

Report for: ACTION
Item Number:



<b>Contains Confidential or Exempt Information</b>	No – Part I
<b>Title</b>	<b>Integrated Performance Monitoring Report (IPMR) Q1 2014/15</b>
<b>Responsible Officer(s)</b>	Andrew Elkington, Head of Policy & Performance, 01628 796025 Rocco Labellarte, Head of Technology & Change Delivery, 01628 796553
<b>Contact officer, job title and phone number</b>	Naveed Mohammed, Policy & Performance Manager 01628 682944 Paul Johnson, Corporate Performance Officer, 01628 796445 Steve Mapple, Insurance and Risk Manager, 01628 796202
<b>Member reporting</b>	Cllr Burbage, Leader of the Council & Chairman of Cabinet Cllr Bathurst, Lead Member for Policy & Performance
<b>For Consideration By</b>	Cabinet
<b>Date to be Considered</b>	21 August 2014
<b>Implementation Date if Not Called In</b>	Immediately
<b>Affected Wards</b>	All
<b>Keywords/Index</b>	Performance Management / Corporate Scorecard / IPMR / Key Corporate Projects / Combined Savings / Key Operational/Strategic Risks / Cabinet Outcomes

### Report Summary

1. This Integrated Performance Monitoring Report (IPMR) deals with performance outturns against the key Council priorities for Quarter 1, 2014/15.
2. It recommends that progress against indicators is noted.
3. The report has been designed to allow readers to see more easily how the Borough is performing against the Council's key performance indicators including both those measures where the Council is exceeding the targets that have been set and measures where performance is falling below expected standards.
4. There are no direct financial implications stemming from this report.
5. The report also presents updated data on eight HR-related indicators, an overview of performance against key strategic risks, Combined Savings

Tracker and Key Corporate Projects. An additional section has been added to track outcomes of papers that have been considered by Cabinet covering the period August 2011 to June 2014.

<b>If recommendations are adopted, how will residents benefit?</b>	
Benefits to residents and reasons why they will benefit	Dates by which they can expect to notice a difference
1. Residents and Members will be able to gauge how the Council is performing against its strategic priorities.	Ongoing
2. That the integrated approach to performance management will lead to performance improvement in targeted areas. These areas are linked to strategic priorities and residents concerns as identified in the Annual Residents Survey.	Ongoing

## 1. Details of Recommendations

### RECOMMENDED: That:

- i) The progress made for the performance measures listed in the IPMR – Q1 2014/15 is noted.**
- ii) Feedback and challenge is welcomed from Cabinet to further enhance performance and improve outcomes for residents.**

## 2. Reason for Decision and Options Considered

Option	Comments
(a) The Council doesn't produce a corporate scorecard.	Production of a performance report is necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
(b) The Council produces a scorecard that sets out performance against the key indicators determined as corporate priorities.	<b>This is the preferred option.</b> Failure to produce a report will mean that Senior Officers will lack the necessary data to be able to manage departmental performance, whilst key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet will not be able to undertake their business effectively.

2.1 The Quarter 1 2014/15 Integrated Performance Monitoring Report (IPMR) includes a total of 27 key performance indicators (KPIs) including one HR indicator as selected by Cabinet Members and CMT (referred to in this report as the apex). This forms the core of the performance section.

2.2 In addition to this however, the report also provides details on a secondary set of indicators referred to in this report as the appendage which – although important – are not currently registering the same level of concern as those set out in the apex. Were this to change and performance against any one of the indicators drops below acceptable levels (or where Members feel that an indicator warrants

further attention), a process of escalation is triggered and the said indicator(s) moved from the secondary to the primary set of measures.

2.3 There are 8 key HR performance indicators included in appendix A (available from page IPMR 24).

2.4 There are two further sections included in the IPMR – Combined Savings Tracker and Key Corporate Projects.

2.5 The report also presents a snapshot of performance against the key risks as drawn from the Council's risk register.

2.6 Finally – section 2.18 presents an overview of the outcomes that have been achieved against Cabinet reports covering the period August 2011 to June 2014.

2.7 In summary, current performance against the 27 indicators contained in the apex section is as follows:

Status	Number		%	
	Q4 13/14	Q1 14/15	Q4 13/14	Q1 14/15
On Target	12	12	57%	44%
Just Short	5	7	24%	26%
Off Target	4	7	19%	26%
Data not available	0	1	0%	4%
<b>Total</b>	<b>21</b>	<b>27</b>	<b>100%</b>	<b>100%</b>

2.8 For 2014/15 report, the total number of key performance indicators has increased from 21 that were reported during 2013/14 to 27. Some of the indicators that appeared on last year's report have either moved to the secondary list of indicators as they have performed consistently well or do not now require close monitoring. The additional key performance indicators (PIs) included for 2014/15 are:

- Number of families supported early to prevent escalation and referral to social care - new for 2014/15.
- Recruit RBWM approved foster cares - moved from secondary list to primary for closer monitoring.
- Processing of planning applications as measured against targets for "Major" applications types - moved from secondary list to primary for closer monitoring. Processing of planning applications as measured against targets for "Minor" applications types - moved from secondary list to primary for closer monitoring.
- % of Planning appeals lost - moved from secondary list to primary for closer monitoring.
- Number of residents participating in the STRIVE programme - moved from secondary list to primary for closer monitoring.
- Call abandoned rate - moved from secondary list to primary for closer monitoring.
- Average walk in waiting times for Housing & Council Tax Benefit customers only - moved from secondary list to primary for closer monitoring.

- % of dangerous pot holes repaired within 24 hours - moved from secondary list to primary for closer monitoring.

2.9 Forty four per cent of the key performance indicators are currently on target (compared to 43% to the same period last year). The biggest highlights during the first quarter of 2014/15 are:

- Number of new people receiving Telecare – target met due to successful promotional events.
- Total number of attendances at Leisure Centres – currently 8% ahead of target.
- Number of referrals identified for the Intensive Family Support – it is expected that the year end target will be met due to good level of referrals and resources in place.
- Stability of placements (number of moves) of children in RBWM's care lasting two or more years – currently on track to meet a very ambitious year-end target.
- Average walk in waiting times for Housing & Council Tax Benefit customers only – during June 2014, customers had to wait an average of 7 minutes which is ahead of target of 8 minutes.

Other particularly high performers include:

- % of support plans completed within 28 days of assessment – performance remain strong and currently above target.
- Enforcement cases under investigation – on target despite increased workload.
- % of households waste sent for reuse, recycling, energy recovery & composting – the profiled target for Q1 2014/15 has been met.
- % of dangerous pot holes repaired within 24 hours – all 128 dangerous pot holes was repaired on time during Q1 2014/15.

2.10 Seven performance indicators (equivalent to 27%) are currently off target (compared to 19% in Q4 2013/14). For each of these the Council has instituted a series of remedial actions to bring performance back in line. The indicators affected include:

2.11 **Number of people participating in Project Carebank** - The year-end target is 500 and at the end of June 2014, there were 419 participants in the Carebank scheme (4,797 hours contributed which is 3.94% increase on previous report - 4,615). The scheme is making progress but is under target. In response to the under performance, 2014/15 has seen a refresh of the scheme in Q1 which is anticipated to generate the volunteers to meet the target by year end and includes the following actions that have been undertaken:

- A new local manager has been appointed
- New leaflets and posters have now been designed and printed. Distribution of them has started across the Borough
- Care Bank specific articles are due in the Maidenhead Advertiser throughout August 2014
- Care Bank article and advertisement in the summer edition of ATRB magazine
- Newspaper article in the Maidenhead and Slough Advertiser about Care Bank and its sister service based in Slough

- Set up and maintenance of Facebook page (Care Bank RBWM) – currently 50 ‘likes’
- Promotional stand at Windsor Royal Shopping Centre
- Drop in volunteer recruitment event at the York Centre, Maidenhead
- Initial engagement with Parish Councils

Throughout the summer, volunteer recruitment and the dissemination of service user information is being focussed in the Datchet, Ascot and Sunningdale areas of the Borough where has been demand but a lack of volunteers. The following activity has been undertaken:

- Interaction with the libraries.
- Initial visits to several community centres and day centres in the area.
- Visit to medical centres and local GP surgeries including a visit to the Heatherwood Hospital.
- Advert in a local village magazine, Ascot Matters.
- Had a promotional stand for Carers Week.
- Attended networking events with other voluntary sector groups and service providers supporting older people.

**2.12 Recruit RBWM approved foster carers** – At the end of Q1 2014/15, the Council has approved one foster carer. However, the Council is experiencing a good response to their recruitment and marketing activity, with increased numbers of enquiries, good numbers attending monthly information meetings and a marked increase in undertaking initial visits leading to assessment. With 11 families already substantially through the approval process, the year end target of 20 additional foster carers is well within reach.

**2.13 Processing of planning applications as measured against targets for ‘Minor’ application types** – The target is 75% and Q1 performance was 65.59%. The Planning Team is working hard to improve its performance for this type of development. These applications are often complex but small scale with the timescales and targets difficult to meet i.e. only 8 weeks to decide them. If these applications need to be determined by the Development Control (DC) Panel they are often decided outside the target time. It is important to accommodate the democratic decision making process but it is not always possible to accommodate within the 8 week target time. The team will continue to highlight these applications and work with Ward Members early in the process in order to reduce the number of applications that miss the target.

**2.14 % of Planning appeals lost** – The year-end target is less than 30% and current performance is 33.33%. The performance of the service at appeal continues to be an area of concern. The absence of a 5 year housing supply, lack of up to date policies impacts on the ability of the Council to defend its decisions. Officers are currently working on writing robust appeal statements to explain the Council's decisions.

**2.15 Call abandoned rate** – Q1 2014/15 performance was 6.64%. The target is less than 5.25%. The increased volume of calls outlined for RCC7 % of calls answered in under one minute (found on page IPMR 12 in appendix) put significant pressure on performance in this area. Some absence and departure of key staff during this time also hampered efforts to meet this demand, despite

recruiting temporary resource to assist. In the coming months, recruitment to permanent positions should further stabilise performance in this area, along with ongoing up-skilling of new staff.

**2.16 Time taken to process Housing Benefit / Council Tax Benefit new claims and change events** – the year-end target is less than 10 days. The performance at end of June 2014 was 14.39 days. New claims and change events processing during the first quarter of 2014/15 took slightly longer than the same quarter last year but the Council remain on track to achieve the 10 day target by the end of March 2015. The weighted rolling average processing time remains below the 10-day target at just over 8-days. Over the year, there will be times when the monthly performance will be above and below the 10-day target due to peaks and troughs in work received.

**2.17 Speed of payment (% of invoices paid on time)** – At the end of June 2014, the performance was 70.11% with a target of 95%. Recent variations in the reported performance of this measure have highlighted some inconsistencies in the data used to measure speed of invoice payment. The methodology has been reviewed and new guidance is about to be issued with a view to providing Members with more reliable information by the end of September. In addition the procurement team have, as an objective, the target to reduce the number of low value transactions processed and the number supported by Purchase Orders, initiatives designed to improve the efficiency and speed of the Purchase to Pay process.

**2.18** For the secondary set of indicators (42 PIs excluding annual PIs), 52% of performance indicators are on target, 10% are just short, 24% are off target. Six performance indicators do not have data available for Q1 or awaiting year-end target to be confirmed.

**2.19** The IPMR includes a tracker to monitor the progress of Cabinet Outcomes. During Q1 2014/15, a total of 66 reports have been reviewed and updated where the outcome date was due by the end of June 2014. Of the 66 reports, there are a total of 79 defined outcomes. The summary below provides a breakdown of success in delivering against the targets carried in each Cabinet report. The summary is broken down by department with each update using the following outcome code:

Outcome Code

<b>Red flag</b>	"Not Met" (or worse)
<b>Orange</b>	Between "Not Met" and "Met"
<b>Light Green</b>	Met
<b>Green</b>	Between Met and Exceeded
<b>Dark Green</b>	Exceeded
<b>Purple</b>	Beyond exceeded
<b>N/A</b>	Still ongoing as End Date is not due

Summary of success by Directorate (for 79 outcomes)

Directorate	Red	Orange	Light Green	Green	Dark Green	Purple	N/A
Adult Services	11	2	12	1	1	0	0
Children's Services	1	4	2	0	0	0	2
Operations	5	1	1	1	0	0	2
Corporate Services	22	4	6	0	1	0	0
<b>Total</b>	<b>39</b>	<b>11</b>	<b>21</b>	<b>2</b>	<b>2</b>	<b>0</b>	<b>4</b>
<b>%</b>	<b>49%</b>	<b>14%</b>	<b>27%</b>	<b>2.5%</b>	<b>2.5%</b>	<b>0%</b>	<b>5%</b>

Exceptions – the reports that 'scored' as a Red:

Report Title	Date Considered by Cabinet
Drug and Alcohol Recovery Services Tender	25/08/2011
Consultations on the Reprovision of Support Services for Older People in Maidenhead and Sheltering Housing, Warden and Support Services	24/11/2011
Tender for Adult Placement 'Shared Lives' Scheme and 'Home Share' Service	26/04/2012
Consultation on new RBWM Housing Register and Waiting List Allocations	26/07/2012
Consultation on new RBWM Housing Tenancy Strategy	26/07/2012
Leisure Services Capital Projects Investment Appraisals	23/08/2012
Transforming Adult Social Care Services - to meet the care needs of local residents from April 2014.	25/04/2013
Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 1 2013/16	25/07/2013
Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 2 2013/14.	24/10/2013
Desborough Suite Improvements	30/01/2014
Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 3 2013/14.	30/01/2014
RBWM Foster Carer Charter	24/10/2012
Waste Collection & Allied Services Contract Extension- Mobilisation Plan and Key Issues Update	25/08/2011
Developing a Sustainable Framework for UK Aviation- Scoping Document-A Department Transport Consultation	29/09/2011
Pilot of Pedestrianisation of Lower Peascod Street- Implementation Plan	27/10/2011
Flood Monitoring Report	24/05/2012
Incentivisation of Household Organic Waste Collections	21/02/2013
Filming with the Royal Borough	25/08/2011
Delegation of Planning Decision-Making Powers to Parish Councils and Eton Town Council	22/03/2012
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RBWM Annual Plan 2012/13	22/03/2012
Traveller Sites in the Royal Borough	27/06/2012
Maidenhead Rejuvenation Project – Budget Report	26/07/2012

Community Right To Challenge Policy Framework	23/08/2012
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Traveller sites in the Royal Borough – Update Report	27/09/2012
Travellers in the Royal Borough – Accommodation Needs Assessment and Possible New Traveller Site at Datchet	24/01/2013
Business Rates – Discretionary Relief for Occupiers of Empty Shops	26/09/2013
The Future Use of the Site at Ray Mill Road East	24/10/2013
Commissioning Voluntary Sector Support	30/01/2014
Award of Contract for Leisure Services	13/02/2014
Award of Contract for Leisure Services	13/02/2014
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Award of Contract for Leisure Services	13/02/2014
Licensing in the Night-Time Economy: Possible Interventions	27/02/2014
The Future Use of the Site at Ray Mill Road East	27/02/2014
Maidenhead Regeneration – York Road Opportunity Area Feasibility Study	27/02/2014
Financial Update	24/04/2014

### 3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be deliver by
% of KPIs Achieved	<60	60-79	80 - 89	89<	Annually at end of 31 <sup>st</sup> March

### 4. Financial Details

There are no direct financial implications stemming from this report.

### 5. Legal

There are no direct legal implications arising from this report.

### 6. Value for Money

The report (Appendix A) includes three key performance indicators relating to Value for Money (LE8 Grounds maintenance contract performance score, LA14 Library & Museum Income, and OP10 Income from parking).

### 7. Sustainability Impact Appraisal

The report includes monitoring against one key performance indicator where the Council encourage households to improve recycling: PP24 percentage households waste sent for reuse, recycling, energy recovery and composting (on page IPMR 14 in Appendix A).



## 8. Risk Management

Risks	Uncontrolled Risk	Controls	Controlled Risk
The Council does not have an effective performance reporting system that provides senior officers and Members exposure to the key areas of challenge facing the Council.	High	The Council has a programmed schedule of Performance updates to both Corporate Management Team, Overview and Scrutiny and Cabinet	Low
The Council is unable to get reliable data with which to compare itself with peer authorities and assess considerations such as value for money.	Medium	The IPMR provides access to a standard and regular set of performance indicators allowing further comparative work to be undertaken including value for money assessments.	Low
The Council is unable to get reliable data that is both relevant and timely.	High	The indicators carried in the IPMR are established indicators with associated definitions and clear guidance on the collation and calculation of data. There is a clear timetable in place for officers to submit data.	Low
The Council is unable to measure success against particular priorities and how these priorities are contributing to the authorities overarching strategic priorities.	Medium	The IPMR aligns indicators with both the Council's Annual Plan and the Manifesto Commitments providing a clear link to the key strategic frameworks governing the work of the Council.	Low

## 9. Links to Strategic Objectives

Each of the 27 indicators fall under one of the strategic priorities.

### Our Strategic Objectives are:

#### Residents First

- Support Children and Young People
- Encourage Healthy People and Lifestyles
- Improve the Environment, Economy and Transport
- Work for safer and stronger communities

#### Value for Money

- Deliver Economic Services
- Improve the use of technology

- Increase non-Council Tax Revenue
- Invest in the future

#### **Delivering Together**

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

#### **Equipping Ourselves for the Future**

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

#### **10. Equalities, Human Rights and Community Cohesion**

There are no equalities implications stemming from this report.

#### **11. Staffing/Workforce and Accommodation implications:**

None

#### **12. Property and Assets**

None

#### **13. Any other implications:**

N/A

#### **14. Consultation**

None

#### **15. Timetable for Implementation**

None

#### **16. Appendices**

Appendix One: The Royal Borough of Windsor & Maidenhead Integrated Performance Monitoring Report – Quarter 1 2014/15 (paper copy).

#### **17 Background Information**

None

#### **18. Consultation**

<b>Name of consultee</b>	<b>Post held and Department</b>	<b>Date sent</b>	<b>Date received</b>	<b>See comments in paragraph:</b>
<b>Internal</b>				
Andrew Elkington	Head of Policy & Performance	21 July 2014	22 July 2014	Throughout report
Mike McGaughrin	Managing Director	23 July 2014		
Andrew Brooker	Head of Finance	23 July 2014		
Maria Lucas	Head of Legal	23 July 2014		

Cllr Bathurst	Lead Member	25 July 2014		
Cllr Burbage	Leader of the Council	25 July 2014		
<b>External</b>				

### Report History

<b>Decision type:</b>	<b>Urgency item?</b>
For information	No

Full name of report author	Job title	Full contact no:
Paul Johnson	Corporate Performance Officer	01628 796445

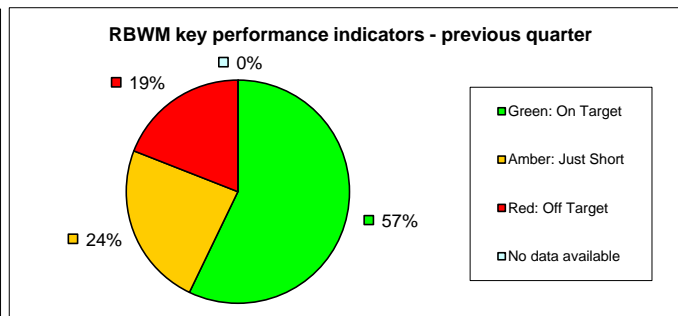
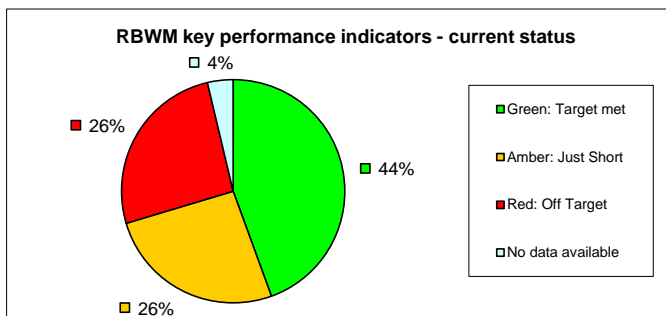
# Royal Borough of Windsor and Maidenhead

## Integrated Performance Monitoring Report - Quarter 1 2014-15

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 1 of 2014-15 (period April to June 2014). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, Risk Management, Combined Savings Tracker and Key Corporate Projects.

### Summary at a Glance

<b>1.0 Finance</b> <b>1.1 Over / under spend</b> <table border="1"> <thead> <tr> <th></th> <th>£000</th> <th>DOT*</th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td>105</td> <td>↓</td> </tr> <tr> <td>Adult &amp; Community Services</td> <td>243</td> <td>↓</td> </tr> <tr> <td>Operations</td> <td>83</td> <td>↓</td> </tr> <tr> <td>Corporate Services</td> <td>33</td> <td>↓</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>464</b></td> <td><b>↓</b></td> </tr> </tbody> </table> <p>* Direction of Travel compared to budget. Figures in brackets represent an underspend.</p>				£000	DOT*	Children's Services	105	↓	Adult & Community Services	243	↓	Operations	83	↓	Corporate Services	33	↓	<b>TOTAL</b>	<b>464</b>	<b>↓</b>	<b>2.0 Performance</b> <b>2.1 Key Performance Indicators (by Strategic Priority)*</b> <table border="1"> <thead> <tr> <th></th> <th>On Target</th> <th>Just Short</th> <th>Off Target</th> <th>Not available</th> </tr> </thead> <tbody> <tr> <td>Residents First</td> <td>6</td> <td>2</td> <td>4</td> <td>0</td> </tr> <tr> <td>Delivery Together</td> <td>5</td> <td>2</td> <td>3</td> <td>1</td> </tr> <tr> <td>Value for Money</td> <td>1</td> <td>2</td> <td>0</td> <td>0</td> </tr> <tr> <td>Equipping Ourselves for the Future</td> <td>0</td> <td>1*</td> <td>0</td> <td>0</td> </tr> <tr> <td><b>Total</b></td> <td><b>12</b></td> <td><b>7</b></td> <td><b>7</b></td> <td><b>1</b></td> </tr> </tbody> </table> <p>* This includes one HR performance indicator (working days lost per FTE)</p>					On Target	Just Short	Off Target	Not available	Residents First	6	2	4	0	Delivery Together	5	2	3	1	Value for Money	1	2	0	0	Equipping Ourselves for the Future	0	1*	0	0	<b>Total</b>	<b>12</b>	<b>7</b>	<b>7</b>	<b>1</b>																
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Very Unlikely	0	0	0	2																																																																		
<b>5.0 Combined Savings Tracker</b> <b>5.1 Directorate Savings</b> <table border="1"> <thead> <tr> <th></th> <th>RBWM Target Saving</th> <th>Savings delivered to date</th> <th>DOT*</th> </tr> <tr> <th></th> <th>£000</th> <th>£000</th> <th></th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td>1,290</td> <td>716</td> <td>↑</td> </tr> <tr> <td>Adult &amp; Community Services</td> <td>2,551</td> <td>789</td> <td>↑</td> </tr> <tr> <td>Corporate Services</td> <td>1,450</td> <td>386</td> <td>↑</td> </tr> <tr> <td>Operations</td> <td>1,387</td> <td>203</td> <td>↑</td> </tr> <tr> <td><b>TOTAL</b></td> <td><b>6,678</b></td> <td><b>2,094</b></td> <td><b>↑</b></td> </tr> </tbody> </table> <p>* Direction of Travel compared to previous quarter</p>				RBWM Target Saving	Savings delivered to date	DOT*		£000	£000		Children's Services	1,290	716	↑	Adult & Community Services	2,551	789	↑	Corporate Services	1,450	386	↑	Operations	1,387	203	↑	<b>TOTAL</b>	<b>6,678</b>	<b>2,094</b>	<b>↑</b>	<b>6.0 Key Corporate Projects</b> <b>6.1 Directorate Overall Project Status</b> <table border="1"> <thead> <tr> <th></th> <th>Green</th> <th>Amber</th> <th>Red</th> <th>Total</th> </tr> </thead> <tbody> <tr> <td>Children's Services</td> <td>1</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Adult &amp; Community Services</td> <td>1</td> <td>0</td> <td>0</td> <td>1</td> </tr> <tr> <td>Corporate Services*</td> <td>3</td> <td>1</td> <td>1</td> <td>5</td> </tr> <tr> <td>Operations</td> <td>5</td> <td>0</td> <td>0</td> <td>5</td> </tr> <tr> <td><b>Total</b></td> <td><b>10</b></td> <td><b>1</b></td> <td><b>1</b></td> <td><b>12</b></td> </tr> </tbody> </table> <p>* One project has an overall status as N/A - this project has yet to go out to tender. Will confirm status in Q2.</p>					Green	Amber	Red	Total	Children's Services	1	0	0	1	Adult & Community Services	1	0	0	1	Corporate Services*	3	1	1	5	Operations	5	0	0	5	<b>Total</b>	<b>10</b>	<b>1</b>	<b>1</b>	<b>12</b>						
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### Performance - Q1 2014/15

For Q1 2014/15, the total number of key performance indicators has increased from 21 that were reported during 2013/14 to 27. There are 26 indicators in the performance section from page IPMR 5 and one HR indicator (working days lost per FTE found on page IPMR 26) as selected by Cabinet Members and CMT. The additional key performance indicators (PIs) included for 2014/15 are:

- \* Number of families supported early to prevent escalation and referral to social care - new for 2014/15.
- The following additional indicators have moved from the secondary list to primary for closer monitoring:
  - \* Recruit RBWM approved foster cares.
  - \* Processing of planning applications as measured against targets for "Major" applications types.
  - \* Processing of planning applications as measured against targets for "Minor" applications types.
  - \* % of Planning appeals lost.
  - \* Number of residents participating in the STRIVE programme.
  - \* Call abandoned rate.
  - \* Average walk in waiting times for Housing & Council Tax Benefit customers only.

## Performance - continue

\* % of dangerous pot holes repaired within 24 hours.

Some of the indicators that appeared on last year's report have either moved to the secondary list of indicators as they have performed consistently well or do not now require close monitoring.

Q1 data is available for 26 out of 27 key PIs included in this report. Data is not available for:

\* Number of families supported early to prevent escalation and referral to social care - this is a new measure where the team is putting in place systems to record this information.

Of the 26 key indicators where Q1 data was reported 44% are registered as green compared to 57% in Q4 2013/14. The Q1 position last year was 43% although additional indicators have been added this year as described above.

Highlights for Q1 2014/15 include:

\* Number of new people receiving Telecare - target met due to successful promotional events.

\* Total number of attendances at Leisure Centres - currently 8% ahead of target.

\* Number of referrals identified for the Intensive Family Support (IFS) - it is expected that the year end target will be met due to good level of referrals and resources in place.

\* Stability of placements (number of moves) of children in RBWM's care lasting two or more years - currently on track to meet a very ambitious year-end target.

\* Average walk in waiting times for Housing & Council Tax Benefit customers only - during June, customers had to wait an average of 7 mins which is ahead of target (less than 8 mins).

Other particularly high performers include: '% of support plans completed within 28 days of assessment' (performance remain strong and above target); 'Enforcement cases under investigation' (on target despite increase workload); '% of households waste sent for reuse, recycling, energy recovery & composting' (the profiled target for Q1 2014/15 has been met); and '% of dangerous pot holes repaired within 24 hours' (all 128 dangerous pot holes repaired on time during Q1).

There were however, 26% of indicators (seven PIs) where performance are off target (compared to 19% in Q4 14/15). Of particular concern were the following indicators listed in the table below. 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
SG30	Recruit RBWM approved foster carers	IPMR 8
PD7	Processing of "Minor" planning applications	IPMR 9
PD9	% of Planning appeals lost	IPMR 10
RCC6	Call abandoned rate	IPMR 11
RCU5	Time taken to process Housing Benefit / Council Tax Benefit new claims and change events	IPMR 12
RBS2	Speed of payment - % of invoices paid on time	IPMR 13

## Financial Performance - Q1 2014/15

### Revenue

Council Services are currently projecting a net £464k overspend and non-service budgets a £73k underspend. The forecast is therefore a £391k overspend overall which, when taken with budget movements results in General Fund reserves of £4.779m. With the balance on the development fund now at £1.208m. The combined General Fund and Development Fund reserves now sit at £5.987m. This is considered to be a satisfactory level as the 2014-15 budget report recommended a reserve level of £5.19m or more to cover known risks for 18 months.

In recent years the Council has delivered significant underspends on the back of strong budget management processes and has some well rehearsed processes in place to address unexpected financial pressures. There is therefore some confidence that the current overspend will be mitigated by the end of the financial year.

Further details of the Q1 position may be found in the Finance Update (July Cabinet).

## Financial Performance - continue

### Capital

The projected outturn position is summarised in the table below. Slippage or projected variances have not at this early time of the year been reported.

	Exp	Inc	Net
	£'000	£'000	£'000
Approved Budget	44,531	-33,295	11,236
Variances identified	0	0	0
Slippage to 2015-16	0	0	0
Projected Outturn 2014-15	44,531	-33,295	11,236

## Risk Management - Q1 2014/15

As part of its risk management strategy, the Council has developed a risk appetite framework illustrating defined parameters around the level of risk that is acceptable to the Council and the thresholds which trigger escalation, review and approval by authorised officers. Management can concentrate on the risks where the current assessment is furthest from the stated risk appetite, providing a live radar of the main risk issues.

For the corporate risks for 2014/15, this includes all risks under the category 'Key Strategic Risks'. The report includes the following new risks to report during 2014/15:

1. BID0008 - Data integrity and/or data security failure.
2. CMT0009 - Failure to manage partnership relations.
3. CMT0025 - The need for fundamental transformation across the Council raises the risk that management and staff at all levels will not be able to undertake the necessary transformation and change that will address the financial and demographic pressures faced due to a lack of capacity, capability and experience.
4. CMT0036 - No overall strategic leadership for the Council leads to silo effect, insufficient forward thinking, and resource focussing overwhelmingly on operational matters and the short term.
5. CMT0001 - Failure to deliver services at agreed cost/specification/quality and within budget. Failure to define and co-ordinate suitable strategies and delivery plans across the Borough.
6. REGEC0002 - Failure to deliver Maidenhead regeneration programme on time and on budget.

No risk rating has changed during Q1 2014/15. There have however been progress with certain mitigations for the following risk:

- a. CMT0019 (Change management failure) - two mitigations have both made 50% progress since they were introduced. The two mitigations are:
- Work towards developing new elements of this programme in order to deliver efficiencies and meeting budget challenges.
  - Ensure that an agreed transformation vision and programme is adopted and promoted, working towards defined Council objectives.

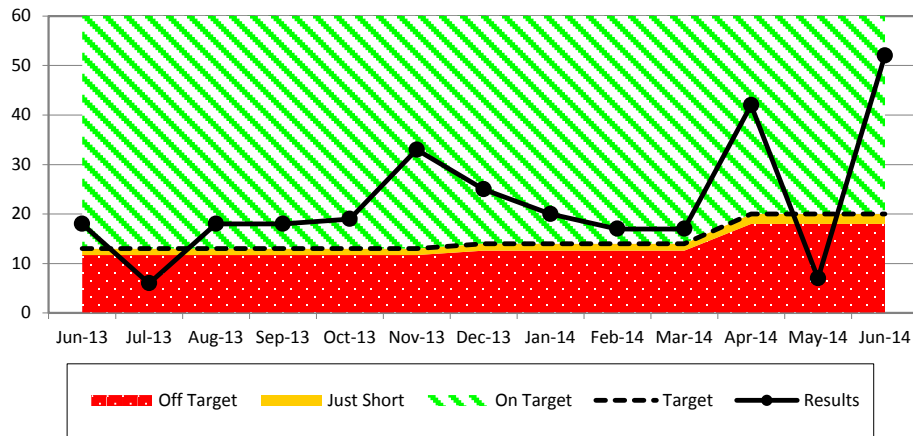
All the other risks have remained the same and some are due for review in the next quarter.

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

There is a further rating of high/medium on the heat map. This avoids potentially damaging risks being overlooked by being grouped within the medium criteria banding.

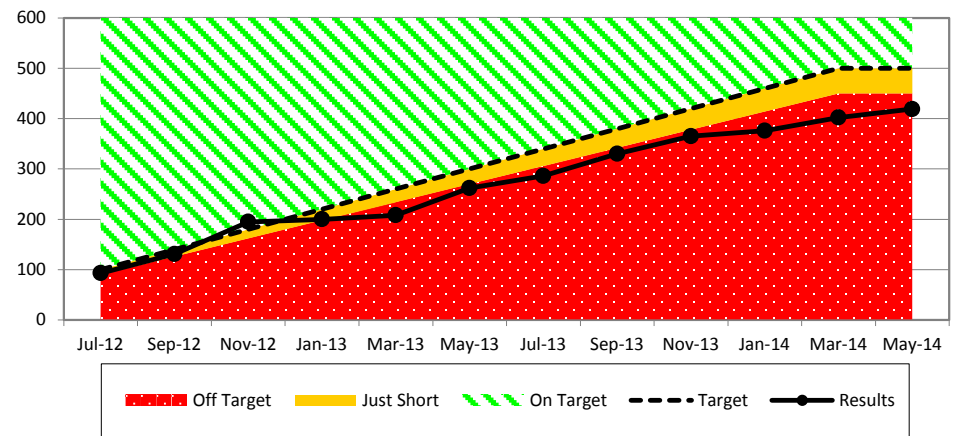
### AS29 Number of new people receiving Telecare

Good performance = high



### AS70 Number of people participating in Project Carebank

Good performance = high



<b>Lead Officer:</b>	Patrick Worthington	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	This provides a home safety and personal security system that enables people to live independently within their own homes via 24 hour telephone link.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Good performance is typified by a higher number		
<b>Last year's data:</b>	217 (2013/14)		
<b>Current data:</b>	101 (Q1 14/15)	<b>2014/15 Target:</b>	175

**Note:** The graph shows **monthly** data only. The target for Telecare in 14/15 is 175 new installations delivering an £110k saving. Current data is **cumulative**.

**Comments:**  
 There has been a continued increase in the number of residents supported with Telecare in Q1 2014/15. RBWM have supported 101 residents as at June – the target was 60.

To sustain the overachievement in 2014/15, there is a focus on an integrated Telecare/Telehealth care project which will include health and voluntary sector staff promoting the services. This will deliver an enhanced and more integrated service through integrated commissioning by the local authority and health. Major work includes 'Communication through Technology project' and a potential market place event in 2014/15. Research work is currently underway to support residential and nursing homes to use telecare equipment with a view to reducing hospital admissions, developing less intrusive care, and improving services in care homes.

<b>Lead Officer:</b>	Nick Davies	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	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.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Good performance is typified by a higher number		
<b>Last year's data:</b>	402 (2013/14)		
<b>Current data:</b>	419 (Q1 14/15)	<b>2014/15 Target:</b>	500

**Note:** Current data reported is cumulative including last year. Total number of assignment hours worked: 4,797 (3.94% increase on previous report: 4,615).

**Comments:**  
 The scheme is making progress but is under target. In response to the under performance, 2014/15 has seen a refresh of the scheme in Q1 which is anticipated to generate the volunteers to meet the target by year end and includes the following actions that have been undertaken:

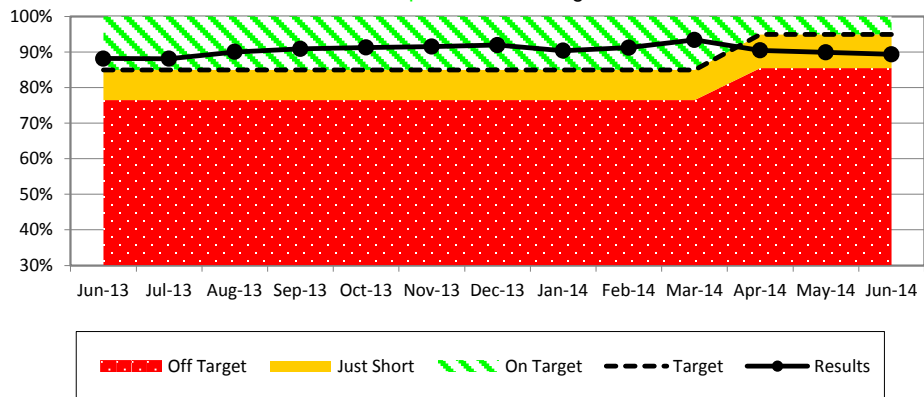
- A new local manager has been appointed
- Distribution of new leaflets/posters has started across the Borough
- Care Bank specific articles are due in the Maidenhead Advertiser throughout August 2014
- Care Bank article & advertisement has been included in the summer edition of ATRB magazine
- A newspaper article in the Maidenhead and Slough Advertiser about Care Bank
- Maintain Facebook Carebank RBWM page (currently 50 likes)
- Promotional stand at Windsor Royal Shopping Centre
- Drop in volunteer recruitment event at the York Centre, Maidenhead.

Throughout the summer volunteer recruitment and the dissemination of service user information is being focussed in the Datchet, Ascot and Sunningdale areas of the Borough where there has been demand but a lack of volunteers. The following activity has been undertaken:

- Initial engagement with Parish Councils
- Interaction with libraries
- Initial visits to several community centres/day centres in the area
- Visits to medical centres/local GP surgeries including a visit to the Heatherwood Hospital
- Advert in a local village magazine, Ascot Matters
- Promotional stand for Carers Week.

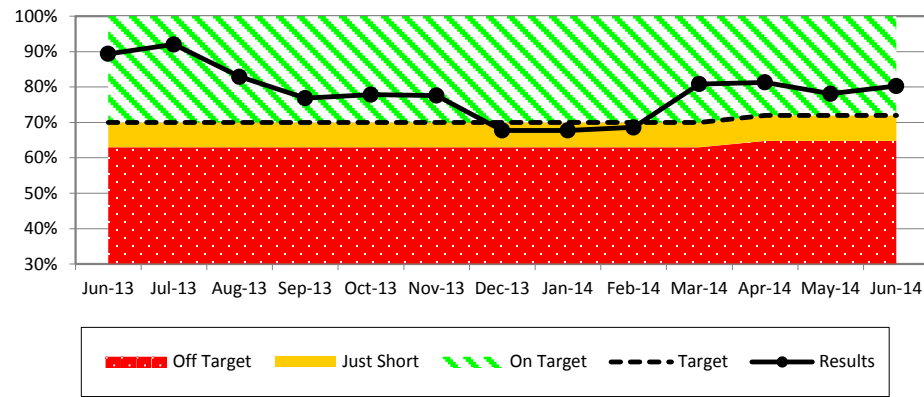
### AS1 % of people receiving Self Directed Support (SDS) in the year who are eligible

Good performance = high



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

Good performance = high



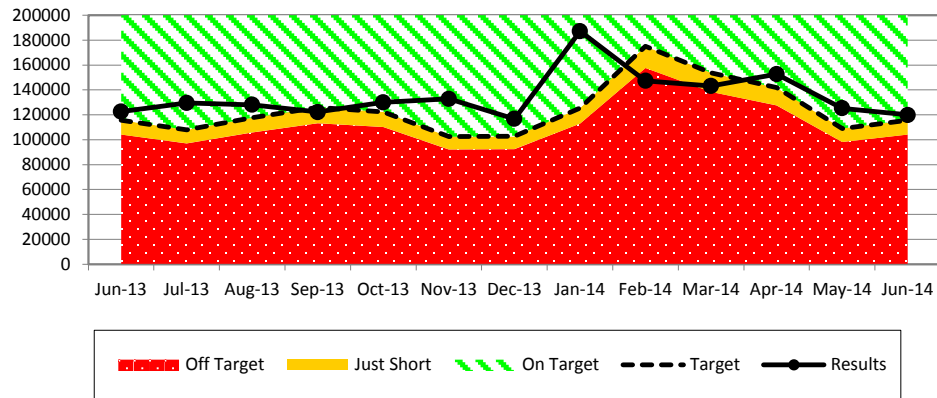
<b>Lead Officer:</b>	Patrick Worthington	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Self Directed Support gives control and choice to residents over how money for their social care is spent.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher percentage		
<b>Last year's data:</b>	93.46% (2013/14)		
<b>Current data:</b>	89.40% (Jun 14/15)	<b>2014/15 Target:</b>	95%
<b>Note:</b>	The graph shows <b>monthly</b> data only.		
<b>Comments:</b>	The target for 2014/15 is 95% which has increased from 85% in 2013/14. The Council's Q1 performance is at 89.36% which means that 756 out of a possible 846 residents are receiving self directed support. To address the underperformance, there will be increased work to ensure residents undergoing an assessment who are identified as meeting the eligibility criteria are given a support plan enabling them to exercise greater choice and control regarding how their social care needs are met.		

<b>Lead Officer:</b>	Patrick Worthington	<b>Lead Member:</b>	Cllr Coppinger
<b>Why is this important?</b>	Support plans are required for everyone going through the SDS process. The Council needs to ensure these are completed in a timely manner.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	80.87% (2013/14)		
<b>Current data:</b>	80.30% (Jun 14/15)	<b>2014/15 Target:</b>	72%
<b>Note:</b>	This is a new indicator for 2013/14. Target for 2014/15 is 72% per month.		
<b>Comments:</b>	The support plan target is being exceeded currently running at 80.30%.  To sustain performance, social care workloads will continue to be managed weekly which will result in a more efficient process ensuring residents are provided with support plans within the requisite timeframe.		



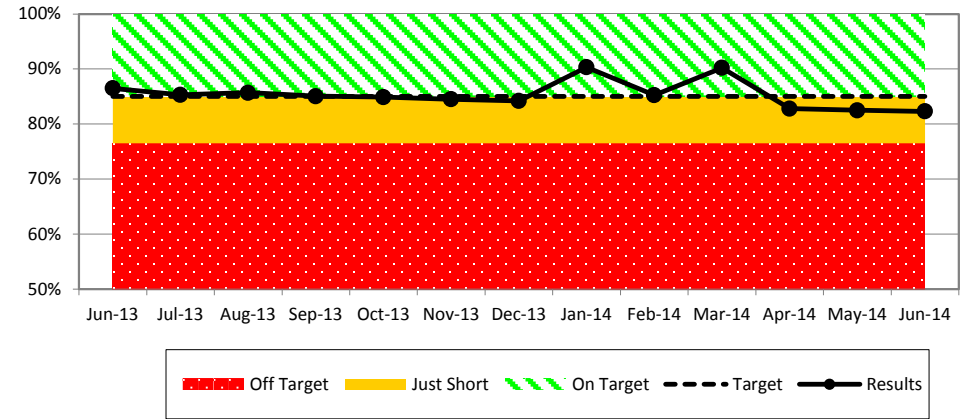
### LE4 Total number of attendances at Leisure Centres

Good performance = high



### LE8 Grounds Maintenance Contract performance score

Good performance = high

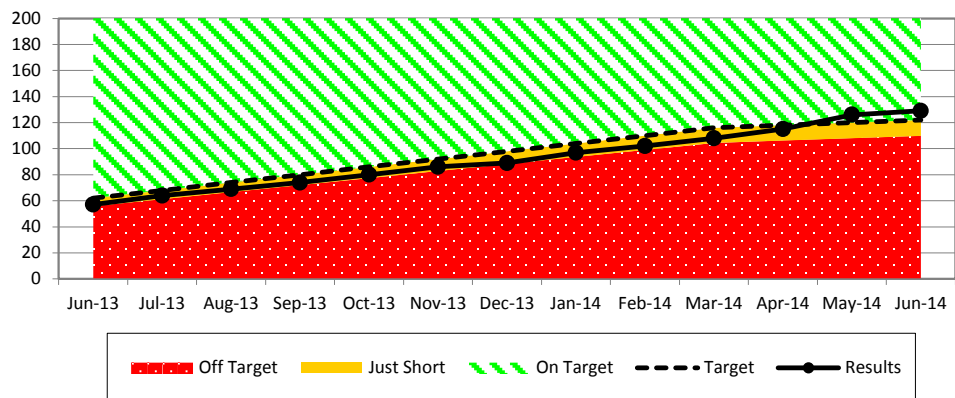


<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Cllr Quick
<b>Why is this important?</b>	This indicates the level of attendances at Leisure Centres in the Borough.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Good performance is typified by a higher number		
<b>Last year's data:</b>	1,603,078 (2013/14)		
<b>Current data:</b>	397,846 (Q1 14/15)	<b>2014/15 Target:</b>	1,500,000
<b>Note:</b>	The graph shows <b>monthly</b> figures only. The current data column shows <b>cumulative</b> figures.		
<b>Comments:</b>	The performance for Q1 2014/15 is currently 8% ahead of target. The performance has continued to improve since Q1 14/15 has increased by 9% compared to the same period last year. New gyms at Windsor Leisure Centre and Charters Leisure Centre plus the refurbished health spa at Magnet Leisure Centre are attracting increased number of users. Swimming lesson attendances continue to grow as does usage by club swimmers. All peak times on all weather pitches at the three sites continue to be fully booked resulting in continued increase in residents using the facilities.		

<b>Lead Officer:</b>	Kevin Mist	<b>Lead Member:</b>	Cllr Quick
<b>Why is this important?</b>	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.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	90.22% (Mar 2014)		
<b>Current data:</b>	82.31% (Jun 2014)	<b>2014/15 Target:</b>	85%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Comments:</b>	At the end of June 2014, the performance score is 82.31% which is just short of target by 2.69%. The performance has recently dipped due mainly to the impact of weather conditions. The wet and warm weather has increased grass growth whilst impacting on the ability of tractors to access wet grounds to mow the grass area. A new Contract Manager has been appointed and has already made an impact on productivity and output has increased during the first two weeks of Q2. It is anticipated that the performance score will reflect this change and the change in weather during July.		

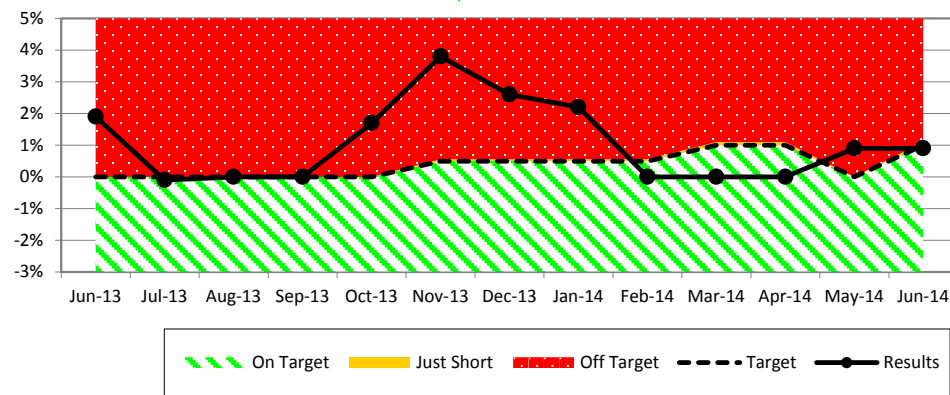
### CS78 Number of referrals identified for the Intensive Family Support (IFS)

Good performance = high



### SG3 Stability of placements (number of moves) of children in RBWM's care lasting two or more years

Good performance = low

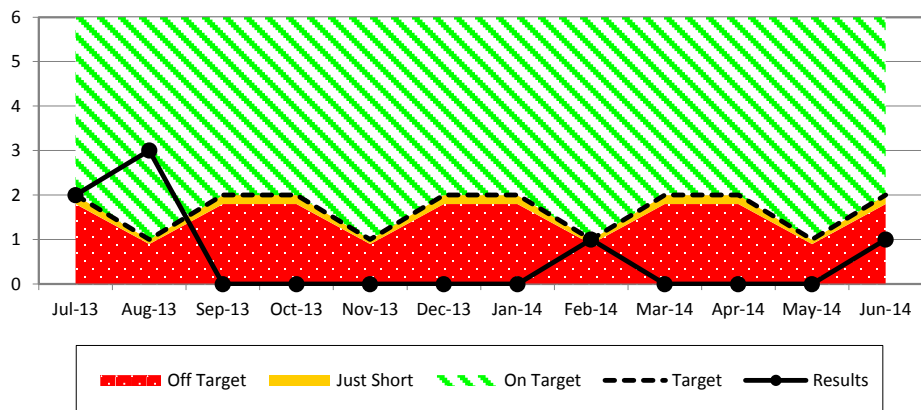


<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Bicknell
<b>Why is this important?</b>	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms of employment, improved school attendance, reduction in anti social and criminal behaviour.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	108 (2013/14)		
<b>Current data:</b>	129 (Jun 2014)	<b>2014/15 Target:</b>	140
<b>Note:</b>	Current data reported is cumulative including last year. The target has been set at 140 new families by end of March 2015 (at the end of 3 year period).		
<b>Comments:</b>	As part of the Troubled Families Programme, RBWM was set a target of working with 140 families in the three year period ending March 2015. As can be seen the team has nearly reached this level with 9 months to go. With staff in place and good levels of referrals the team has worked with 21 new families this financial year and thus is on target to meet the target of 70 families.		

<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Bicknell
<b>Why is this important?</b>	The Council want to provide children in care with a stable home rather than moving them around from one place to another.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Improved performance is typified by a lower %		
<b>Last year's data:</b>	12.1% (2013/14)		
<b>Current data:</b>	1.8% (Q1 14/15)	<b>2014/15 Target:</b>	7%
<b>Note:</b>	The graph shows <b>monthly</b> data.		
<b>Comments:</b>	The Council has set a very ambitious target of 7%. The current performance at end of Q1 is 1.8%. This is equivalent to 2 young people, from a cohort of 113, being subject to 3 placements within the first quarter. 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.		

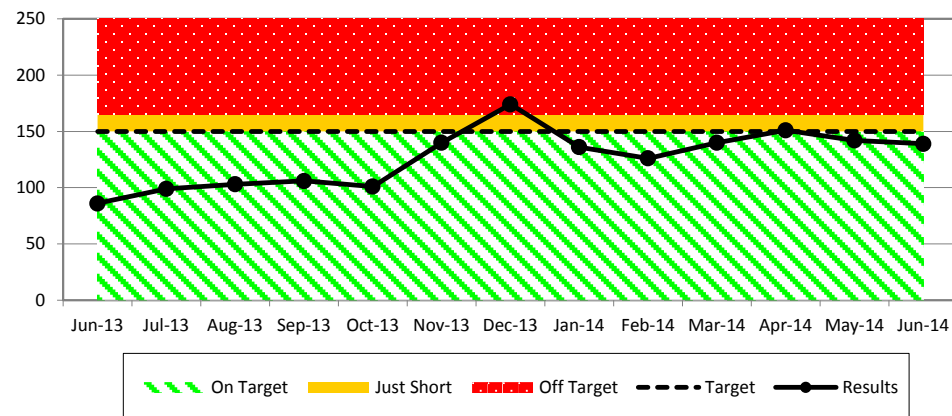
### SG30 Recruit RBWM approved foster carers

Good performance = high



### PD11 Enforcement cases under investigation

Good performance = low

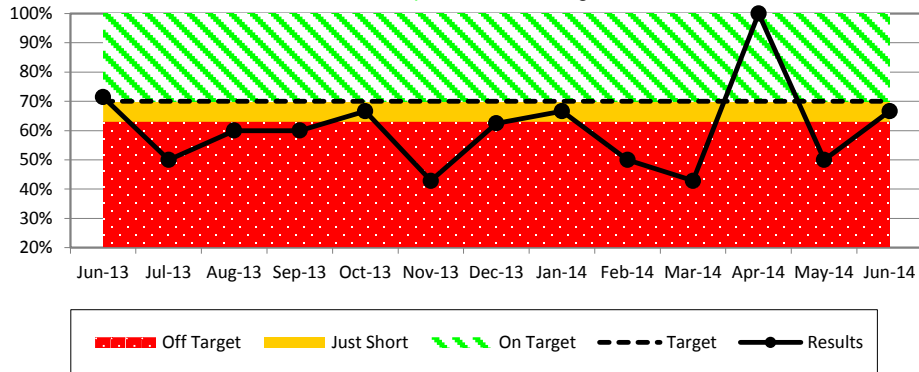


<b>Lead Officer:</b>	Ann Domenev	<b>Lead Member:</b>	Cllr Bicknell
<b>Why is this important?</b>	The Council want to increase the number of approved foster carers to provide a secure and caring environment for children and young people who cannot live with their families.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	6 (2013/14)		
<b>Current data:</b>	1 (Q1 14/15)	<b>2014/15 Target:</b>	20
<b>Note:</b>	The graph shows <b>monthly</b> data only.		
<b>Comments:</b>	At the end of Q1 2014/15, the Council has approved one foster carer. However, the Council is experiencing a good response to their recruitment and marketing activity, with increased numbers of enquiries, good numbers attending monthly information meetings and a marked increase in undertaking initial visits leading to assessment. With 11 families already substantially through the approval process, the year end target of 20 additional foster carers is well within reach.		

<b>Lead Officer:</b>	Suki Coe	<b>Lead Member:</b>	Cllr Saunders
<b>Why is this important?</b>	Closing enforcement cases indicate the resolution of a problem that impacted on adjoining residents or the wider community.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a lower number		
<b>Last year's data:</b>	140 (Mar 2014)		
<b>Current data:</b>	139 (Jun 2014)	<b>2014/15 Target:</b>	150
<b>Note:</b>	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 graph are <b>cumulative</b> .		
<b>Comments:</b>	The Council's Enforcement Team has worked hard to maintain the reduction in cases in addition to dealing with a large workload as a result of the Shurlock Road and Apple Hill cases. The introduction of extended permitted development has increased the workload of the team overall since December 2013. However, this workload is sustainable and has been achieved without any detriment to the quality of output. Despite the number of cases increasing to 151 in April 2014, the performance has improved at the end of Quarter 1 2014/15 as the Enforcement Team is fully resourced.		

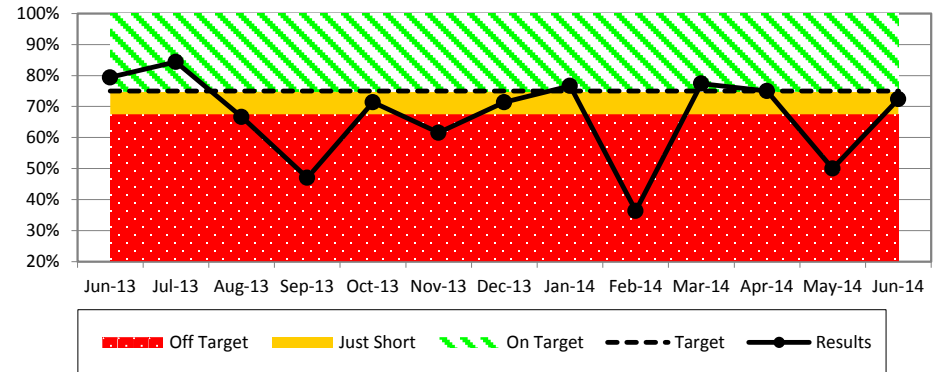
**PD6 Processing of planning applications as measured against targets for 'Major' application types**

Good performance = high



**PD7 Processing of planning applications as measured against targets for 'Minor' application types.**

Good performance = high

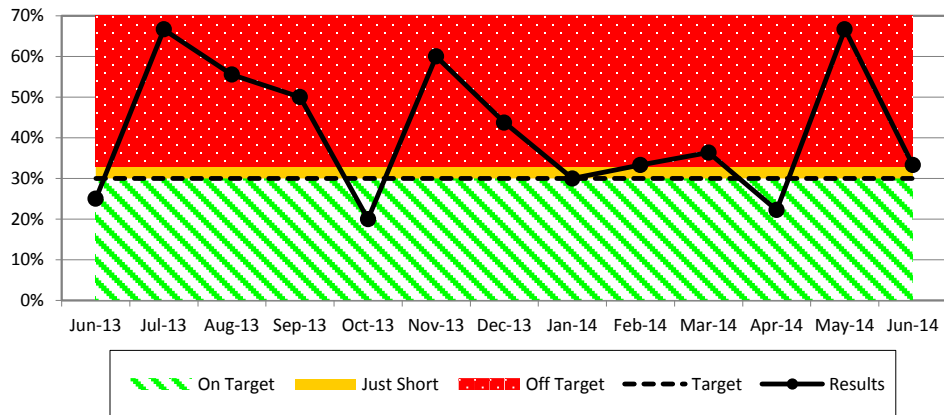


<b>Lead Officer:</b>	Suki Coe	<b>Lead Member:</b>	Cllr Saunders
<b>Why is this important?</b>	This shows the speed that the Council are processing "Major" planning applications against their own target		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	60.00% (2013/14)		
<b>Current data:</b>	63.16% (Q1 14/15)	<b>2014/15 Target:</b>	70.00%
<b>Note:</b>	The graph shows monthly data only. Both last year and current data are cumulative.		
<b>Comments:</b>	The Planning Team has worked hard to improve performance during the first quarter of 2014/15. This performance indicator can be very volatile as the numbers of applications are very small. However, the team is focussed on delivering good quality robust decisions in a timely manner. The use of Planning Performance Agreements is encouraged for larger schemes where the right decision is more important than the speed of the decision, these agreements are negotiated with the applicant and that the subsequent performance appears to be within the target period.		

<b>Lead Officer:</b>	Suki Coe	<b>Lead Member:</b>	Cllr Saunders
<b>Why is this important?</b>	This shows the speed that the Council are processing "Minor" planning applications against their own target		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Higher percentage shows better performance		
<b>Last year's data:</b>	70.92% (2013/14)		
<b>Current data:</b>	65.59% (Q1 14/15)	<b>2014/15 Target:</b>	75.00%
<b>Note:</b>	The graph shows monthly data only. Both last year and current data are cumulative.		
<b>Comments:</b>	The Planning Team is working hard to improve its performance for this type of development. These applications are often complex but small scale with the timescales and targets difficult to meet i.e. only 8 weeks to decide them. If these applications need to be determined by the Development Control (DC) Panel they are often decided outside the target time. It is important to accommodate the democratic decision making process but it is not always possible to accommodate within the 8 week target time. The team will continue to highlight these applications and work with Ward Members early in the process in order to reduce the number of applications that miss the target.		

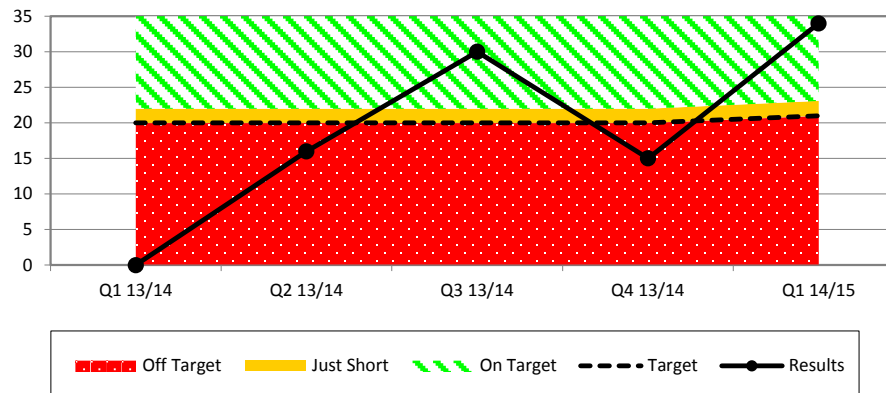
**PD9 % of Planning appeals lost**

Good performance = low



**P&P38 Number of residents participating in the STRIVE programme**

Good performance = high

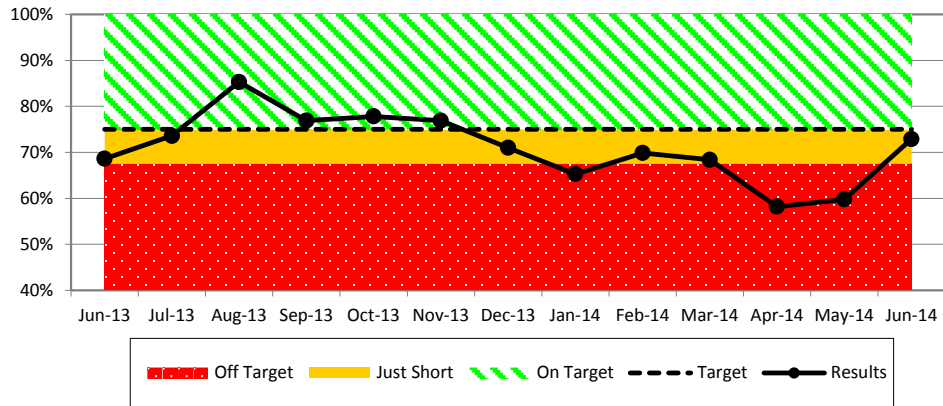


<b>Lead Officer:</b>	Suki Coe	<b>Lead Member:</b>	Cllr Saunders
<b>Why is this important?</b>	This indicator measures the percentage of Planning appeals where the Council lost.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Lower percentage shows better performance		
<b>Last year's data:</b>	38.00% (2013/14)		
<b>Current data:</b>	33.33% (Q1 14/15)	<b>2014/15 Target:</b>	Less than 30%
<b>Note:</b>	The graph shows monthly data only. Both last year and current data are cumulative.		
<b>Comments:</b>	The performance of the service at appeal continues to be an area of concern. 6 out of the 18 appeals during Q1 was lost. The absence of a 5 year housing supply, lack of up to date policies impacts on the ability of the Council to defend its decisions. Officers are currently working on writing robust appeal statements to explain the Council's decisions.		

<b>Lead Officer:</b>	Catherine Burns	<b>Lead Member:</b>	Cllr Bateson
<b>Why is this important?</b>	The Council's STRIVE training schemes offer training in all the essential areas that residents need to know when they set up their own business.		
<b>Strategic Priority:</b>	Residents First		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	61 (2013/14)		
<b>Current data:</b>	34 (Q1 14/15)	<b>2014/15 Target:</b>	85 people
<b>Note:</b>	The graph shows quarterly data only. Last year and current data are both cumulative. The programme commenced from 2013/14 financial year.		
<b>Comments:</b>	The target is to have 85 residents to complete STRIVE programme by the end of 2014/15. This is a combined target for Grow our Own along with Housing Solutions and Radian. Two courses have been running since Apr 14. 22 participated in STRIVE for Social Enterprise and 12 participated for STRIVE Retail during Q1. Graduation date for Social Enterprise is booked for 21 July 2014 with the Leader and Mayor in attendance. Two further courses are already booked for STRIVE for social enterprise starting in September 2014 and January 2015. We currently have 21 people expected to the taster day before marketing commences.		

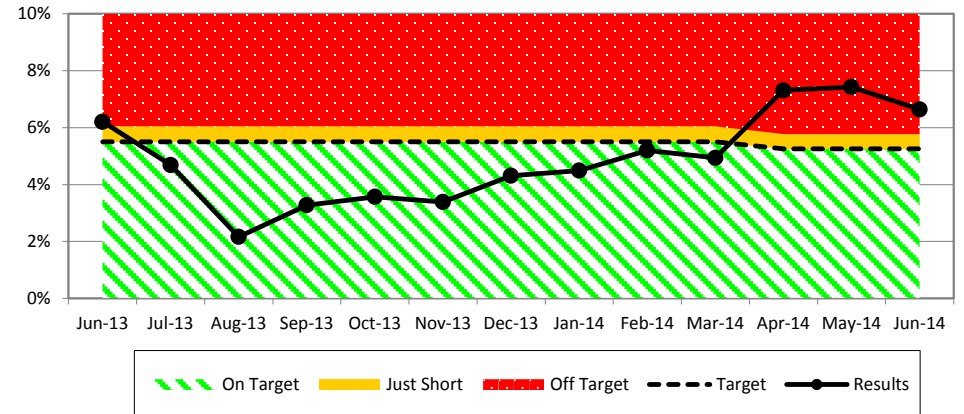
### RCC7 Percentage of calls answered in under one minute

Good performance = high



### RCC6 Call abandoned rate

Good performance = low

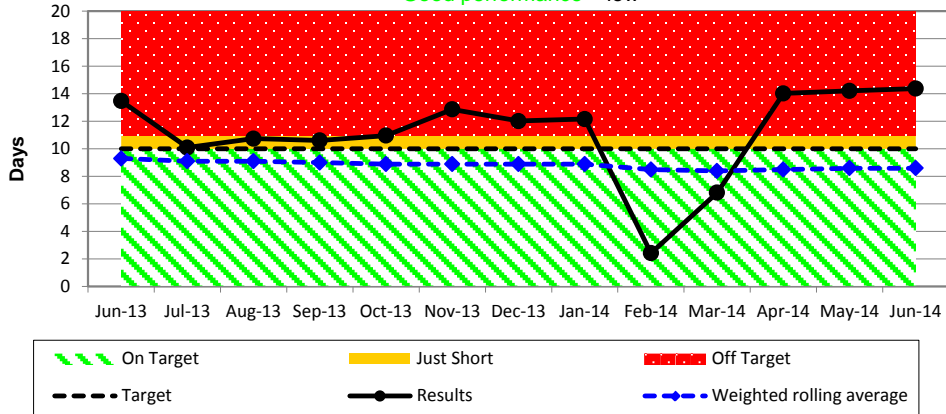


<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	It gives a good indication of the availability of the Contact Centre to handle customer enquiries.		
<b>Strategic Priority:</b>	Delivery Together		
<b>Good performance:</b>	Improved performance is typified by a higher percentage		
<b>Last year's data:</b>	74.8% (2013/14)		
<b>Current data:</b>	72.9% (Jun 2014)	<b>2014/15 Target:</b>	75%
<b>Note:</b>	This is the percentage of calls into the Contact Centre which are answered in less than 1 minute. The graph & current data shows <b>monthly</b> data only.		
<b>Comments:</b>	<p>The Customer Service Centre experienced a significant increase call volumes relating to Council Tax recovery in Q1, particularly in April and May which put pressure on CSC performance. Measures were put in place which improved this position in June, however, performance still remained just short of target (72.9%). An on-line module for this function is being considered to enable self-service.</p> <p>In the coming months, further work across a number of services to improve the self-service options for residents will lead to fewer and less pronounced peaks in call volumes, improving the Council's ability to meet this target.</p> <p>Speed of answer remains a challenging target owing to the increasingly 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. This is evidenced during peak days when call volume was up to 50% higher than normal. The 'real-time' nature of demand adds to this challenge.</p>		

<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by lower waiting time		
<b>Last year's data:</b>	4.94% (2013/14)		
<b>Current data:</b>	6.64% (Jun 2014)	<b>2012/13 Target:</b>	Less than 5.25%
<b>Note:</b>	The graph shows monthly data.		
<b>Comments:</b>	<p>The increased volume of calls outlined for RCC7 '% of calls answered in under one minute' (please see the commentary on the left) put significant pressure on performance in this area.</p> <p>Some absence and departure of key staff during this time also hampered efforts to meet this demand, despite recruiting temporary resource to assist. In the coming months, recruitment to permanent positions should further stabilise performance in this area, along with ongoing up-skilling of new staff.</p>		

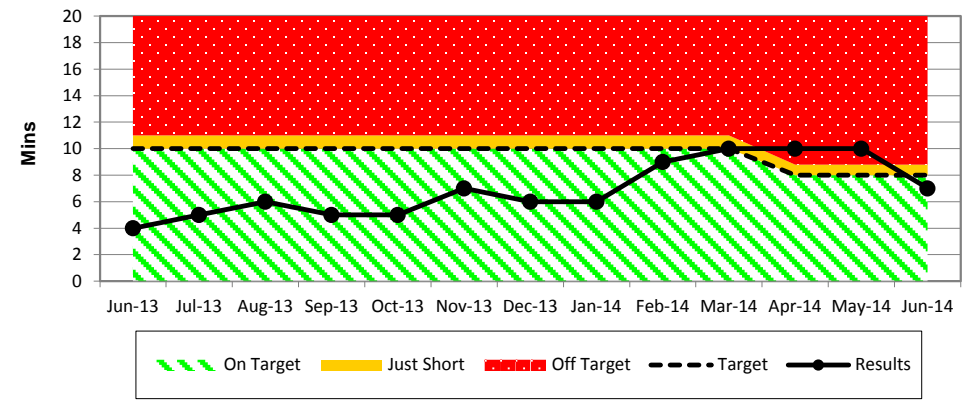
### RCU5 Time taken to process Housing Benefit/Council Tax Benefit new claims and change events

Good performance = low



### RCC12 Average Walk In Waiting Times (Housing & Council Tax Benefit customers only)

Good performance = low

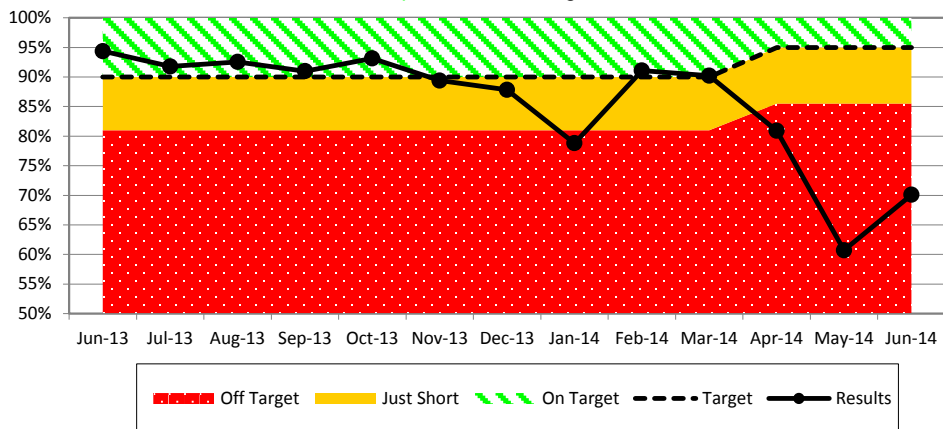


<b>Lead Officer:</b>	Ciara MacCooley	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	Ensure that resources are in place to process new claims/change events as quickly and efficiently as possible. Assists residents on low incomes to pay rents, offers assistance to those trying to get back into work and helps prevent homelessness.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by lower number		
<b>Last year's data:</b>	10.1 days (2013/14)		
<b>Current data:</b>	14.39 days (Jun 2014)	<b>2014/15 Target:</b>	Less than 10 days
<b>Note:</b>	The figure shown is 12-month weighted rolling average number of days to process Housing Benefit/Council Tax Benefit new claims and change events.		
<b>Comments:</b>	New claims and change events processing during the first quarter of 2014/15 took slightly longer than the same quarter last year but the Council remain on track to achieve the 10 day target by the end of March 2015. The weighted rolling average processing time remains below the 10-day target at just over 8-days.		
	Note: This target is an annual one and therefore the Council has another 9 months to achieve it. Over the year, there will be times when the monthly performance will be above and below the 10-day target due to peaks and troughs in work received.		

<b>Lead Officer:</b>	Edward Phillips	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	To ensure that resources are in place to deal with customer queries and reduce waiting times.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by lower waiting time		
<b>Last year's data:</b>	8 mins (2013/14)		
<b>Current data:</b>	7 mins (Jun 2014)	<b>2012/13 Target:</b>	Less than 8 mins
<b>Note:</b>	The graph shows monthly data only.		
<b>Comments:</b>	April and May are the busiest months of the year for walk-in Benefits customers. Following annual billing in late March, rent increases and pension increases applied to all claimants results in their benefits being reassessed and recalculated. This prompts a significant increase in contact.		
	Although there is now greater flexibility in staffing this area, redirecting resource within the Customer Service Centre (CSC) to meet Front of House demand was a challenge as contact volumes on telephone lines also peaked, as outlined in RCC7 (% of calls answered in under one minute).		
	Additional resources were brought in elsewhere in the CSC, ensuring performance returned on target in June 2014.		

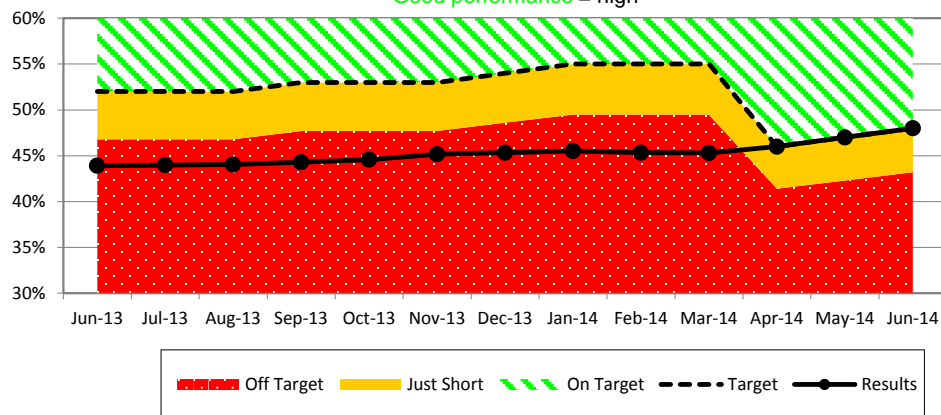
### RBS2 Speed of payment - % of invoices paid on time

Good performance = high



### PP24 % of households waste sent for reuse, recycling, energy recovery & composting

Good performance = high



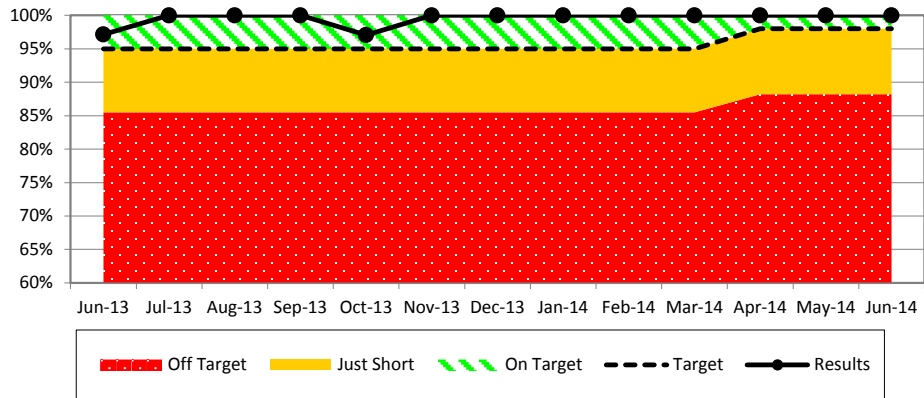
<b>Lead Officer:</b>	Ciara MacCooley	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	This indicator reports on the % of invoices for commercial goods and services that are paid within 30 days of us receiving them.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher %		
<b>Last year's data:</b>	90.24% (Mar 2014)		
<b>Current data:</b>	70.11% (Jun 2014)	<b>2014/15 Target:</b>	95.0%
<b>Note:</b>	The graph shows <b>monthly</b> data only & bottom of graph starts from 50%.		
<b>Comments:</b>	Recent variations in the reported performance of this measure have highlighted some inconsistencies in the data used to measure speed of invoice payment. The methodology has been reviewed and new guidance is about to be issued with a view to providing Members with more reliable information by the end of September. In addition the procurement team have, as an objective, the target to reduce the number of low value transactions processed and the number supported by Purchase Orders, initiatives designed to improve the efficiency and speed of the Purchase to Pay process.		

<b>Lead Officer:</b>	Craig Miller	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	The Council want to encourage the recycling / reuse and composting of domestic waste.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher %		
<b>Last year's data:</b>	45.29% (Mar 2014)		
<b>Current data:</b>	48.00% (Jun 2014)	<b>2014/15 Target:</b>	50%
<b>Note:</b>	Both data and graph are <b>cumulative</b> .		
<b>Comments:</b>	Recycling performance has improved during the first quarter of 2014/15 due to measures that have been implemented enabling recycling of timber to recommence. Further measures are currently being worked up for implementation to mitigate the change in Environment Agency (EA) guidance prohibiting street sweepings from being composted. The current performance is on profile to achieve the year-end target of 50%.		



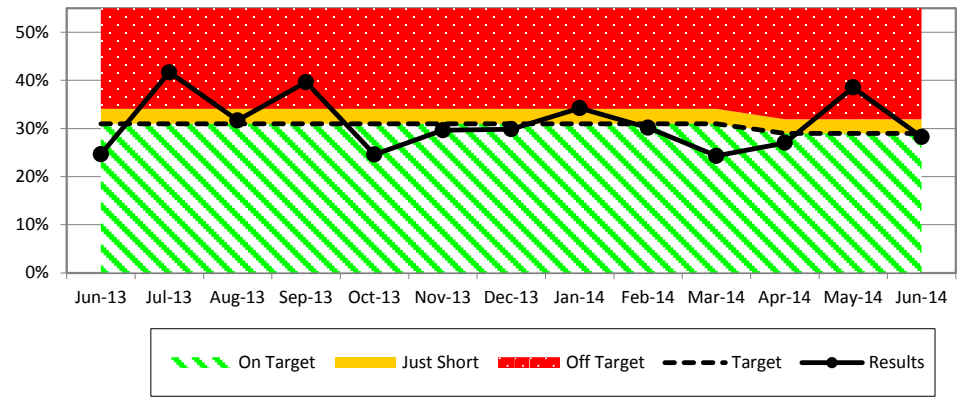
**OP32 % of dangerous potholes repaired within 24 hours**

Good performance = high



**OP12 % of Penalty Charge Notices (PCNs) issued that are appealed**

Good performance = low

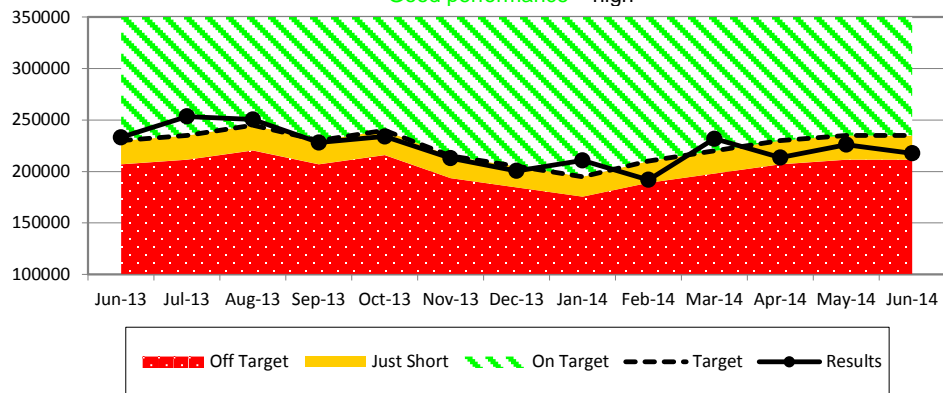


<b>Lead Officer:</b>	David Baker	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	This shows how quickly the Council repair all dangerous potholes within the Borough road network.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a higher %		
<b>Last year's data:</b>	98.3% (2013/14)		
<b>Current data:</b>	100.0% (Q1 14/15)	<b>2014/15 Target:</b>	98.0%
<b>Note:</b>	The graph shows monthly data only. The current data is cumulative.		
<b>Comments:</b>	Performance has met the target. The Council has repaired all 128 dangerous pot holes within 24 hours during Q1 2014/15, therefore achieving 100% performance against the target of 98%. The Council repaired 45 dangerous pot holes during April, 53 in May and 30 in June 2014.		

<b>Lead Officer:</b>	Craig Miller	<b>Lead Member:</b>	Cllr Cox
<b>Why is this important?</b>	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.		
<b>Strategic Priority:</b>	Delivering Together		
<b>Good performance:</b>	Improved performance is typified by a lower %		
<b>Last year's data:</b>	30.30% (2013/14)		
<b>Current data:</b>	31.28% (Q1 14/15)	<b>2014/15 Target:</b>	29%
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is <b>cumulative</b> .		
<b>Comments:</b>	Of the 7,370 PCN's issued in Q1 of 2014/15, the Council received 2,299 challenges of which 723 were granted, equating to 9.8% of the total PCN's issued. Less than 1% of PCN's issued were successfully appealed due to parking officer error. The main reasons for successful appeals was the subsequent production of a valid ticket that had not been clearly displayed or the receipt of a permit renewal.		

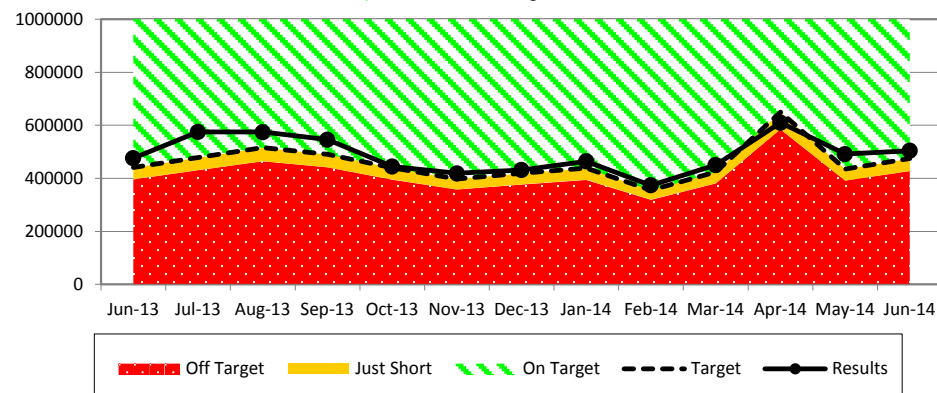
### OP9 Total number of visits to RBWM car parks that charge for parking

Good performance = high



### OP10 Income from parking off street, on street, season tickets, permits and vouchers

Good performance = high

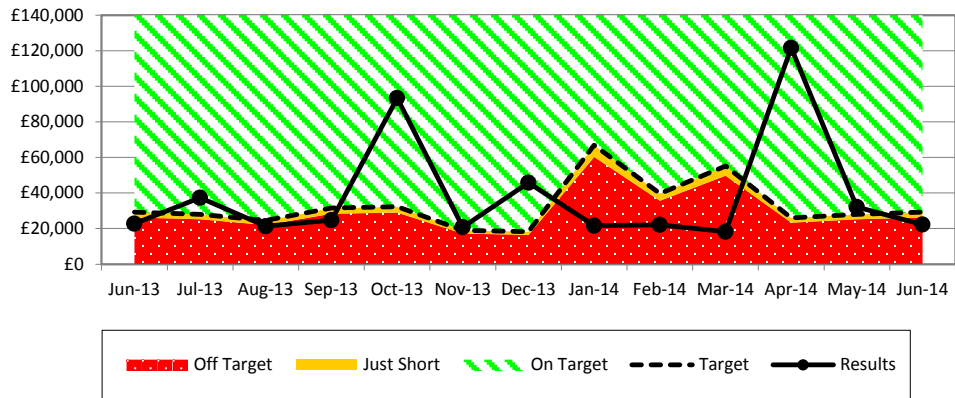


<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	This gives an indicator that the car park charges are correct and how many people are using the towns.		
<b>Strategic Priority:</b>	Resident First		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	2,706,586 (2013/14)		
<b>Current data:</b>	657,367 (Q1 14/15)	<b>2014/15 Target:</b>	2,675,000
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Comments:</b>	Car park usage for Q1 of 2014/15 is down against target of 700,000 (6%). However it is consistent with 2013/14. Season ticket sales in Maidenhead continue to grow which has a significant effect specifically in Stafferton Way Multi Storey Car Park. Although usage for all car parks that charge for parking is down against target, income is up which shows a continued increase in the average stay length of customers. This is also shown in the continued growth in Phone Payments which are up by over £20k on Q1 when compared to the same period last year.		

<b>Lead Officer:</b>	Neil Walter	<b>Lead Member:</b>	Cllr Hill
<b>Why is this important?</b>	This shows how much revenue is generated from the Council's car parks, season tickets, permits and vouchers during the financial year.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Improved performance is typified by a higher number		
<b>Last year's data:</b>	£5,840,461 (2013/14)		
<b>Current data:</b>	£1,606,041 (Q1 14/15)	<b>2014/15 Target:</b>	£5,761,920
<b>Note:</b>	The graph shows <b>monthly</b> data and target only. The above current data and last year's data are reported as <b>cumulative</b> for the year.		
<b>Comments:</b>	The total income received during Q1 of 2014/15 financial year was £1,606,041 which exceeds the Q1 seasonal target of £1,560,000 by 3%. Season ticket sales continue to grow for Maidenhead. On-Street parking is slightly below target. The Council continues to work closely with key partners to identify ways to increase footfall in the town centres in the Borough.		

### LA14 Library & Museum Income

Good performance = high



<b>Lead Officer:</b>	Mark Taylor	<b>Lead Member:</b>	Cllr Quick
<b>Why is this important?</b>	This indicates the level of income of key libraries and museums that the Council operate.		
<b>Strategic Priority:</b>	Value for Money		
<b>Good performance:</b>	Higher number shows better performance		
<b>Last year's data:</b>	£391,119 (2013/14)		
<b>Current data:</b>	£176,011 (Q1 14/15)	<b>2014/15 Target:</b>	£433,000
<b>Note:</b>	The graph shows <b>monthly</b> data only. The current data is cumulative year to date.		
<b>Comments:</b>	<p>The target for 2014/15 has increased by 11% compared to 2013/14 final performance. The performance for Q1 2014/15 has increased by £90k (106%) compared to the same period last year. This reflects transfer of S106 Income taking place earlier in the year than in 13/14.</p> <p>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. The final quarter usually generates less income.</p>		

## 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.

\* **DOT** (Direction of Travel) = Indicates whether performance has improved ↑ stayed the same ↔ or got worse ↓ based on previous quarter's performance

Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	2014/15 Performance				DOT*	Comments
					Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15		
Number of outsourced or shared services	Mike McGaughrin	All	17 services being considered	An additional 3 shared services to be brought on stream	N/A until end of Q2				↔	This will be reported on half yearly basis. Next data will be available after September 2014. Current update - three more services are in detailed discussions with an expectation that they will be concluded in 2014/15.
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	7488	6000	1167				↓	<p>During Q4 2014/15, the figure include:</p> <ul style="list-style-type: none"> <li>• 16 bookings for Town Hall</li> <li>• 47 booking for Guildhall</li> <li>• 1001 bookings for Youth Centres</li> <li>• 153 bookings for Libraries</li> <li>• 576 bookings for Leisure Centre</li> </ul> <p>The total for 2013/14 was 7,488. Since Q2 2013/14, the year-end target has increased from 3541 to 6000.</p> <p>During Q1 2014/15, the figure include:</p> <ul style="list-style-type: none"> <li>• 38 bookings for Town Hall (during May, some areas closed for European elections)</li> <li>• 82 booking for Guildhall (43 weddings, 25 coroners events, and 14 other events i.e. presentation/meetings)</li> <li>• 306 bookings for Youth Centres</li> <li>• 117 bookings for Libraries</li> <li>• 624 bookings for Leisure Centre</li> </ul> <p>The total year to date for 2014/15 is 1,167.</p>
Increase the proportion of adults with Learning Development Disabilities (LDD) needs in paid employment	Patrick Worthington	Adult & Community Services	15%	21%	N/A					Q1 data is not available until end of August 2014.
Number of permanent admissions to residential or nursing care 65+ made in a year	Patrick Worthington	Adult & Community Services	89	Less than 95	12				↓	The total for Q1 2014/15 is 12. This has improved by 68% compared to the same period last year.

					2014/15 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15	DOT*	Comments
Number of people taking up health checks	Rutuja Kulkarni	Adult & Community Services	2,632	2500, proposed revised target of 3000	568					<p>↓</p> <p>All 40-74 year olds in the Borough should be offered a Cardiovascular Risk Assessment know as an NHS Health Check every 5 years. Contracts are in place with existing general practice providers to deliver these checks in 2014/15. 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). Risk factors measured include blood pressure, cholesterol, body mass index, smoking etc. National ambition is to increase the uptake of the check from 48% to 66%. The target for 2014/15 was 2500. Given performance exceeded target of 1,500 in 2013/14, revised target of 3000 is being proposed. Q1 data returns show 568 completed, further data expected for Q1 and will be reconciled in Q2. Mitigating action will be feeding back performance in Q1 to re-align with planned activity. Experience from last year shows that late submissions and reconciliation in the following quarters evens out the performance.</p>
Number of residents who quit smoking for at least 4 weeks	Rutuja Kulkarni	Adult & Community Services	750	800	N/A					<p>The nature of the 4 week quitting target means there is a lag in the data coming through after each quarter. The Council was expecting to have April data and provisional data for May but data for June will not be ready yet as people who have stopped smoking say on the 30 June have to be tested 4 weeks after i.e. on the 30 July to be counted as 4 week quitters and this work will only be completed in August.</p>
Childhood immunisation - MMR1 (measles, mumps and rubella)	Rutuja Kulkarni	Adult & Community Services	N/A. Q3 13/14 was 83%	95% uptake	N/A				N/A	<p>2013/14 year-end data not available due changes in guidance from Department of Health to NHS England who lead on the on what is published. The figure for Q3 2013/14 is 83% (up to end of December 2013). The current mitigating action is to work with practices, patients and CCG to improve uptake among children by the age of 5 in publicising why it is important to improve uptake. Through Children's team, the Council is exploring whether an information pack will be included in the Admissions pack for parents. The information has gone into school bulletins and will be go to School Governor's websites.</p>

Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	2014/15 Performance				DOT*	Comments
					Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15		
Bowel Screening uptake	Rutuja Kulkarni	Adult & Community Services	52.47%	60% (National uptake target)	N/A					This indicator is the key to the Council's Health and Wellbeing strategy to promote Health improvement and specifically to reduce cancer mortality. The Public Health role is to promote benefits of screening, encourage return of the test kits and link with other stakeholder groups to pass on the message and benefits for Residents. Nationally 1 in 20 of the at risk group develop cancer in their lifetime. Overall cancer screening is vital to reduce this. RBWM average uptake for last year (Apr 13 –Mar 14) was 52.47% which is below national uptake of 60%. Data flows are per quarter and there is quarter lag in the data.
Number of households prevented from becoming homeless by Housing Options	Nick Davies	Adult & Community Services	869	800	251					251 households prevented from becoming homeless with advice, deposits and mortgage rescue featuring. The Council continues to improve the performance as Q1 2014/15 has increased by 44% compared to the same period last year. The homelessness prevention includes interest free loans, mortgage rescue, landlord & tenant intervention, nominations and DIYSO. However, this has dropped as capacity has been redirected in developing Private Rented Sector (PRS).  ↑
Number of participants in the So Much Improvement with a Little Exercise programme	Kevin Mist / Rutuja Kulkarni	Adult & Community Services	40,028	45,000	9,159					The total for the first quarter of 2014/15 is 9,159 which is 18.6% off target. It is also 9% down compared to the same period last year. New equipment has been delivered to many SMILE sessions and a new session in Datchet is being planned to increase the performance.  ↓
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Adult & Community Services	62,100	52,000	14,115					The target for 2014/15 has increased by 4% compared to last year's target. The Council is currently just short of the Q1 target by 2.7%. This is down by 2,544 visitors (15%) compared to the same period last year.  ↓

					2014/15 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15	DOT*	Comments
% of all RBWM schools inspected by Ofsted to receive a Good or Outstanding Excellent judgement	David Scott	Children's Services	80% - All (AY 2012/13)	89% - All	77.00%					<p>↓</p> <p>Ofsted are using a data based risk assessment and inspecting schools that look as though they may be underperforming earlier than others - this is effecting the statistic.</p> <p>Children's Services introduced a clearer process of risk assessment of schools in November which has been accurate. This is regularly shared with the lead member and Leader.</p> <p>In April '14, Children's Services introduced a core allocation of Adviser time for all schools with additional time for those not yet good / at risk of decline. This ensures better intelligence with earlier identification of problems. It provides challenge and support to prevent decline and move schools to good. Advisers have identified target dates by which any school not yet good will be ready to judged good.</p>
Number of families from target cohort attending Children's Centres	Ann Domenev	Children's Services	706	2400	765					<p>↑</p> <p>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 and use of families attending Children's Centres during Q1 2014/15 means the Council's quarterly target has been achieved.</p>
Permanent exclusions from schools in RBWM	David Scott	Children's Services	10 (AY 2012/13)	12 (AY 2013/14)	15					<p>↑</p> <p>* AY = Academic Year.</p> <p>There was 1 permanent exclusion during Q4. There has been an increase in the number of permanent exclusions in the AY 2013/14 with a total up to end June 2014 of 15. 8 of these were from one academy. 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 reduce the annual figure further.</p>
Reduce the number of children with behavioural, emotional and social difficulties and/or autistic spectrum disorders placed in independent or non-maintained special schools	Ann Domenev	Children's Services	11	7	2					<p>↓</p> <p>There was a total of 2 (1 ASD and 1 BESD) new placements at independent schools during Q1 2014/15. This is the same figure compared to Q1 2013/14.</p>
The total number of statements and education health & care plans for pupils aged under 20	Ann Domenev	Children's Services	685	Below 2013/14 national average which is 1,536	749					<p>↓</p> <p>Figures provided are snapshot at that point of time.</p>

Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	2014/15 Performance				DOT*	Comments
					Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15		
Keep the % of 16-19 year olds who are Not in Education, Employment or Training (NEET) below 5.25%	Ann Domenev	Children's Services	4.4%	Less than 5.25%	5.26%					↓ The average NEET figure for April 2014 - June 2014 was 5.26% for 16-18 year olds. 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 Team to facilitate re-engagement in EET (Education, Employment or Training).
Child Protection Plans lasting two years or more	Ann Domenev	Children's Services	3.0%	Less than 1%	0.0%				↑	The current performance at end of Q1 is 0%.
% of care leavers in suitable accommodation	Ann Domenev	Children's Services	94.1%	100%	100.0%				↑	The current performance at end of Q1 is 100%. This is equivalent to 2 young people from a cohort of 2. At the present time, the cohort contains only two young people since it the beginning of the fiscal year. Both of the young people live in supported accommodation or have their own tenancy with a housing organisation. They are well supported by their Personal Advisor and by the placement providers.
% of care leavers in education, employment or training	Ann Domenev	Children's Services	70.6%	80%	100.0%				↑	There are currently 2 young people from a cohort of 2 that are in education, employment of training. The cohort only contains two young people since it is the beginning of the fiscal year. Both of the young people are currently attending college, one of the young people also has a part-time job which this person will also continue to do over the summer period.
% of children who have become the subject of a Child Protection Plan for the second time	Ann Domenev	Children's Services	41.80%	37.62%	25%				↑	The current performance at end of Q1 is 25.0%. This is equivalent to 7 children from a cohort of 28 new Child Protection Plans since 1 April 2014. Two of these children were living in another borough and moved back into the RBWM area. Good performance is low.



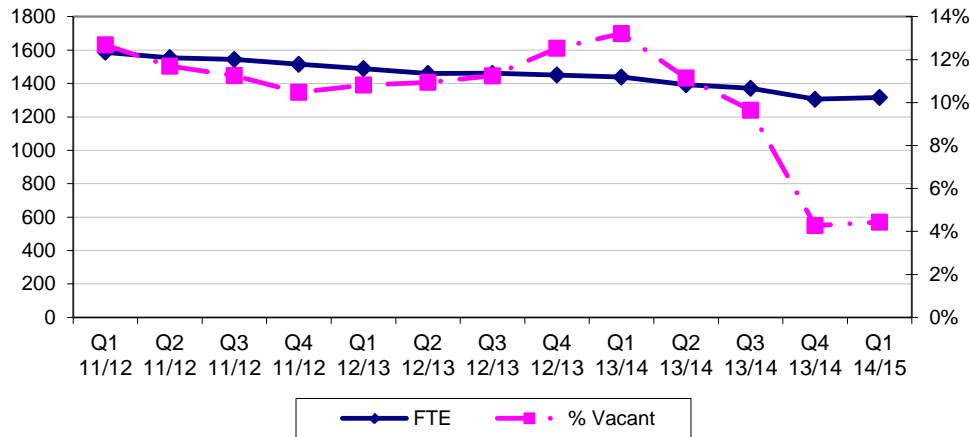
					2014/15 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15	DOT*	Comments
Council over (under) spend against budget	Andrew Brooker	Corporate Services	(£0.238m)	£1m under spend	£0.464m					↓ In recent years the Council has delivered significant underspends on the back of strong budget management processes and has some well rehearsed processes in place to address unexpected financial pressures. There is therefore some confidence that the current overspend will be mitigated by the end of the financial year.
Benefit fraud identified	Catherine Hickman	Corporate Services	£700,200	£610,000	£150,109					↓ Q1 2014/15 is currently just short of target by 1.6%. It is important to note that last year was the most successful year for identifying Housing Benefit and Council Tax Benefit fraudulent overpayments.
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate Services	94.5%	92.0%	N/A					The target of 92% 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. The previous target of 90% has recently been revised upwards to 92% reflecting the Council's strong performance against this indicator since May 2012. Whilst the new target is ambitious it has been adopted to reflect the improving economic environment. The indicator would be at its theoretical maximum value of 100% if every property in the portfolio was let and produced income. In practice, a small proportion of property is usually held within the portfolio awaiting redevelopment.
Number of Area Action Plan (AAP) and other Maidenhead redevelopment areas showing meaningful progress	Gail Kenyon / Simon Hurrell	Corporate Services	7	5 additional areas	1					↑ The definition of 'meaningful progress' is a publication of a feasibility study; formal pre-application; planning application under consideration; and / or post application progress. The target for 2014/15 is to find 5 additional areas. St Cloud Gate is progressing to a feasibility study following discussions with developer for site.
Building Control revenue	Clive Razey / Stuart Metcalf	Corporate Services	£708,091	£697,660	£184,334					↑ The total revenue for Q1 2014/15 is £184k which is 2% ahead of target. The revenue has increased by 4% compared to the same period last year. This reflects growing confidence in the construction industry locally.
Reduction in the use of gas and electricity	Michael Potter	Corporate Services	3.6%	2.5% reduction on 2013/14 baseline	N/A					↑ The data for Q1 2014/15 is not available as the Council has not received all invoices. The final figure for energy use for 2013/14 year-end has decreased by 3.6% compared to the same period in 2012/13. This was recently amended due to revised invoices.

					2014/15 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15	DOT*	Comments
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate Services	13.3% vacancy rate	Less than 10.9%	14.5%					↓ Figures provided are snapshot at that point of time. There are currently 48 empty units (14.5%) in Maidenhead. The number of units that are in a state to be let is 38 – the other units are buildings which are part of developments that are due to be demolished. The target for 2014/15 is less than 10.9%. This is providing a snapshot in time of the current economic climate in Maidenhead, we do not have direct control over the letting of units not within the Council's ownership.
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate Services	6.5% vacancy rate	Less than 5%	6.7%					↓ Figures provided are snapshot at that point of time. The target for 2014/15 is less than 5%. Due to current economic climate, there is no control over the letting of units not within the Council's ownership.
Number of subscribing members to the Maidenhead Town Centre Partnership	Steph James	Corporate Services	10	12	10					↔ No changes since Q4 2013/14. The Business plan and action plans updated to attract new members by end of 2014/15. The target for 2014/15 is 12.
Number of subscribing members to the Windsor and Eton Town Centre Partnership	Paul Roach	Corporate Services	19	14	19					↔ No changes since Q4 2014/15
Number of volunteers supporting Council services	Harjit Hunjan / Debra Beasley	Corporate Services	2,798	3,200	3,000					↑ The 2014/15 original year-end target of 3,000 was met at end of Q1 14/15. The target has been revised to 3,200.
Number of work placements offered within the Council	Harjit Hunjan / Catherine Burns	Corporate Services	79	75	16					↑ A further 15 placements are being offered in July and interviews are booked for 16 July 2014. Q1 2014/15 work with departments is targeted at the drive towards the apprenticeships recruitment so this reflects the lower numbers for Q1 but in the following quarters, the focus moves towards work experience placements in departments. The performance for this year has increased by 5 placements when compared to the same period last year.
Amount of external funding drawn down	Harjit Hunjan	Corporate Services	£3,291,786	£225,000	£836,228					↑ The total drawn down for the first quarter of 2014/15 was £0.836m: * Revenue funding drawn down - £519,685 * Capital funding drawn down - £316,543 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, i.e. central government.

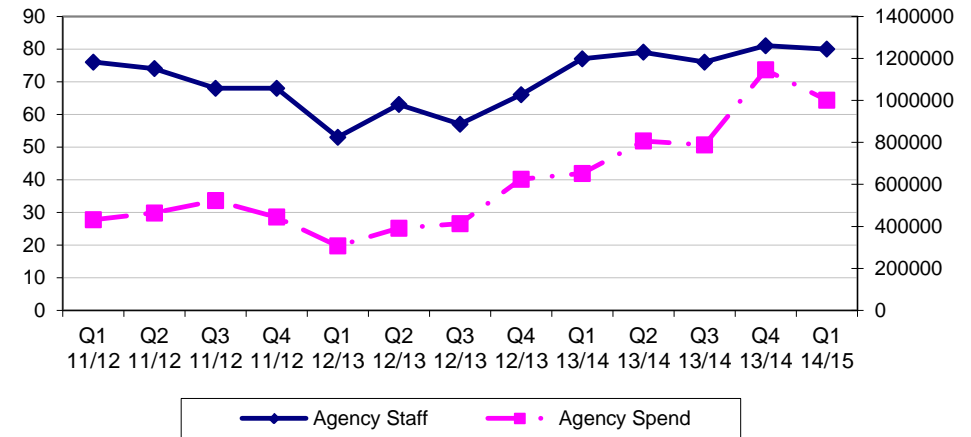
					2014/15 Performance				All figures are cumulative unless stated.	
Performance Indicator	Lead Officer	Directorate	2013/14 data	Target 2014/15	Qtr 1 2014/15	Qtr 2 2014/15	Qtr 3 2014/15	Qtr 4 2014/15	DOT*	Comments
Collection rate - Business Rates	Nick Hardwick	Operations	95.71%	98.60%	32.40%				↓	Performance for Q1 of 2014/15 is 1.9% above target (30.5%). This figure equates to £26.1M collected out of a total debit of £80.6M. The performance for the same period last year was 33.14%.
Collection rate - Council Tax	Nick Hardwick	Operations	97.73%	97.40%	30.50%				↔	Performance for Q1 of 2014/15 is level with target (30.5%) - similar as last year. This figure equates to £23.1M collected out of a total debit of £75.9M.
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations	1.3%	Less than 0.5%	1.2%				↑	The Customer Service Centre experienced a significant increase in call volumes relating to Council Tax recovery in Q1, particularly in April and May, which put pressure on CSC performance. Measures were put in place which improved this position in June, however performance still remained just off target. An on-line module for this function is being considered to enable self-service. (Target reduced from 0.9% in 2013-14). Some permanent recruitment and further upskilling of newer staff will also improve this position over the coming months.
Number of Licensing compliance operations completed (across all towns and parishes)	Craig Miller	Operations	New indicator for 2014/15	10	9				↑	On track to meet the year-end target.
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations	New indicator for 2014/15	6	1				↑	On track for achieving objective at year end.
Reduction in the number of food premises that have a rating of one or zero (out of five with five being very good)	Craig Miller	Operations	36	21 premises	0				N/A	Higher risk premises are programmed for inspection during remainder of year so performance in line with profile. On track for achieving objective at year end.
Number of Waste Awareness events undertaken by end of 2014/15	Craig Miller	Operations	New indicator for 2014/15	12	0				N/A	This has been delayed whilst Waste Awareness Officer post is being recruited. The current performance is in line with the profile target.
Number of Community Recycling Champions recruited by end of 2014/15	Craig Miller	Operations	New indicator for 2014/15	4	0				N/A	This has been delayed whilst Waste Awareness Officer post is being recruited. The current performance is in line with the profile target.
Number of highway schemes delivered	Christopher Wheeler	Operations	276	325	45				↑	The annual stretched target for 2014/15 is 325. The actual delivery for the first quarter of 2014/15 is 45 which is ahead of the profile target of 35.

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

**Total Established FTE vs % Established FTE Vacant**



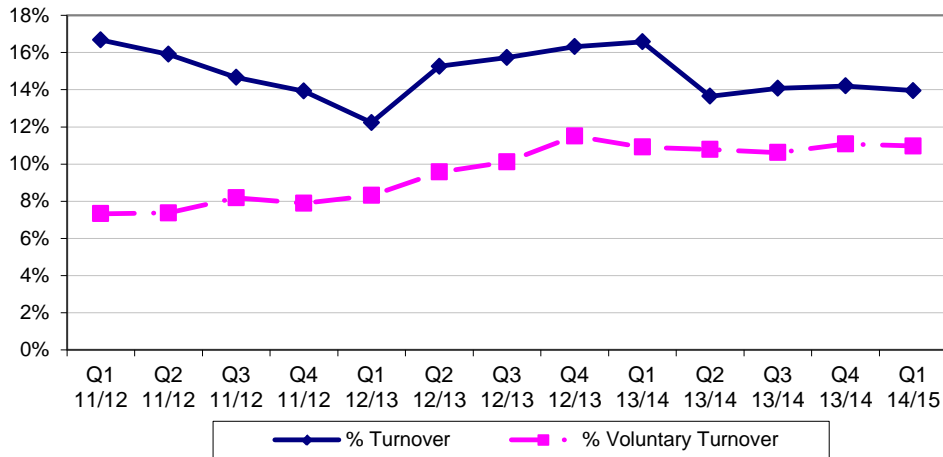
**Agency Staff Numbers and Spend**



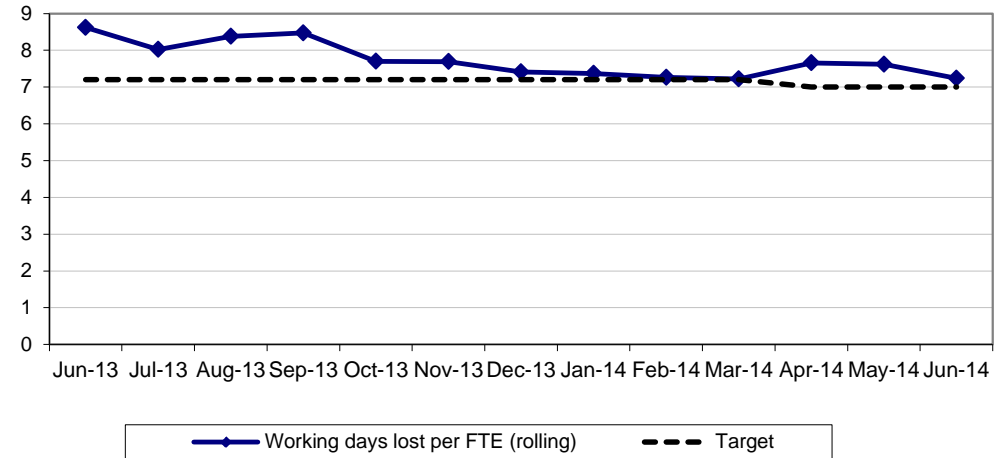
<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	To ensure efficient resources are available to meet service needs.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	N/A		
<b>Last year's data:</b>	1306 (2013/14 Established FTE)		
<b>Current data:</b>	1316 (Q1 2014/15)	<b>2014/15 Target:</b>	N/A
<b>Note:</b>	Exclude schools. % established FTE vacant does not include agency FTE as the data is not available from Reed.		
<b>Comments:</b>	The established FTE has increased slightly this quarter but is down on the same quarter in the previous year. The drop in Percentage established FTE vacant in quarter 4 last year can be attributed to a clear up of vacant posts held within iTrent, which allows more accurate reporting to be made.		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	To monitor the level of agency staff the Council are using.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower number/spend		
<b>Last year's data:</b>	81 (2013/14 agency staff)		
<b>Current data:</b>	80 (Q1 2014/15)	<b>2014/15 Target:</b>	N/A
<b>Note:</b>			
<b>Comments:</b>	Q1 agency spend is lower than Q4. The overall number of agency has remained at a similar level. There has been a continued need for specialist social care staff at all levels over the last quarter, especially in Children's Services. An alternative social care provider will be trialled in Children's Services with an expectation that costs will reduce as a result. The Council has undertaken recruitment campaigns for Managers and Social Workers in Children's Services and the market remains extremely competitive, with good quality candidates in short supply. However, any new appointments made will reduce the need for agency staff in the future.		

**% Turnover and % Voluntary Turnover (rolling 12 months average)**



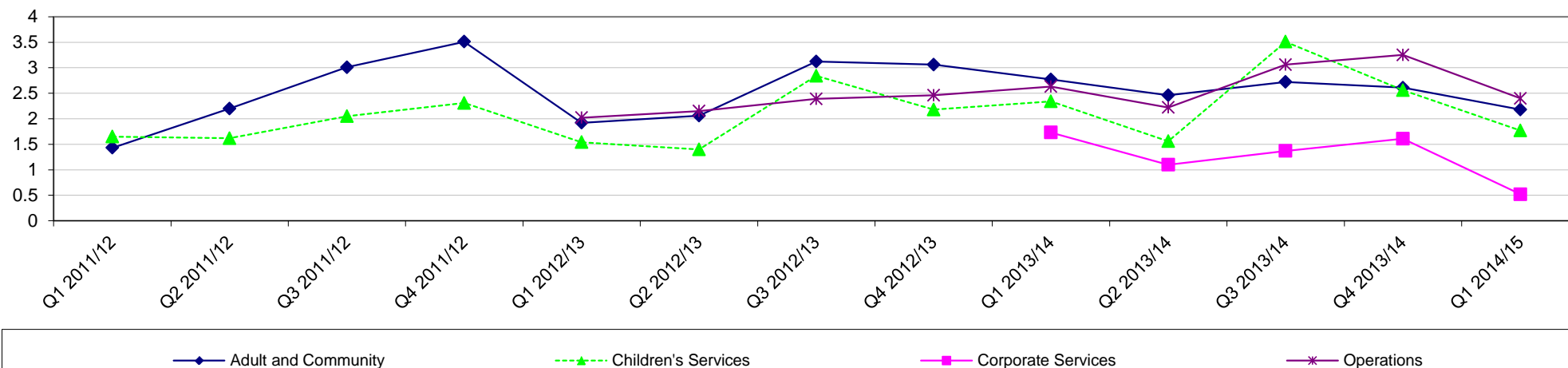
**Working days lost per FTE (rolling) Main**



<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower %		
<b>Last year's data:</b>	14.20% (Q4 2013/14 % Turnover)		
<b>Current data:</b>	13.95% (Q1 2014/15)	<b>2014/15 Target:</b>	N/A
<b>Note:</b>	Exclude schools		
<b>Comments:</b>	<p>The voluntary turnover during Q1 has decreased slightly since the last quarter. Overall, the voluntary turnover figure for the Council has remained stable over the last 24 months which is reflective of the UK economy as a whole and the ongoing caution within the labour market currently, although there are signs that the market is beginning to move toward an upturn. Voluntary turnover is monitored by service area and Corporate Management Team (CMT) 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 generally has a good response and success rate in relation to advertised posts.</p>		

<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower rate		
<b>Last year's data:</b>	7.22 (2013/14)		
<b>Current data:</b>	7.24 (Q1 14/15)	<b>2014/15 Target:</b>	Less than 7 days
<b>Note:</b>	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).		
<b>Comments:</b>	<p>Sickness levels have reduced substantially over the year, reducing from 8.62 days in June 13 (based on a rolling year) to 7.24 days per FTE in June 14. This is a decrease of 16%. The current figure of 7.24 days is below the average for the public sector which is 7.6 (based on 2012 survey information), although higher than the private sector, 6.5 days (based on 2012 survey). Greater emphasis has been placed on monitoring trigger points:</p> <ul style="list-style-type: none"> <li>• Absence totalling 7 working days or more within a rolling 12 month period or 3 periods of sickness absence in a 3 month period</li> <li>• A Bradford Factor (BF) 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. BF scores have reduced over 2013/14 from just under 15% of employees showing a BF score of 120 or above in April 2013 to just under 10% with a score of 120 or above as at February 2014</li> <li>• Any other recurring recognisable pattern such as frequent absenteeism on a Friday or a Monday, days following bank holidays, before or after annual leave etc.</li> </ul>		

Quarterly working days lost per FTE - Q1 2011/12 to Q1 2014/15 \*



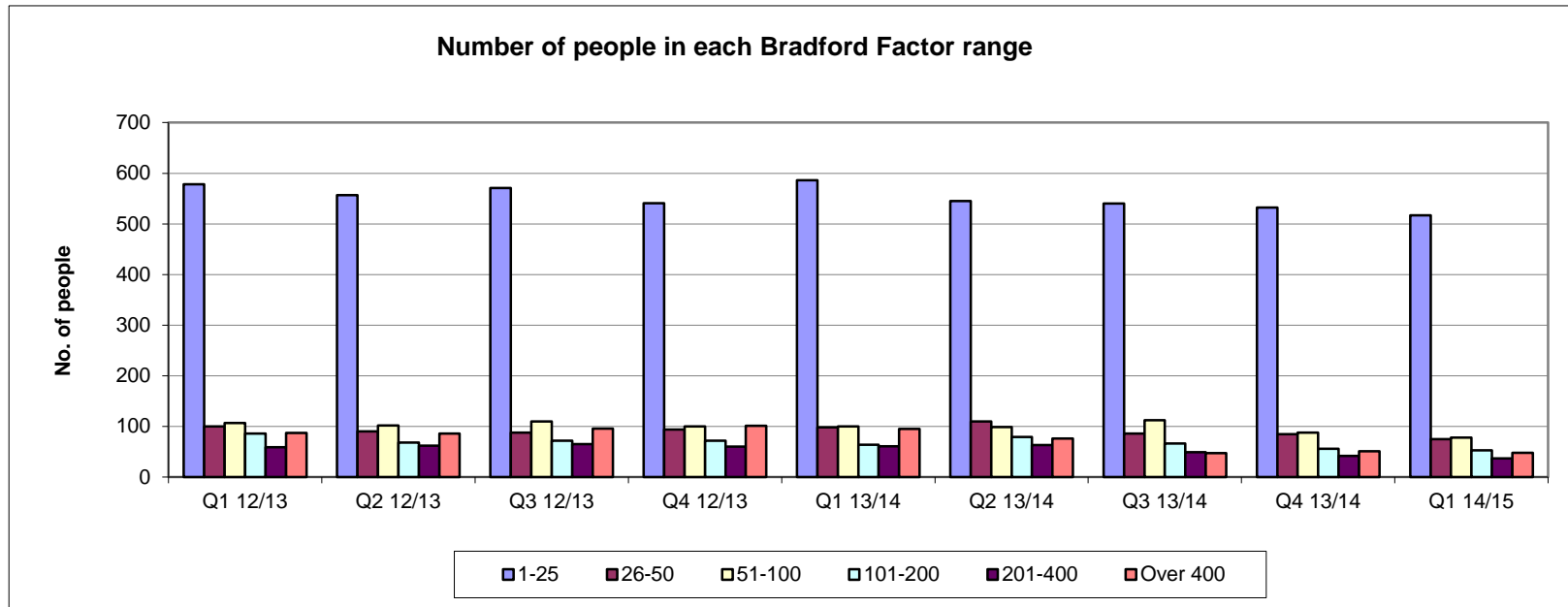
<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Why is this important?</b>	We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.		
<b>Strategic Priority:</b>	Equipping ourselves for the future		
<b>Good performance:</b>	Improved performance is typified by a lower rate		
<b>Note:</b>	The graph shows quarterly data.		
<b>Comments:</b>	<p>Workings days lost per FTE for Q1 2014/15 for:                      Adult and Community was 2.18                      Children's Services was 1.77                      Corporate Services was 0.52                      Operations was 2.4</p> <p>This quarter has seen an decrease in the number of working days lost in all directorates. A similar trend was experienced in the same period last year (excluding Corporate Services as this information is not available)</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.</p> <p>Absence of 15 days or more are regularly reviewed by the HR Business Partner team. As part of the new absence procedure, HR are taking 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

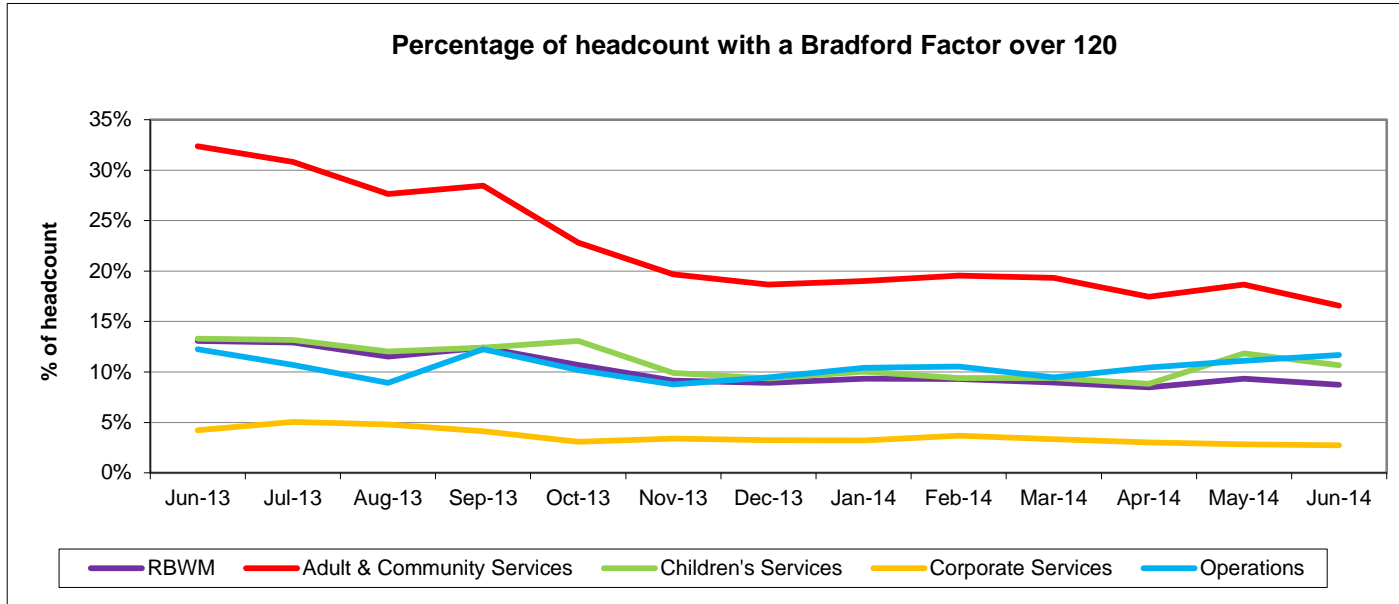
<b>Lead Officer:</b>	Terry Baldwin	<b>Lead Member:</b>	Cllr Burbage
<b>Note:</b>	"The Bradford Factor identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence" - Chartered Institute of Personnel & Development.		
<b>Strategic Priority:</b>	Equipping ourselves for the future	<b>Good performance:</b>	Improved performance is typified by a lower number in range 100+
<b>Comments:</b>	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 Q1 2014/15 is 138 compared to 220 in the same period last year. Please be aware that from next quarter the Bradford Factor ranges will change to; 0 - 120, 121 - 500, 501 - 1000 and over 1000.		

Bradford factor	2011/12				2012/13				2013/14				2014/15			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
1-25	647	608	610	604	578	557	571	541	586	545	540	532	517			
26-50	101	111	103	102	100	90	88	94	98	110	86	85	75			
51-100	116	117	106	116	107	102	110	100	100	99	112	88	78			
101-200	98	95	84	82	86	68	72	72	64	79	66	56	53			
201-400	75	63	50	55	59	62	65	60	61	63	49	42	37			
Over 400	84	98	94	87	87	86	96	101	95	76	47	51	48			
<b>TOTAL</b>	<b>1121</b>	<b>1092</b>	<b>1047</b>	<b>1046</b>	<b>1017</b>	<b>965</b>	<b>1002</b>	<b>968</b>	<b>1004</b>	<b>972</b>	<b>900</b>	<b>854</b>	<b>808</b>			



**Bradford Factor - % of headcount with a Bradford Factor score over 120 range split by Directorate**

Directorate	Jun-13	Jul-13	Aug-13	Sep-13	Oct-13	Nov-13	Dec-13	Jan-14	Feb-14	Mar-14	Apr-14	May-14	Jun-14
Adult & Community Services	32%	31%	28%	28%	23%	20%	19%	19%	20%	19%	17%	19%	17%
Children's Services	13%	13%	12%	12%	13%	10%	9%	10%	9%	9%	9%	12%	11%
Corporate Service	4%	5%	5%	4%	3%	3%	3%	3%	4%	3%	3%	3%	3%
Operations	12%	11%	9%	12%	10%	9%	9%	10%	11%	9%	10%	11%	12%
RBWM	13%	13%	12%	12%	11%	9%	9%	9%	9%	9%	8%	9%	9%





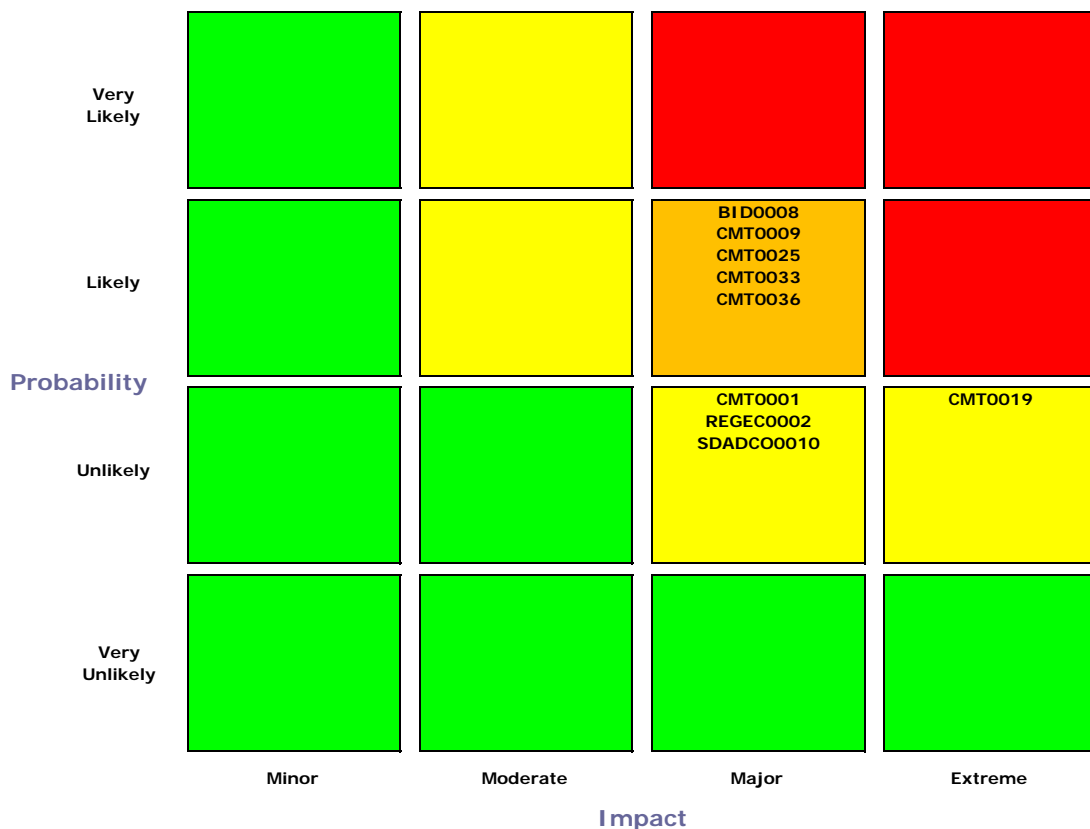
**Bradford Factor range split by Directorate**

<b>Quarter 4 2013/14</b>							
<b>Directorate</b>	<b>BF 0</b>	<b>BF 1-25</b>	<b>BF 26-50</b>	<b>BF 51-100</b>	<b>BF 101-200</b>	<b>BF 201-400</b>	<b>BF Over 400</b>
Adult & Community Services	N/A	206	34	37	26	10	23
Children's Services	N/A	113	11	20	9	14	9
Corporate Service	N/A	115	15	14	11	5	7
Operations	N/A	97	25	15	11	12	12

<b>Quarter 1 2014/15 - Headcount</b>							
<b>Directorate</b>	<b>BF 0</b>	<b>BF 1-25</b>	<b>BF 26-50</b>	<b>BF 51-100</b>	<b>BF 101-200</b>	<b>BF 201-400</b>	<b>BF Over 400</b>
Adult & Community Services	342	203	33	33	18	12	19
Children's Services	152	115	10	15	17	11	7
Corporate Service	154	104	13	11	7	7	6
Operations	154	93	19	18	12	7	16

<b>Quarter 1 2014/15 - Percentage</b>							
<b>Directorate</b>	<b>BF 0</b>	<b>BF 1-25</b>	<b>BF 26-50</b>	<b>BF 51-100</b>	<b>BF 101-200</b>	<b>BF 201-400</b>	<b>BF Over 400</b>
Adult & Community Services	52%	31%	5%	5%	3%	2%	3%
Children's Services	46%	35%	3%	5%	5%	3%	2%
Corporate Service	51%	34%	4%	4%	2%	2%	2%
Operations	48%	29%	6%	6%	4%	2%	5%

## Heat Map - Key Strategic Risk Status



### Key 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
BID0008	Data integrity and/or data security failure.	N/A	New for 2014/15 report	IPMR 33
CMT0009	Failure to manage partnership relations.	N/A	New for 2014/15 report	IPMR 34
CMT0025	The need for fundamental transformation across the council raises the risk that management and staff at all levels will not be able to undertake the necessary transformation and change that will address the financial and demographic pressures faced due to a lack of capacity, capability and experience.	N/A	New for 2014/15 report	IPMR 35
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 36
CMT0036	No overall strategic leadership for the council leads to silo effect, insufficient forward thinking, and resource focussing overwhelmingly on operational matters and the short term.	N/A	New for 2014/15 report	IPMR 36
CMT0019	That a coherent Council transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner.	↔	Same	IPMR 37
CMT0001	Failure to deliver services at agreed cost/specification/quality and within budget.  Failure to define and co-ordinate suitable strategies and delivery plans across the borough.	N/A	New for 2014/15 report	IPMR 38
REGEC0002	Failure to deliver Maidenhead regeneration programme on time and on budget.	N/A	New for 2014/15 report	IPMR 39

Risk Ref	Details	Trend	Changes in risk rating	Page
<b>SDADCO0010</b>	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 (risk ref has been amended to reflect change of ownership. Previous ref CMT0020 - now closed)	IPMR 40

### Key for Risk appetite

Low appetite	Low / Medium appetite	Medium appetite	Medium / High appetite	High appetite
Avoidance of risk and uncertainty is a key organisational objective.	Preference is for ultra safe business delivery options that have a low level of inherent risk and only have a potential for limited reward.	Preference is for safe delivery options that have a low degree of inherent risk and likely to only have limited potential for reward in most circumstances.	Willing to consider all potential delivery options and choose the one most likely to result in successful delivery while also providing an acceptable level of reward.	Eager to be innovative and to choose options offering potentially higher business rewards despite greater inherent risks.

<b>Risk Reference:</b> BID0008	<b>Service Area:</b> ICT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> John Tordoff	<b>Lead Member:</b> Cllr Hill		
<b>Detail:</b> Data integrity and/or data security failure. Threats arising from: <ul style="list-style-type: none"> <li>(a) Loss of data or inadequate data security leads to delays and errors in business processes.</li> <li>(b) Inadequate data to inform business decisions /data quality insufficient to inform decisions.</li> <li>(c) Major Security Breach. In the event of a major security breach the Council could incur significant financial penalties (£50,000 or more) levied by the Information Commissioners Office.</li> </ul>		9 High / Medium	(4) Risk management processes and controls are weak for laptop security. Ref 39/11. On the 2014/15 audit plan.
<b>Avoidance/Mitigation and Transfer</b>			
1. Security awareness of officers and external service providers who use our IT. Gaps on induction and annual refreshing.		80%	Peter Strode
2. Implement a robust exit strategy with accountabilities when staff leave the organisation or return surplus IT equipment.		50%	Peter Strode
3. Secure remote working with computers, encrypted area for sensitive laptop data.		100% In Progress	David Wright
4. Upgrade RBWM firewall configuration to meet agreed government GSI security standard.		Implemented	John Tordoff
5. Develop, publish and communicate information security policies. Communication is what remains outstanding in this control.		90%	Peter Strode
6. Data Back-up procedures. Data is replicated daily to secondary data centre. Secure data backup facility at Tinkers Lane.		Implemented	John Tordoff
7. Disposal of confidential waste papers. Specific bins are in place to ensure such waste is locked and secure at all times.		Implemented	Ciara MacCooley
8. Exchange of data and information with other organisations. Policies, procedures and declarations available to increase security.		Implemented	Peter Strode
9. Audit use of all Council laptops and obtain management authorisation for their use.		Implemented	Peter Strode
10. Use of portable computer media procedures protocols including CD/DVD burning and encrypted memory sticks.		Implemented	Peter Strode
11. Government connect PSN code of connection submission and government security accreditation.		Implemented	Peter Strode
12. Create a data protection proposal for CMT to assess which can then be made part of inductions and the appraisal process.			Peter Strode
13. Implement cloud IT strategy.		75%	Rocco Labellarte
14. An operating framework for laptop asset control will be defined following approval of		70%	Peter Strode
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>		6 - Medium	
<b>Risk Appetite</b>		Low	
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	18/07/2014	Review Date:	#####
<b>Note:</b> The Information Management Security Group have agreed the following targets: <ol style="list-style-type: none"> <li>1. All security breaches are investigated and action taken to avoid/reduce risk of repetition. This includes required management and disciplinary action.</li> <li>2. Council security policies and staff obligations are communicated in detail.</li> <li>3. Published targets for security refresher are monitored and management action taken to meet the targets.</li> <li>4. Staff security awareness and competence measured, and action taken where required.</li> </ol>			

<b>Risk Reference:</b> CMT0009	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Bateson		
<b>Detail:</b> Failure to manage partnership relations.  Failure to link and co-ordinate the various programmes/borough organisations and community partners.  Failure to effectively engage with third parties and miss opportunities for collaboration and cost savings.  Failure to engage with partners leads to a mismatch of services provided to residents.		9 High / Medium	(2) Risk management processes are good and controls are adequate although only partially effective. Ref 12/11. On 2014/15 audit plan
<b>Avoidance/Mitigation and Transfer</b>			
1. Take an overview of new government policy and signpost to relevant departments.		Ongoing	Andrew Elkington
2. Link to health service programmes (Adult Services) and identify initiatives between RBWM and external partners.		Implemented	Christabel Shawcross
3. Link to health service and DFE programmes (Children's Services) and build relationships with schools.		Ongoing	David Scott
4. Cross party meetings with the Police and NHS whenever specific issues arise.		Ongoing	Mike McGaughrin
5. Progress and develop community networks to facilitate programmes e.g. "Adopt-a-Street", the Corporate social responsibility programme, and Aspire.		Ongoing	Andrew Elkington
6. Develop implementation framework for Localism Act requirements relating to procurement, following legal services consultation.		Implemented	Andrew Brooker
7. Build relationships with people and organisations that support children - sports organisations, use of youth forum, youth council.		Ongoing	Ann Domeney
8. Build relationship with fire service. Introduce a local fire station in Windsor to provide a first response to Windsor callouts.		90%	Mike McGaughrin
9. Cabinet approved policy in place for CRTC and CRTB. The parish devolution agenda is ongoing.		Implemented	Andrew Elkington
10. Formalise volunteering resource and enhance/engage the local community especially improve community safety partnership.		70%	Andrew Elkington
11. Enhance relationship with Local Enterprise Partnership (LEP).		###	Mike McGaughrin
12. Progressing the WVMA, Sector 3 and other networks. A critical part of Big Society and specifically Adopt a Street scheme.		Ongoing	Andrew Elkington
13. Building relationships and improved working with Housing Associations.		Ongoing	Mike McGaughrin
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>			6 - Medium
<b>Risk Appetite</b>			Medium
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>			<b>Page Number</b>
Number of volunteers supporting Council services			IPMR 22
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	23/05/2014	Review Date:	#####
<b>Note:</b>			

<b>Risk Reference:</b> CMT0025	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Saunders	9 High / Medium	On 2014/15 audit plan
<b>Detail:</b> Insufficient staff resources/capacity - The need for fundamental transformation across the council raises the risk that management and staff at all levels will not be able to undertake the necessary transformation and change that will address the financial and demographic pressures faced due to a lack of capacity, capability and experience.  At the same time there is the governance risk emanating from the review of council structure following the appointment of the Managing Director.			
<b>Avoidance/Mitigation and Transfer</b>	<b>% completed</b>	<b>Assigned to</b>	
1. Review of lean approaches by DMTs e.g. capacity/capability/resources/time, to see where we actually are in terms of embedding Lean.	0%	Mike McGaughrin	
2. Smarter Working Project – Project approved by Cabinet and actions in hand.	50%	Mike McGaughrin	
3. Organisational strategy on workforce planning changes to ensure right skills, people and employee capacity.	20%	Terry Baldwin	
4. The governance and review of projects forms specific part of revised CMT remit.	Implemented	Mike McGaughrin	
5. Survey results and action plan discussed and endorsed through the Employment Panel.	50%	Mike McGaughrin	
6. Create an organisational strategy of how to react to transformational change.	30%	Terry Baldwin	
7. Recruitment to a transformation role specific to Operations directorate.	0%	Cathryn James	
8. Proposals for transformation of Operations are agreed and being implemented.	80%	Cathryn James	
9. Proposals for transformation of Children's Services are at the consultation stage.	40%	Alison Alexander	
10. Create a model to improve management of change and it's governance.	60%	Rocco Labellarte	
11. Proposals for transformation of Adult Services are agreed and being implemented.	Implemented	Christabel Shawcross	
12. Public Health agenda to come into effect 04/2013. Cross boundary (Berks) working and agreed Local Implementation Working Group.	Implemented	Christabel Shawcross	
13. Ensure everyone is aware of the CREATE winning behaviours and working to make sure they are part of everything we do.	50%	Terry Baldwin	
14. Six monthly staff satisfaction survey providing a snapshot of staff motivation/engagement enabling swift action to address issues.	Implemented	Terry Baldwin	
14. CREATE ambassadors to visit CommCells to encourage everyone to have their say so that good ideas can be put forward.	50%	Mike McGaughrin	
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>		3 - Low	
<b>Risk Appetite</b>		Low	
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	12/06/2014	Review Date:	#####
<b>Note:</b>			

<b>Risk Reference:</b> CMT0033	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Dudley		
<b>Detail:</b> Economic climate - Central government funding reduction potentially leads to: <ul style="list-style-type: none"> <li>- reduced demand for selling services to other local authorities;</li> <li>- diminution of service quality;</li> <li>- reductions in service choice for residents;</li> <li>- reduced resilience on the part of services to meet strategic challenges (for instance demographic pressures).</li> </ul> <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. The next review covers one year only, 2015-16 (because that financial year will start just before the 2015 general election takes place in May).</p>		9 High / Medium	2014/15 - will be allocated a Qtr in due course.
<b>Avoidance/Mitigation and Transfer</b>			
1. Create a customer 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 07/02/15)	Andrew Brooker
5. Seek to engage with appropriate regulatory bodies i.e. HM Treasury, LGA.		Implemented (next review 01/09/14)	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.		30%	CMT
7. Institute discussions with other local authorities to explore opportunities for further shared services.		30%	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
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>			6 - Medium
<b>Risk Appetite</b>			Low / Medium
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>			<b>Page Number</b>
Monthly budget monitoring report			Summary
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	12/06/2014	Review Date:	#####
<b>Note:</b> No changes during Q1 2014/15.			

<b>Risk Reference:</b> CMT0036	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Burbage		
<b>Detail:</b> Change management failure - No overall strategic leadership for the council leads to silo effect, insufficient forward thinking, and resource focussing overwhelmingly on operational matters and the short term.		9 High /	On 2014/15 audit plan
<b>Avoidance/Mitigation and Transfer</b>			
1. Review structure, purpose and impact of the various management teams – CMT, DMT, etc.		Implemented	Mike McGaughrin
2. Cabinet/CMT to consider 2-3 years hence strategic priorities, consequential organisational design and likely transition plans.		50%	CMT
3. Review 5 year strategy to ensure its' validity. Increase member collaboration in its formulation to identify strategic priorities.		10%	CMT
4. Horizon scanning, scenario development and long term planning as distinct processes.		Implemented	CMT
5. Medium Term Financial Plan (MTFP) reflects strategic position as part of budget.		Implemented	Andrew Brooker
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>			6 - Medium
<b>Risk Appetite</b>			Low / Medium
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>			<b>Page Number</b>
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	12/06/2014	Review Date:	#####
<b>Note:</b>			

<b>Risk Reference:</b> CMT0019	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Saunders	8 Medium	On 2014/15 audit plan
<b>Detail:</b> That a coherent Council transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner.			
<b>Avoidance/Mitigation and Transfer</b>	<b>% completed</b>	<b>Assigned to</b>	
1. Resource "People" workstream to engage hearts and minds.	Implemented (next review 20/01/15)	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 30/04/15)	Rocco Labellarte	
4. Set up regular steering board meeting with executive level membership to escalate strategic concerns and quickly find resolution.	Implemented (next review 28/08/14)	Rocco Labellarte	
5. Project plan fully resourced.	Implemented (next review 30/04/15)	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.	Implemented	Rocco Labellarte	
9. Run ad-hoc communication sessions with staff to address concerns as they arise.	95%	Rocco Labellarte	
10. Develop communication strategy to convey information across council.	Implemented	Rocco Labellarte	
11. Run solution workshops with teams as they prepare for Smarter Working moves to help facilitate implementation.	Implemented	Rocco Labellarte	
12. Ensure an appropriate management structure is put in place to deliver the transformation vision.	Proposed in Q3 2013/14	Andrew Elkington	
13. Work towards developing new elements of this programme in order to deliver efficiencies and meeting budget challenges.	50%	Andrew Elkington	
14. Ensure that an agreed transformation vision and programme is adopted and promoted, working towards defined council objectives.	50%	Andrew Elkington	
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>		3 - Low	
<b>Risk Appetite</b>		Low	
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	12/07/2014	Review Date:	#####
<b>Note:</b> During Q1 2014/15, mitigation 13 and 14 have both 50% progress.  Mitigation 8, 10 and 11 was implemented at start of Q4 2013/14.			



<b>Risk Reference:</b> CMT0001	<b>Service Area:</b> CMT	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Mike McGaughrin	<b>Lead Member:</b> Cllr Burbage	6 Medium	On 2014/15 audit plan
<b>Detail:</b> Failure to deliver services at agreed cost/specification/quality and within budget.  Failure to define and co-ordinate suitable strategies and delivery plans across the borough.			
<b>Avoidance/Mitigation and Transfer</b>	<b>% completed</b>	<b>Assigned to</b>	
1. Annual Plan tied in with IPMR so there is a clear link between the plan itself, strategic objectives, goals and indicators.	Implemented	Andrew Elkington	
2. Wider corporate transformation program will deliver fundamental service redesign.	10%	Mike McGaughrin	
3. Lead Member briefings, Overview & Scrutiny panels, Audit & Performance Review panel and Cabinet report process as appropriate.	Implemented	CMT	
4. Horizon scanning. Taking early management action when changes emerge. Use of budget tracker to deliver against changes.	Implemented	CMT	
5. Strategic service reviews.	50%	Mike McGaughrin	
6. Local Transport Plan 3.	Implemented	Simon Hurrell	
7. CMT Standardisation and simplification of processes ought to drive this.	95%	Mike McGaughrin	
8. Key Medium Term Financial Plan (MTFP) and Medium Term Financial Strategy (MTFS) plans are in place.	Reviewed	Andrew Brooker	
4. Horizon scanning, scenario development and long term planning as distinct processes.	Implemented	CMT	
5. Medium Term Financial Plan (MTFP) reflects strategic position as part of budget.	Implemented	Andrew Brooker	
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>		6 - Medium	
<b>Risk Appetite</b>		Medium	
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
None			
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	23/05/2014	Review Date:	#####
<b>Note:</b>			

<b>Risk Reference:</b> REGEC0002	<b>Service Area:</b> Regeneration & Economic Development	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Chris Hilton	<b>Lead Member:</b> Cllr Saunders (Cllr Dudley supporting)		
<b>Detail:</b> 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.		6 Medium	Done Q2 2013/14 (as part of project management audit) but with reduced coverage due to ING proposal failing.
<b>Avoidance/Mitigation and Transfer</b>		<b>% completed</b>	<b>Assigned to</b>
1. Ensure budget and financial controls in place to support programme.		Implemented	Chris Hilton
2. Ensure developer agreement and planning performance agreement relating to Broadway area redevelopment in place.		Implemented	Chris Hilton
3. Discussions with developers for a number of key town centre sites. Successful "Transforming Maidenhead" event in February 2013.		Implemented	Chris Hilton
4. Managing Director to work with Simon Hurrell and Chris Hilton to plan out the next 10 years.		0%	Mike McGaughrin
5. Scoping role and appointment of a development manager to support progression of York Road.		Implemented	Chris Hilton
6. Establish governance and structure/capacity/capability to manage the whole Maidenhead programme and all its opportunity areas.		50%	Chris Hilton
7. Commitment to council's role evidenced through capital contribution, programme management and stakeholder engagement.		Implemented	Chris Hilton
8. PRoM2 launched January 2012 and actively guiding development. Stakeholders represented on PRoM2.		Implemented	Chris Hilton
9. Area Action Plan (AAP) adopted in September 2011 to provide the basis for phased regeneration.		Implemented	Simon Hurrell
10. Appraised AAP compliance against the National Planning Policy Framework (sets out government planning policies and their application).		Implemented	Simon Hurrell
11. Ensure appropriate budget management and control.		75%	Chris Hilton
12. Feasibility study of cost of improving Desborough Suite. Funded by additional £75K to capital scheme. Completion due 28/11/14.		10%	Chris Hilton
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>			4 - Low
<b>Risk Appetite</b>			Low
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
AAP		IPMR 21	
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	26/06/2014	Review Date:	#####
<b>Note:</b>			

<b>Risk Reference:</b> SDADCO0010	<b>Service Area:</b> Adult & Community Services	<b>Current rating</b>	<b>Audit Verification</b>
<b>Lead Officer:</b> Christabel Shawcross	<b>Lead Member:</b> Cllr Coppinger & Cllr Dudley		
<b>Detail:</b> 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.
<b>Avoidance/Mitigation and Transfer</b>			
1. Strategic commissioning to invest more in prevention and delay high level need.		80%	Christabel Shawcross
2. Strategic change of emphasis to demand management rather than service delivery.		Implemented during Q3 2013/14	Christabel Shawcross
3. Provide a resource for reablement.		Implemented during Q3 2013/14	Christabel Shawcross
4. Collaborative commissioning with NHS on intermediate care.		Implemented during Q4 2013/14	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 07/02/15)	Christabel Shawcross
6. Transitions group to reshape resources to integrate any costs impact.		50%	Christabel Shawcross
7. Explore shared services.		50%	Christabel Shawcross
<b>Controlled Risk Rating (revised rating after all control measures implemented)</b>			4 - Low
<b>Risk Appetite</b>			Low / Medium
<b>Links to Performance Indicators (please list 2 indicators that have greatest relevance to this risk)</b>		<b>Page Number</b>	
Number of permanent admissions to residential or nursing care 65+ made in a year		IPMR 17	
Link to financial implications (if any)			
Link to HR implications (if any)			
Date of Last Reviewed	23/05/2014	Review Date:	#####
<b>Note:</b> Mitigation item 4 was implemented during Q4 2013/14.			

## Combined Savings Summary

Directorate	RBWM Target Saving £'000	Savings Delivered to date £'000
Children Services	1290	716
Adult & Communities	2551	789
Corporate	1450	386
Operations	1387	292
<b>Total</b>	<b>6678</b>	<b>2183</b>

Directorate	Risk Level	
	At Risk	Major Risk
Children Services	ST000164	
	ST000245	
Adult and Community Services	ST000171	
		ST000174
	ST000175	
	ST000178	
	ST000180	
	ST000181	
Corporate	ST000183	
	ST000325	
		ST000510
Operations		ST000208

# Savings Tracker BUDGET SAVINGS 2014/15

						None	0	0		
						Complete	55	35		
						On Target	1744	596		
						At Risk	712	118		
						Major Risk	40	40		
Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Adult & Communities	Adult Social Care and Housing	ST000165	Enhanced use of Telecare & Telehealth to enable residents to remain living in their own home safely and efficiently.	ST	Nick Davies, Patrick Worthington	GREEN	110	80	estimated 38k over achievement .	
		ST000166	The expansion of the Shared Lives Scheme schemes that supports residents to remain in the community in a family environment, and inception of a Homeshare scheme where older people with accommodation are matched with those requiring accommodation and able to provide support for their mutual benefit.	ST	Nick Davies, Patrick Worthington	GREEN	75	21	.	
		ST000167	A review of all high cost residential and nursing care placements to ensure that appropriate services are being commissioned and for the appropriate cost. To include the embedding of processes for regular review of existing placements and for evaluation of new placements.	AD1C	Nick Davies, Patrick Worthington	GREEN	300	140	current performance forecast is that £17 over delivery .	
		ST000168	The development of a transitions strategy and improved transitions planning should enable more individualisation of care that both improves outcomes and lowers cost.	AD1D	Nick Davies, Patrick Worthington	GREEN	50	.		
		ST000169	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, Patrick Worthington	GREEN	150	80	.	
		ST000170	Budget Challenge, whereby the social care budget is reviewed to identify areas where efficiency savings can be delivered.	AD1G	Nick Davies, Patrick Worthington	GREEN	20		to be delivered through category management	
		ST000171	A review of Homecare Commissioning and Contracting is expected to better match supply with demand at an economic price.	ST	Nick Davies, Patrick Worthington	AMBER	100	18	outcome based commissioning tender as a long term solution is in a procurement process.  In the short term there are pressures on the homecare budgets due to increased demand these will be mitigated by over performance in other areas	
		ST000172	Management of contract inflation	ST	Nick Davies, Patrick Worthington	GREEN	50	50	.	
		ST000174	Alternative provision of domiciliary support service	ST	Nick Davies, Patrick Worthington	RED	40	40	mitigated by alternative savings .	
		ST000175	Review of Ways into Work governance.	ST	Patrick Worthington, Nick Davies	AMBER	20		Project work underway to consider options of externalisation from the council e.g. a Social Enterprise that savings are predicated on	
		ST000177	De-registration of Dimensions registered homes resulting in additional rental income.	ST	Nick Davies, Patrick Worthington	GREEN	135	.		
		ST000178	Review of Care Packages and Residential Placements	ST	Patrick Worthington, Nick Davies	AMBER	150	50		Reviews ongoing and value for money checks undertaken and use of Care Funding Calculator where necessary is used to understand the care and accommodation costs. However the demand puts this saving at risk
		ST000179	Review of contracts for people with a Learning disability	ST	Nick Davies, Patrick Worthington	GREEN	30	.		
		ST000180	Demand management across all services - impact of increased investment in preventative services in partnership with the CCG	ST	Nick Davies, Patrick Worthington	AMBER	250	50	.	There are demand issues as a result of hospital discharge initiatives and increased demand for services that put this saving at risk. The prevention service has taken in excess of 75 referrals in efforts to mitigate this demand pressure

Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
		ST000181	Review of high cost direct payments, homecare packages and the direct payments scheme.	ST	Nick Davies, Patrick Worthington	AMBER	142			service is reviewing but high demand is a pressure on this saving - mitigated by contract negotiation
		ST000182	Reduced take-up of transport assisted payments scheme and concessionary fares	ST	Nick Davies, Patrick Worthington	GREEN	50	50		
		ST000183	Review of supported living contracts	ST	Nick Davies, Patrick Worthington	AMBER	50			subject to negotiations
		ST000192	Efficiencies from integration of Adult Social Care, Library and Leisure services into Public Health activities.	ST	Christabel Shawcross, Nick Davies, Patrick Worthington	GREEN	164	164		
		ST000250	A review of transport budgets including further consideration of proposals contained in the Transport fundamental service review, and efficiencies arising from improved partnership arrangements with the CCG.	ST	Nick Davies, Patrick Worthington	GREEN	80			
					<b>Unit:- Adult Social Care and Housing</b>	<b>Total</b>	<b>1966</b>	<b>743</b>		
<b>Adult &amp; Communities</b>	<b>All Services</b>	ST000247	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Analysis is being carried out to allocate saving to all Directorates.	ST	Christabel Shawcross	GREEN	47			
					<b>Unit:- All Services</b>	<b>Total</b>	<b>47</b>			
<b>Adult &amp; Communities</b>	<b>Leisure Services Parks Open Space and Cemeteries</b>	ST000185	Introduce parking charges for all centre users and provide no refunds on car park charges at Leisure Centres	LE117	Kevin Mist	BLUE	15		refunds no longer given at leisure centres.	
		ST000186	Charge for all cemetery services at real cost.	KM	Kevin Mist	BLUE	5		Prices now at appropriate levels.	
		ST000187	Business Rate relief for sites occupied by Leisure Centres	ST	Kevin Mist	GREEN	440			Delivery date delayed to 1st June 2014. Trustees appointed and meeting. Working with Financial Partner to agree rent.
					<b>Unit:- Leisure Services Parks Open Space and Cemeteries</b>	<b>Total</b>	<b>460</b>			
<b>Adult &amp; Communities</b>	<b>Libraries, Information, Heritage &amp; Arts Services</b>	ST000189	Review of Museum governance and delivery.	LIB1	Mark Taylor	GREEN	18	11	£11k achieved through VR of one member of staff Oct 2013, Phase 1 of Team Reshape completed	Remaining £7K covered by additional income raised in 2013/14 year and second phase of staffing reshape will consolidate saving in 2014/15.
		ST000190	Increase income generation from Outreach activities in libraries	LIB13	Mark Taylor	GREEN	25		Initial £25K (13/14) expected to be met, second will be tougher, However, team are exploring new avenues for income.	
		ST000191	Additional stock purchased via capital rather than revenue budgets.	ST	Mark Taylor	BLUE	35	35	Relevant S106 receipts identified and passed to Accountancy Pool for 14/15 budget build.	
					<b>Unit:- Libraries, Information, Heritage &amp; Arts Services</b>	<b>Total</b>	<b>78</b>	<b>46</b>		
					<b>Directorate Adult &amp; Communities</b>	<b>Total</b>	<b>2551</b>	<b>789</b>		

# Savings Tracker BUDGET SAVINGS 2014/15

						None	0	0		
						Complete	781	681		
						On Target	289	35		
						At Risk	220	0		
						Major Risk	0	0		
Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Children Services	All Services	ST000150	Efficiency savings from training and workforce development, communications, and printing and stationery costs	ST	David Scott	BLUE	90	90	The funds have been removed from the base budget and the directorate is actively working to reduce expenditure in these areas.	
		ST000245	DMS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop. Analysis is being carried out to allocate saving to all Directorates.	ST	Alison Alexander	AMBER	62	0		£62k of the overall RBWM DMS savings was allocated to Children's Services printing budgets (H40,h41). This was after CS had already identified a further saving of £15k on printing costs through volume reductions which form part of saving ST000150. The 2013-14 printing budget was only £78k but has reduced to £6k in 2014-15 as a result of these two budget savings. This saving will need to be found from other mitigating actions.
		ST000246	Review of Directorate structure	ST	Alison Alexander	GREEN	20	5	This saving has been accommodated within new management structure, and the assumption in setting budgets was that staff would be permanent employees. Currently there are some higher cost agency staff in post resulting in potential cost pressures, which are continuing to be managed.	
		<b>Unit:- All Services Total</b>						<b>172</b>	<b>95</b>	
Children Services	Children & Young People Disability Service	ST000145	Efficiency savings from the new framework contract for agency workers in the Children and Young People Disabilities Service	ST	Ann Domoney	GREEN	30	.		
		ST000146	Efficiency savings from ongoing review of respite care packages and assessment of needs	ST	Ann Domoney	GREEN	40	.		
		ST000147	Capitalise expenditure on specialist Occupational Therapy equipment for the home for disabled children.	ST	Ann Domoney	GREEN	20	.		
		ST000148	Transfer the costs of a Family Key Worker post to the High Needs Block of the Schools Budget.	ST	Ann Domoney	GREEN	35	.		
		ST000149	Recharge provision of Occupational Health therapy for children with SEN to the High Needs Block of the Schools Budget.	ST	Ann Domoney	GREEN	45	30	Costs are already being charged to High Needs Block of DSG in 2013-14 and being covered by High Needs Budget. £30k underspend being reported in LA Budget in 203-14.	
		<b>Unit:- Children &amp; Young People Disability Service Total</b>						<b>170</b>	<b>30</b>	
Children Services	Early Help and First Response	ST000163	Family Intervention and Support Services - efficiency savings	ST	Ann Domoney	GREEN	49	.		
		<b>Unit:- Early Help and First Response Total</b>						<b>49</b>		
Children Services	Education and Childcare Services	ST000140	Phased reduction of bursary funding and staff training in 2 year old settings.	EDC2	David Scott	BLUE	25	25	The phased reduction has been achieved.	
		ST000141	Release the funding previously allocated to provision of Speech and Language Services as this provision is now funded from the High Needs Block of the Dedicated Schools Grant in line with terms of the grant.	ST	David Scott	BLUE	275	275	Costs are already being charged to High Needs Block of DSG in 2013-14 and being covered by High Needs Budget. £275k underspend being reported in LA Budget in 203-14.	

Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
					<b>Unit:- Education and Childcare Services</b>	<b>Total</b>	<b>300</b>	<b>300</b>		
<b>Children Services</b>	<b>Education Standards - School Leadership</b>	ST000151	Generate additional buy-back income from the full range of traded services provided by Education Standards to schools by delivering an expanded programme of buy-back services, including school leadership training and advice	ST	David Scott	GREEN	50		The new core offer was implemented in April 2014. Other services continue to be traded and income levels are being monitored.	
					<b>Unit:- Education Standards - School Leadership</b>	<b>Total</b>	<b>50</b>			
<b>Children Services</b>	<b>Management and Education and Childcare</b>	ST000142	Management efficiencies resulting from the childrens Services proposed restructure	ST	David Scott	BLUE	150	150	One of the three former Heads of Service posts have now been removed. Further management savings have been achieved through the implementation of the revised Children's Services structure.	
					<b>Unit:- Management and Education and Childcare</b>	<b>Total</b>	<b>150</b>	<b>150</b>		
<b>Children Services</b>	<b>Safeguarding &amp; Specialist Services</b>	ST000144	Release funding earmarked for growth in respite provision by maintaining expenditure and provision at current levels	ST	Ann Dorney	BLUE	196	96	Budget has been frozen in 2013-14 with no spend. Underspend being reported. Respite costs being funded from other budgets.	
					<b>Unit:- Safeguarding &amp; Specialist Services</b>	<b>Total</b>	<b>196</b>	<b>96</b>		
<b>Children Services</b>	<b>Sufficiency and Access</b>	ST000164	Reprovision Home to School Transport service. Reductions from recontracting provision, removal of travel passes for Holyport students travelling to Cox Green for new students, efficiencies in SEN travel and children in need.	ST	David Scott	AMBER	158			The savings target for the financial year 2014/2015 spans two academic years; therefore, the scope of the savings will not be fully calculated until the start of the new academic year in September 2014. The expenditure will continue to be closely monitored in order to seek to achieve the revised budgetary provision.
					<b>Unit:- Sufficiency and Access</b>	<b>Total</b>	<b>158</b>			
<b>Children Services</b>	<b>Youth Support</b>	ST000158	Youth Offending Team - scale back expenditure on Intensive Supervision and Surveillance where there has been low demand for this.	ST	Ann Dorney	BLUE	10	10	Expenditure on Intensive Supervision and Surveillance has been scaled back in line with demand.	
		ST000159	Directions Service - reduce equipment budget	ST	Ann Dorney	BLUE	15	15	The equipment budget for the Directions Service has been reduced.	
		ST000160	Efficiency savings from bringing services together in re-configured Youth Support area	ST	Ann Dorney	BLUE	20	20	The Youth Support area was reconfigured as part of the overall Children's Services restructure and the efficiency savings have been realised.	
					<b>Unit:- Youth Support</b>	<b>Total</b>	<b>45</b>	<b>45</b>		
					<b>Directorate Children Services</b>	<b>Total</b>	<b>1290</b>	<b>716</b>		



# Savings Tracker BUDGET SAVINGS 2014/15

						None	0	0			
						Complete	386	386			
						On Target	914	0			
						At Risk	100	0			
						Major Risk	50	0			
Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered	
Corporate	All Services	ST000249	MS - reductions in the charge rates to services for Office print and reductions in the cost of the Print shop.	ST	Mike McLaughrin	GREEN	58				
		<b>Unit:- All Services</b>					<b>Total</b>	<b>58</b>			
Corporate	Finance & Procurement	ST000228	Reduce external audit fee	ST	Andrew Brooker	BLUE	130	130			
		ST000229	Restructure of teams to deliver service efficiencies and savings	ST	Andrew Brooker	BLUE	100	100			
		<b>Unit:- Finance &amp; Procurement</b>					<b>Total</b>	<b>230</b>	<b>230</b>		
Corporate	HR	ST000224	Additional saving from outsourcing payroll.	ST	Terry Baldwin	GREEN	15		Good progress with Ealing who use Trent. Workshop held on Monday 30th June and way forward outlined. Next stage is to move to a more formal MOU. Potential implementation date for shared service is January 2015. Payroll Manager role held vacant while discussions are on-going. Payroll team has been restructured from 1 April to provide greater resilience and improve service.		
		ST000225	Restructure Payroll and HR Operations teams	ST	Terry Baldwin	GREEN	30		Good progress with Ealing. MOU to be completed. Potential implementation date January 2015 subject to legal agreement; Finance input; IT etc. Payroll Manager role held vacant while discussions are on-going. Payroll team has been restructured from 1 April to provide greater resilience and improve service.		
		<b>Unit:- HR</b>					<b>Total</b>	<b>45</b>			
Corporate	Legal	ST000226	Additional Land Charges income from continued rise in housing market activity.	ST	Maria Lucas	GREEN	72				
		ST000227	Increase Legal Income	ST	Maria Lucas	GREEN	50				
		<b>Unit:- Legal</b>					<b>Total</b>	<b>122</b>			
Corporate	Planning and Property Services	ST000222	13-14 saving. Deliver a more cost-effective planning support team.	PLA3	Simon Hurrell	GREEN	50				
		ST000223	Shared services with one or more neighbouring local authority.	PLA5	Simon Hurrell	GREEN	89				
		ST000510	Review Business Services team processes to incorporate Planning Support staff. C/O from 2013/2014 ST000099.	PLA3	Simon Hurrell	RED	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 Team Leader are working to find ways of making the required saving. No saving will be within this financial year.	This pressure has been consistently reported in service monitoring throughout the year.	
<b>Unit:- Planning and Property Services</b>					<b>Total</b>	<b>189</b>					
Corporate	Policy and Performance	ST000233	Withdrawal of Carbon Reduction Commitment Tax	ST	Naveed Mohammed	BLUE	150	150	Guidance from government regarding the carbon reduction commitment tax means that schools are no longer included in the calculations. This means the Council is no longer liable for CRC payments.		

Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
		ST000234	Introduction of annualised hours contracts for Mayor's Officers	ST	Andrew Scott, Naveed Mohammed	BLUE	6	6	The new contracts for annualised hours have been sent out to affected staff and have been agreed with HR. The new arrangement for annualised hours has been implemented and has been functional since April 2013.	
					<b>Unit:- Policy and Performance</b>	<b>Total</b>	<b>156</b>	<b>156</b>		
<b>Corporate</b>	<b>Regeneration and Economic Development</b>	ST000284	Maintenance and Utility savings from vacating York Stream House and St Ives House	ST	Mark Shephard, Chris Hilton	GREEN	250			
		ST000325	Reduce Tourism budget by £100k through an increased commercial approach (C/O 13/14-ST000095)	POL4	Julia White, Chris Hilton, Gail Kenyon	AMBER	100		Advertising sales canvass is under way however target of £209k is extremely challenging. We are looking at additional/new commercial activities and ways of driving revenue through ticket sales at the VIC. The Official Venues Directory will be produced this year bringing additional revenue and the Bereavement Guide will also be produced again on behalf of the Registration service. We are also looking at ways to monetise our destination app and to bring further revenue from advertising on the destination website. We are writing out again to the local retail and dining sector to encourage them to pay for their web listings. A lack of large events this year will affect box office activities and revenue generation.	
					<b>Unit:- Regeneration and Economic Development</b>	<b>Total</b>	<b>350</b>			
<b>Corporate</b>	<b>Technology &amp; Change Delivery</b>	ST000230	Migrate ICT services to a cloud-based delivery model over time but retain existing application set (Market Lead)	ICT2	Rocco Labellarte	GREEN	175		Savings dependent on implementing full cloud strategy by March 2015.	
		ST000231	Implementation of 'Virtual Desktop Implementation' (VDI) across the council, and de-commissioning of current application set.	ST	Rocco Labellarte	GREEN	45		On track to decommission Citrix servers by August 2014 with relevant reduction in licensing costs.	
		ST000232	Restructure of teams to capture efficiencies from new delivery model	ST	Rocco Labellarte	GREEN	80		Discussion on new roles needed to address SharePoint take on, cloud hosting and greater resource requirements for business analysis and project management began in November 2013.	
					<b>Unit:- Technology &amp; Change Delivery</b>	<b>Total</b>	<b>300</b>			
					<b>Directorate Corporate</b>	<b>Total</b>	<b>1450</b>	<b>386</b>		

# Savings Tracker BUDGET SAVINGS 2014/15

						None	0	0		
						Complete	60	60		
						On Target	1227	227		
						At Risk	0	0		
						Major Risk	100	5		
Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
Operations	Benefits & Business Services	ST000217	Assessment & Intervention Team: automate processes and enable Financial Advice and Benefits (FAB) staff to work remotely	ST	Andy Jeffs	GREEN	31	3	One FTE left from the Assessment and Intervention Team in June 2014 and will not be replaced.	
		ST000218	Council Tax administration: introduce charging penalties to those taxpayers who deliberately mislead the council to gain a 25% discount on their Council Tax bill	ST	Andy Jeffs	GREEN	21		Dependent on conducting a single person discount review, which should be done after billing, e.g. June/July. Not scheduled yet, as potential for it to be a 'free' service offered as part of bailiff contract (e.g. Equita), which is still under negotiation.	
		ST000220	Council Tax administration: issue Council Tax refunds by BACS rather than cheque	ST	Andy Jeffs	GREEN	10		Achievable - we need to have one day of consultancy from Capita - again, potential for this to be a 'free' service as part of bailiff contract, dependent on who is successful (e.g. Equita).	
					<b>Unit:- Benefits &amp; Business Services</b>	<b>Total</b>	<b>62</b>	<b>3</b>		
Operations	Commissioning & Contracts Services	ST000208	Reduction in waste tonnages to landfill	PP3	David Thompson	RED	100	5		Major review of waste contract underway.
		ST000212	Income from Dynamic Purchasing Scheme (DPS)	ST	David Thompson	GREEN	20	3	Income from textile recycling alternative income. Review to be undertaken with IESE who are administering the DPS.	
		ST000219	Digital Media Savings - reductions in the charge rates to services for Office print and reductions in the cost of the Print Shop. Some of the savings (£167k) has been deducted and will be allocated to other Directorates	ST	David Thompson	GREEN	38	10	This is estimated savings achieved in the year to date for the Operations directorate, based on reduced volumes and rates	
					<b>Unit:- Commissioning &amp; Contracts Services</b>	<b>Total</b>	<b>158</b>	<b>18</b>		
Operations	Community Protection & Enforcement	ST000202	Develop the generic Community Officer role to cover all on-street liaison & support activity	SC06	Craig Miller	GREEN	100		Options currently being developed relating to the new Community and Enforcement team.	
		ST000203	Reduce Emergency Planning and CCTV operating budgets	ST	Craig Miller	BLUE	10	10	Reductions have been made to base budgets in 14/15.	
		ST000205	Reprocurement of contract for Digital Radio Systems	ST	Craig Miller	BLUE	20	20	Reductions have been made to base budgets in 14/15.	
		ST000206	Savings from restructuring of the Parking team	ST	Craig Miller	GREEN	100		Existing resources are being reviewed.	
		ST000209	Restructure of Public Protection unit	PP8	Craig Miller	GREEN	70			Opportunities being reviewed through second phase restructure of former public protection unit following Operations Directorate restructure.
		ST000210	Increase in licensing income through operational efficiencies	ST	Craig Miller	GREEN	10		Review of licensing income currently being undertaken to produce final annual outturn for next entry.	
		ST000211	Efficiencies in Environmental Health	ST	Craig Miller	GREEN	15	8	Reviewed and updated 18/07/14	

Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
		ST000213	Contract savings	ST	Craig Miller	GREEN	15		Reprocurement of Stray Dog Management and Pest Control Contract Q3 14/15. Authority to proceed gained from CMT.	
		ST000214	Efficiencies in the non-statutory sustainability awareness-raising functions.	ST	Craig Miller	GREEN	35			Opportunities being reviewed as part of phase 2 restructure of former public protection unit.
					<b>Unit:- Community Protection &amp; Enforcement</b>	<b>Total</b>	<b>375</b>	<b>38</b>		
<b>Operations</b>	<b>Cross Directorate</b>	ST000221	Review of Directorate structure	ST	Cathryn James	GREEN	185	56		
					<b>Unit:- Cross Directorate</b>	<b>Total</b>	<b>185</b>	<b>56</b>		
<b>Operations</b>	<b>Customer, Resident &amp; Relationship Services</b>	ST000215	Service transformation: improved efficiency through process improvement and a drive towards more self-service options for residents.	CB3	Edward Phillips	GREEN	67		To be achieved through reduction of 1 Team Leader and removal of around 1 FTE vacancy at Customer Service Advisor level. This will initially be managed by not replacing a Team Leader who went on maternity leave in March. A number of changes have been made to drive down call volumes into CSC and these include: new approach in CSC to encourage self-service on change of address notifications; new Council Tax enquiry ACHIEVE form; improved formatting of annual bill information; improved Council Tax web pages and self-service options; improvements to IVR messaging to route calls more effectively and encourage self service. Savings are built in to the budget.	
		ST000216	Registrars: increased income from changes to the refund process; increase capacity for Nationality Checking Service	ST	Edward Phillips	GREEN	21		Expected rule changes by Central Government will mean that anyone wishing to become a British citizen will be required to speak basic English, which will reduce demand for this service. We will monitor this closely and implement mitigating actions if required.	
					<b>Unit:- Customer, Resident &amp; Relationship Services</b>	<b>Total</b>	<b>88</b>			
<b>Operations</b>	<b>Neighbourhood &amp; Streetscene Delivery</b>	ST000204	Reduce Streetcare operating budgets	ST	David Perkins	BLUE	10	10	Reductions have been made to base budgets in 14/15.	
					<b>Unit:- Neighbourhood &amp; Streetscene Delivery</b>	<b>Total</b>	<b>10</b>	<b>10</b>		
<b>Operations</b>	<b>Strategic Asset Management</b>	ST000193	Restructure the unit to support broader initiatives including review of contract management and generic community officers	HS16	Ben Smith	GREEN	19	0	Re-balance Revenue / Capital spend (Bridges). (Reviewed 16/07/14)	Original FSR not deliverable. Alternative options being developed (Reviewed 16/7/14)
		ST000194	Re-design inspection regimes and develop greater partnership working with Streetcare/ Operations	HS2	Ben Smith	GREEN	35	10	From FSR HS01, HS02 & HS13. Low Risk items = £20k £10k - Gulley Crew regime - code PH01 - on track as per original FSR £5k - review of any remaining contracts not yet re-tendered - code PH01 - on track as per original FSR £5k - planned approach Highway revenue work - code PH01 - on track as per original FSR £15k - increase capital spend reducing revenue expenditure.  Quarter 1 savings achieved.  (Reviewed 16/07/14)	
		ST000195	Fundamental review of grounds maintenance contract (highway verges / grass cutting) to achieve efficiency savings	ST	Ben Smith	GREEN	30	0	Medium Risk - £15k - ongoing review of contract & specification Contract changes in place ( £15k) Original FSR at risk. (Reviewed 16/07/14)	Options being explored to reduce costs without reducing services. (Reviewed 16/07/14)

Directorate	Unit	Project Code	Description of Saving / Pressure	FSR Ref.	Business Owner	Status	2014/15 £'000 Savings	Savings Delivered to date £'000	Comment Savings Delivered	Comment Savings Not Delivered
		ST000196	Street lighting Initiatives: reduce energy costs / risk assessment of reduced structural testing / appraise options for turn-off / dimming of street lighting (subject to community acceptance)	ST	Ben Smith	GREEN	30	10	Low Risk - on track as per original FSR Quarter 1 savings achieved. (Reviewed 16/07/14)	
		ST000197	Highways & Transport establishment saving	ST	Ben Smith	BLUE	20	20	Resource levels and funding reviewed (Reviewed 16/07/14)	
		ST000198	Local bus contract savings on annual contract spend of £340k - savings derived from the reprocurement and redesign of the Maidenhead bus network	ST	Ben Smith	GREEN	50	15	Low current risk - contracts now awarded. There is an ongoing uncontrollable risk of operators de-registering commercial services. Reduced contract costs achieved in Quarter 1 (Reviewed 16/07/14)	
		ST000199	Shopmobility contract includes a reducing annual contract value (£5k - PT99); 'Road Safety Analysis' contract includes an income target to reduce contract costs (£5k - PG18); Reduce highway maintenance fees and legal costs (£5k - PG10)	ST	Ben Smith	GREEN	15	15	Low Risk - on track as per original FSR Reduced contract costs achieved in Quarter 1 (Reviewed 16/07/14)	
		ST000200	Additional local bus contract savings	ST	Ben Smith	GREEN	150	50	Low current risk - contracts now awarded. There is an ongoing uncontrollable risk of operators de-registering commercial services. Reduced contract costs achieved in Quarter1 (Reviewed 16/07/14)	
		ST000201	Further local bus contract savings	ST	Ben Smith	GREEN	125	40	Low current risk - contracts now awarded. There is an ongoing uncontrollable risk of operators de-registering commercial services. Reduced contract costs achieved in Quarter 1 (Reviewed 17/06/14)	
		ST000207	Increase Coach Park charges in line with those other tourist towns.	ST	Ben Smith	GREEN	25	8	Additional income for the first quarter is in line with the projection.	
		ST000248	Income from Bus Shelter advertising	ST	Ben Smith	GREEN	10	0	14/05/14 Contract awarded for supply of new bus shelters including advertising panels. Contract awarded for advertising revenue. Saving on track.(Reviewed 16/07/14)	
					<b>Unit:- Strategic Asset Management</b>	<b>Total</b>	<b>509</b>	<b>168</b>		
					<b>Directorate Operations</b>	<b>Total</b>	<b>1387</b>	<b>292</b>		

# Project Summary Report July 2014

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary
<b>Key Corporate Project</b>												
<b>G2 - Live Projects</b>												
PR000243	ICT Cloud Strategy	Mike McGaughrin	31/12/12	31/12/14	Current	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	
					Previous	AMBER	GREEN	GREEN	GREEN	GREEN	GREEN	
PR000282	Review of Organisational Development and Training across RBWM	Mike McGaughrin	11/02/14	28/02/15	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Draft OD strategy document has been reviewed and the redraft is with Alison Alexander and Terry Baldwin. To be presented to Employment Panel in August. Council wide review of the provision of learning and development across RBWM has been started and will be completed by end of September 2014.
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	
PR000297	Leisure Centre Trust	Christabel Shawcross	01/07/13	02/01/15	Current	GREEN	GREEN	BLUE	GREEN	GREEN	GREEN	Report has been to cabinet, the recommendation has been accepted for the Trust to start 02/01/2015.
					Previous	GREEN				GREEN		
PR000303	CRM Application Rationalisation	Cathryn James	01/02/14	31/03/15	Current	GREEN	AMBER	GREEN	AMBER	AMBER	GREEN	Draft review of requirements for "Waste" completed. Commencement of customer journey mapping for Waste
					Previous	AMBER	AMBER	GREEN	AMBER	AMBER	GREEN	
PR000305	Ray Mill Road East		01/09/13	31/07/14	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	
					Previous							
PR000306	New Oldfield Primary School	David Scott	31/05/12	30/06/15	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	All slow worms have been relocated. Ground work has begun. Excavations are underway.
					Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	

Project Code	Project Name	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary
<b>Key Corporate Project</b>												
PR000478	Broadway Plaza	Chris Hilton, Cllr MJ Saunders	01/10/13	01/03/19	Current	RED	RED	GREEN	RED	RED	RED	Negotiations between RBWM and Ryger are progressing to agree the terms on which the parties will work together to assemble the site. A phasing agreement which addresses how Broadway and York Road will be phased so that they don't compete with each other is in the process of being negotiated. It is expected that Ryger will submit a planning application in the autumn 2014.
					Previous							
PR000479	York Road	Chris Hilton	21/02/13	01/11/19	Current	GREEN	GREEN	GREEN	N/A	GREEN	GREEN	Draft consultancy brief being prepared for cabinet following receipt of PRS feasibility study. Planning application submitted for demolition of St Ives House and York Stream House with a view to demolishing the buildings in October 2014. This is dependent on purchasing long leasehold interest in Data House and outsourcing the cash office function.
					Previous							
PR000486	Waterways	Chris Hilton	20/01/14	15/11/16	Current	N/A	GREEN	AMBER	N/A	GREEN	GREEN	On programme to go out to competitive tender w/c 14/07/14 for tenders to be returned mid August and contractor appointed September for mobilising mid September 2014. Contract is due to compete by June 2015.
					Previous							
PR000587	Windsor Parking Strategy	Ben Smith	01/04/14	31/03/19	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Options appraisal for short, medium and long-term presented to Windsor Parking Board, and will be further developed for September meeting.
					Previous							
PR000588	Stafferton Way Link Road	Ben Smith	01/07/13	31/10/15	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Expected progress has been met. Planning permission granted, detailed design complete and procurement is underway and on track.
					Previous							
PR000618	Maidenhead Parking and Transport Strategy	Ben Smith	01/01/14	30/11/14	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	On target. Draft strategy considered by PROM in June, and going out to broader consultation in August.
					Previous							

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25/08/2011	Drug and Alcohol Recovery Services Tender	Adult & Community Services	Claire Gomm	Increase in the number of clients leaving treatment drug and/or alcohol free.	4% increase	01-Apr-13		Red	Adjusted end date as initial mistake saying 2013. Due date was not until end of April 2014. 4% target applies to the end of the current tender which, as it is 2years plus 1 year, it does not finish until 31st March 2015.
25/08/2011	Filming with the Royal Borough	Corporate Services	Ryan Coburn / Chris James	Increased direct income.	>£10K pa	30-Jul-12	£600	Red	This has now ended. Filming charges have been reviewed and admin charge/cancellation fees introduced. Currently actively promoting filming and working with Creative England to raise RBWM's filming profile in the country. Yet to achieve original target of >10k pa but continuing to work towards this goal (current income for 14-15 is £1697)
25/08/2011	Waste Collection & Allied Services Contract Extension-Mobilisation Plan and Key Issues Update	Operations	Craig Miller	Divert 6500 tonnes of organic waste by 01/12/2013.	>6500tpa by 1/12/2013	01-Dec-13	Currently predicting 4500 by target date - new initiatives being planned to ensure target is met.	Red	Currently projecting approximately 2,000/2,500 tonnes of food recycling to be diverted away from landfill within 2014/15. Triple reward points are currently being applied to food recycling and competitions to win a years supply of compostable liners are being run to encourage further participation and food waste yield. 31 March 2015
29/09/2011	Developing a Sustainable Framework for UK Aviation-Scoping Document-A Department Transport Consultation	Operations	Craig Miller	Borough and residents views incorporated in evolving Dept. for transport strategy.	Views of the Borough likely to be included in evolving strategy.	undefined timescale as an ongoing item	Response submitted on time. Further initiative agreed and to be rolled out by 01/4/13.	Red	Aviation consultations and Davies Commission reports are considered by the councils aviation forum with all major consultation responses being considered and approved by Cabinet prior to submission. Both mechanisms operate on the basis of ensuring that residents views and interests are put forward and included in developments and strategy associated with Heathrow and UK Aviation as a whole.
27/10/2011	Pilot of Pedestrianisation of Lower Peascod Street- Implementation Plan	Operations	Ben Smith	Bus usage will be unaffected (Measurement: data collection and analysis).	Bus usage on services in this area is unaffected.	April - October 2012	Cabinet received a report in May 2013 which included details of bus patronage which indicates a slight decline	Red	Bus patronage data is reviewed on a monthly basis as part of the overall performance management approach within Strategic Assets. Specific data relating to this area will be analysed in September 2014.
24/11/2011	Consultations on the Reprovision of Support Services for Older People in Maidenhead and Sheltering Housing, Warden and Support Services	Adult & Community Services	Nick Davies	If option 1 and 4 are accepted after consultation, increased attendance at social and day centres.	Choice and access barriers to social opportunities are reduced and total attendance across all schemes rises by 5% per year.	From April 2012	Has not been measured.	Red	This will form part of the consultation proposed for 2014/15
24/11/2011	Consultations on the Reprovision of Support Services for Older People in Maidenhead and Sheltering Housing, Warden and Support Services	Adult & Community Services	Nick Davies	Improved access for sheltered accommodation tenants to social and other support.	Social support meeting low to moderate local needs of older people (to be measured through surveys).	01-Apr-12		Light Green	
26/01/2012	Delegation of S106 (developers' contributions) process to parishes, Eton Town Council, and the Windsor and Maidenhead Town Forums	Corporate Services	Gail Kenyon	Devolution of spend of S106(developers' contributions) for selected local infrastructure projects to parishes and towns	Delivery of selected local infrastructure projects needed to mitigate impact of development by parishes and towns	Pilot parish(es) to commence immediately following Cabinet decision	Eton Town Council have signed their Memorandum of Understanding (MoU). Bray and Old Windsor have agreed to sign and awaiting return of MoU. Hurley and White Waltham are discussing it at their February Meetings result awaited. Project was discussed at February Parish Conference which appeared to renew interest and we will be engaging with the remaining Parishes further. Two have declined at this stage, Sunningdale as they believe they make good use of the funds under current arrangements and Datchet who will consider further after their experience with Development Control Decision making.	Orange	Eton Town Council, White Waltham Parish, Bray Parish and Old Windsor Parish have signed Memorandum of Understanding and received funds. Sunningdale and Sunninghill & Ascot believe the current arrangement of call down of funds when required suits them and they do not want to manage the funds directly. Datchet are still considering. No response from other Parishes. By March 2015.



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22/03/2012	Development of the Manor Green School Residence	Children's Services	David Scott/Ann Domoney	The building is used for teaching purposes and respite, including respite commissioned by the PCT.	The building is used for respite and teaching purposes.	January 2013	Options appraisal undertaken and report taken to October 2012 Cabinet for approval.	Light Green	
22/03/2012	Delegation of Planning Decision-Making Powers to Parish Councils and Eton Town Council	Corporate Services	Simon Hurrell	Parish councils take on planning decision-making	30% of all parish councils take up the offer	31-Dec-12	Four Parish Councils were prepared to look at this seriously, of which one only (Datchet) may wish to sign the agreement.	Red	The Budget statement issued in March 2014 indicated that the planning decision making process was to be reviewed with an extension of the permitted development and prior approval regimes to cover most forms of development, with only major development requiring full planning permission. Until the details of the governments plans are clearer there is little appetite for progressing this element of the devolution of planning powers. This was discussed at the April Parish Conference and the matter fully understood. Date 30/10/14.
22/03/2012	Delegation of Planning Decision-Making Powers to Parish Councils and Eton Town Council	Corporate Services	Simon Hurrell	Date of offer being taken up	First delegation agreement operational by 1 August 2012	31-Dec-12		Red	The Budget statement issued in March 2014 indicated that the planning decision making process was to be reviewed with an extension of the permitted development and prior approval regimes to cover most forms of development, with only major development requiring full planning permission. Until the details of the governments plans are clearer there is little appetite for progressing this element of the devolution of planning powers. This was discussed at the April Parish Conference and the matter fully understood. Date 30/10/14.
22/03/2012	RBWM Annual Plan 2012/13	Corporate Services	Naveed Mohammed	Resident perception of Council providing value for money increases by 5%	Resident perception measured in the Residents Survey increases by 5%	31st March 2013 and as reported in the Resident Survey 2012/13		Red	Not met as resident perception of Council providing value for money dropped 45% to 42%
26/04/2012	Tender for Adult Placement 'Shared Lives' Scheme and 'Home Share' Service	Adult & Community Services	Christabel Shawcross	Home Share Scheme Placements	2	01-Apr-13	There have been no HomeShare placements	Red	Homeshare Scheme launched
26/04/2012	Intensive Family Support Project Progress Report – supporting Families with Multiple Complex Needs	Children's Services	David Scott/Ann Domoney	At least 12 families will be identified and supported, to improve at least two of the identified outcome measures by the end of March 2013	15 or more families are identified and supported and demonstrate the improved outcomes	End of March 2013	86 families have been referred to the project since April 2012. 26 families have been closed as meeting the project Payment by Results criteria.	Orange	86 families have been referred to the project since April 2012. 26 families have been closed as meeting the project Payment by Results criteria 4 Families have been closed as they have refused to engage after initial referral.
24/05/2012	Flood Monitoring Report	Operations	Ben Smith	Implementation of Local Flood Risk Management Strategy to ensure appropriate areas of significant risk is managed.	Strategy in place by 31 December 2012	31-Dec-12	Pan Berkshire element completed local items not completed.	Red	Draft 'Local Flood Risk Management Strategy' issued to Lead members for comment 10th July 2014. Strategy to be presented to Cabinet in November 2014.
27/06/2012	The Outcome from Consultations with Gardner House Day Service Users and Carers and Options for Decision	Adult & Community Services	Nick Davies	Increased use of free admission day opportunities by older people in the Maidenhead area	Free admission day services are in place for Gardner House users at Lady Elizabeth House as planned	01-Jan-13	As the service has not transferred this has not yet been achieved but it is not affecting service users care.	Light Green	Achieved; transfer occurred June 2013.
27/06/2012	Traveller Sites in the Royal Borough	Corporate Services	Simon Hurrell	Provision of additional traveller pitches to meet short term need	Additional sites provided by Summer 2013	01-Mar-13	Consultation on potential additional sites conducted in summer 2012, with detailed local consultation on Datchet site autumn 2012.	Red	Please see Report under same name January 2013 (line 252)
27/06/2012	Appointments to Outside and Associated Bodies	Corporate Services	Karen Williams	Council representation on outside and associated bodies; to provide support to community groups and local charities.	Council representatives appointed to between 80- 90% of positions on outside and associated bodies that wish to have representatives.	Immediately upon appointment	94% of positions currently filled	Light Green	

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26/07/2012	Consultation on new RBWM Housing Register and Waiting List Allocations	Adult & Community Services	Nick Davies	Significant responses (over 1500) to consultation on the new housing register with clearer expectations of likelihood of allocations.	600 respond	01-Apr-13	Despite wide publicity there were fewer responses to the consultation than desired however the 30-40 respondents gave a quality of response that will inform our approach to the Housing Register and Allocations	Red	Outcome closed - not met
26/07/2012	Consultation on new RBWM Housing Tenancy Strategy	Adult & Community Services	Nick Davies	Achieve high number of residents responding to the consultations	600 respond	31-Jan-13	The technical nature of this consultation yielded a lower than expected response however the key stakeholders involved i.e. the housing associations gave full responses that informed the Strategy that was published	Red	Outcome closed - not met
26/07/2012	B3024 Forest Green Road Petition	Operations	Ben Smith	Reduction in concerns from residents about traffic speeds	**Reduction in concerns from residents following implementation of measures. (**Calls and correspondence relating to traffic speed in this area will be recorded and monitored before and after scheme implementation to assess effectiveness.	2013/14 Quarter 3 onwards		Orange	Speed limit reduced to 50mph; original petitioners request to further reduce speed limit to 40mph
26/07/2012	B3024 Forest Green Road Petition	Operations	Ben Smith	Reduction in speed related road crashes	Speed related crashes reduced by 3 in a 5 year period post implementation	13/14 onwards	Completion date still pending	N/A	Predicted 30/07/2017
26/07/2012	Maidenhead Rejuvenation Project – Budget Report	Corporate Services	Gail Kenyon	Enhance the Town Centre in line with the Maidenhead AAP	Progress with the initiatives set out in appendix A and achieve the programme – Achieve 75% budget spend	Met – Deliver programme within budget by April 2013	Programme delivered within budget, but a large amount of slippage of some elements of the project, this is due to a re-assessment of priorities by Cllr. MJ Saunders, PRoM and MTP in February with a result of continuing with the original priorities and also adding further funding of £400k to the budget in 2013/14..	Red	This report was with respect to Capital budget in 2012/13 and the projects have now been progressed with some movement of budgets from 2013/14 to 2014/15 progressing with those schemes. Predicted March 2015
02/08/2012	Setting the Usual Price for RBWM Residential Social Care 2012	Adult & Community Services	Nick Davies	The majority of residents are able to find suitable accommodation at the Usual Price level and request an increase if necessary.	10 residents per year request increase in Usual Price.	Immediately	Evidence of placement fees and inflation requests suggests that providers are comfortable with the usual price, and are aware of the process for querying the cost of care	Light Green	Outcome significantly better than forecast as less than one request per year for increase in Usual Rate
23/08/2012	Leisure Services Capital Projects Investment Appraisals	Adult & Community Services	Kevin Mist	Residents have access to a play area and soft landscaping at Evenlode (Project 7)	Replacement play area open and landscaping complete by September 2013	01-Sep-13	Target remains on track for May 2014	Red	Contractor still on site; date now anticipated March 2015
23/08/2012	Community Right To Challenge Policy Framework	Corporate Services	Andrew Green	Initial response within 30 days detailing the date by which the Council will make a decision.	100% response received within 30 days	30-Aug-13	To date the Council has not had any formal notices of challenge	Red	To date the Council has not had any formal notices of challenge
23/08/2012	Community Right To Challenge Policy Framework	Corporate Services	Andrew Green	All final decisions on the acceptance or rejection of a Challenge will be made within a maximum period of six months.	The Council is 100% successful in reaching a final decision within six months of receiving an EoI.	30-Aug-13	To date the Council has not had any formal notices of challenge	Red	To date the Council has not had any formal notices of challenge
23/08/2012	Community Right To Challenge Policy Framework	Corporate Services	Andrew Green	The Right to Challenge is promoted on the Council's website and communicated to parishes and community groups. The Council monitors the number of EoIs received.	The Council secures one or more Expressions of Interest by August 30th 2013.	30-Aug-13	The Council has not yet had any formal expressions of interest	Red	To date the Council has not had any formal notices of challenge
27/09/2012	Traveller sites in the Royal Borough – Update Report	Corporate Services	Simon Hurrell	Provision of additional traveller pitches to meet short term need	Additional sites provided by 31 August 2013	31-Aug-13	This report recommend consultation at Datchet.	Red	Please see Report under same name January 2013 (line 252)

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27/09/2012	Section 106 Projects Review Supplementary Planning Document	Corporate Services	Chris Hilton	S106 income is spent on relevant projects compliant with the legal agreements. Current reserves £10.37m	Projects undertaken as identified in legal agreements on time. Current reserves are reduced by 25%		Projects delivered within time to mitigate affects developments have on infrastructure and services. Each S106 has different commencement dates.	Orange	Receipts for 2012-2013 were 49% higher than 2011-12 and 2013-2014 were 18% higher than 2012-2013. Therefore current S106 income held does not reflect a 25% reduction. However spending of funds did increase from £2.9m in 2012-13 to £6.2m in 2013-2014.
24/10/2012	Reform of the Social Fund: Transfer of responsibilities for Crisis Loans and Community Care Grants to Local Authorities	Adult & Community Services	Christabel Shawcross	Crisis support is available to those residents in greatest crisis need in a timely manner and all applicants referred to an appropriate supporting partner organisation for support to prevent repeat applications	That 100% of those experiencing genuine crisis are able to access support within 3 working days. Only 10% of claimants are awarded more than 1 grant with a year	01-Apr-14	Completion date still pending	Light Green	all applications for Crisis Support were dealt with within 2 working days
24/10/2012	Libraries Opening Hours Consultation – Results and Recommendations	Adult & Community Services	Mark Taylor	Recruit at least 70 additional available volunteer hours to enable the service to undertake a Sunday pilot for 12 months.	Pilot commences in April 2013 and runs for 12 months during which time it is possible to gauge volunteer commitment and resident interest in Sunday opening.	Pilot completed by Apr 2014	From April 2014	Light Green	Pilot Extended until 30 September 2014. Additional volunteers have been recruited allowing the staffing to be flexed across the week to ensure the Sunday opening hours can be delivered
24/10/2012	Libraries Opening Hours Consultation – Results and Recommendations	Adult & Community Services	Mark Taylor	The pilots are successfully completed and, as a result, residents are able to access their local library for more hours during the week and on a Sunday if the pilot demonstrates that it is commercially sustainable.	The Sunday pilot is successfully completed and additional opening hours are included in the core hours of those libraries that have demonstrated sufficient business levels and volunteer commitment.	01-Apr-14	From April 2014	Light Green	Pilot Extended until 30 September 2014. Additional volunteers have been recruited allowing the staffing to be flexed across the week to ensure the Sunday opening hours can be delivered
24/10/2012	Intensive Family Support Project - Six Month Progress Update	Children's Services	Simon McKenzie	70 of the 140 families to be engaged during the second year (2013/14) of the three year project	70 families are engaged during year 2	31-Mar-14	67 families have been worked with and 24 claims made.	Orange	At the end of June 2014 the Intensive Family Support Project had worked with 126 families and will exceed the 140 target set by DCLG for the three year programme. End date 31 March 2015
24/10/2012	Development of the Manor Green School Residence	Children's Services	David Scott/Ann Domeney	The top floor of the residential building is brought into use for teaching	The School provides 35 new places for pupils with learning difficulties above the current 192 fixed for September 2012	From 01/04/2013		Orange	The revised building use has been agreed and the scheme is now under design and development to support the expanded school roll. Predicted end April 2015
24/10/2012	RBWM Foster Carer Charter	Children's Services	Ann Domeney	More children in care will live closer to home	RBWM By the end of 2012/13 there will be less children in IFA provision than last year (23), as there will be better quality RBWM foster placements to meet their needs	March 2013	There were 40 children and young people in IFA placements at the end of 2012/2013	Red	The number of children and young people in IFA placements reduced to 34 at the end of 2013/2014. A targeted recruitment campaign is underway and is on track to deliver the approved number of 20 foster carers within the current financial year.
24/10/2012	Draft Aviation Policy Framework	Operations	Craig Miller	Local resident's views and concerns are raised and included as part of new national Aviation Policy Framework	The views of the Borough are reflected within the development of the new aviation strategy framework with govt. commitments to address key issues of concern.	DFT timescales are variable and currently undefined as an ongoing item	Completion date still pending	N/A	Aviation consultations and Davies Commission reports are considered by the councils aviation forum with all major consultation responses being considered and approved by Cabinet prior to submission. Both mechanisms operate on the basis of ensuring that residents views and interests are put forward and included in developments and strategy associated with Heathrow and UK Aviation as a whole.
24/10/2012	Occupational Health Services Contract – Approval to Tender	Corporate Services	Terry Baldwin	Meeting the KPI's as set out in the specification	95% achievement on set KPI's	End of second ¼ of contract		Light Green	Transition completed and new service in place on 1 October 2013
24/01/2013	NNDR Tax Base 2013/14	Corporate Services	Richard Bunn	The NNDR tax base is used to assess the level of business rate income the Council collects. The forecast used in the MTP is £36,280,646.	Income collected is as forecast £36,280,646. The collection fund is in balance for NNDR.	31-Mar-14	Income collected was £36.755m before provision for backdated appeals.	Dark Green	Achieved income is 1.3% higher than forecast

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24/01/2013	Travellers in the Royal Borough – Accommodation Needs Assessment and Possible New Traveller Site at Datchet	Corporate Services	Simon Hurrell	Provision of deliverable Traveller sites to meet short-term (5 year) needs i.e. up to 2017.	Further sites identified and technical work and consultation completed by 31 December 2013.	30-Jun-14	Further sites were identified but Members decided to put on hold whilst two appeal decisions, one enforcement case and one new planning application were determined (which with some outcomes would have obviated the need for the Authority to provide sites itself).	Red	The Datchet Traveller application was considered by the Windsor Urban Panel on the 16th July 14. The GTAA is on going and will feed into the work to review the land available for further Traveller pitches in the Borough for reporting to Cabinet. Predicted date 30 June 2015
21/02/2013	Change of Lease Between Charters School, RBWM and Leisure Centre Trust	Adult & Community Services	Kevin Mist, David Scott	(i) the surrender of the premises and incorporation in the Academy Lease. (ii) the completion of the Option Agreement.	Lease completed by April 2013. Agreement completed by April 2013	Lease and Agreement completed by April 2013	Facilities Agreement to be signed by November 2014	Orange	Lease agreement completed in 2013. Facilities agreement to be signed by November 2014
21/02/2013	Incentivisation of Household Organic Waste Collections	Operations	Craig Miller	To achieve a significant increase in recycling rates by 31st March 2014. Significant reduction in landfill tax liabilities by 31st March 2014	55-57% overall recycling rate by 31st March 2014. £100k- £125k annual savings /cost avoidance in landfill tax liabilities by 31st March 2014	By 31st March 2014	48%	Red	A fundamental review of recycling targets was undertaken to reflect changes in waste regulation prohibiting the composting of green waste and low take up of food waste recycling. The recycling rate target was adjusted to 50% for 2014/15. Q1 performance is 48% and in line with the annual profile to achieve the target.
22/02/2013	Transfer of Public Health to RBWM & Update on NHS Changes	Adult & Community Services	Rutuja Kulkarni	Public Health priorities in RBWM are met.	Adequate progress in achievement in all PH Domains.	Will be delivered throughout the 2013/14 financial year.	Some targets monitored locally and some nationally	Light Green	Public Health transferred in April 2013.
21/03/2013	10 Year School Expansion Programme	Children's Services	Ben Wright	Sufficient school places are available for RBWM pupils.	All RBWM pupils wanting a place in RBWM schools have a place.	September 2013 onwards		Orange	Further options and different methods to meet the increase in demand were explored and reported to Cabinet in November 2013 and March 2014. There will be a further report to Cabinet in December 2014 on the outcome of the proposed public consultation with recommendations for the first phase of a new secondary sector places programme, to be implemented in 2015/16 and 2016/17
25/04/2013	Transforming Adult Social Care Services - to meet the care needs of local residents from April 2014.	Adult & Community Services	Nick Davies	Improve Quality of Residential Care.	Compliance ratings of RBWM homes show a 1% improvement from the 2013 baseline.	01-Mar-14		Red	Awaiting outturn data from CQC to enable assessment of compliance. June 2014, now September 2014
23/05/2013	Notification of award of Occupational Health Services Contract	Corporate Services	Vanessa Faulkner	Meeting the KPI's as set out in the specification.	95% achievement on set KPI's	End of second ¼ of contract	Some KPI's meeting achievement % and some not due to operational issues. Working with the provider to improve those underperforming KPI's and maintaining those that are.	Orange	End of second ¼ of contract which is December 2014
23/05/2013	Peascod Street / Charles Street, Windsor - Pedestrianisation 'Pilot' Scheme	Operations	Ben Smith	The environment continues to be enhanced Measurement: Feedback from residents, business and visitors. Changes in café culture (on April 2013 baseline, Highway Licensing officer records). Changes in pedestrian levels (on February 2013 baseline survey, Appendix E)	Greater than 50% feedback is positive. The café culture is retained at the April 2013 baseline level. Pedestrian levels retained at the February 2013 baseline level.	01-Apr-14	Outcome to be measured in April 2014	Light Green	Limited feedback has been received with positive feedback from Windsor Town Partnership; café culture levels marginally increased; pedestrian survey results awaited
23/05/2013	15-17 York Road Flats, Maidenhead	Corporate Services	Mark Shephard	Refurbishment is procured and successfully undertaken by RBWM, 15-17 York Road Flats are legally transferred to Two5Nine Ltd and prepared for private letting.	Refurbishment is completed and property available to let. Ownership of the property is transferred to the trading company.	Spring 2014	On track to complete refurbishment end February 2014.	Light Green	Project concluded and letting agent instructed to source tenants.
25/07/2013	Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 1 2013/16	Adult & Community Services	Nick Davies	Establish a Residential and Nursing Home Framework that ensures quality and value for money for residents, and that providers get a fair deal.	25% of the RBWM provider market is on the framework agreeing to the maximum bed prices and signed up to the local quality standard.	01-Dec-13		Red	This is being scoped as part of Care Act Programme to develop the market

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26/09/2013	Business Rates – Discretionary Relief for Occupiers of Empty Shops	Corporate Services	Andrew Brooker	Meaningful consultation with Residents and Local Businesses that results in an informed scheme	50 responses		Responses received in time for approval of new scheme at December 2013 Cabinet Only 35 responses received	Red	Reviewing September Cabinet - new paper.
26/09/2013	Framework Agreement for Property Development Managers	Corporate Services	Mark Shephard / Gail Kenyon	e.g. reduce fee cost by 2%	2% reduction in fee costs	01-Apr-14	On track to meet target.	Light Green	Framework concluded.
24/10/2013	Future Delivery Options for Building Control and Building Services	Corporate Services	Simon Hurrell	Shared service with one or more authorities	New joint service established	01-Apr-14	Members asked for report to Cabinet on 'direction of travel' March 2014, rather than commencement of new service from April 2014.	Light Green	Reported to cabinet, and agreed that a shared service with Wokingham be entered in to by 31st December 2014
24/10/2013	The Future Use of the Site at Ray Mill Road East	Corporate Services	Mike McGaughrin	Robust decisions by Cabinet based on feasibility studies and public and stakeholder consultation	Satisfactory studies and fully inclusive consultation for Cabinet review in March 2014	31-Mar-14	Feasibility studies instructed and update report on progress due to be presented to July Cabinet.	Red	Agreed with Lead Member and Leader that an update report will be presented with the results of the feasibility studies to the July Cabinet
24/10/2013	Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 2 2013/14.	Adult & Community Services	Nick Davies	Establish a Residential and Nursing Home Framework that ensures quality and value for money for residents, and that providers get a fair deal.	25% of the RBWM provider market is on the framework agreeing to the maximum bed prices and signed up to the local quality standard.	01-Dec-13		Red	This is being scoped as part of Care Act Programme to develop the market
28/11/2013	Annual Determination of School Admission Arrangements	Children's Services	Ann Pfeiffer	Residents, schools and other concerned parties will be aware of the Admissions Arrangements in good time.	The Admissions Arrangements are clear, fair and compliant with the Admissions Code 2012.	15-Apr-14	Admission arrangements published and complete	Light Green	
12/12/2013	Options for Future Administration of Local Welfare Provision: Crisis Support and Community Care Grants	Adult & Community Services	Nick Davies	Crisis support is available to residents in greatest need in a timely manner and all applicants referred to an appropriate supporting partner organisation for support to prevent repeat applications.	100% of those experiencing a genuine crisis are able to access support within 3 working days.	01-Apr-14	Tracking and demonstrating achievement of this target.	Light Green	
30/01/2014	Desborough Suite Improvements	Adult & Community Services	Mark Taylor	Full feasibility options & costing for improvements to the Desborough Suite.	Feasibility is tested and Cabinet has sufficient information to make an informed judgement about which option to pursue by June 2014	01-Jun-14	Completion date adjusted to Autumn	Red	It is suggested it is deferred in agreement with Lead Members to allow continuing engagement with the key community stakeholders subject to approval by Cabinet.
30/01/2014	Library Extended Opening Hours Review and Recommendations	Adult & Community Services	Angela Gallacher	Retain extended opening hours (14.5hpw) Monday – Saturday across 4 locations	14.5hpw additional opening hours delivered at no cost to the council	From April 2014		Light Green	Pilot Extended until 30 September 2014. Review of the Pilots due at August Cabinet. Currently being met.
30/01/2014	Library Extended Opening Hours Review and Recommendations	Adult & Community Services	Angela Gallacher	Retain Sunday opening at Windsor, Maidenhead, Cox Green and Sunningdale Container Libraries	Deliver Sunday opening at Windsor, Maidenhead, Cox Green and Container Libraries within budget	From April 2014		Light Green	Pilot Extended until 30 September 2014. Review of the Pilots due at August Cabinet. Currently being met, on course to exceed.
30/01/2014	Library Extended Opening Hours Review and Recommendations	Adult & Community Services	Angela Gallacher	Average of 20hpw volunteer commitment on Sundays	20hpw volunteer commitment on Sundays sourced and retained	From April 2014		Light Green	Pilot Extended until 30 September 2014. Review of the Pilots due at August Cabinet. Currently being met, on course to exceed as volunteers take up story times
30/01/2014	Amendment to Public Health Joint Agreement	Adult & Community Services	Christabel Shawcross	All Berkshire Unitary Councils agree to changes to improve procurement and outcomes by March 2014	01/04/2014	01-Apr-14		Light Green	
30/01/2014	Transforming Adult Social Care Services - to meet the care needs of local residents – Quarterly progress report – Quarter 3 2013/14.	Adult & Community Services	Nick Davies	Establish a Residential and Nursing Home Framework that ensures quality and value for money for residents, and that providers get a fair deal.	25% of the RBWM provider market is on the framework agreeing to the maximum bed prices and signed up to the local quality standard.	01-Mar-14		Red	This is being scoped as part of Care Act Programme to develop the market
30/01/2014	Commissioning Voluntary Sector Support	Corporate Services	Andrew Green	The Council secures a provider capable of delivering all elements of the service by 1 April 2014.	The Council secures a contract for provision of Voluntary Sector support by 1 April 2014.	01-Mar-14	1st April deadline was not met	Red	A new contract was secured for provision of this service and commenced on 1 July 2014
13/02/2014	Award of Contract for Leisure Services	Corporate Services	Andrew Brooker	Sustainable contract	Contract runs full 20 year term	From 2014 to 2034		Red	Defined Outcomes refined - see new paper (the Cabinet prioritisation Sub Committee meeting 16 July 2014 with refined Key Implications)
13/02/2014	Award of Contract for Leisure Services	Corporate Services	Andrew Brooker	Financial Savings	£600k savings in full year	From May 2014		Red	Defined Outcomes refined - see new paper (the Cabinet prioritisation Sub Committee meeting 16 July 2014 with refined Key Implications)

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13/02/2014	Award of Contract for Leisure Services	Corporate Services	Andrew Brooker	Improved Leisure Services	Measurable improvement	From May 2014		Red	Defined Outcomes refined - see new paper (the Cabinet prioritisation Sub Committee meeting 16 July 2014 with refined Key Implications)
13/02/2014	Award of Contract for Leisure Services	Corporate Services	Andrew Brooker	Community Investment	Investment of surplus in community assets after 3 years	From May 2014		Red	Defined Outcomes refined - see new paper (the Cabinet prioritisation Sub Committee meeting 16 July 2014 with refined Key Implications)
27/02/2014	Briefing Update from the Health and Wellbeing Board	Adult & Community Services	Rutuja Kulkarni	800 residents are supported to successfully stop smoking per year	800 successful quitters	31-Mar-14	750 quitters in RBWM against the target of 800 in 13/14	Orange	The shortfall of 50 is due to having to re-establish provision in the Borough to meet targets - RBWM over performed in 12/13 within the overall east Berks target and provision was re-directed to meet need as well as public health budgetary responsibilities in LAs. RBWM surpassed the quit per smoking population figures compared to other areas outside of Berkshire. DH guidance has been that NHS Stop Smoking Service should 'treat 5% of their smoking population', which given the average national quit rate of 50%, means that national quitters per smoking population figure would be around 2.5%. RBWM's target quit % was set at 4.83% (based on 800 quitters, higher than the DH recommendation) and we achieved 4.46% actual quit %.
27/02/2014	Integrated Performance Monitoring Report (IPMR) Q3 2013/14	Corporate Services	Naveed Mohammed	The Council is able to track performance against key priorities and ensure achievement against year-end targets	The IPMR provides accurate and timely data enabling Members and senior officers to effectively track performance against key priorities. As a result the Council achieves year-end targets against 60% of KPIs.	31-Mar-14	57% at green across both primary and secondary set (where information is available)	Orange	
27/02/2014	Sunday Opening of Libraries	Adult & Community Services	Mark Taylor	Average of 17.5hpw volunteer commitment on Sundays	17.5hpw volunteer commitment on Sundays sourced and retained	From April 2014		Dark Green	
27/02/2014	Licensing in the Night-Time Economy: Possible Interventions	Corporate Services	Steve Johnson	Campaign initiated in support of a change in primary legislation.	Campaign initiated by May 2014.	01-May-14		Red	Update report to go to Cabinet in August 14
27/02/2014	The Future Use of the Site at Ray Mill Road East	Corporate Services	Mark Shephard	Robust decisions by Cabinet based on feasibility studies and public and stakeholder consultation	Satisfactory studies and fully inclusive consultation for Cabinet review in April 2014	April 2014.		Red	Reporting to Cabinet July 2014.
27/02/2014	Maidenhead Regeneration – York Road Opportunity Area Feasibility Study	Corporate Services	Mark Shephard	Development Manager appointed from RBWM DM Framework following mini competition process.	Development Manager appointed, and briefed by 31 May 2014	31-May-14		Red	Procurement process underway with likely appointment in August 2014.
27/03/2014	Braywick Court School Lease	Children's Services	Ann Pfeiffer	2. Planning permissions is granted and new buildings are built.	The school has room for 28 pupils per year group A new Nature Centre is built.	One year after planning permission		N/A	The Free School application is progressing and the lease agreed. The new building is to be developed in line with approved planning consent. Possibly by September 2015
27/03/2014	Council Nominations to the Royal Borough Leisure Trust	Adult & Community Services	Kevin Mist	All Trustees appointed to ensure effective Leisure Trust to improve services.	Appoint by 30 May 2014	01-Jun-14		Green	
27/03/2014	Planning and Licensing Protocol	Corporate Services	Suki Coe	Re-define scope and authorities for licensing and planning decisions	New protocol effective from 1 April 2014	01-Apr-14	Protocol in place and operational.	Light Green	Recent cases include, Stubbings Nursery and The Golden Harp Tesco license applications
27/03/2014	Road Resurfacing Update and Award of Annual Contract 2014	Operations	Chris Wheeler	Road Resurfacing Contract awarded	Eurovia Infrastructure Ltd. appointed to deliver the roads programme	15/04/14 (Value for money and customer feedback review in March 2015)	1st outcome - Eurovia Infrastructure Ltd appointed by 15/04/14. Contract rates lower than previous year allowing more work to be carried out.	Green	In addition Eurovia agreed to a further discount to deliver extra work identified through flood grant funding. Customer satisfaction will be measured through the NHT Benchmarking and the Residents Survey
24/04/2014	Future Pupil Referral Provision and Alternative Learning in RBWM	Children's Services	Eileen Hinds	The lawful delegation of powers to the Pupil Referral Unit Management Committee	Delegation made to the Management Committee	01-Sep-14	No date stated in this report for this outcome. After discussion with the Lead Report writer, it was confirmed that the Outcome Date is to be September 2014	N/A	New alternative learning arrangements have been delegated to the Management Committee who are implementing revised delivery arrangements.

Decision Date	Report Title	Directorate	Officer	Defined Outcome	Target?	Outcome Date	Actual achieved (or predicted) outcome measure	Status (key is at the bottom)	June 14 end Commentary
24/04/2014	Financial Update	Corporate Services	Richard Bunn	To meet Annual Plan target of £1m underspend.	Achieve target underspend, reserves increase to £6.980m	31-Mar-14	The General Fund Reserve closed at £5.022m. During the year £1.352m was swept into the Development Fund. The balance, if the sweep had not taken place, would have been £6.374m.	<b>Red</b>	The defined target was to achieve an underspend of £1m. This was an ambitious target and although it was not achieved, the outcome did improve our General Fund Reserve position by £394k.

<b>Red</b>	"Not Met" (or worse)
<b>Orange</b>	Between "Not Met" and "Met"
<b>Light Green</b>	Met
<b>Green</b>	Between Met and Exceeded
<b>Dark Green</b>	Exceeded
<b>Purple</b>	Beyond exceeded (whether or not significantly exceeded has been met)
<b>N/A</b>	Still ongoing as End Date is not due