3	Long term viability of supply chain	selecting suitable suppliers
4	See attached Risk Register.	

ICT Cloud Strategy - September 2013

Project Manager: Rocco Labellarte

In April 2010, the Council set out a vision for ICT at the heart of delivery of efficient, cost-effective public services which are responsive to the needs of residents, businesses and employees. It identified a series of challenges which the Council faced to meet the requirements of a modern local government organisation. An update to that strategy paper is due to be presented to Cabinet in late July. A programme was agreed for: Reducing duplication and over-capacity of our software and systems, saving money; replacing ageing systems with modern ones, increasing speed, reliability and efficiency; reducing the number and complexity of business applications, and better managing risks; making ICT more open to the residents and organisations that use those services; and enhancing ICT awareness and skills across the Council. The ICT cloud strategy has moved into an implementation planning phase. The strategic work has been broken down into a number of towers (workstreams): Network; Data Centre (IaaS); Telephony (TaaS); Desktop Refresh; Document Management; Office 365 (incl. Unified comms). There will also be an Information Assurance workstream which will oversee the whole programme. To date, progress has been made in the desktop refresh with the roll out of thin client terminals just started in May 2013. A new mobile telephony contract has been awarded, providing well over 50% saving on the previous contract and providing 4G access and new Windows mobile devices. These will be rolled out from mid September to staff due to the priority to deliver phase 2a of the Smarter Working Programme. Office 365 and SharePoint have been procured as the solution of choice. Work has been completed on the analysis of our data centre as a precursor to going out to tender to deliver a modern hosting solution. A number of capital bids have been prepared in September and agreed with the Lead Member for presentation at the October Cabinet. We are inviting Members to agree to the immediate release of capital funds to accelerate the programme of work. We anticipate a procurement exercise using the Government CloudStore in the next few months. A challenge to the programme has come in the form of a raising of the bar by the Cabinet Office with regards to the level of security needed to operate across the PSN (Public Services Network). This has required a diversion of all our ICT Cloud Strategy resource onto this activity as the deadline for completing the security improvements is September 2013.

Milestone Monitoring

Month	Milestone	Notes	RAGC
Dec-12	Server virtualisation completed		C
Apr-13	Mobile phone contract out to tender		C
Apr-13	Data Centre analysis carried out		C
Apr-13	Microsoft Office 365 and SharePoint contract awarded		C
May-13	VDI rollout begins in line with Smarter Working		C
May-13	DMTs notified of need to reduce numbers of mobile phones		C
Jun-13	Mobile phone contract awarded		C
Aug-13	Wireless network upgrade in Town Hall completed		G
Aug-13	Wide Area Network tender published		G
Aug-13	ICT Strategy Update / Business Applications Roadmap published		C
Aug-13	VDI rollout completed	This will be delayed by approximately two months due to the Cabinet Office requirement for increased security measures as we redesign solutions to address those needs.	A
Aug-13	Mobile Phones rolled out to all staff	The rollout has been delayed to September to support the concurrent Smarter Working Programme phase 2a go-live in mid August.	G
Sep-13	Data Centre Tender Awarded	This will be delayed by approximately two months due to the Cabinet Office requirement for increased security measures as we redesign solutions to address those needs.	A
Oct-13	Microsoft Office 365 install completed		A
Nov-13	Wide Area Network tender awarded		A
Nov-13	SharePoint document management install completed		A
Dec-13	Data Centre transfer to hosted solution starts	Due to increased security requirements.	A
Jan-13	Corporate phone system tender published		A
Feb-14	Corporate phone system tender awarded		A
May-14	Corporate phone system implemented		A
Jun-14	Wide Area Network cutover to new provider completed		A
Jul-14	Data Centre transfer to hosted solution completes	Challenging timescale to complete work.	A

Capital Monitoring

Cost Centre	Approved Budget	Committed	Remaining	Projected Outturn	RAGC
CN54	745,000	745,000	0	745,000	G
					G
Totals	745,000	745,000	0	745,000	G

Cabinet Report - Outcomes Monitoring

No more costly infrastructure upgrade cycles, avoiding major future capital investment.	G
A common data platform, avoiding expensive connectors and middleware to allow systems to interoperate.	G
A device agnostic environment where the brand of hardware device is irrelevant.	G
Common versions of operating systems and productivity suites.	G
Capital cost avoidance on systems of up to £1.5m.	G
Staff and revenue savings, post-implementation of £500k.	G
ICT team moving from reactive to proactive support and services.	G
Support for and enablement of the Smarter Working programme.	A

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring

Description	Mitigating action(s)
1 Applications packaging is delayed due to a late start on the work, causing a knock on delaying effect to the programme.	Third party provider brought on board to deliver packaging.
2 The VDI solution is not sufficiently robust	Avoid big-bang implementation, favouring gradual rollout.
3 Financial savings through a reduction in mobile phones aren't achieved through the lack of business engagement.	Ensure buy-in from senior management.
4 Costs of delivering cloud hosted data centre a prohibitive.	Engage with the market and major suppliers.
5 Legacy business applications cannot be hosted in the cloud.	Aim to replace with modern solutions wherever possible.
6 Security implications impede a cloud hosted solution for the data centre.	Work with certified data centre suppliers.
7 A lack of funding impedes providing a cloud hosted solution with consequent failures of the existing infrastructure and serious impact to	Work with Members to agree funding.
8 A lack of funding of legacy systems refresh (in the absence of funding for the cloud hosted solution) results in failures of the existing infrastructure and a serious impact to services.	Work with Members to agree funding.
9 Migration from the old email system to the new Microsoft cloud offering causes major issues.	Identify third party expertise to manage this risk.
10 Implementation issues impact our ability to deliver residents effective service during any of the migrations.	Ensure we have on-site or remote support from suppliers.
11 Key personnel leave during the programme.	Manage staff relations effectively. Develop back up plans.

Smarter Working Status Report - September 2013

Project Manager: Rocco Labellarte

Work continues to on time and to budget having recovered a one week delay to plan due to problems in delivery and the provision of materials from sub-contractors. Zone B has been handed over on time and Zone C is being populated at the time of writing this report. Application packaging and testing has been progressing with negotiations well advanced with the ICT supplier to work to a fixed price, fixed delivery model for the remaining key applications. A review of ICT software has revealed that 80% of applications have 10 or fewer users across the Authority and many of those applications no longer have the original media disks. Packaging will not be possible where the original software is not available and a decision has been taken by the board to advise those users of the need to replace their application or use an alternative solution. A review of the additional pressure on Town Hall occupancy with the move of additional Children's Services staff has been carried out and changes to the location of teams will be necessary to accommodate the changes. RBWM will benefit from the ability to release further assets as the staff move out of their current accommodation at St. Edmunds

Milestone Monitoring

Month	Milestone	Notes	RAGC
Sep-12	St. Mary's Court decant		C
Oct-12	St. Mary's Court live		C
Nov-12	VDI Desktop pilot starts		C
Mar-13	Town Hall - 1st floor Democratic wing decant (36 desks)		C
Mar-13	VDI application packaging begins.		C
May-13	Town Hall - 1st floor Democratic wing live (7th May)		C
May-13	VDI rollout begins		C
Jun-13	Town Hall - 1st floor Leader wing decant (47 desks)		C
Jul-13	Town Hall - 1st floor Leader wing live (26th July)		C
Jul-13	Town Hall - 1st floor old Legal wing decant (72 desks)		C
Jul-13	VDI rollout completes	Delay due to original solution to convert applications not being fit for purpose. Risk 3	A
Aug-13	Town Hall - 1st floor old Legal wing live (23rd Aug)		C
Aug-13	Town Hall - 2nd floor decant (108 desks)		C
Sep-13	Engagement with CMT/Members on Tinkers Lane options		C
Sep-13	Engagement with CMT/Members on York House, Windsor options		C
Sep-13	Engagement with CMT/Members on CSC options		C
Sep-13	Town Hall - 1st floor Government wing decant (66 desks)		C
Oct-13	Town Hall - 1st floor Government wing live (4th Oct)		C
Dec-13	Town Hall - 2nd floor live (6th Dec)		G

Capital Monitoring

Cost Centre CN58	Approved Budget	Actual	Committed	Projected Outturn	RAGC
Building Costs	1,565,000	941,886	714,348	1,656,234	A
Decanting/PM	70,000	184,072	16,808	200,880	R
Furniture/Fit Out	347,500	138,237	560	138,797	G
ICT	180,000	39,571	3,416	42,987	G
Other	0	29,091	18,320	47,411	R
Totals	2,162,500	1,332,857	753,452	2,086,309	G
				Variance	-76,191

Cabinet Report - Outcomes Monitoring

Implemented with nil capital and revenue cost over two years	G
Desk utilisation improves above 65%	G
Business travel claims reduce by 10% (circa £50K) - Risk 12	A
Staff report regular online document collaboration. The adoption of	G

Gateway Review Stage

0	1	2	3	4	5
x	x	x	x		

Risk and		
	Description	Mitigating action(s)
1	There is a risk that the sound levels within the new Town Hall will be too high, including a lack of sound-proofing in the focus rooms.	Property have been asked to provide a view on sound proofing. Additional costs will most likely be incurred.
2	The CSC ground floor, Windsor and Tinkers Lane do not have the investment to effectively support Smarter Working.	Identify minimum specification for office for SW to work.
3	The original tool identified for software packaging proved inadequate, taking several days to package an individual product. With over 300 software applications in use across the council, this would have taken several years to complete.	An alternative product has been sourced after some delay. Packaging began in March, several months behind schedule. Resources have been dedicated to progressing the work as rapidly as possible. A third party has been identified (in June) that provides resources to help support the activity. We are looking to engage them for two months of concentrated effort to complete the packaging.
4	Weldeck House is close to capacity other than space that is on the market for rental use.	Teams to start making space on storage that can be put to waste. Aim for no new items to go in.
6	There is a risk that space provision of storage is not adequate.	Managers need to engage with their staff to ensure the rationalisation of paper is carried out before moving. Continue feedback from teams, via ambassadors, of storage needs to feed use of basement. Discuss the option of a single Post Inward service through the DMS. Paper on new facilities management regime to be prepared.
8	Miscommunications on phone functionality undermines moves. In particular Members are not included on the electronic phone directory and so cannot log in or log out.	IT are looking into providing Members with access to the phone system. In the meantime, Members can access the phone in the Group Room or from anywhere else in the building.
9	A proportion of applications can not be thinned meaning there is less flexibility due to too many thick client desk stations.	Comprehensive data capture of all applications being undertaken to understand situation. Alternative solutions to apps to be identified where possible.
10	Inadequate parking for the Town Hall and Windsor.	Develop a parking strategy as part of wider regeneration.
11	Use of USBs on a virtual desktop current makes data viewable by anyone. This issue needs to be resolved as security of data needs to be retained whilst allowing users to access external data.	Solution identified. USBs bought.
12	Leader's Outcomes Report highlights 50K travel reduction savings targets established by Smarter Working cabinet paper that may not all be achievable.	Review current travel expenditure across council to understand how much of it can be reduced through SW initiatives.
13	There is a risk that the budget is exceeded. In particular no provision was made for professional fees.	Attention is being given to the refurbishment of equipment wherever appropriate to reduce technology expenditure, thereby offsetting the cost of professional fees.
15	Asbestos has been found in the phase 2 area of construction. This might lead to delays in the handover of the refurbished area of up to 1 month.	Decision taken to move on time (16th August) subject to furniture and ICT systems being readied.

Maidenhead Regeneration Programme Status Report - September 2013

Project Manager: Gail Kenyon

The Maidenhead Rejuvenation Programme has been progressing for the past 3 years with budget allocations each year building on the adopted Maidenhead Area Action Plan and subsequent documents supporting this concept for Public Realm, Public Art and Lighting Strategy. There are 6 Opportunity Areas and the Public Realm initiative which are set up under this Programme along with other major developments within the Town Centre.

Milestone Monitoring

Month	Milestone	Notes	RAGC
April	Broadway Opportunity Area (OA) - Kings Triangle Planning Application to Maidenhead DC Panel 30th April 2013	Application was refused at Panel, decision notice issued 2nd May 2013.	R
May	Broadway OA - Negotiations with ING on way forward with the Broadway Opportunity Area. Awaiting response from ING Holland.	Discussions progressing ING are currently marketing the site.	A
July	High Street East/York Stream OA - Chapel Arches (Shanly Development) aiming for July Maidenhead DC Panel	Working towards July panel Approved at August DC panel	C
June	York Road OA - Development Manager Pre Qualification Questionnaires to go out to select list w/c 17th June 2013. Feasibility Study to be complete by end November 2013.	PQQ out w/c 17th June 2013 GVA appointed on programme for draft report in November.	A
May	Railways Station OA - meetings arranged with land owners, Prudential; Co-op and Network Rail	Network Rail meeting very positive. Further meeting arranged. Meetings with Pru and Co-op to be arranged. Meetings held, further meeting progressing with the Tain Operating Company after First Great Western have now been awarded the franchise.	A
May	Stafferton Way OA - meeting set up to brainstorm the options with PRoM	Completed	C
April/Sept	West Street OA - meeting held with developer interested in Car Park area. Durngate to present to PRoM September.	Developer working on engaging with the BT building	G
July	West Street OA - Point office development under construction	Completion end of summer	G
June	West Street OA - Hotel/Office Development awaiting completion of legal agreement to secure infrastructure requirements	Start date yet to be advised but Hotel will commence first	G
July	Paving contract with Murrells due to start 15th July	Phase 1 - McDonalds to Costa Coffee, Phase 2 - Lloyds to McDonalds to follow after Marathon	G
June	Public Art - Underpasses - Artist engaged, refurbishment and design works progressing over next few months. Timetable for completion November 2013.	Art on the Street commissioned.	A
June	Hines Meadow Hogs - public art and business promotion project	Costings finalised, initial road safety audit being completed and marketing to begin	A
June	Portas Funding Project - Community hub for local business growth and development	Initial meeting held and details, schedules and project plan being developed for implementation in September	R
August	Shop Front Policy - Launch and promotion	Shanly Group assisting in promotional materials.	A

Capital Monitoring

Cost Centre	Approved Budget	Spend to [MM/YY]	Committed	Projected Outturn	RAGC
CG37 - Maidenhead Public Realm	1,242,500	To date	508,519	1,242,500	G
					G
					G
Totals	1,242,500	0	508,519	1,242,500	G

Cabinet Report - Outcomes Monitoring

					G
					G
					G
					G

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring		
	Description	Mitigating action(s)
	Maidenhead Regeneration overall Programme	
1	Failure to deliver Maidenhead Regeneration Programme on time and on budget	Ensure budget and financial controls in place to support programme. Ensure Developer agreement and Planning Performance Agreement relating to the Broadway Area is in place. Discussion with developers for a number of key town centre sites. Successful Transforming Maidenhead Event on 22nd February 2013. Establish a Development Manager to support progression of York Road OA. Activity underway on mini events
	Kings Triangle	
2	The site may not be progressed due to ING holding on to land ownership.	Work with ING on a suitable exit arrangement from the Development Agreement.
3	Application approved/refused and subject to a legal challenge	Work with Developer to ensure satisfactory material is submitted with the application and due process is followed for determining the application
4	The Development Agreement is not being abided by	RBWM to understand the terms of the Development Agreement and work with the developer to ensure a satisfactory scheme
5	RBWM unable to progress with development due to current economical climate	Promote Maidenhead as a premium site for regeneration and work with investor and developers.
	Public Realm	
6	Lack of Capital Funding to deliver the entire programme	Ensure capital costs are fully identified and funding streams are identified to deliver programme. Ensure that the agreed schemes are affordable and deliverable prior to approval. If needed scope to be adjusted and agreed
7	Programme/individual scheme planned timescales not achieved by Consultant/Contractors	Project plan prepared and reviewed with contractor. Monitor and measure progress with agreed project plan. Develop contingency plan to deliver agreed timescales.
8	Low allowance for contingency - contingency used prior to end of project leading to cost overrun	Close control of budget, monthly updates to Programme Manager, possible de-scoping of deliverable during project.
9	Negative press and lack/cancellation of bus services due to road closures	Site visit needed before work commences and close consultation with Passenger Transport Team and Bus operators.

Leisure Centre Income Review Project - September 2013

Project Manager: Kevin Mist
Project Sponsor: Christabel Shawcross

Leisure Centre Trust Options. Review the option to move the 4 Leisure Centres into a Trust, and following approval of report to Cabinet in November ensure that the Trust can begin operating 1st July 2014

Milestone Monitoring

Month	Milestone	Notes	RAGC
Jul-13	Approval to review options to move Leisure Centres to Trust		C
Jul-13	Meet with Centre Management Teams to discuss options, opportunities and challenges		C
Aug-13	Set up regular meetings with Management Teams project area leads to identify and resolve issues	Held fortnightly	C
Aug-13	Development of Management Plans for the Operation of Centres under Trust	23/09/2013	C
Sep-13	Group approval to progress project		G
Oct-13	Appoint Consultants for ICT, Business Planning & Accountancy		G
Nov-13	Report to Cabinet	If approved, project progresses with following draft milestones	G
Dec-13	Appointment of Trust Accountants, set up of Bank Account and other Consultants		G
Dec-13	Advertise for Trustees		G
Dec-13	Draft Trust Business Plan developed		G
Dec-13	Draft Employee Job Descriptions, Accountabilities and Contracts in place		G
Jan-13	Delivery of final consultation report		G
Feb-14	Operational Specification in place		G
Feb-14	Appoint Trustees		G
Mar-14	Final report and decision by cabinet		G
Apr-14	TUPE Consultations Start		G
Apr-14	Notification and Transfer of Suppliers, Hire Agreements, Leases and DD Memberships from RBWM to Trust		G
May-14	Brand Launch with Press Release; development of new leaflets and website		G
Jun-14	Transfer of funds from RBWM to Trust		G
Jul-14	1st July Trust starts operation	Final date under review	A

Capital Monitoring

Cost Centre	Approved Budget	Spend to [MM/YY]	Committed	Projected Outturn	RAGC
					G
					G
					G
Totals	0	0	0	0	G

Cabinet Report - Outcomes Monitoring

Report to Cabinet by Andrew Brooker in November 2013	G
	G
	G
	G

Gateway Review Stage

0	1	2	3	4	5

Risk and Issue Monitoring	
Description	Mitigating action(s)
1	
2	
3	

Risk and Issue Monitoring		
Description		Mitigating action(s)
1	Inadequate technical appraisal	Effective briefing and management of consultants
2	Inadequate consultation	Full engagement sought through the media and other media
3		
4		
5		
6		
7		