

NOTICE
OF
MEETING



**CULTURE AND COMMUNITIES
OVERVIEW AND SCRUTINY PANEL**

will meet on

THURSDAY, 11TH AUGUST, 2016

At 6.30 pm

in the

COUNCIL CHAMBER - TOWN HALL,

TO: MEMBERS OF THE CULTURE AND COMMUNITIES OVERVIEW AND SCRUTINY
PANEL

COUNCILLORS GERRY CLARK, JUDITH DIMENT, MARIUS GILMORE, JESSE GREY,
ROSS MCWILLIAMS, SHAMSUL SHELM AND SIMON WERNER.

SUBSTITUTE MEMBERS

COUNCILLORS HASHIM BHATTI, MOHAMMED ILYAS, JOHN LENTON, MARION
MILLS, CLAIRE STRETTON, JULIAN SHARPE, MALCOLM BEER.

Karen Shepherd - Democratic Services Manager - Issued: Wednesday, 3 August 2016

Members of the Press and Public are welcome to attend Part I of this meeting. The agenda is available on the Council's web site at www.rbwm.gov.uk or contact the Panel Administrator **Shilpa Manek** 01628 796310

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AGENDA

PART I

<u>ITEM</u>	<u>SUBJECT</u>	<u>PAGE NO</u>
10.	<u>INTEGRATED PERFORMANCE MANAGEMENT REPORT Q1</u> Members to discuss the IPMR Q1.	5 - 54

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Report for: ACTION



Contains Confidential or Exempt Information	No – Part I
Title	Integrated Performance Monitoring Report (IPMR) Quarter 1 2016/17
Responsible Officer(s)	Russell O’Keefe, Strategic Director of Corporate and Community Services
Contact officer, job title and phone number	David Scott, Head of Governance, Partnerships, Performance and Policy 01628 796748
Member reporting	Cllr Simon Dudley, Leader of the Council and Chairman of Cabinet Cllr McWilliams, Deputy Lead Member for Policy
For Consideration By	Cabinet
Date to be Considered	25 August 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. The Integrated Performance Monitoring Report (IPMR) recommends Cabinet note progress and summarises performance outturns against the Council’s key priorities for Quarter 1 2016/17, including seven HR-related indicators. Of the 24 key performance indicators 10 (42%) are on target, 7 (29%) are just short and 7 (29%) are off target.
2. Table A4 in Appendix A summarises the KPIs which have declined since the previous quarter and more detail is provided about causes and interventions to improve performance in these areas is in paragraphs 5-11.

If recommendations are adopted, how will residents benefit?

Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference
1. Rigorous performance management enables the council to improve services and deliver its strategic priorities for residents so that better outcomes are achieved.	March 2017

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION: That Cabinet:

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- i. **Note the progress made against the performance measures listed in the IPMR Quarter 1 2016/17 report.**

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

Improving the council's performance management framework

- 2.1 The council is developing its performance management framework which includes re-thinking the format, style and content of the Integrated Performance Monitoring Report (IPMR). This will improve service delivery and the council's ability to achieve all of its strategic objectives.
- 2.2 For this iteration, the Cabinet Outcomes Tracker has been removed from the IPMR but will henceforth be tracked by services and Lead Members and could also be subject to Overview & Scrutiny through the council's traditional channels. The Financial Savings Tracker is no longer reported as requested by Corporate Management Team (CMT) since this is already reported in the financial update. The Q2 2016/17 report will go further to improve our performance management framework.

Report summary and structure

- 2.3 Of the 24 key performance indicators 10 (42%) are on target, 7 (29%) are just short and 7 (29%) are off target.
- 2.4 The report highlights performance whether good or bad and details mitigation actions to address weak performance. Appendix A provides a summary of all performance and commentary and analysis on KPIs that are falling "just short" or are "off target". Appendix B provides detailed progress on the 24 KPIs but also the secondary indicators, information on key strategic risks, and updates on key corporate projects.
- 2.5 The council has acknowledged that off target KPIs, are not necessarily failures or problems, but signal that an intervention may be required to ensure that the performance measure achieves the Cabinet's expected outcomes or is sufficiently delivering against the council's strategic priorities to be brought back on track. Appendix B seeks to summarise this in the 'comments section' setting out:
 - Work in progress
 - Issues
 - Success
 - Intervention required.

Review of KPIs

- 2.6 KPIs are predominately designed to measure how effective the council is at providing services to residents and delivering its strategic priorities. Some measures also focus on how the council manages its internal operations to ensure it is operating efficiently.
- 2.7 At the beginning of the new financial year 2016/17, each Directorate reviewed their balanced scorecards to prioritise the key performance indicators they need to monitor. Rationale behind the changes include sharpened focus on delivering the council's strategic objectives, prioritising areas in need of improvement over those with a track record of consistently performing well and using data that more accurately tracks outcomes for residents. As a result the following indicators have been removed from the IPMR:

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- AS5 % of Support Plans completed within 28 calendar days of assessment.
- CS85 Number of families supported early (by Children’s Centres and Youth Support) to prevent escalation and referral to social care
- SG3 Stability of placements (number of moves) of children in RBWM’s care lasting two or more years
- SG30 Total number of approved RBWM foster carers available

2.8 The following indicator has been elevated from the secondary set of indicators to become a KPI for closer monitoring:

- CS80 % of all RBWM schools inspected by Ofsted receiving ‘Good’ or ‘Outstanding’ judgement.

Current performance

2.9 A summary of current performance against the 24 KPIs is as follows:

Table 1: KPI Summary of performance

Status	2015/16				2016/17
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17
On Target	15 (50%)	13 (44%)	16 (53%)	15 (56%)	10 (42%)
Just Short	9 (30%)	7 (23%)	6 (20%)	7 (26%)	7 (29%)
Off Target	6 (20%)	10 (33%)	8 (27%)	5 (18%)	7 (29%)
Data not available	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	30	30	30	27	24

2.10 The key indicators are those measures Cabinet prioritised for improvements in 2016/17. Secondary indicators, whilst still important, are monitored with a lighter touch by team managers and Heads of Service. If performance of a secondary indicator drops below acceptable levels, a process of escalation is triggered and the indicator moves from secondary to a key indicator (see 2.7).

Table 2: KPIs off target

IPMR Page Number	Key Performance Indicator
3	CS78 Number of families supported through Troubled Families
4	LE8 Grounds Maintenance Contract performance score
6	PD9 % of Planning appeals lost
8	RFA01 Call abandoned rate
11	BBA03 Speed of Payment – in month average time to process invoices
13	LA14 Libraries & Museum income
20	HR – Working days lost per FTE

2.11 Table 2 above illustrates the 7 KPIs that are off target in Q1 2016/17. Appendix A provides a user-friendly summary of the KPIs including information on actions services are taking to bring the measures in Table 2 back on track (see Appendix A: Table A4). Appendix B provides the comprehensive detail on KPIs, secondary indicators, risks and key corporate projects including all the data.

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2.12 Appendix B the full IPMR report, is set out as follows:

- Dashboard – page 1
- Key performance indicators – pages 2 – 13
- Key strategic risks – pages 14 - 16
- Secondary Performance indicators – pages 17 - 22
- HR section – details performance against 7 key HR indicators, pages 23 - 27
- Project summary report – pages 28 - 33

Table 3: Options

Option	Comments
The council doesn't produce a corporate IPMR. This is not recommended	Production of a performance report is necessary to ensure that the Council is making sufficient progress in meeting its strategic priorities.
The council produces an IPMR that sets out performance against key indicators to help deliver better outcomes for residents by improving service delivery. This is the recommended option	A lack of rigorous performance management and failure to produce a report would result in Senior Officers lacking the necessary data to manage departmental performance. Residents, Members and (in particular) key committees, including Overview and Scrutiny, Audit Performance and Review and Cabinet would not be able to understand and scrutinise the effectiveness of council decision making and delivery of the council's priorities.
The Performance Management Framework continues to be improved to deliver better outcomes for residents by improving service delivery. This is the recommended option	Residents will be able to more clearly understand the performance of the council and its progress to achieve the ambitions and outcomes set out in the Corporate Strategy. Officers will be better equipped to understand, manage and deliver service improvements.

KEY IMPLICATIONS

Table 4: Defined Outcomes

% of KPIs Achieved by Directorate	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Adult, Children & Health Services	Below 60%	60-79%	80–89%	90% or above	31 March 2017
Corporate & Community Services	Below 60%	60-79%	80–89%	90% or above	31 March 2017
Operations & Customer Services	Below 60%	60-79%	80–89%	90% or above	31 March 2017

4. FINANCIAL DETAILS

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Financial impact on the budget

- 4.1 There are no direct financial implications arising from the recommendations in this report. Weak performance in some KPIs may have indirect financial implications which are managed within existing budgets.

5. LEGAL IMPLICATIONS

- 5.1 There are no direct legal implications arising from this report.

6. VALUE FOR MONEY

- 6.1 Performance management ensures the council retains focus on delivering services efficiently and effectively to provide value for money.

7. SUSTAINABILITY IMPACT APPRAISAL

- 7.1 The report includes monitoring against one key performance indicator where the Council encourages households within the Borough to improve recycling: CCA02 Percentage households waste sent for reuse, recycling, energy recovery and composting (see page IPMR 9).

8. RISK MANAGEMENT

Table 5: 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 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 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	Low

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Risks	Uncontrolled Risk	Controls	Controlled Risk
		submit data.	
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 Corporate Strategy and the Manifesto Commitments providing a clear link to the key strategies frameworks governing the work of the Council.	Low

9. LINKS TO STRATEGIC OBJECTIVES

9.1 The 24 key performance indicators are selected to assist in measuring the council's progress against delivering all of its strategic priorities:

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

- Enhance customer services.
- Deliver effective services.
- Strengthen partnerships.

Equipping Ourselves for the Future

- Equipping our workforce.
- Developing our systems and structures.
- Changing our culture.

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 There are no equalities implications stemming from this report.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 If we are off track with certain KPIs there may be staffing implications which are referred to in the relevant commentary on the particular KPI.

12. PROPERTY AND ASSETS

12.1 None.

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13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 None.

15. TIMETABLE FOR IMPLEMENTATION

15.1 None.

16. APPENDICES

16.1 Appendix A – Summary of Performance Indicator Progress
Appendix B – Integrated Performance Monitoring Report – Quarter 1 2016/17.

17. BACKGROUND INFORMATION

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Dudley	Leader of the Council	27 July 2016	27 July 2016	Throughout
Cllr McWilliams	Deputy Lead Member for Policy	22 July 2016		Throughout
Russell O'Keefe	Strategic Director of Corporate Services	18 July 2016	22 July 2016	Throughout
Alison Alexander	Manging Director	27 July 2016	27 July 2016	Throughout
Simon Fletcher	Strategic Director Operations and Customer Services	27 July 2016	27 July 2016	Throughout
Anna Trott	Cabinet Secretary	20 July 2016		Throughout
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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Full name of report author	Job title	Full contact no:
Paul Johnson	Corporate Performance Officer	01628 796028

SUMMARY ON PERFORMANCE INDICATOR PROGRESS

1. A summary on current performance against the 24 KPIs is as follows:

Table A1: KPI Summary of Performance

Status	2015/16				2016/17
	Q1 15/16	Q2 15/16	Q3 15/16	Q4 15/16	Q1 16/17
On Target	15 (50%)	13 (44%)	16 (53%)	15 (56%)	10 (42%)
Just Short	9 (30%)	7 (23%)	6 (20%)	7 (26%)	7 (29%)
Off Target	6 (20%)	10 (33%)	8 (27%)	5 (18%)	7 (29%)
Data not available	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Total	30	30	30	27	24

KPIs that are on Target

2. 42% of the KPIs are on target (compared to 50% in the same period last year). Four KPIs have improved their performance since Q4 2015/16.

Table A2: KPIs that have improved performance since last quarter

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
3	AS6 % of Support Plans completed within 42 calendar days of assessment	Just Short	On Target	The Council has achieved the target of more than 80% during Q1 which is first time that the target has been met since May 2013.
5	PD6 Processing of 'Major' planning applications	Just Short	On Target	Performance has significantly improved during Q1 2016/17, from 67.35% in Q4 2015/16 to 82.35% in Q1.
5	PD7 Processing of 'Minor' planning applications	Off Target	Just Short	The current performance is just short of target by 0.51%. The work in progress is showing significant improvement in processing minor applications as Q1 figure has increased from 50.34% (Q4) to 74.49%
6	PD8 Processing of 'Other' planning	Off Target	Just Short	This is currently just short of the target that the council has set.

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IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
	applications			However, performance is now consistently meeting national targets

3. Table A3 below highlights a number of indicators that performed well during Q1 2016/17.

Table A3: Summary of KPIs that are on Target and performing well

IPMR Page Number	Target	Comment
7	CCA02 % of households waste sent for reuse, recycling, energy recovery & composting	The target has increased significantly from 55% in 2015-16 to 95% in 2016-17 and the council has overachieved this. The performance has increased from 74.81% at end of Q4 2015/16 to 97.78% in Q1 2016/17 as all waste is now sent for recovery, with only small amount of waste sent to landfill after waste has been processed for recovery. The figure of 97.78% is the highest figure that the council has achieved on record.
9	RCU5 Time taken to process Housing Benefit and Council Tax Support new claims and change events	In Q1 2016/17, the council's combined average processing time was 4.2 days (target <4.5 days).
10	SAMA03 Total number of visits to RBWM car parks that charge for parking	Car park usage within the borough for Q1 has increased by 8.7% compared to the same period last year.
11	BBA02 % of in-year Business Rates collected	The Q1 performance is currently 0.3% ahead of target and showing 1.38% improvement compared to last year's performance. The council has collected £26.6m out of the total £82.5m (collecting 32.3% in this quarter).
11	BBA01 % of in-year Council Tax collected	Similar to above, current performance is above the target and 0.17% better when compared to last year.

4. Table A4 below highlights the KPIs where their performance status has declined when compared to the previous quarter.

Table A4: KPIs where performance status has declined since last quarter

IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
2	CS80 % of all	On Target	Just Short	The target 2016/17 has

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IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
	RBWM schools inspected by Ofsted receiving 'Good' or 'Outstanding' judgement			increased to 84% as the council's ambition is for every school in the Borough to be good or outstanding. The performance at end of Q1 is making progress as it has improved from 77% in Q4 to 81%.
3	CS78 Number of families supported through Troubled Families	On Target	Off Target	24 out of a yearly target of 150 families have been supported this quarter. Working with families can peak and trough given the nature of the work but evidence over the last two years has demonstrated the council has always been able to meet year end targets despite in year fluctuations and this is expected again for 16/17. See paragraph 6 for more detail.
4	LE8 Grounds Maintenance Contract performance score	On Target	Off Target	This is a new contract and more stretching targets have been set for the contractor in tandem with a more rigorous scoring system. An improvement plan is in place and officers are using rigorous contract management techniques including contract penalties as well as escalating performance of the contract to the Managing Director of the contractor. See paragraph 7 for more information.
7	PD12 Enforcement cases – number of closures	On Target	Just Short	This is currently just short of target by 10 cases (8%) due to focusing on a number of complex cases in quarter 1. However, it is

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IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
				expected that the target for the year as whole will be achieved. Additional temporary resource is being put in place to support the more complex cases.
8	RFA01 Call abandoned rate	Just Short	Off Target	Performance this quarter was 0.96% above target. June 2016 saw the highest call volumes for 6 years and work is being done to plan resources for anticipated peaks in demand. See paragraph 9.
10	SAMA04 Income from parking off street, on street, season tickets, permits and vouchers	On Target	Just Short	The performance is just short of target by 0.7%. However, the council expect to meet the year-end target especially as the number of the visits to RBWM car parks that charge for parking is currently 1.7% above the Q1 profiled target. The car park visits has also increased by nearly 9% compared to the same period last year.
11	CPE04 % of Penalty Charge Notices (PCNs) appeals that are upheld	On Target	Just Short	This is just short of target by 0.98%. The poor performance in June could be attributed to the pressures around the Royal Ascot. The Council's Parking Supervisor will pick this up with Civil Enforcement Officers to ensure that accuracy in issuing PCNs is maintained
11	BBA03 Speed of payment – in month average time to process invoices	Just Short	Off Target	The performance has declined to off target. An improvement plan is in place to address this and additional resources are being applied. The

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IPMR Page Number	Target	Q4 2015/16 status	Q1 2016/17 status	Comment
				council is also ensuring all business areas pass all invoices for payment promptly.
13	LA14 Library & Museum income	On Target	Off Target	Some billing in the last month has not yet taken place and annual payments are usually paid in Q2 which should address performance. Please see paragraph 11 for further information

KPIs that are off target

5. Seven KPIs (equivalent to 29%) are off target (compared to 20% in the same period last year). The council will continue to focus on improving the performance for all KPIs that are off target (please see paragraphs 6 – 12 below for details of the action that has been/is being taken to bring them back on track).

6. CS78 - Number of families supported through Troubled Families

Target for 2016/17 – 150

Achievement to date – 24

Work in Progress – The Intensive Family Support Programme (ISFP) continues to provide the majority of support to families that meet the Troubled Families Criteria. However the formation of the Early Help Hub has meant that the Council is now able to provide extended resources and services to these families and track their progress more easily given that all families referred via the Early Help Hub will have an Early Help Plan. Although performance is currently showing as below the profiled target, working with families is not a straight line trajectory and therefore it is not possible to set a straight profiled target across the year. Evidence over the last two years demonstrates this but the year end target has always been achieved. The council expect, therefore, to achieve the year end target.

Issues – Tracking and collating data continues to be a challenge because it needs to be collected across agencies. However, the council is in the process of devising a method that will allow us to better track and evidence Payment By Results data.

Success – IFSP worked with 125 new families in 2015-2016 which is slightly above the target set by the Government for the Royal Borough of working with 123 families. IFSP has always achieved against the targets set by the Government.

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Intervention required – None.

7. LE8 – Grounds Maintenance Contract performance score

Target for 2016/17 – 92%

Achievement to date – 76.0%

Work in Progress – A new contract with an improved specification commenced on 1st April 2016. The mobilisation and performance of the contractor in Q1 was unacceptable. An improvement plan is in place to address this as quickly as possible.

Issues – Performance issues have been identified across the breadth of the contract in terms of both operational performance and management and administration / mobilisation. Resource issues have also occurred. Warm and wet weather has accelerated growth which has increased pressure on resources.

Success – The target for 2016/17 has increased by 1% compared to last year's target.

Intervention required – An action plan has been developed to improve performance. A £20k contract penalty has been imposed, formal contract performance proceedings commenced and operational and Managing Director meetings in place. All 'off-contact' work has been suspended until improvement is realised.

8. PD9 % of Planning appeals lost

Target for 2016/17 – Less than 30%

Achievement to date – 35.9%

Work in Progress – Work is now underway, learning from recent cases, to strengthen the Council's approach.

Issues – Planning appeals are impacted by the lack of an up to date Local Plan and the fact that the Council is not able to demonstrate a 5 year Housing Land supply.

Success – To reduce planning appeals lost further.

Intervention required – When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed including the potential for award of costs, as appropriate. Technical briefings before the Panel meetings assist in clarifying any factual matters for Panel members. Further actions to strengthen the Council's approach are being developed.

9. RFA01 Call abandoned rate

Target for 2016/17 – Less than 5.0%

Achievement to date – 5.96%

Work in Progress – The performance for this indicator is linked to RFA02 - % of calls answered in under one minute. Quarter 1 performance is 5.96%, the monthly breakdown is as follows:-

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- April: 4.52% (target achieved);
- May: 5.8% (target not achieved);
- June: 7.58% (target not achieved).

June 2016 saw the highest call volumes for 6 years, as a direct result of the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Work is continuing to reduce the unnecessary contact made to allow resources to focus on contact from the most vulnerable customers.

Issues Success

- Bringing performance back on track is a priority.
- During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.

Intervention required – Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.

10. **BBA03 Speed of payment – in month average time to process invoices**

Target for 2016/17 – Less than 17 days.

Achievement to date – 30 days

Work in Progress – Additional resources are being applied to deal with the performance issues and processes strengthened to ensure the target can be achieved in future.

Issues – Average achieved to date is 30 days which is not acceptable due to a backlog and related issues.

Success – The Council's standard payment terms are 30-days so the Council was paying suppliers on average 12.4-days quicker than this in Q4 2015/16.

Intervention required – An improvement plan is in place and with the additional resources should see improvement during August.

11. **LA14 Library & Museum income**

Target for 2016/17 – £467,580

Achievement to date – £66,381

Work in Progress – Ongoing work to generate income and bill for spaces occupied by partners is underway.

Issues – The Income raised to date is only 72% of one quarter of the income target for libraries and the museum. However, some billing for activity in the last month has not yet taken place and the annual payments are usually paid in the second quarter.

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- Success – Sequence of holiday activities planned for Summer period. Many of which are chargeable.
- Intervention required – Some billing for activity in the last month has not yet taken place and the annual payments are usually paid in the second quarter.

12. HR – Working days lost per FTE

- Target for 2016/17 – Less than 6 days
- Achievement to date – 9.74 days
- Work in Progress – Continued delivery of sickness absence sessions at management team meetings.
Monthly DMT scrutiny.
Quarterly Managing Director scrutiny.
- Issues – Sickness absence rates remain higher than CIPD rate for Public Sector. Long term sickness continues to be main contributor to the absence levels.
- Success – Slight reduction in sickness levels.
- Intervention required – Ongoing monitoring at monthly DMTs with all absence detail scrutinised.

Secondary Indicators

13. For the secondary set of indicators (34 PIs)

- 56% of performance indicators are on target (Q4 performance 41%)
- 21% are just short (Q4 performance 27%)
- 15% are off target. (Q4 performance 7%)
- 3 performance indicators do not have data available for Q1 (there were 10 in Q4). Two belong to Adult, Children & Health Directorate where the Council rely on external sources to provide the data, and another relates to energy reduction where the Council has not received all invoices.

14. Table A5 provides commentary on indicators that performed well.

Table A5: Secondary Indicator Performance Highlights Quarter 1 2016/17

IPMR Page Number	Target	Comment
17	Number of new people receiving Telecare	At the end of Q1 2016/17, a total of 138 Telecare installations were completed. The activity in 2015/16 increased by 12% (15) compared to the same period last year.
18	Child Protection Plans lasting two years or more	There are no children with a child protection plan lasting two years or more.
20	Number of footfall in Maidenhead Town Centre	Target is to increase the footfall by 1% from 2015/16. Footfall in quarter 1 2016/17 is 5.5% up compared to same period last year.
21	Number of visitors to Windsor & Royal Borough Museum	Although slightly lower than target in June, the two previous months more than made up for the gap so the overall performance is running at 11% above target so far in 2016/17.

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IPMR Page Number	Target	Comment
22	Number of highway schemes delivered	The Q1 delivery target of 28 schemes is met / exceeded. Cabinet in June 2016 agreed the individual schemes within each capital code, enabling progression of all schemes including the annual roads re-surfacing programme.
22	% of dangerous potholes repaired within between 2 hours and 21 hours	All 150 emergency repairs carried out April - June, target met/exceeded.

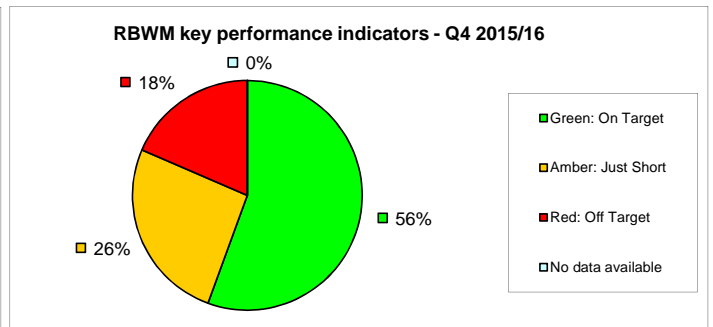
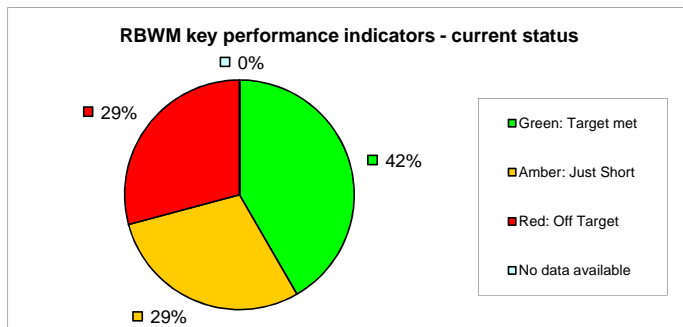
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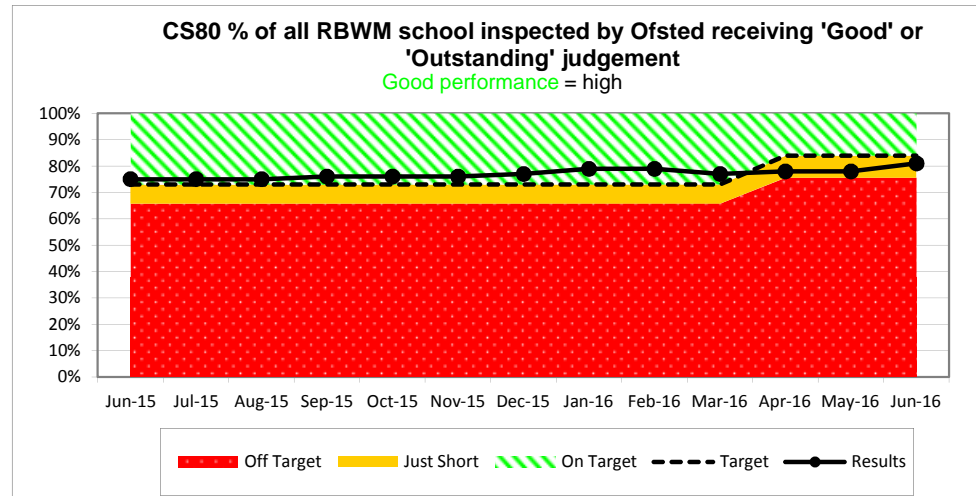
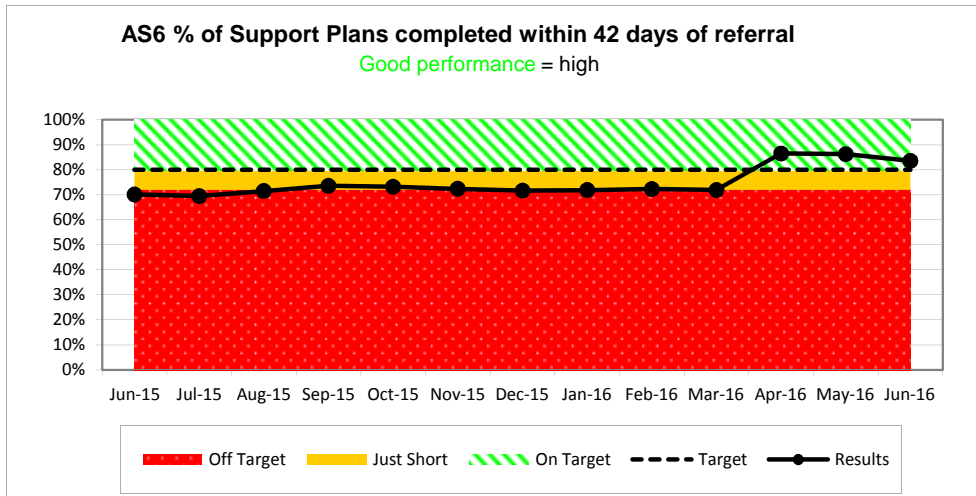
Royal Borough of Windsor and Maidenhead

Integrated Performance Monitoring Report - Quarter 1 2016-17

This is a snapshot of the Royal Borough of Windsor & Maidenhead's performance for Quarter 1 of 2016-17 (period April to end of June 2016). The report includes updates for the following categories: Key Performance Indicators (KPIs), HR key indicators, and Risk Management.

1.0 Performance					2.0 HR performance					
1.1 Key Performance Indicators (by Strategic Priority)					2.1 People/staff					
	On Target	Just Short	Off Target	Not available		Q4 15/16	Q1 16/17			
Residents First	4	0	2	0	% Established FTE Vacant	11.21%	13.65%			
Delivery Together	6	6	2	0	Working days lost per FTE	9.63	9.74			
Value for Money	0	1	2	0	Agency Staff - number	112	126			
Equipping Ourselves for the Future	0	0	1	0	Agency Spend	£1,404,657	£1,536,889			
Total	10	7	7	0	Turnover %	17.48%	19.58%			
					Voluntary Turnover %	13.65%	14.49%			
					Bradford Factor (score >120)	100	110			
					% Bradford Factor (score >120)	7.8%	9.0%			
3.0 Risk Management					4.0 Key Corporate Projects					
3.1 Significant Risks					4.1 Directorate Overall Project Status					
	Green	Yellow	Amber	Red	Total	Green	Amber	Red	Total	
Risk profile summary	1	7	3	2	13	Adult, Children & Health Services	7	0	0	7
						Corporate & Community Services	5	1	0	6
						Operations & Customer Services	5	0	0	5
						Total	17	1	0	18
4.2 Probability Impact Heat map										
	0	0	0	1						
Very Likely	0	0	0	1						
Likely	0	0	3	1						
Unlikely	0	0	6	1						
Very Unlikely	0	0	0	1						
	Minor	Moderate	Major	Extreme						





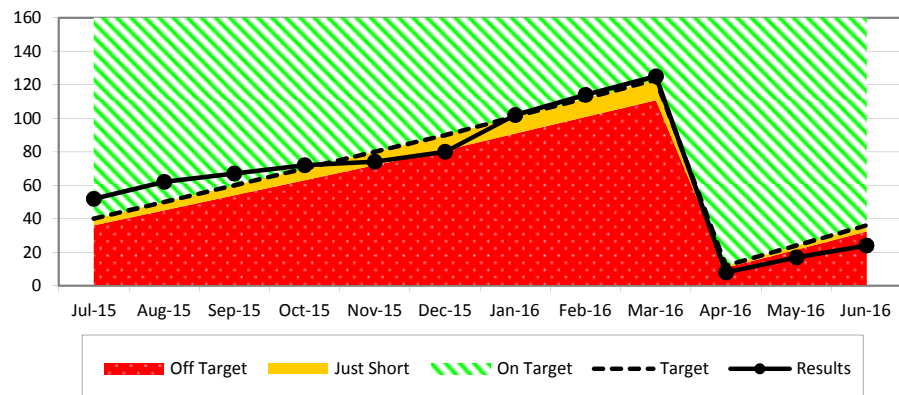
24

Lead Officer:	Angela Morris	Lead Member:	Cllr Coppinger
Why is this important?	Support plans are required for everyone going through the Self Directed Support (SDS) process. The Council needs to ensure these are completed in a timely manner.		
Strategic Priority:	Delivery Together	Last year's data:	72.00% (2015/16)
Achievement to date:	83.60% (Q1 16/17)	2016/17 Target:	80%
Note:	Target for 2016/17 is 80% per month. The graph shows monthly data only.		
Work in progress:	So far in 2016/17, the Council completed 159 Initial Support Plans. Of these 133, or 83.6%, were completed within 42 days of the referral. Social care workloads will continue to be managed weekly in order to improve the performance.		
Issues:	It has been challenging to maintain performance because the number of support plans being completed has increased over last year and there have been staff vacancies, particularly of assessment officers who are primarily responsible for completing support plans.		
Success:	Consistent performance above target in Q1 2016/17.		
Intervention required:	Recruitment necessary to vacancies to ensure team able to keep up with demand and meet performance target.		

Lead Officer:	Kevin McDaniel	Lead Member:	Cllr N Airey
Why is this important?	The Council's ambition is for every school in the Borough to be good or outstanding, as judged by Ofsted.		
Strategic Priority:	Delivery Together	Last year's data:	79.00% (2015/16)
Achievement to date:	81.00% (Q1 16/17)	2016/17 Target:	84%
Note:	The graph shows monthly data only. The target for 2016/17 has increased to 84%.		
Work in progress:	The performance at the end of June 2016 is 81%. During the quarter, all four schools inspected either maintained or improved their ranking which has contributed to the improvement from 74% at the same time last year. This represents a significant increase in the number of schools judged to be Good or Outstanding in the Borough. School improvement arrangements for academic year 2016-17 will be confirmed at the start of term, aligned to those schools still requiring support to secure a Good or better judgement.		
Issues:	None.		
Success:	81% of schools in the Royal Borough are rated Good or better by Ofsted. A further improvement in performance from the start of the new academic year in September 2016 is expected which will enable the council to achieve its target of 84% by March 2017.		
Intervention required:	None.		

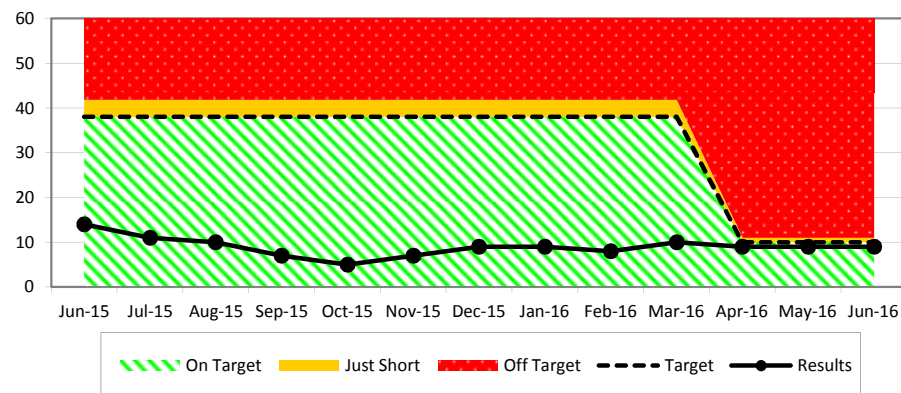
CS78 Number of families supported through Troubled Families

Good performance = high



SG40 Total number of young people at risk of, or subject to, Child Sexual Exploitation (CSE) in the Borough

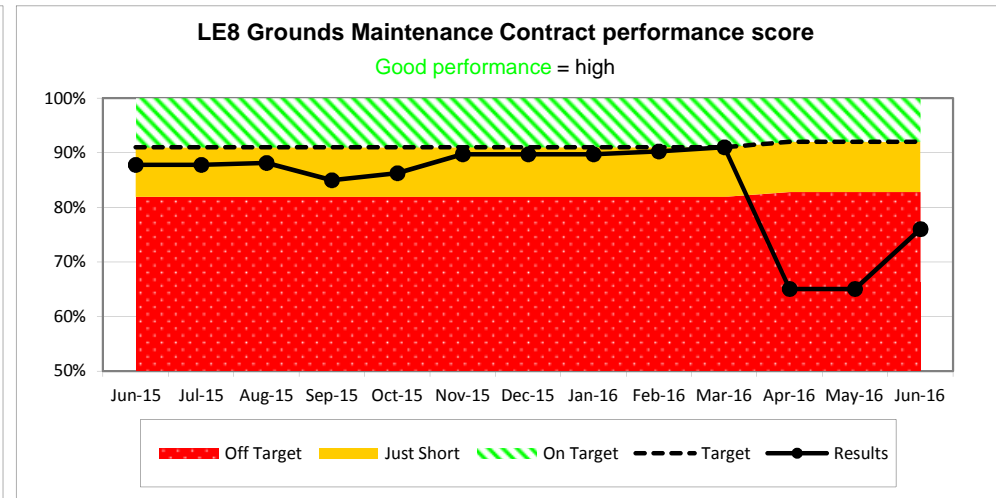
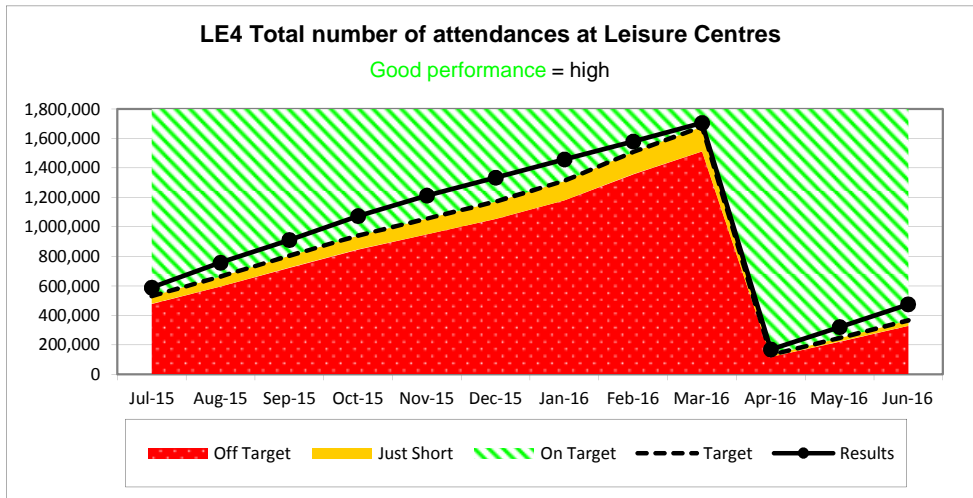
Good performance = low



25

Lead Officer:	Elaine Redding	Lead Member:	Cllr N Airey
Why is this important?	The programme works intensively with a small number of families in the Borough with multiple and complex problems to enable change in terms of employment, improved school attendance, and reduction in anti social and criminal behaviour.		
Strategic Priority:	Residents First	Last year's data:	125 (2015/16)
Achievement to date:	24 (Q1 16/17)	2016/17 Target:	150
Note:	The graph shows cumulative data. The target has been set at 150 new families by end of March 2017 (2nd year of 3 years period).		
Work in progress:	The Intensive Family Support Programme (ISFP) continues to provide the majority of support to families that meet the Troubled Families Criteria. However the formation of the Early Help Hub has meant that the Council is now able to provide extended resources and services to these families and track their progress more easily given that all families referred via the Early Help Hub will have an Early Help Plan. Although performance is currently showing as below the profiled target, working with families is not a straight line trajectory and therefore it is not possible to set a straight profiled target across the year. Evidence over the last two years demonstrates this but the year end target has always been achieved. The Council expect, therefore, to achieve the year end target.		
Issues:	Tracking and collating data continues to be a challenge because it needs to be collected across agencies. However, the Council is in the process of devising a method that will allow us to better track and evidence Payment By Results data.		
Success:	IFSP worked with 125 new families in 2015-2016 which is slightly above the target set by the Government for the Royal Borough of working with 123 families. IFSP has always achieved against the targets set by the Government.		
Intervention required:	None.		

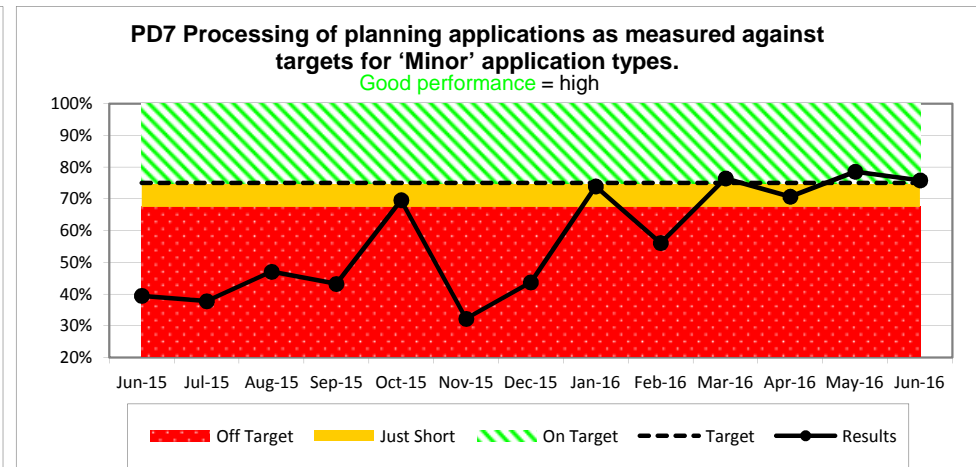
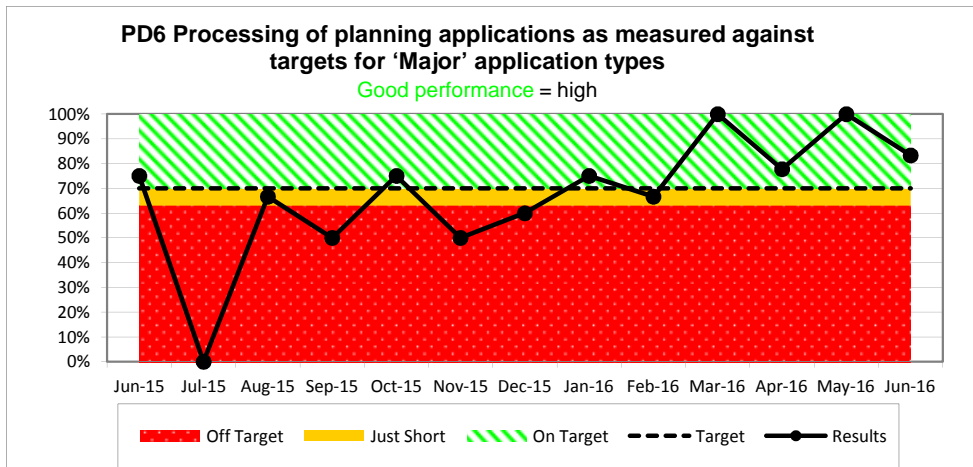
Lead Officer:	Elaine Redding	Lead Member:	Cllr N Airey
Why is this important?	The Council actively seeks to prevent the risk of child sexual exploitation to children & young people in the Borough, protect those experiencing it and support the prosecution of offenders.		
Strategic Priority:	Residents First	Last year's data:	10 (2015/16)
Achievement to date:	9 (Jun 2016)	2016/17 Target:	Less than 10
Note:	The graph shows monthly data only.		
Work in progress:	The Missing Persons/Child Sexual Exploitation Operational Panel is a multi-agency panel that monitors on a monthly basis children and young people suspected of being at risk of child sexual exploitation and those who are known to be experiencing it. The Panel has an intervention plan in place for each young person on the tracker to mitigate the risks they are facing.		
Issues:	The number of young people on the tracker rose slightly in the last quarter of 2015-2016, giving a cumulative total for the year of 35. As at 31 June 2016, there were 9 young people being actively tracked through the Operational Panel.		
Success:	All young people identified on the tracker have a personalised intervention plan in place.		
Intervention required:	None.		



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Lead Officer:	Kevin Mist	Lead Member:	Cllr S Rayner
Why is this important?	This indicates the level of attendances at Leisure Centres in the Borough.		
Strategic Priority:	Residents First	Last year's data:	1,704,326 (2015/16)
Achievement to date:	474,625 (Q1 16/17)	2016/17 Target:	1,764,000
Note:	The graph and achievement to date shows cumulative figures. The data starts from zero at the beginning to each financial year (01 April).		
Work in progress:	The number of attendances has continued to increase which is partly due to the opening of Furze Platt Leisure Centre. In the first quarter of 2016/17, there have been over 6,000 visitors each month at Furze Platt Leisure Centre.		
Issues:	None.		
Success:	The target for 2016/17 has increased by 5% compared to last year's target. The Council is on track to meet this target as Q1 performance is currently nearly 30% ahead of target. The performance for Q1 2016/17 has increased by 11% compared to the same period last year.		
Intervention required:	None.		

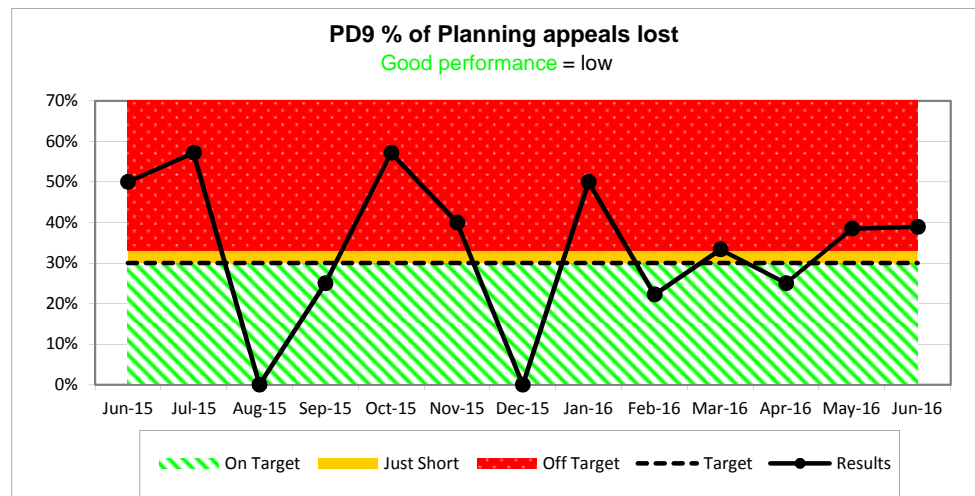
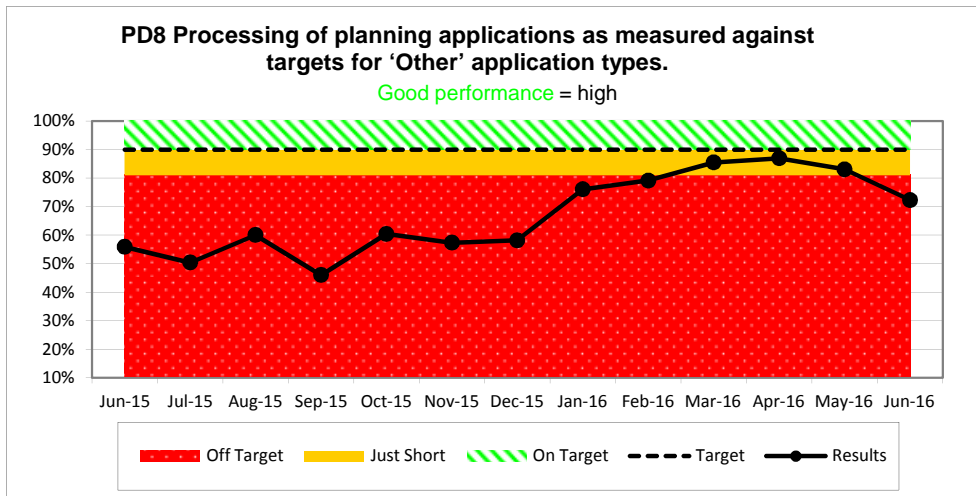
Lead Officer:	Ben Smith	Lead Member:	Cllr S Rayner
Why is this important?	This covers a very visible aspect of services provided by the Leisure Services unit to residents of all ages and in all wards of the Borough.		
Strategic Priority:	Value for Money	Last year's data:	91.00% (Mar 2016)
Achievement to date:	76.00% (Jun 2016)	2016/17 Target:	92%
Note:	The graph shows monthly data.		
Work in progress:	A new contract with an improved specification commenced on 1st April 2016. The mobilisation and performance of the contractor in Q1 was unacceptable. An improvement plan is in place to address this as quickly as possible.		
Issues:	Performance issues have been identified across the breadth of the contract in terms of both operational performance and management and administration / mobilisation. Resource issues have also occurred. Warm and wet weather has accelerated growth which has increased pressure on resources.		
Success:	* The target for 2016/17 has increased by 1% compared to last year's target.		
Intervention required:	An action plan has been developed to improve performance. A £20k contract penalty has been imposed, formal contract performance proceedings commenced and operational and Managing Director meetings in place. All 'off-contact' work has been suspended until improvement is realised.		



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Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This shows the speed of processing "Major" planning applications against their own target.		
Strategic Priority:	Delivery Together	Last year's data:	67.35% (2015/16)
Achievement to date:	82.35% (Q1 16/17)	2016/17 Target:	70.00%
Note:	The graph shows monthly data only. Both last year's and current data are cumulative. National target is 60%.		
Work in progress:	Performance has significantly improved during Q1 2016/17 (from 67.35% in Q4 2015/16 to 82.35% in Q1). Officers are putting Planning Performance Agreements in place for major applications where appropriate and are also using the Extension of Time provisions where applications are reported to Panel. This has supported further improved performance in this measure over the last quarter.		
Issues:	Performance fluctuates month-on-month, some major applications are quite complex and some straightforward. The service has received a number of pre application submissions on sites which are complex and will be resource intensive to manage through the process and anticipates more of these over the next 18-24 months.		
Success:	Performance in processing major applications is consistently meeting national and local targets.		
Intervention required:	The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.		
Benchmarking (CIPFA ranking)	11th out of 16 (based on Q4 data)		
For 2015/16 annual data, RBWM came 14th out of 16 local authorities.			

Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	This shows the speed of processing "Minor" planning applications against their own target.		
Strategic Priority:	Delivery Together	Last year's data:	50.34% (2015/16)
Achievement to date:	74.49% (Q1 16/17)	2016/17 Target:	75.00%
Note:	The graph shows monthly data only. Both last year and current data are cumulative. National target is 65%.		
Work in progress:	The work in progress is now showing improvement in processing minor applications. The quarter 1 figure for minor applications processed in time has improved further on the previous quarter (from 50.34% in Q4 2015/16 to 74.49% in Q1). The Improvement Plan being taken forward from the Development Control Fast Fundamental Service Review (FSR) will look to underpin this further to show continued improvement and reach a position of sustained good performance during 2016/17.		
Issues:	Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment and process and ICT issues within the service and the improvement plan is seeking to address moving forward.		
Success:	Performance in processing minor applications is consistently meeting national targets.		
Intervention required:	The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.		
Benchmarking (CIPFA ranking)	14th out of 16 (based on Q4 data)		
For 2015/16 annual data, RBWM came 16th out of 16 local authorities.			



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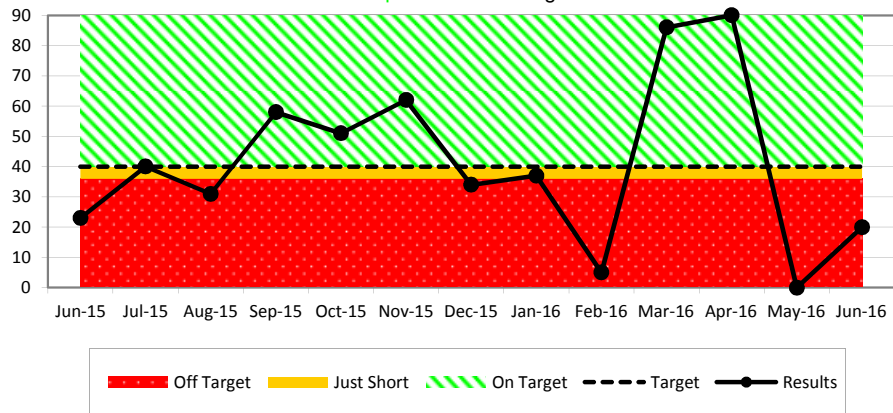
Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?			
This shows the speed that the Council is processing "Other" planning applications against their own target			
Strategic Priority:	Delivery Together	Last year's data:	64.08% (2015/16)
Achievement to date:	80.90% (Q1 16/17)	2016/17 Target:	90.00%
Note: The graph shows monthly data only. Both last year and current data are cumulative. National target is 80%.			
Work in progress:			
Performance in quarter 1 is showing sustained performance in line with quarter 4. The overall performance for Q1 2016/17 has increased from 64.08% (in Q4 2015/16) to 80.9%. This is currently just short of the target set by the Council.			
Issues:			
Applications which are capable of being determined under delegated powers have increasingly been being called to Panel which results in a delay in the decision being made. There have also been significant staffing retention and recruitment and process and ICT issues within the service that have contributed to poor performance across all three processing measures and that the improvement plan is seeking to address moving forward.			
Success:			
Performance in processing other applications is consistently meeting national targets.			
Intervention required:			
The improvement plan includes 12 key actions that are being progressed to improve performance across the whole of the development control service area.			
Benchmarking (CIPFA ranking)			
13th out of 16 (based on Q4 data) For 2015/16 annual data, RBWM came 16th out of 16 local authorities.			

Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?			
This indicator measures the percentage of Planning appeals where the Council lost.			
Strategic Priority:	Delivery Together	Last year's data:	34.52% (2015/16)
Achievement to date:	35.90% (Q1 16/17)	2016/17 Target:	Less than 30%
Note: The graph shows monthly data only. Both last year and current data are cumulative.			
Work in progress:			
Work is now underway, learning from recent cases, to strengthen the Council's approach.			
Issues:			
Planning appeals are impacted by the lack of an up to date Local Plan and the fact that the Council is not able to demonstrate a 5 year Housing Land supply.			
Success:			
To reduce planning appeals lost further.			
Intervention required:			
When any of the 3 Development Control Panels refuse an application contrary to officer recommendation the Panel is made aware of the risks of any appeal being allowed including the potential for award of costs, as appropriate. Technical briefings before the Panel meetings assist in clarifying any factual matters for Panel members. Further actions to strengthen the Council's approach are being developed.			

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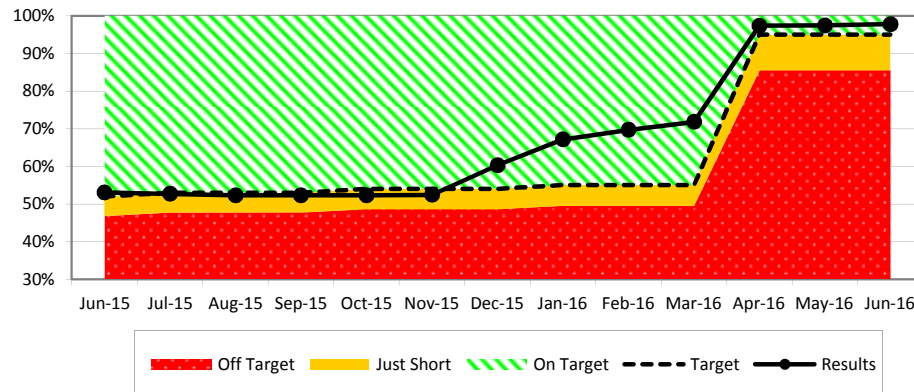
PD12 Enforcement cases - number of closures

Good performance = high



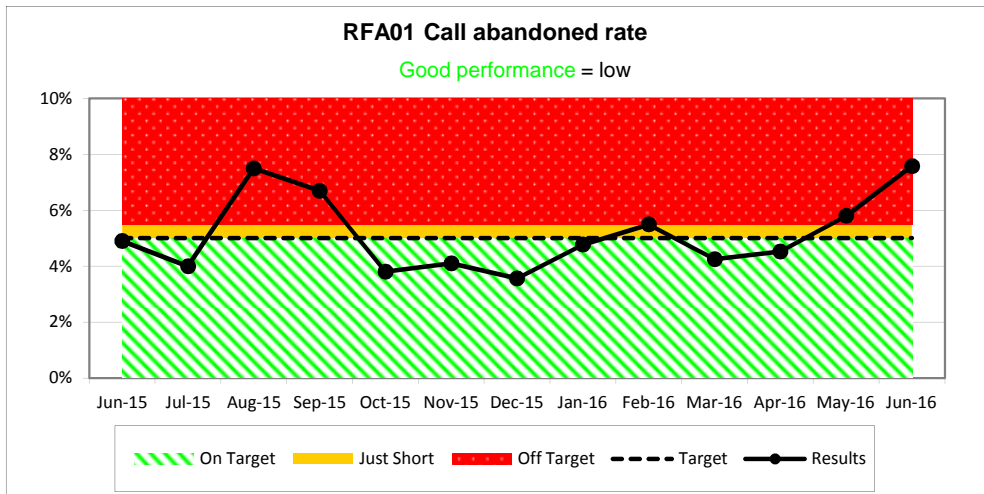
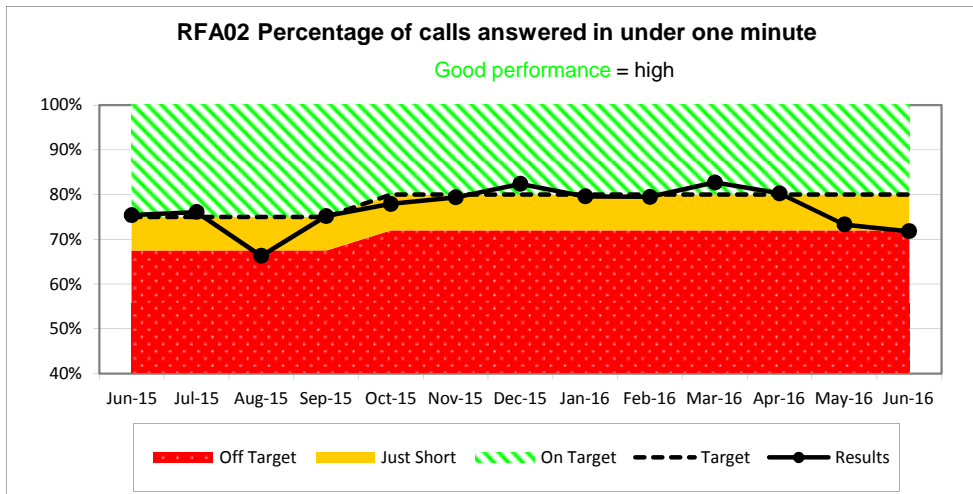
CCA02 % of households waste sent for reuse, recycling, energy recovery & composting

Good performance = high



Lead Officer:	Chris Hilton	Lead Member:	Cllr Wilson
Why is this important?	Closing enforcement cases indicates the number of cases that the Council is dealing with. Enforcement cases can be a lengthy and very complicated process.		
Strategic Priority:	Delivering Together	Last year's data:	501 (2015/16)
Achievement to date:	110 (Q1 16/17)	2016/17 Target:	480 cases
Note:	This is a new measure to be reported from 2015/16 which shows the scale and size of the caseload the Enforcement Team are dealing with. The graph shows monthly data only. Target is 40 cases per month.		
Work in progress:	The team has been working to close outstanding cases which it is not expedient to pursue.		
Issues:	This is Just Short of target by 10 cases. Currently, there are some high profile cases which are causing high levels of contact with customers and taking up significant resource. However, it is expected that the target for the year as whole will be achieved.		
Success:	None.		
Intervention required:	Additional temporary resource is being put in place to support the more complex cases.		

Lead Officer:	Craig Miller	Lead Member:	Cllr Cox
Why is this important?	The Council want to encourage the recycling / reuse and composting of domestic waste.		
Strategic Priority:	Delivering Together	Last year's data:	71.81% (2015/16)
Achievement to date:	97.78% (2015/16)	2016/17 Target:	95%
Note:	Both data and graph are cumulative .		
Work in progress:	Officers have planned targeted campaigns for 2016-17 focussing on lower performing areas of the Borough. These are predominantly areas of flats, or where sacks are still used for the waste and recycling collections as properties are not suitable for bins. In these areas it may be more challenging for people to recycle. A door to door canvassing campaign to residents living in flats starts in July and a trial is underway to increase recycling from residents using sack collections.		
Issues:	None.		
Success:	Residual waste has been sent to Energy from Waste for recovery rather than landfill since 26 November 2015, which has increased the reuse, recycling, energy recovery and composting rate. All waste is now sent for recovery, with only a small amount of waste sent to landfill after waste has been processed for recovery. The recycling rate has also increased, due to increased food waste, garden waste and recycling tonnages, which have all increased compared to the same period last year. Waste tonnages are also slightly increased, but the recycling increase exceeds this. The target has increased significantly from 55% in 2015-16 to 95% in 2016-17 and the Council has overachieved this.		
Intervention required:	No intervention required.		
Benchmarking (SESL data)	12th out of 16 (based on 2014/15 data)		



Lead Officer: Edward Phillips **Lead Member:** Cllr Hill

Why is this important?
It gives a good indication of the availability of the Contact Centre to handle customer enquiries.

Strategic Priority: Delivery Together **Last year's data:** 76.20% (2015/16)

Achievement to date: 75.13% (Q1 16/17) **2016/17 Target:** 80%

Note: This is the percentage of calls into the Contact Centre which are answered in less than 1 minute. The graph & current data shows **monthly** data only.

Work in progress:
Quarter 1 performance is 75.13% answered within 1 minute. There were 1% less calls in May compared to April, but 18% more calls received in June compared to May. June 2016 was the busiest month for six years and was due directly to the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Approximately 1,500 more calls were answered in June than April and May. The steps taken to manage this demand included using tailored messages on telephone lines providing answers to common questions such as voter registration and postal vote applications. Additional temporary resources were also trained and deployed to respond to these queries.

Issues:
Bringing performance back on track is a priority.

Success:
During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to Council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.

Intervention required:
Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.

Lead Officer: Edward Phillips **Lead Member:** Cllr Hill

Why is this important?
To ensure that resources are in place to deal with customer queries and reduce waiting times.

Strategic Priority: Resident First **Last year's data:** 5.14% (2015/16)

Achievement to date: 5.96% (Q1 16/17) **2016/17 Target:** Less than 5.0%

Note: The graph shows **monthly** data.

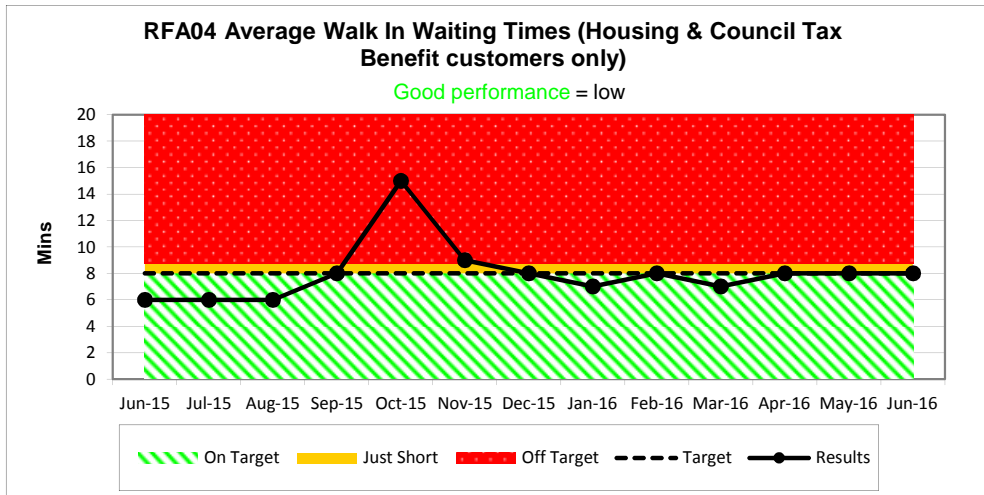
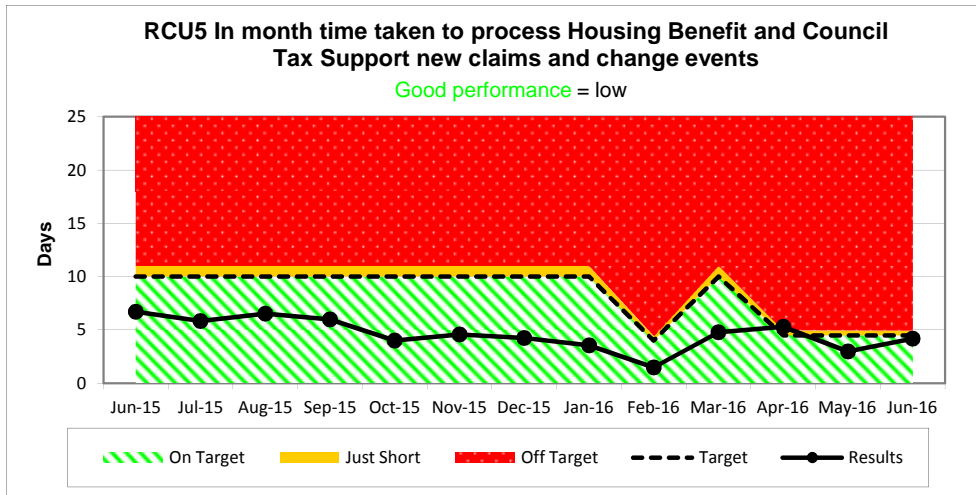
Work in progress:
The performance for this indicator is linked to RFA02 - % of calls answered in under one minute. Quarter 1 performance is 5.96%, the monthly breakdown is as follows:- April: 4.52% (target achieved); May: 5.8% (target not achieved); June: 7.58% (target not achieved). June 2016 saw the highest call volumes for 6 years, as a direct result of the EU Referendum and calls received to assist customers with the new Digital Green Waste renewal service. Work is continuing to reduce the unnecessary contact made to allow resources to focus on contact from the most vulnerable customers.

Issues:
Bringing performance back on track is a priority.

Success:
During Q1 telephone opening hours were extended from 6pm until 7pm, with Library staff trained to handle enquiries after 5pm. This now allows customers increased access to council services by telephone further supporting 24/7 access and more services being delivered through libraries. Also during Q1, the Council's new Digital Channel was launched, allowing customers not only to report enquiries online, but to track progress too. Additional services are being re-designed to be delivered digitally, reducing the number of manual touch points and the volume of telephone calls. This will allow the Council's resources to be focussed on improving and maintaining this target.

Intervention required:
Planning and deployment of appropriate resources along with actions to manage demand in advance of known upcoming events that will drive up contact to the Council.

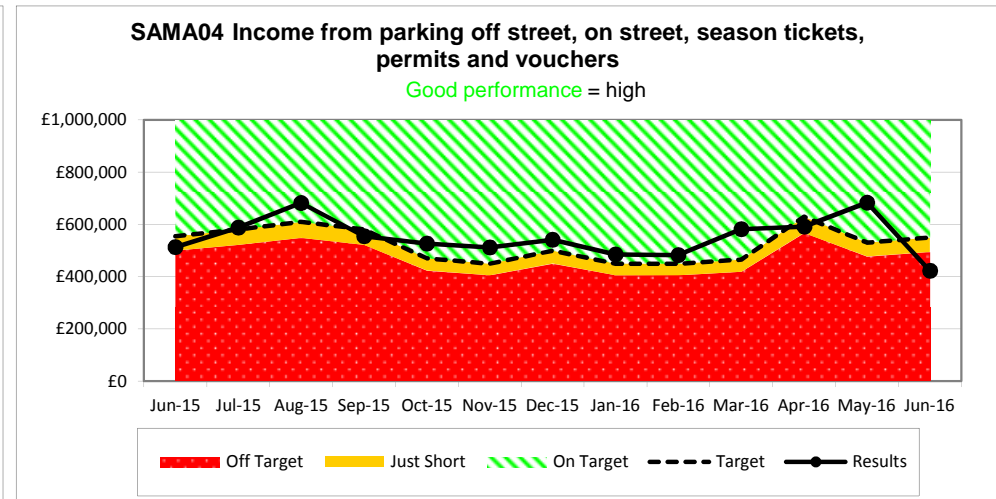
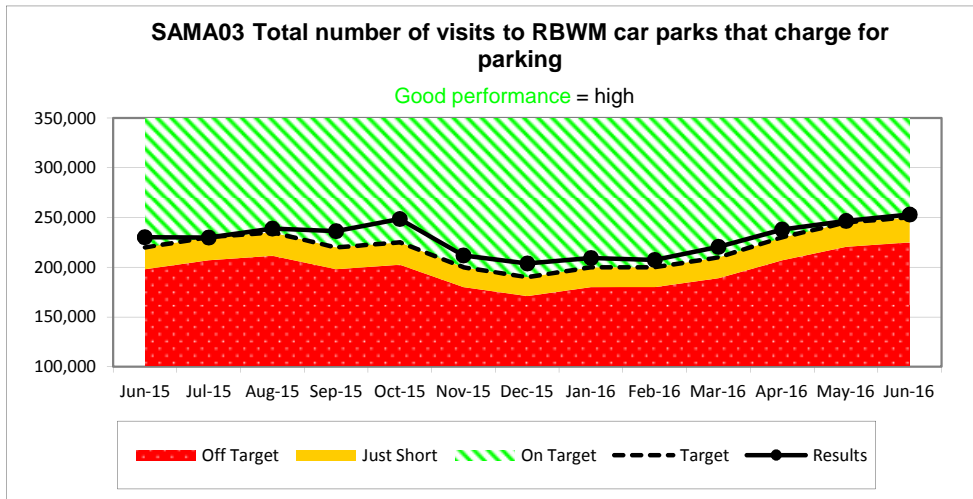
30



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Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill
Why is this important?			
Ensure that resources are in place to process new claims/change events as quickly and efficiently as possible. Assists residents on low incomes to pay rents, offers assistance to those trying to get back into work and helps prevent homelessness.			
Strategic Priority:	Delivering Together	Last year's data:	4.8 days (2015/16)
Achievement to date:	4.2 days (Q1 16/17)	2016/17 Target:	Less than 4.5 days
Note: The figure shown is the combined in month processing time for new claims and change events.			
Work in progress:			
Note: The <4.5-day target is an annual one and is based on the time taken to process all new claims and change events from 1 April to 31 March and is measured on 31 March each year. The monthly performance for February each year is lower as that is the month that the Council processes all the rent increases for tenants which as they are automated are all done in 1-day, hence the lower monthly performance and target in February.			
Issues:			
None.			
Success:			
The Q1 performance is 4.2 days 0.3 days better than target. Monthly performance was April 5.3 days, May 3.0 days, June 4.2 days			
Intervention required:			
None.			

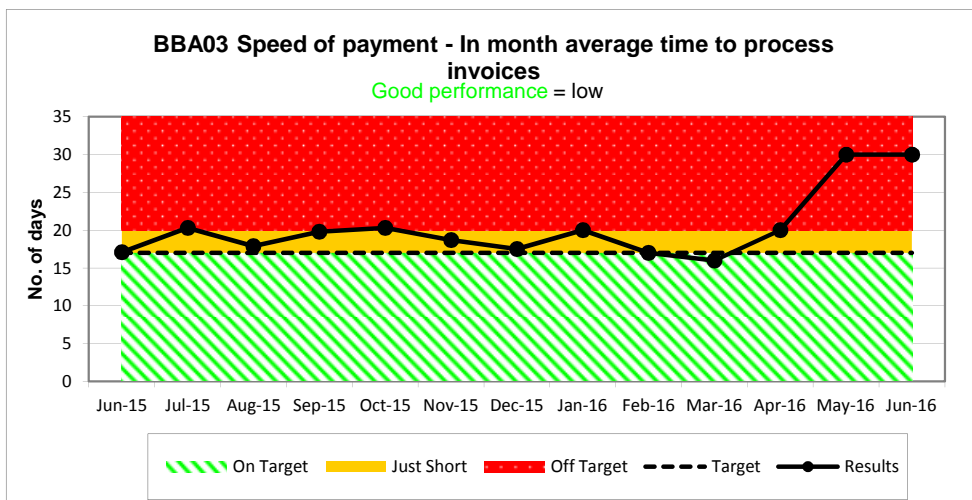
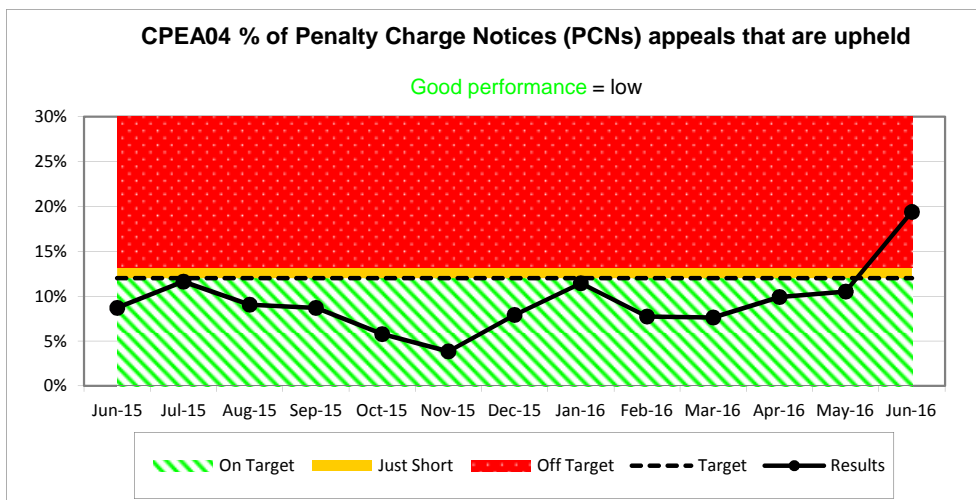
Lead Officer:	Edward Phillips	Lead Member:	Cllr Hill
Why is this important?			
To ensure that resources are in place to deal with customer queries and reduce waiting times.			
Strategic Priority:	Resident First	Last year's data:	8 mins (2015/16)
Achievement to date:	8 mins (Q1 16/17)	2012/13 Target:	Less than 8 mins
Note: The graph shows monthly data only.			
Work in progress:			
Quarter 1 performance is 8 minutes, with April, May and June 2016 all being 8 minutes.			
Issues:			
None.			
Success:			
The focus has been on reducing avoidable contact and getting it right first time. The Council has reduced the number of customers who have to make repeat visits, speeding up the process for them and other customers.			
Intervention required:			
None.			



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Lead Officer:	Neil Walter	Lead Member:	Cllr Cox
Why is this important?	This gives an indicator that the car park charges are correct and how many people are using the towns.		
Strategic Priority:	Resident First	Last year's data:	2,685,027 (2015/16)
Achievement to date:	737,381 (Q1 16/17)	2016/17 Target:	2,900,000
Note:	The graph shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.		
Work in progress:	Usage figures for 2016/17 includes visits made by those with a season ticket. As the use of season tickets increases the daily usage decreases, however the overall usage was 1.7% above the Q1 profiled target.		
Issues:	None.		
Success:	Car park usage for Q1 of 2016/17 is above the target of 725,000 (1.7%). Season ticket sales continue to grow in Maidenhead, especially in Hines Meadow. The steady increase in the use of season tickets enables forward budget planning as income is received up front either on a monthly, quarterly, half yearly or annual basis.		
Intervention required:	None.		

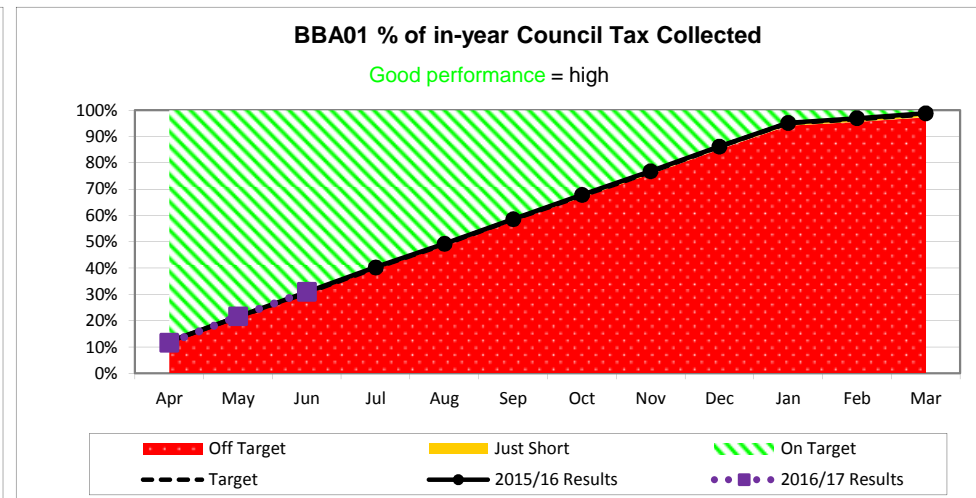
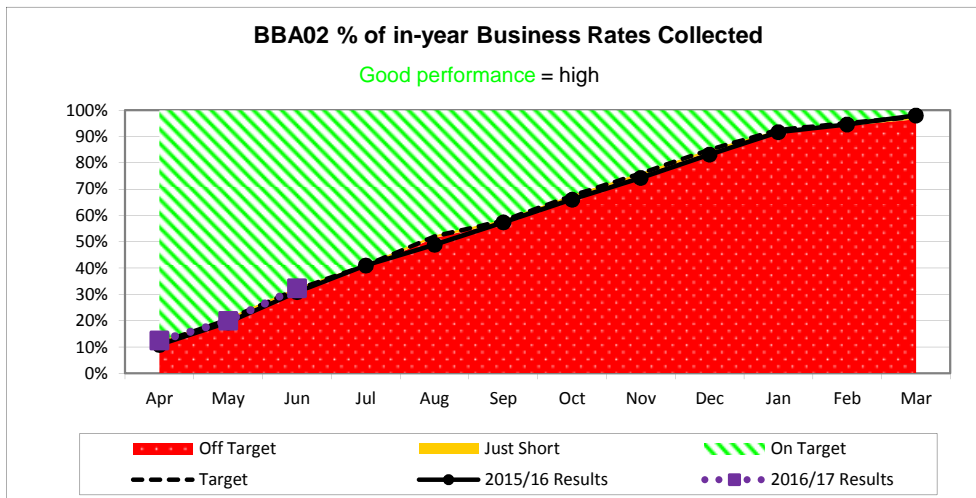
Lead Officer:	Neil Walter	Lead Member:	Cllr Cox
Why is this important?	This shows how much revenue is generated from the Council's car parks, season tickets, permits and vouchers during the financial year.		
Strategic Priority:	Value for Money	Last year's data:	£6,567,609 (2015/16)
Achievement to date:	£1,697,874 (Q1 16/17)	2016/17 Target:	£6,900,000
Note:	The graph shows monthly data and target only. The above current data and last year's data are reported as cumulative for the year.		
Work in progress:	The target for Q1 of 2016/17 is £1,710,000. Actual to date is £1,697,874 which is 0.75% down. The Council continues to work closely with key partners to identify ways to increase footfall in the town centres in the Borough.		
Issues:	The tariff increase at Windsor Coach Park has clearly had a negative effect on usage with income 25% down on budget, this is however mitigated by increases elsewhere.		
Success:	Income in both Windsor and Maidenhead is increasing compared to 2015/16 with Season tickets remaining strong. Nicholson's is currently 15.6% up, Alma Road 27% up and River Street 10% up on 2015/16 income.		
Intervention required:	Monitoring of Windsor Coach Park.		



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Lead Officer:	Craig Miller	Lead Member:	Cllr Cox
Why is this important?	A low figure will show that the PCN is issued fairly and correctly. A high figure could show that PCNs are issued perhaps unfairly or incorrectly.		
Strategic Priority:	Delivering Together	Last year's data:	8.60% (2015/16)
Achievement to date:	12.98% (Q1 16/17)	2016/17 Target:	Less than 12%
Note:	The graph shows monthly data only. The current data is cumulative .		
Work in progress:	Total PCNs served in Q1 6,150 (which tallies with total for 15/16), 798 cancelled. This is above the target value, but could be attributed to the pressures of Royal Ascot. April: 1,979 PCN served / 196 successful appeals - 9.9% May: 2,305 PCN served / 241 successful appeals - 10.5% June: 1,866 PCN served / 361 successful appeals - 19.4%		
Issues:	June performance could be attributed to the pressures around Royal Ascot.		
Success:	None.		
Intervention required:	Parking Supervisors to pick this up with the CEOs (Civil Enforcement Officers) to ensure that accuracy in issuing PCNs is maintained.		

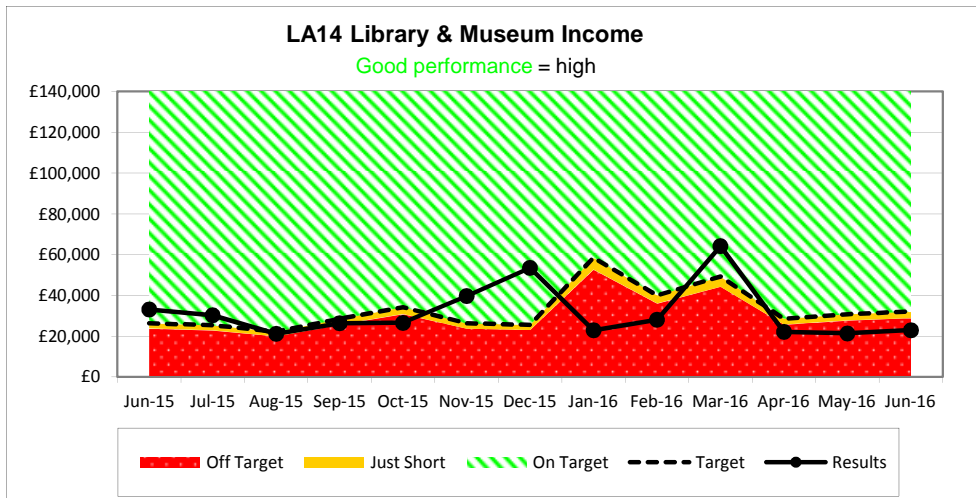
Lead Officer:	Richard Bunn	Lead Member:	Cllr MJ Saunders
Why is this important?	This indicator reports on the average number of days in the month it has taken to pay invoices for goods and services.		
Strategic Priority:	Delivering Together	Last year's data:	17.6 days (2015/16)
Achievement to date:	30 days (Q1 16/17)	2016/17 Target:	Less than 17 days
Note:	The figure shown is the average number of days taken in the month to pay invoices received by the council for commercial goods and services		
Work in progress:	Additional resources are being applied to deal with the performance issues and processes strengthened to ensure the target can be achieved in future.		
Issues:	Average achieved to date is 30 days which is not acceptable due to a backlog and related issues.		
Success:	The Council's standard payment terms are 30-days so the Council was paying suppliers on average 12.4-days quicker than this in Q4 2015/16.		
Intervention required:	An improvement plan is in place and with the additional resources should see improvement during August.		



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Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill
Why is this important?	This performance indicator reports the cumulative in-year Business Rates collection.		
Strategic Priority:	Delivering Together	Last year's data:	97.99% (2015/16)
Achievement to date:	32.30% (Q1 16/17)	2016/17 Target:	97.50%
Note:	The figures shown is the percentage of 2015-16 Business Rates collected by the Council. The graph shows cumulative data for both financial year 2015/16 and 2016/17.		
Work in progress:	In Q1, the Council collected 32.3% of the 2016-17 Business Rates. This is 0.3% above the Q1 target. The Council has collected £26.6m out of the total of £82.5m.		
Issues:	None.		
Success:	In Q1, the Council collected 32.3%, 0.3% ahead of the quarters target and 1.38% ahead of the collection in June 2015.		
Intervention required:	None.		
Monthly Performance Data			
	Apr	May	Jun
Last year's performance	10.89%	19.38%	30.92%
Target (2016/17)	11.70%	20.50%	32.00%
Performance 2016/17	12.41%	19.99%	32.30%
Difference 2016/17	0.71%	-0.51%	0.30%
Benchmarking (CIPFA ranking)	16th out of 16 (based on 2015/16 data)		

Lead Officer:	Andy Jeffs	Lead Member:	Cllr Hill
Why is this important?	This performance indicator reports the cumulative in-year Council Tax collection.		
Strategic Priority:	Delivering Together	Last year's data:	98.77% (2015/16)
Achievement to date:	30.99% (Q1 16/17)	2016/17 Target:	99.00%
Note:	The figure shown is the percentage of 2015-16 Council Tax collected by the Council. The graph shows cumulative performance data for both financial year 2015/16 and 2016/17.		
Work in progress:	In Q1, the Council collected 30.99% of the 2016-17 Council Tax. This is 0.09% above the Q1 target. The Council has collected £24.4m out of the total of £78.7m.		
Issues:	None.		
Success:	In Q1, the Council collected 30.99%, 0.09% ahead of the quarters target and 0.17% ahead of the collection in June 2015.		
Intervention required:	None.		
Monthly Performance Data			
	Apr	May	Jun
Last year's performance	12.19%	21.45%	30.82%
Target (2016/17)	12.20%	21.60%	30.90%
Performance 2016/17	11.60%	21.60%	30.99%
Difference 2016/17	-0.60%	0.00%	0.09%
Benchmarking (CIPFA ranking)	4th out of 16 (based on 2015/16 data)		



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Lead Officer:	Mark Taylor	Lead Member:	Cllr S Rayner
Why is this important?			
This indicates the level of income of libraries and museums that the Council operate. In 2014/15 the target and actual included £100K of S106 income; in 2015/16 this income was removed to focus on actual income raised by the Service through day to day activity.			
Strategic Priority:	Value for Money	Last year's data:	£390,746 (2015/16)
Achievement to date:	£66,381 (Q1 16/17)	2016/17 Target:	£467,580
Note:	The graph shows monthly data only. The current data is cumulative year to date.		
Work in progress:			
Ongoing work to generate income and bill for spaces occupied by partners is underway.			
Income received to date in each category is as follows:			
Fees & Charges	£34,046	Museum	£3,931
Space Hire	£11,807	Total	£66,381
Sales & Events	£2,982		
Donations/Contributions	£13,615		
Issues:			
The Income raised to date is only 72% of one quarter of the income target for libraries and the museum.			
Success:			
Sequence of holiday activities planned for Summer period. Many of which are chargeable.			
Intervention required:			
Some billing for activity in the last month has not yet taken place and the annual payments are usually paid in the second quarter.			

6. Risk Management - Q1 2016/17

The corporate risks for 2016/17 IPMR include all risks under the category 'Key Strategic Risks'. During Q1 2016/17, the following risk has improved its current risk rating:

- CMT0036 (No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term) - following the latest review, the risk rating has reduced from 9 (High/Medium) to 6 (Medium) as the probability has been amended from 'Likely' to 'Unlikely'. This is due to CMT changing all the mitigations during April review (numbers 1-7 withdrawn, 8-14 replace). These are all in place and working properly so current risk assessment reduced to controlled position. The seven new mitigations are:

- Directorate leadership structures secures sufficient strategic capacity in the long term planning of services.
- Monthly senior leadership team meeting - undertaking planning and responsive work.
- Senior leaders participating in cross Berks and south east meetings to explore issues for future development and good practice.
- Senior leadership team structures designed with boarder portfolios to secure wider operational understanding of service delivery.
- Internal communications raise awareness of issues and enable officers at all levels to contribute to forward thinking.
- Participation at c/exec meetings across Berks/south east secures input/knowledge on wider strategic issues affecting services.
- Process in place to secure regular political/officer engagement for forward thinking on strategic and operational items.

Although the risk rating has not changed for the remaining risks, there have been progress with certain mitigations for the following risks:

a. CMT0025 (Insufficient staff resources/capacity - That a coherent transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner) - two mitigations have made progress during Q1 2016/17:

- Ensure everyone is aware of the CREATE winning behaviours and working to make sure they are part of everything we do - implemented.
- New FSR process rolled out across all directorates to identify service improvements and service delivery options - increased from 25% to 50% progress.

b. FOI0003 (Data integrity and/or data security failure) - one mitigation was implemented during Q1 2016/17:

- Security awareness of officers and external service providers who use our IT. Gaps on induction and annual refreshing.

c. HSG0007 (Adult social care demographic) - three new mitigations added during Q1 2016/17:

- Public health is part of RBWM delivery arm and works closely to support to prevention agenda - added and implemented.
- Assess effectiveness of current set of date set reports, assisted by Head of Commissioning and Performance Team Manager - added and approved during Q1.
- Enhance transitions panel data to inform a more strategic role in future adult care service requirements and commissioning - added and approved during Q1.

As part of its risk management strategy, the Council is using the current risk appetite framework to illustrate 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. There are 13 risks where the rating is 6 or above. The table below shows the number of risks for each risk appetite:

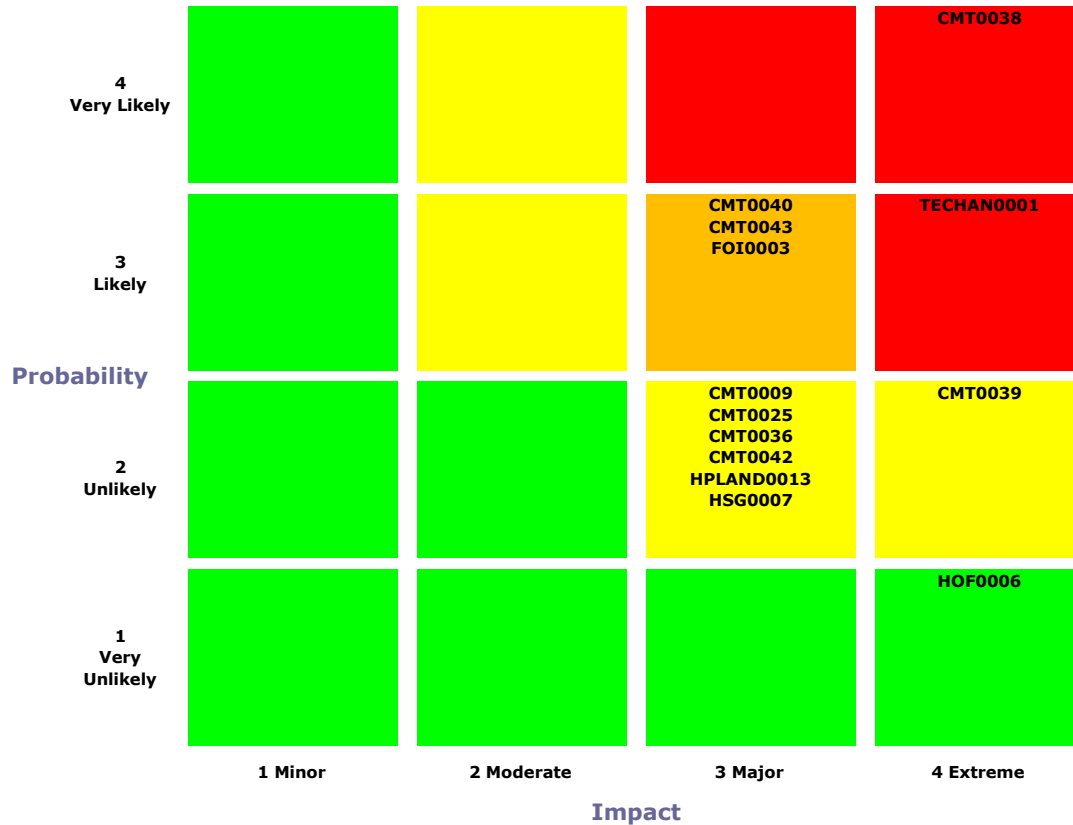
Appetite	Number
Low	5
Low / Medium	1
Medium	7
Medium / High	0
High	0

For FOI0003 (Data integrity and/or data security failure), the risk appetite was amended from Low to Medium during Q1 2016/17. Data security mitigations were moved into this risk from elsewhere on the risk register and removed any mitigations relevant only to technical security matters. Following all this it became apparent that the appetite was low but the controlled assessment medium. Therefore, no matter what the Council do, they cannot achieve the appetite position. It was decided that making appetite medium was more accurately reflective of the situation.

Members are briefed on the risks falling in their portfolios on a regular basis. A new methodology for Lead Members is being trialled to further refine understanding of the main messages arising.

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.

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
CMT0038	Technology obsolescence/inadequate for task.	↔	Same
TECHAN0001	Disaster recovery - IT application systems infrastructure. IT infrastructure failure i.e. data storage infrastructure, systems access or total loss of council data centre affects the ability to function normally.	↔	Same
CMT0040	Resilience	↔	Same
CMT0043	Safeguarding failures leads to injuries with particular focus on issues identified nationally as part of recent reports published on safeguarding children and Child Sexual Exploitation (CSE).	↔	Same
FOI0003	Threats arising from: (a) Serious external security breaches. In the event of a major security breach the Council could incur significant financial penalties (up to £500,000) levied by the Information Commissioners Office. (b) Data loss or damage to data caused by inadequate information security leads to delays and errors in business processes.	↔	Same
CMT0039	The Council is at the heart of building a safe, secure and cohesive community.	↔	Same
CMT0009	Failure to manage partnership relations.	↔	Same
CMT0025	Insufficient staff resources/capacity - That a coherent transformation programme fails to deliver efficiencies, improve service quality and manage organisational change in a controlled manner.	↔	Same
CMT0036	No overall strategic leadership for the Council leads to insufficient forward thinking and hence resource focussing overwhelmingly on the short term.	↓	Risk rating has reduced from 9 to 6
CMT0042	Demographic change - Significant increases of volume, complexity and in social cohesion of the Borough population.	↔	Same

Risk Ref	Details	Trend	Changes in risk rating
HPLAND0013	Failure to deliver Maidenhead regeneration programme on time and on budget.	↔	Same
HSG0007	Adult social care demographic	↔	Same
HOF0006	Economic climate	↔	Same

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.

Note: The Risk Team will work with all Directorates during future reviews to ensure that all mitigations meet SMART criteria.

Performance Indicators - secondary indicators

This shows a 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	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
AS29 Number of new people receiving Telecare	Hilary Hall	Adults, Culture & Health Services	458	460	138				↑	At the end of Q1 2016/17, a total of 138 Telecare installations were completed. The activity in 2015/16 increased by 12% (15) compared to the same period last year. Work on the action plan to deliver the RBWM Assistive Technology (AT) Strategy has commenced which includes working with dementia groups to get information about AT to them at an early stage, development of leaflets, promotion at event for GP front line staff, working with Public Health to promote AT / falls prevention, etc.
Proportion of adults in contact with secondary mental health services living independently, with or without support	Angela Morris	Adults, Culture & Health Services	N/A	93%	N/A					Data is given to us by an external contact in Health. The Council still have not received the required data from them for Q1. Last years data outturn will be available once the ASCOF indicator data is released.
Proportion of older people (65+) who were still at home 91 days after discharge from hospital into reablement/rehabilitation services	Angela Morris	Adults, Culture & Health Services	81%	85%	80.5%				↓	Poor performance in Q1 for this indicator is partly down to a spike in the numbers returning to hospital. The Council has seen a 50% increase over normal levels per quarter. It might also be important to note that the average age of clients over this period was a full 2 years above levels seen for the previous 12 months, whilst the percentage of deaths was lower than normal.
Number of permanent admissions to residential or nursing care 65+ made in a year.	Angela Morris	Adults, Culture & Health Services	150	Less than 150	35				↓	This indicator is actually based on the number of permanent admissions, rather than the rate per 100,000. The number in Q1 is higher than would be expected if the Council is to achieve the target.
Delayed transfers of care from hospitals that are attributable to adult social care	Angela Morris	Adults, Culture & Health Services	0.7	3	5.7 (May 2016)				↓	Latest data for May, still awaiting June's Data.
% of safeguarding enquires resolved in line with the timescale agreed with the client	Angela Morris	Adults, Culture & Health Services	62.1%	80%	72.7%				↑	Performance of this indicator is much better than last years result. But as it has such a long maturation period (60 Days), it takes a long time to see improvements in practice and procedures reflected.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of people taking up health checks	Hilary Hall	Adults, Culture & Health Services	3877	3500	N/A				N/A	The Council has received the final data for 2015/16 where 3877 people completed health checks which is significantly above the target for the year. The data for Q1 2017 is not yet available.
Permanent exclusions from schools in RBWM	Kevin McDaniel	Adults, Culture & Health Services	13 for AY 2015/16	12 (AY 2015/16)	19 (AY 2015/16)				↓	* AY = Academic Year. The Council has a statutory duty to provide education from the 6th day after exclusion for any statutory school age child (5-16) or child with additional needs (0-25) pupil who is resident in RBWM. 19 pupils have been permanently excluded to date during the current academic year who require us to perform this duty. There was six permanent exclusions during Q1 2016/17 (which is part of academic year 2015/16).
The total number of education health & care plans for pupils aged under 20	Elaine Redding	Adults, Culture & Health Services	759	Less than 750	788				↓	This total includes existing statements of educational need as well as education, health and care plans for children and young people up to 25 years of age. New education, health and care assessments need to be completed within 20 weeks and timeliness of completing new plans is still challenging. This is due to the requirements to secure wider professional input as well as the time it takes for parents to agree a final version of a more robust holistic plan. Transfers from statements to education, health and care plans now need to be completed within 20 weeks and current performance remains at 18-20 weeks.
Child Protection Plans lasting two years or more	Elaine Redding	Adults, Culture & Health Services	0.0%	Less than 4.5%	0.0%				↑	There are no children with a child protection plan lasting two years or more.
% of care leavers in education, employment or training	Elaine Redding	Adults, Culture & Health Services	61.1%	80%	63.4%				↑	26 young people out of the cohort of 41 are not in employment, education or training. Two are teenage parents and seven are unable to secure work or education/training due to sickness and/or severe disabilities. The Personal Advisors are working closely with the remaining six young people to secure appropriate education, employment or training for them.
Number of young people, under 18, missing from home three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	4 (Q4 2015/16)	26	2				↑	Two young people have been recorded as missing from home three times or more in the quarter. All of the children had return interviews and the intelligence from these interviews is used by the Missing Persons/Child Sexual Exploitation (CSE) Operational Panel to ensure timely support and appropriate interventions.

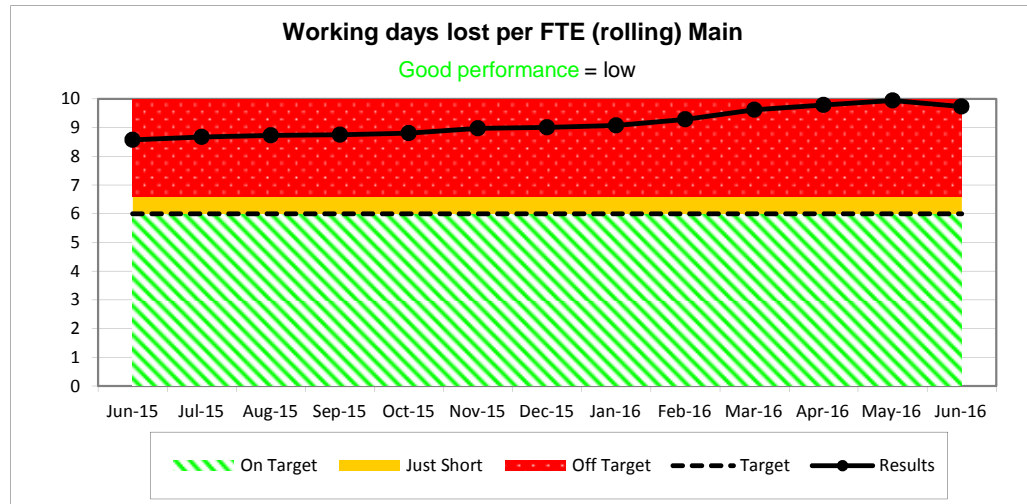
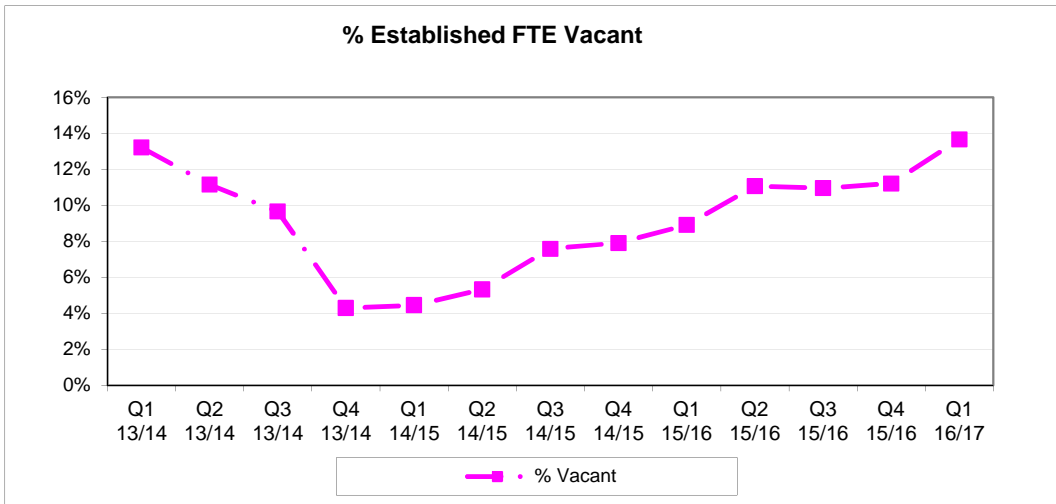
Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of young people, under 18, missing from care three times or more in a quarter	Elaine Redding	Adults, Culture & Health Services	2 (Q4 2015/16)	9	4				↓	Four children in care went missing three times or more in the quarter. All four were children in the care of the Royal Borough and are aged over 15. Their allocated social workers are undertaking intensive work with the young people to reduce the number of missing incidents. In all cases, the young people did want to be in their placements and wished to be with their friends.
Rents receivable as a percentage of total rental value of commercial estate	Mark Shephard	Corporate & Community Services	95.80%	92.0%	95.70%				↓	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. This target is ambitious but it has been adopted to reflect strong performance from the Council. 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 milestones hit on Area Action Plan (AAP) sites	Chris Hilton	Corporate & Community Services	11	8	4				↑	During Q1 2016/17, 4 milestones hit on AAP sites being:- 1) West Street SPD complete 2) Ray Mill Road East marketing complete 3) GL Hearn instructed Chapel Arches Review 4) JV delivery model identified Milestones include: 1. Development Manager appointed. 2. Feasibility study completed. 3. Planning application in. 4. Planning consent obtained. 5. Contract in place with contractor or development partner. 6. Contractor on site.
Number of participants in the So Much Improvement with a Little Exercise (SMILE) programme	Kevin Mist	Corporate & Community Services	64,113	65,610	9,553				↓	The target for 2016/17 has increased by 1% compared to last year's target. Investigations into the attendance levels and targets are being undertaken. A review of classes being undertaken in 2016/17.
Percentage of empty shops in Maidenhead Town Centre	Steph James	Corporate & Community Services	11.5%	Less than 10.9%	11.5%				↔	Vacancy rate at the end of Q4 2015/16 is 11.5% (38 units). This is the same as the previous quarter. Some businesses are leaving the top end of the High Street. However, H&M shop has opened in the shopping centre.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Percentage of empty shops in Windsor Town Centre	Paul Roach	Corporate & Community Services	4.8%	Less than 5%	4.8%					Recent losses in the town centre were My Local (Morrison's), Vyeilla both of whom were in Peascod Street Stores under development and will open within the next 3 months - Byron's, Jersey Pearl (Cooked House), Royal Coffee Shop and Star Bucks.
Number of footfall in Maidenhead Town Centre	Steph James	Corporate & Community Services	5,562,169	5,617,790	1,468,577				↑	Target is to increase the footfall by 1% from 2015/16. Footfall in quarter 1 2016/17 is 5.5% up compared to same period last year.
Number of footfall in Windsor Town Centre	Paul Roach	Corporate & Community Services	8,443,912	8,612,790	2,096,482				↓	Target is to increase the footfall by 2% from 2015/16. Q1 performance is currently 3 just short of target and 0.8% lower when compared to the same period last year.
Reduction in the use of gas and electricity	Michael Potter	Corporate & Community Services	6.6%	11% reduction on 2013/14 baseline	12.44% (up to end of May 2016)				↑	Please note that the Council has not received all invoices for June 2016. Up to end of May 2016, the Council has reduced the energy use by 12.44% when compared to the same period in the baseline of 2013/14. The target for 2016/17 is 11% reduction when compared to 2013/14 baseline.
Number of volunteers supporting Council services 42	Harjit Hunjan / Debra Beasley	Corporate & Community Services	4,150	4,500	4,159				↓	The national volunteer week took place in the first week of June 2016 with many organisations and departments celebrating the work of their volunteers and raise awareness of volunteering opportunities. A volunteering event will be taking place at the Maidenhead Festival on 24 July 2016 to enable organisations and charities to recruit more volunteers. The Volunteer of the Year awards will be held on 14 September 2016 in the Town Hall. WAM GetInvolved continue to hold their volunteer drop-in surgeries across the Royal Borough to encourage and enable residents to become involved in volunteering.
Number of work placements offered within the Council	Harjit Hunjan / Joanne Horton	Corporate & Community Services	78	75	15				↑	Quarter one performance for 2016/17 is on track for overall target of 75. Work placements are offered via schools, elevate and DWP partnerships.
Amount of external funding secured	Harjit Hunjan	Corporate & Community Services	£941,112	£840,000	£580,562				↑	The target for 2016/17 has increased by 40% compared to last year's target. The Council is on track to meet the year-end target. They have secured funding from various sources such as Elevate Berkshire, DofE Archery Centre, Shanly Foundation, E-On Energy, Big Lottery, Office for Civil Society, etc.

Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of households prevented from becoming homeless by Housing Options	Jacqui Hurd	Operations & Customer Services	1523	1000	398				↑	As at 30 June 2016, a total of 398 households have been prevented from becoming homeless and or relieved from their impending homelessness. This is running at 17% in-year. Homeless prevention relief activity includes family mediation through targeted home visits, interest free loans, mortgage rescue, landlord and tenant intervention, nominations and DIY Shared Ownership. A large increase is positive as this means that prevention and intervention is being effective.
Number of visitors to Windsor & Royal Borough Museum	Mark Taylor	Operations & Customer Services	73,150	52,000	15,565				↑	The target for 2016/17 has increased by 6% compared to last year's target (please note that last year's performance was exceptional as the figures during May & June 2015 were very high due to interest in Magna Carta events). Although slightly lower than target in June, the two previous months more than made up for the gap so the overall performance is running at 11% above target so far in 2016/17.
Percentage of calls answered in over 5 minutes	Edward Phillips	Operations & Customer Services	1.80%	Less than 1%	2.9%				↓	Q1 performance was 2.9%. During this period the first process within the new online Digital Channel (Green Waste) was launched. Several others will be developed within the year enabling customers to access services via an additional channel. This will see call volumes reduce enabling this target to be achieved.
Number of Licensing compliance operations completed (across all towns and parishes)	Craig Miller	Operations & Customer Services	60	60	22				↑	Royal Ascot falls within Q1 and therefore figures are inevitably higher during this period.
Number of under age sales compliance operations completed by Community Protection and Enforcement Services	Craig Miller	Operations & Customer Services	8	12	1				↓	Operations are not profiled on a pro-rata basis throughout the year and will increase through Qs 2-4.
Reduction in the number of food premises that have a rating of 0 or 1 out of 5, with five being very good.	Craig Miller	Operations & Customer Services	29	26 premises to improve from a 0 or 1 rating to a rating of 2 or more	0				↓	Premise visits are scheduled irregularly across the year, based on previous inspection dates. Q2-Q4 will see the relevant inspections take place and performance on target.
Number of residents engaged at Waste Awareness events undertaken	Craig Miller	Operations & Customer Services	27	1,400	960				↑	The indicator has been changed this year to reflect the number of residents engaged with at events, the target for the year is 1400, and to date 960 residents have been engaged with. Quarter 1 is expected to be high as most of the main summer events in the Borough occur in this period.

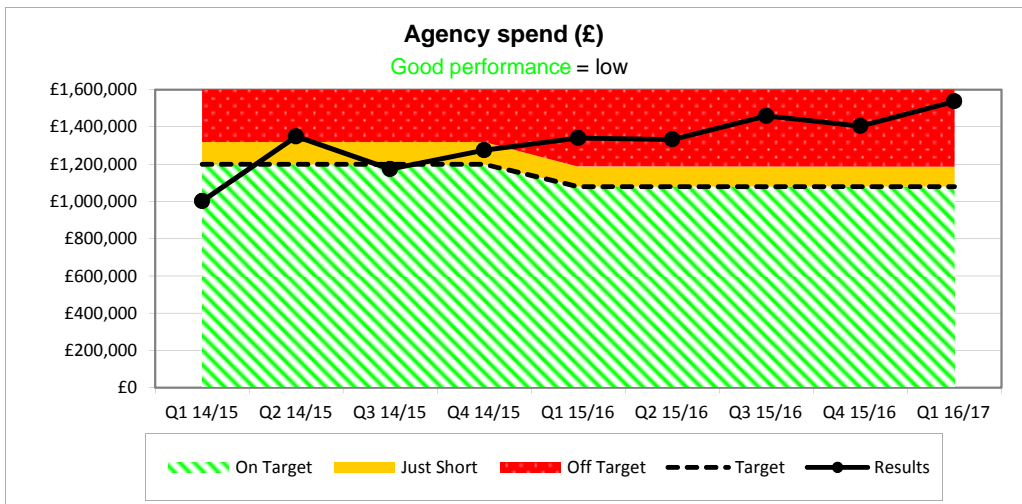
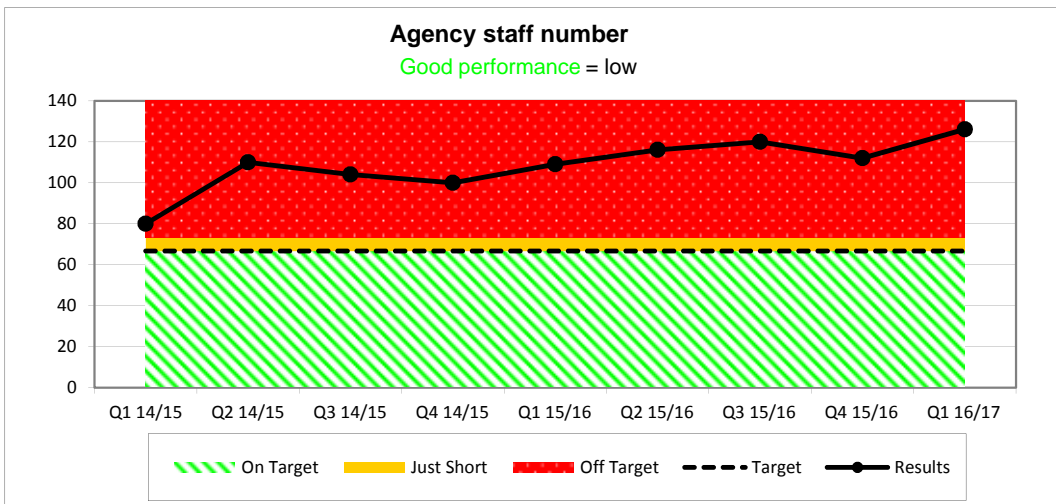
Performance Indicator	Lead Officer	Directorate	2015/16 data	Target 2015/16	2016/17 Performance				DOT*	Comments
					Qtr 1 2016/17	Qtr 2 2016/17	Qtr 3 2016/17	Qtr 4 2016/17		
Number of work done by Community Recycling Champions to promote recycling	Craig Miller	Operations & Customer Services	9 additional community champions	20	5				↑	This target has been changed this year to reflect the work done by community champions to help promote recycling in the Royal Borough. The number of engagement events attended and actions taken is now measured, rather than the number of community champions. The performance for Q1 2016/17 is on track to achieve the full year target.
Number of highway schemes delivered	Christopher Wheeler	Operations & Customer Services	250	250	33				↑	The Q1 delivery target of 28 schemes is met/exceeded. Cabinet in June 2016 agreed the individual schemes within each capital code, enabling progression of all schemes including the annual roads re-surfacing programme.
% of dangerous potholes repaired within between 2 hours and 21 hours	Ben Smith	Operations & Customer Services	99.7%	98.0%	100.0%				↑	150 emergency repairs carried out April - June, target met/exceeded.

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



Lead Officer: Terry Baldwin	Lead Member: Cllr Targowska
Why is this important?	
To ensure efficient resources are available to meet service needs.	
Strategic Priority: Equipping ourselves for the future	Last year's data: 9.51% (2015/16)
Achievement to date: 13.65% (Q1 16/17)	2014/15 Target: No Target
Note: Exclude schools and does not include agency FTE as the data is not available. There is no target available for this HR measure.	
Work in progress:	
Work has been carried out to review every establishment with the budget holder and finance partner. This has resulted in identification of vacancies, i.e. the remaining hours of a part time staff member which are now in the HR system.	
Alternative recruitment method utilised in Children's Services for Senior Manager posts including search and selection	
A focused recruitment campaign was carried out for the replacement of Assessment Officers in Adult Social Care as several resignations resulted in 8 vacancies.	
Issues:	
Adult social care vacancies continue to be a focus for the team. Further campaign to fill final two Assessment Officer posts.	
Social workers in both Adults and Children's services are carrying high levels of vacancies covered by agencies. Dedicated campaigns continuing.	
Success:	
The recruitment campaign for Assessment Officers resulted in 6 out of 8 vacancies being filled with July start dates.	
Successful senior recruitment in Children's Services.	
Approved restructures in Finance and Planning that will address vacancy levels.	
Intervention required:	
Continued focused campaigns for Hard to Fill posts	
Identification of alternative recruitment methods including international for social workers	

Lead Officer: Terry Baldwin	Lead Member: Cllr Targowska
Why is this important?	
We want to continue to maintain low sickness levels, which will enable teams to deliver the best service possible.	
Strategic Priority: Equipping ourselves for the future	Last year's data: 9.63 (2015/16)
Achievement to date: 9.74 (June 16)	2014/15 Target: Less than 6 days
Note: Exclude schools. The 2014 absence survey report identified the days lost per employees for public sector as 7.9, and 5.5 for private sector for organisations.	
Work in progress:	
Continued delivery of sickness absence sessions at management team meetings.	
Monthly DMT scrutiny.	
Quarterly Managing Director scrutiny.	
Issues:	
Sickness absence rates remain higher than CIPD rate for Public Sector.	
Long term sickness continues to be main contributor to the absence levels.	
Success:	
Slight reduction in sickness levels.	
Intervention required:	
Ongoing monitoring at monthly DMTs with all absence detail scrutinised.	

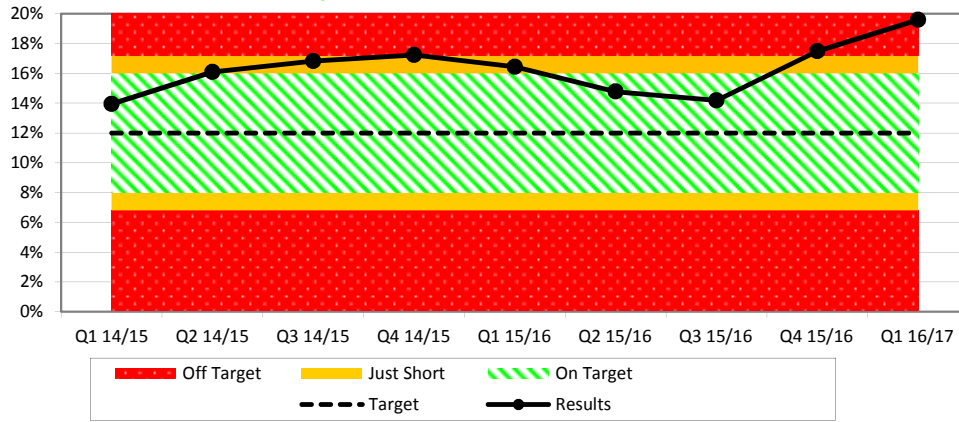


Lead Officer:	Terry Baldwin	Lead Member:	Cllr Targowska
Why is this important?			
To monitor the level of agency staff the Council are using.			
Strategic Priority:	Equipping ourselves for the future	Last year's data:	112 (Q4 15/16)
Achievement to date:	126 (Q1 16/17)	2014/15 Target:	67
Note:	The target is based on no more than 5% of total workforce (the total headcount at end of 2014/15 was 1334).		
Work in progress:			
Continued working on alternative recruitment methods in particular for social workers including search and selection and international recruitment.			
Issues:			
Ongoing need for specialist agency staff in particular in the hard to fill posts in accountancy, planning and social work including the Assessment Officers in Adult Service where there were 8 vacancies at one time.			
Success:			
Recruitment to senior posts in Children's Services and Assessment Officers in Adults Services although the effects won't be seen in entirety until September 2016.			
Intervention required:			
Monthly scrutiny of all agency posts at DMT.			

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Targowska
Why is this important?			
To monitor the level of agency staff the Council are using.			
Strategic Priority:	Equipping ourselves for the future	Last year's data:	£5.5m (15/16)
Achievement to date:	£1,536,889 (Q1 16/17)	2014/15 Target:	< £1.079m per quarter
Note:	The graph shows quarterly data and target only . The year-end target is less than £4.317m (based on 10% reduction on 2014/15 baseline).		
Work in progress:			
Target set for split of on and off framework agency workers. Detail scrutinised monthly at DMTs.			
Issues:			
There is further increase in agency spend. This is as a result of more professionally qualified posts, especially statutory posts, requiring agency staff to cover, which links back to vacancy rate and hard to recruit posts.			
Success:			
Recruitment to senior posts in Children's Services and Assessment Officers in Adults Services although the effects won't be seen in entirety until September 2016.			
Intervention required:			
Ensure De Poel is consistently used as the main supplier to reduce off contract spend. Undertake further recruitment campaigns and consider recruitment incentives, to reduce the reliance on agency staff.			

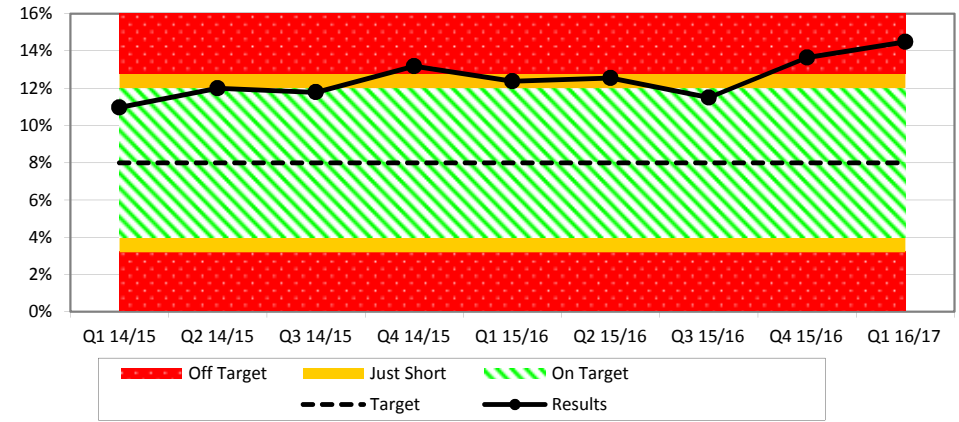
% Staff Turnover

Good performance = between 8% to 16%



% Staff Voluntary Turnover

Good performance = between 4% to 12%



Lead Officer:	Terry Baldwin	Lead Member:	Cllr Targowska
Why is this important?	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	17.48% (15/16)
Achievement to date:	19.58% (Q1 16/17)	2014/15 Target:	12%
Note:	Exclude schools.		
Work in progress:	Restructures in Operations resulting in 16 redundancies along with filling vacant Assessment Officers by agency staff, in Adult Services, who are not taken into account for this calculation, show a reduced headcount against high leaver numbers, therefore making the turnover higher.		
Issues:	Increase in turnover has been contributed to by the number of staff who are redundant and include as leavers, along with leavers in Adult Services		
Success:	Staff redeployed to alternative roles within the Royal Borough, wherever possible, to avoid redundancy and successful recruitment campaign for Assessment Officers.		
Intervention required:	Increased scrutiny of data on ExitVue to look for trends with particular teams and services for targeted work by the HR Business Partner team.		

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Targowska
Why is this important?	We want to become an employer of choice, so that we attract and retain highly skilled employees.		
Strategic Priority:	Equipping ourselves for the future	Last year's data:	13.65% (15/16)
Achievement to date:	14.49% (Q1 16/17)	2014/15 Target:	8%
Note:	Exclude schools.		
Work in progress:	Analysis and dissemination of staff survey results and exit information. Ensuring that all HR lead initiatives can be linked back to staff survey results and demonstrate positive impact on areas highlighted as causing concern.		
Issues:	Following Employment Panel approval, the staff survey action plan has now been disseminated to staff, unions and DMTs. Each DMT will now identify which actions they will undertake or if they will be required to formulate a directorate level action plan.		
Success:	None.		
Intervention required:	Staff survey results to be disseminated to all levels of the organisation and lessons learned from teams with high positive responses in areas of concern generally across the Council.		

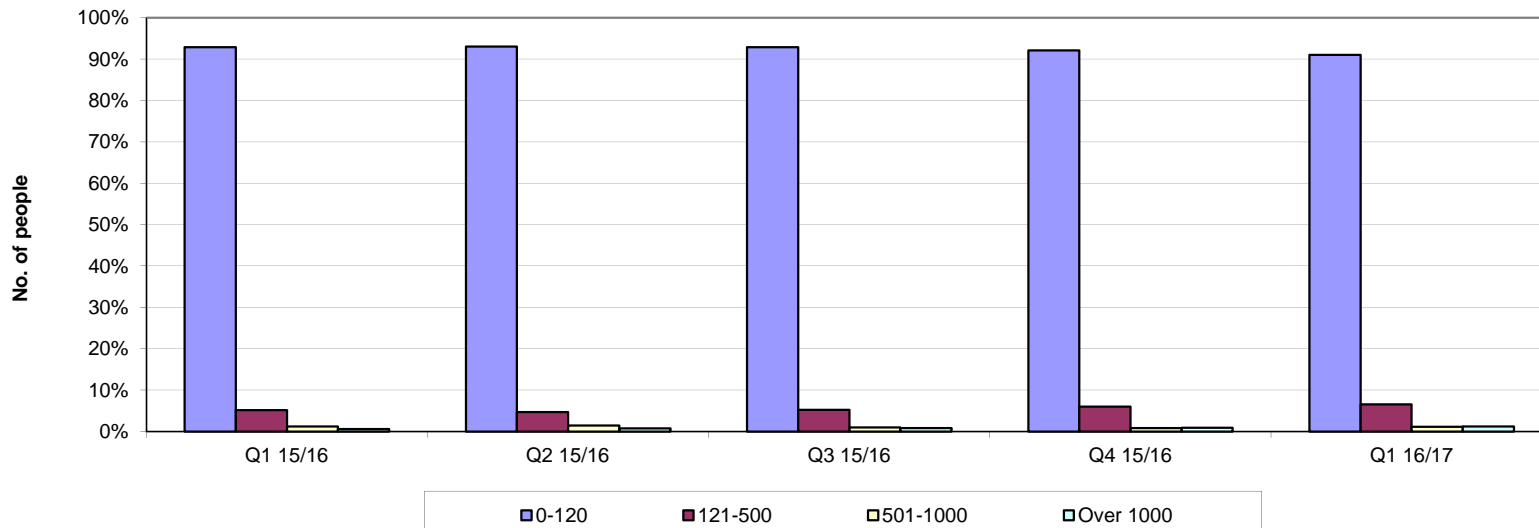
The Royal Borough of Windsor and Maidenhead - Human Resources Workforce Profile

Number of people in each Bradford Factor range

Lead Officer:	Terry Baldwin	Lead Member:	Cllr Targowska
Note:	"The Bradford Factor identifies persistent short-term absence for individuals, by measuring the number of spells of absence, and is therefore a useful measure of the disruption caused by this type of absence" - Chartered Institute of Personnel & Development.		
Strategic Priority:	Equipping ourselves for the future	Good performance:	Improved performance is typified by a lower number in range 120+
Comments:	The overall FTE for the Council has reduced by circa 47 with a slightly lower number of staff being in the trigger of a Bradford factor of over 120. The score is still high which could be linked to the poor morale indicated in the staff survey and staff taking time off due to pressures of smaller teams and covering more vacancies than 12 months ago. This has been highlighted through the staff survey and forums and will be addressed through HR initiatives.		

Bradford factor range	2015/16								2016/17							
	Q1		Q2		Q3		Q4		Q1		Q2		Q3		Q4	
	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%	No.	%
0-120	1229	92.9%	1227	93.0%	1216	92.9%	1174	92.2%	1117	91.0%						
121-500	69	5.2%	62	4.7%	69	5.3%	77	6.0%	81	6.6%						
501-1000	17	1.3%	20	1.5%	13	1.0%	11	0.9%	14	1.1%						
Over 1000	8	0.6%	10	0.8%	11	0.8%	12	0.9%	15	1.2%						
TOTAL	1323	100%	1319	100%	1309	100%	1274	100%	1227	100%						

% of staff in each Bradford Factor range

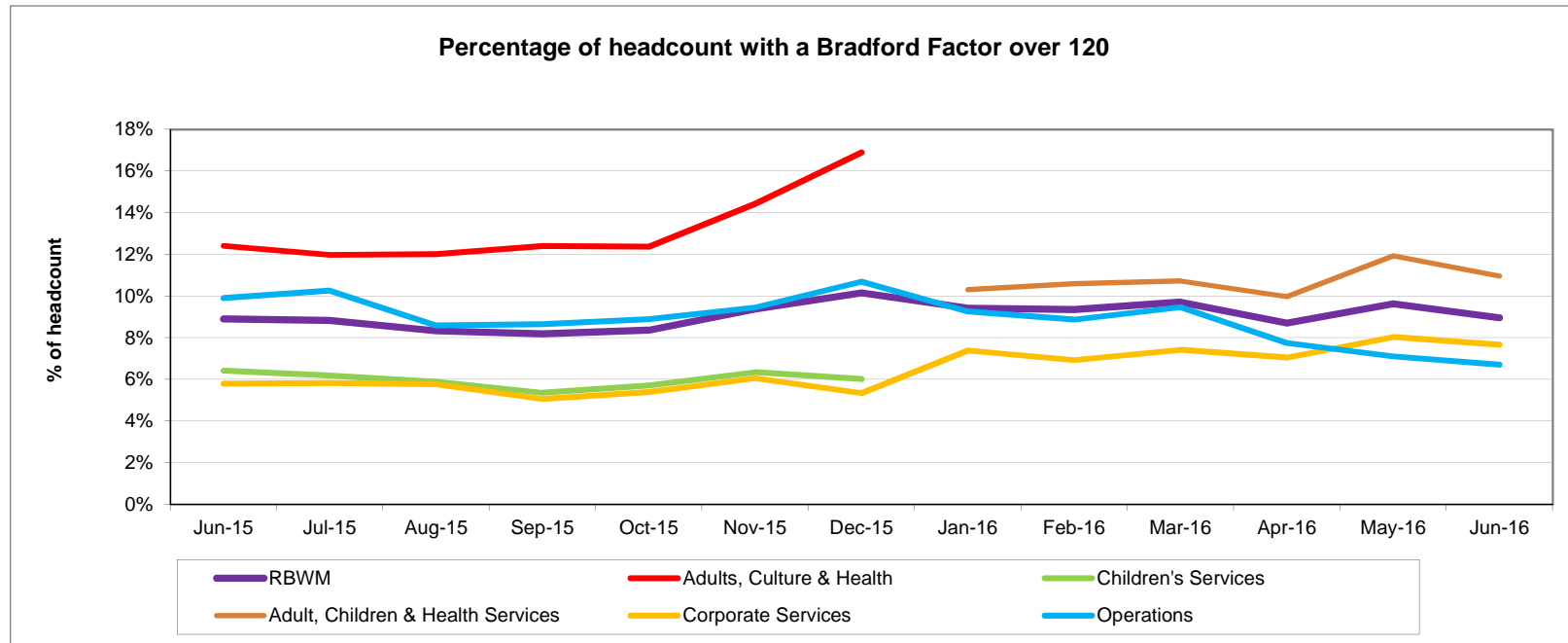


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Bradford Factor - % of headcount with a Bradford Factor score over 120 - split by Directorate

Directorate	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	May-16	Jun-16
Adult, Culture & Health	12%	12%	12%	12%	12%	14%	17%						
Children's Services	6%	6%	6%	5%	6%	6%	6%						
Adult, Children & Health Services								10%	11%	11%	10%	12%	11%
Corporate & Community Service	6%	6%	6%	5%	5%	6%	5%	7%	7%	7%	7%	8%	8%
Operations & Customer Services	10%	10%	9%	9%	9%	9%	11%	9%	9%	9%	8%	7%	7%
RBWM	9%	9%	8%	8%	8%	9%	10%	9%	9%	10%	9%	10%	9%

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Please note there was restructure that commenced from January 2016. Adult, Culture & Health and Children's Services are now part of the new the Adult, Children & Health Services Directorate.

Key Corporate Project Summary Report

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project														
G1 - Pre Live														
PR000481	Stafferton Way Multi Storey Car Park	Ben Smith	Simon Fletcher	30/11/14	30/09/17	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	<p>The Parking Principal is currently working with a consultant to put together a specification for the Design, Build, Finance and Operate a new 1,000 space car park at Stafferton Way.</p> <p>Work underway with Procurement and Legal to ensure the 30/9/2017 deadline is met.</p> <p>A number of Financial Models are currently being reviewed to ensure that any contract will attract bidders</p> <p>(27/07/16)</p>	27/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000483	Maidenhead Railway Station Opportunity Area	Kiran Hunjan	Chris Hilton	01/01/13	30/11/19	Current	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN	<p>Work is progressing with partners on scheme appraisals to develop a viable scheme. As soon as a viable scheme is identified it will be brought forward for formal consideration.</p>	25/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		

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Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project														
PR000485	West Street	Zareena Ahmed Shere	Chris Hilton	01/04/14	31/03/21	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	A supplementary planning document (SPD) was agreed by Cabinet in July to support good quality design in the area. The West Street site was included the procurement process for a JV development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016.	26/7/2016
						Previous	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN		
PR000491	St Cloud Gate (ON HOLD TO JULY 2017- REFER TO JOINT VENTURE PROJECT)	Marie Percival	Chris Hilton	01/01/14	01/06/22	Current	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN	**ON HOLD** This site has been included within the Joint Venture project for Maidenhead Town Centre. Updates will be on hold until the Development Partner has been identified and it is known what the proposals for this specific site within the JV structure. The St Clouds Way site was included the procurement process for a JV development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016.. Work is progressing to secure the development management support and develop the specification and procurement plan/ process to procure and manage the contractors to build the new leisure centre.	1/8/2016
						Previous	GREEN	GREEN	GREEN	AMBER	GREEN	GREEN		
PR000492	Reform Road OA (ON HOLD TO JULY 2017- REFER TO JOINT VENTURE PROJECT)	Zareena Ahmed Shere	Chris Hilton, Mark Shephard	26/06/15	30/12/21	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The Reform Road site was included the procurement process for a JV development partner which the Council launched in July. Pre Qualification Questionnaires will be returned by interested developers and assessed in September 2016.	5/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		

Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project														
PR000751	Borough Local Plan	Terry Ann Cramp	Chris Hilton	01/01/08	31/07/16	Current	AMBER	GREEN	AMBER	AMBER	AMBER	GREEN	The draft Borough Local Plan is published on the Council's website and duty to cooperate meetings are being held with partners. The plan is scheduled for consideration by Council on the 27 September 2016.	28/7/2016
						Previous	AMBER	GREEN	AMBER	RED	AMBER	GREEN		
PR001179	The Windsor Learning Partnership expansion / Holyport College	Danuta Longworth-Krafft	Ann Pfeiffer	18/09/14	25/08/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Planning permission granted. Awaiting tender returns.	22/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR001181	Dedworth Middle School expansion	Danuta Longworth-Krafft	Ann Pfeiffer	07/12/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Appointment of consultants to next stage, to develop more detailed concept design.	22/7/2016
						Previous	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN		
PR001182	Furze Platt Senior School Expansion	Danuta Longworth-Krafft	Ann Pfeiffer	14/01/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility	25/7/2016
						Previous	AMBER	AMBER	GREEN	GREEN	AMBER	AMBER		
PR001183	Charters School	Danuta Longworth-Krafft	Ann Pfeiffer	05/02/16	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility	25/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
PR001268	Establishing a Satellite Grammar School	Kevin McDaniel	Alison Alexander	04/05/15	30/09/21	Current	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN	Cabinet update report delayed until June to report on site progress in addition to the demand forecast, based on survey of some 300 families whose children had the potential to access Grammar school but chose not to in 2014 and 2015. Report will also cover the satellite site operational model as required by Sir William Borlase to make educational and economic sense.	29/4/2016
						Previous	GREEN	GREEN	GREEN	GREEN	AMBER	GREEN		
PR001831	Cox Green Expansion	Danuta Longworth-Krafft	Kevin McDaniel	02/10/15	30/03/18	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	Feasibility	25/7/2016
						Previous	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN		

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Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project														
PR002054	Website - Phase 2	Louisa Dean	Simon Fletcher	12/02/16	12/02/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The website delivery team continue to meet every two weeks and have continued to updated content, landing pages and bubbles for certain areas as well as continued to upload documents and update the announcement panel. (Full description of tasks is in the achievements section of the status report).	1/8/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
G2 - Live Projects														
PR000486	Waterways	Kiran Hunjan, Chris Mitchell	Chris Hilton	20/01/14	31/10/17	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	The construction is progressing well and is due to be completed in Spring 2017.	25/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000587	Windsor Parking Strategy	Neil Walter	Ben Smith	01/04/14	31/03/19	Current	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN	<p>Manifesto Outcomes associated with parking in Windsor agreed with Lead Member: '...Review and increase parking provision in Windsor - including Meadow Lane car park in Eton: minimum of 200 additional parking spaces in Windsor and Eton by April 2019...' '...Introduce 'pay on exit' in RBWM controlled car parks (Windsor): 'pay on exit' installed in 3 Windsor car parks by April 2019...'</p> <p>Draft Borough-wide parking strategy developed, including a specific strategic approach for Windsor - Member workshop complete. Cabinet report scheduled for October 2016</p> <p>(27/07/16)</p>	27/7/2016
						Previous	GREEN	GREEN	GREEN	GREEN	GREEN	GREEN		
PR000621	Town Centre WiFi Concession Award	Sarah Plowman	Simon Fletcher	01/07/14	31/03/17	Current	GREEN	AMBER	GREEN	AMBER	AMBER	GREEN	<p>Offer secured from InTechnology Wi Fi to deliver Town Centre Wi Fi on a phased basis across Windsor, Maidenhead, Ascot and Eton Town Centres. The bid includes design, management, maintenance of infrastructure monetised through sponsorship and advertising revenue linked to the community smart phone app.</p> <p>Financially the offer provides annual income of £6,450 and a 25% share of all revenue generated.</p> <p>Appointment of InTechnology approved at Cabinet.</p> <p>Project Managers appointed, delivery phase commenced.</p> <p>(28/07/16)</p>	28/7/2016
						Previous	GREEN	GREEN	GREEN	AMBER	AMBER	GREEN		
PR000636	Implement Care and Support at home contract through Carewatch	Nick Davies	Nick Davies	01/04/12	30/06/16	Current	GREEN	GREEN	AMBER	GREEN	AMBER	GREEN	<ul style="list-style-type: none"> Care Watch quality improved, indicated by progress events against the Action Plan. Significant progress to Single Invoice Training agreed All providers have now exited the market 	27/6/2016
						Previous	AMBER	AMBER	AMBER	GREEN	AMBER	GREEN		

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Project Code	Project Name	Project Manager	Sponsor	Start Date	Finish Date	Period	Overall Status	Milestones	Costs	Issues	Risks	Scope	Commentary	Last Update
Key Corporate Project														
PR001274	Moorbridge Gateway	Sue Fox	Ben Smith	18/06/15	31/08/16	Current	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN	Scheme details: - open the junction of Moorbridge Road and the A4 Bridge Road to westbound traffic, including works to facilitate a cycle route linking the A4 Bridge Road to the town centre if required. Works programmes to commence August 2016. Budget includes contribution from Waitrose, which is not currently achievable. S106 funding identified to close funding gap, subject to approval. (updated 29/6/16)	1/8/2016
						Previous	GREEN	GREEN	AMBER	GREEN	GREEN	GREEN		