



Report for: **ACTION**

Contains Confidential or Exempt Information	No.
Title	Operations Directorate Business Plan 2015/16 – 2018/19 – Q3 updates
Responsible Officer(s)	Simon Fletcher - Strategic Director of Operations & Customer Services
Contact officer, job title and phone number	Simon Fletcher - Strategic Director of Operations & Customer Services, 01628 796484
Member reporting	Cllr Geoff Hill, Lead Member for Customer & Business Services including IT Cllr Carwyn Cox, Lead Member for Environmental Services Cllr Colin Rayner, Lead Member for Highways, Transport & Flooding Cllr Paul Brimacombe, Principal Member for Transformation and Performance
For Consideration By	Audit and Performance Review Panel
Date to be Considered	16 th February 2016
Implementation Date if Not Called In	
Affected Wards	All
Keywords/Index	Business Plan, Performance reporting

Report Summary

1. This report introduces the 2015/16 - 2018/19 Operations Directorate Business Plan Q3 updates, setting out our progress against directorate and service wide objectives and key improvement outputs agreed with Lead Members for each service area over the next three or four years.

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
Residents will receive clearer information on services they receive, and measurable targets for their ongoing improvement.	Annually, ongoing over the next four years.

1. Details of Recommendations

RECOMMENDATION: That Audit and Performance Review Panel:

1. Reviews and comments on the performance updates against key outputs of the 2015/16-2018/19 Directorate Business Plan for the services within Operations and Customer Services directorate.

2. Reason for Recommendation(s) and Options Considered

2.1 Background Information

The 2015/16 – 2018/19 business plan introduces the services within the Operations & Customer Services directorate, provides an overview of the teams and their purpose and sets out objectives (key outputs) for each of those areas for the term of the plan. The intention is to publish this document and updates with our progress on the Council's website.

In November 2015, Audit and Performance Review Panel agreed to monitor the performance of services in-year, against our 2015/16-2018/19 Directorate business plan outputs.

The services in the directorate are high profile and front facing with high volumes of customer / resident interaction across the Royal Borough. For that reason, it is appropriate for priority outputs and progress to be reported to and monitored more broadly with Members and thus the business plan is submitted to the Audit and Performance Review Panel.

Current updates for each of the services are year to date, to the end of quarter 3. Libraries, Arts and Heritage have only recently moved across to the directorate, so will be incorporated into the business plan in readiness for the new financial year.

Appendix 1 through 6 set out the Q3 updates for individual services in Operations & Customer Services.

2.3 Summary

The Operations & Customer Services directorate business plan sets medium term objectives (key outputs) for services to support their continuous improvement. The business plan is supported by local service plans, one for each service, detailing how the key outputs of the business plan will be delivered and the resource implications for doing so.

The service plans also identify more local actions which, if they do not directly support delivery of, should certainly compliment corporate objectives, manifesto commitments or directorate key outputs.

Audit and Performance Review Panel is requested to review progress of the Operations & Customer Services directorate business plan (through the service plan updates) on a quarterly basis.

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Performance against targets set out in Business Plan to be reported to APRP.	Progress behind target against more than 10%	Progress reported on track against 90% of defined	Progress reported ahead of target against 20% of	Progress reported ahead of target against 50% of defined	Quarterly

	defined outputs	outputs	defined outputs and on track for 70%	outputs and on track for 40%	
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4. Financial Details

Not applicable.

5. Legal Implications

None.

6. Value for Money

The Business Plan Reporting Template reviews both service budgets and performance against targets. This monitoring ensures that the best performance is achieved within the agreed budgets.

7. Sustainability Impact Appraisal

None required.

8. Risk Management

The purpose of this report is to recommend the monitoring and review of the Operations & Customer Services Business Plan. This in itself will reduce risk as it adds a layer of scrutiny which would otherwise not be present.

9. Links to Strategic Objectives

Our Strategic Objectives are:

Residents First

Value for Money

Deliver economic services
Invest in the future

Delivering Together

Enhanced Customer Services
Deliver Effective Services

Equipping Ourselves for the Future

Developing our systems and structures
Changing our culture

10. Equalities, Human Rights and Community Cohesion

Not applicable.

11. Staffing/Workforce and Accommodation implications

Not applicable.

12. Property and Assets

Not applicable.

13. Any other implications

None.

14. Appendices

- **Appendix 1 – Q3 Business Plan Reporting – Revenues & Benefits Services**
- **Appendix 2 – Q3 Business Plan Reporting – Community Protection & Enforcement**
- **Appendix 3 – Q3 Business Plan Reporting – Highways & Transport**
- **Appendix 4 – Q3 Business Plan Reporting – Neighbourhood & Streetscene Delivery**
- **Appendix 5 – Q3 Business Plan Reporting – Customer Services**
- **Appendix 6 – Q3 Business Plan Reporting – Information Technology Services**

15. Consultation (Mandatory)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Cllr Cox	Lead Member for Environmental Services			
Cllr Hill	Lead Member for Customer & Business Services & IT			
Cllr Rayner	Lead Member for Highways, Transport & Flooding			
Cllr Brimacombe	Principal Member for Transformation and Performance			

Report History

Decision type:	Urgency item?	
Report Author	Job title	Full contact no:
Simon Fletcher	Strategic Director of Operations	01628 796484

Revenues and Benefits Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (Q3) against the local, Lead Member approved key outputs of the Revenues and Benefits Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following table shows the annual revenue (recurring) spend, together with the Q3 position for the Revenues and Benefits Service. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	2015/16 Budget	Budget to date	Actual to date	Variance
Salaries & Wages	1,727	1,295	1,131	-164
Premises	0	0	0	0
Transport	3	2	3	1
Supplies & Services	265	199	329	130
Payments	37,765	28,324	16,242	-12,082
Sub total expenditure	39,733	29,820	17,705	-12,115
Income	-38,941	-29,206	-19,396	9,810
Subtotal income	-38,941	-29,206	-19,396	9,810
Net expenditure	819	614	-1,691	-2,305

Notes on Financial Performance:

The projected 2015-16 outturn is to be £430k better than budget. This primarily due to better Housing Benefit overpayment recovery and reduced subsidy loss through improvements made to the speed and accuracy of processing of residents Housing Benefit claims.

The large variances shown as at the end of December reflect timing differences in Housing Benefit paid out by the Council to when the Department for Work and Pensions pay us.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for the Revenues and Benefits Service for the period 2015/16 - 2018/19.

Revenues and Benefits Service – Key Outputs 2015/16 – 2018/19						Service Performance Q3
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG	
KO1	69% reduction in the average number of days taken to process combined new claims and changes in circumstances	2014-15 12.7 days	7 days	6.2 days	G	KO1: We have continued to make improvements to the way the service is delivered to residents. In September we introduced face to face assisted claiming taking satisfaction levels to 98%.
KO2	0.98% increase in in-year Council Tax collection	2014-15 98.02%	98.3%	86.2%	G	KO2: In December we were 0.22% ahead of our 86% YTD collection target so remain on track to achieve the full year target of 98.3%.
KO3	1.8% increase in in-year Business Rates collection	2014-15 97%	97.5%	83.2%	A	KO3: In December we were 1.85% behind the 85% YTD collection target. This was due to more businesses moving to 12-monthly instalments from 10-monthly to help their cash flow. This has moved more than 6% of payable business rates that would have been paid earlier into February and March. We will make the collection back in the last two months of the year.
KO4	66% reduction in local authority and admin delay Housing Benefit overpayments	2014-15 £147k	£100k	£48K	G	KO4: The estimated 2015-16 local authority and admin delay Housing Benefit overpayments is £48k, £52k better than target.
KO5	16% reduction in unit cost / cost per transaction: 1. New Claims 2. Changes in circumstances 3. Council Tax account 4. Business Rates account	2014-15 £87.68 £31.50 £17.45 £19.70	£83.30 £29.93 £16.58 £18.72	£83.60 £30.21 £16.78 £19.01	G	KO5: At the end of December we are on track to achieve a 5% reduction in the unit cost per transaction.
KO6	88% of customers are satisfied overall with Revenues and Benefits Services	Not previously collected	65%	71%	G	KO6: Since the introduction of face to face assisted claiming resident satisfaction with using the services has increased significantly.

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete)	Comment /
CT01	K02	Implement new self service modules for Council Tax	Sarah Sneyd	Staff time only	01/01/2016	90%	Revised date 01/02/16
CT02	N/A	Paperless DDs for Incomes	Sarah-Sneyd	Staff time only	01/04/2016	-	Not yet started. Date not revised
CT03	K02	Issue refunds by BACS for Council Tax	Sarah Sneyd	Staff time only	31/12/2015	50%	Currently in testing. Revised date 01/04/16
CT04	K02	Carry out review of all those in receipt of a Single Persons Discount	Sarah Sneyd	Staff time only	31/03/2016	20%	Delayed until May 2016 due to issues procuring service and annual billing.
CT05	K05	Move Council Tax daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	30%	Date revised to 01/04/16 due to annual billing printing taking priority.
CT06	K05	Move Council Annual billing to Capita	Andy Jeffs	Staff time only	01/02/2016	95%	Finalising with Capita.
CT07	K02	Implement Homeworking for Council Tax	Sarah Sneyd	Staff time only	30/09/2015	100%	20% improvement in productivity.
CT08	K06	Review all outgoing documentation	Sarah Sneyd	Staff time only	31/03/2016	30%	
BR01	K03	Generic Business Rates processing across team	Sarah Sneyd	Staff time only	01/04/2016	65%	
BR02	K03	Implement new self service modules for Business Rates	Sarah Sneyd	Staff time only	01/01/2016	90%	Revised date 01/02/16
BR03	K03	Issue refunds by BACS for Business Rates	Sarah Sneyd	Staff time only	31/12/2015	50%	Currently testing. Revised date 01/04/16
BR04	K03	Move Business Rates Calls to CSC	Sarah Sneyd	Staff time only	01/04/2016	-	Not yet started. Date not revised
BR05	K05	Move Business Rates daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	30%	Date revised to 01/04/16 due to annual billing printing taking priority.
BR06	K05	Move Business Rates annual billing to Capita	Andy Jeffs	Staff time only	01/02/2016	100%	20% improvement in productivity.
BR07	K03	Implement Homeworking for Business Rates	Sarah Sneyd	Staff time only	30/09/2015	100%	20% improvement in productivity.

BR08	K06	Review all outgoing documentation	Sarah Sneyd	Staff time only	31/03/2016	30%	
BR09	K03	Review Rural Rate Relief Policy	Andy Jeffs	Staff time only	30/09/2015	100%	
BR10	K03	Review all empty business premises	Fraud Shared Service	Staff time only	31/03/2016	75%	
BR11	K03	Review all Business Rates accounts in receipt of mandatory and discretionary relief	Fraud Shared Service	Staff time only	31/03/2016	50%	
DR01	K02/ K03/ DR01/ DR02	Generic debt collection	Elaine Henderson	Staff time only	01/04/2016	25%	
DR02	K02/ K03	Additional debt recovery staff	Andy Jeffs	Staff time only	31/10/2016	75%	Revised date 01/04/16
DR03	K02/ K03	New Debt Recovery Policy	Elaine Henderson	Staff time only	31/12/2016	100%	
DR04	DR02	Paperless DDs for Housing Benefits Overpayments	Elaine Henderson	Staff time only	01/04/2016	-	Not yet started. Date not revised
DR05	K02/ K03	Implement new self service modules for Debt Recovery	Elaine Henderson	Staff time only	01/01/2016	90%	Revised date 01/02/16
DR06	K02/ K03/ DR01/ DR02	Implement 'Single View of Debt' software	Elaine Henderson	Staff time only	30/10/2016	20%	Delays with IT project. Revised date 01/04/16.
DR07	DR01	Trial the use of the Credit Protection Association letters	Elaine Henderson	Staff time only	31/10/2016	100%	
DR08	K05	Move Recovery daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	30%	Date revised to 01/04/16 due to annual billing printing taking priority.
DR09	K06	Review all outgoing documentation	Elaine Henderson	Staff time only	31/03/2016	30%	
RC01	K05	Automate VO Schedules	Carol Noctor Greenham	Staff time only	01/04/2018	-	Not yet started.
RC02	K02/ K03	Implement mobile working solution for Visiting Officer	Carol Noctor-Greenham	Staff time only	31/03/2016	25%	
RC03	K02/ K03	Increase Visiting Capability	Andy Jeffs	Staff time only	01/04/2016	-	Part of FSR.
RC04	K05	Stop taking cheques as method of payment	Carol Noctor-Greenham	Staff time only	01/04/2017	-	Not yet started.
HB01	K01/ K05/	Implement new self service modules for Housing Benefits	Ergin Hizli	Staff time only	01/01/2016	90%	90% complete. Revised date 01/02/16

	K06						
HB02	K01/ K05/ K06	Introduce assisted claim process for new HB and LCTS claims – TH	Ergin Hizli	Staff time only	31/08/2015	100%	
HB03	K01/ K05/ K06	Introduce assisted claim process for changes in circumstances – TH	Ergin Hizli	Staff time only	30/09/2015	100%	
HB04	K01/ K05/ K06	Introduce assisted claim process for new HB and LCTS claims and changes in circumstances – YH	Ergin Hizli	Staff time only	01/04/2016	75%	
HB05	K01	Go live on Universal Credit	Ergin Hizli	Staff time only	28/09/2015	100%	
HB06	K05/ K06	Post Benefit notification letters with Council Tax bills	Ergin Hizli	Staff time only	31/03/2016	95%	
HB07	K05	Move Benefits daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	30%	Date revised to 01/04/16 due to annual billing printing taking priority.
HB08	K05	Move Benefits annual billing to Capita	Andy Jeffs	Staff time only	01/02/2016	95%	Finalising with Capita.
HB09	DR02	As part of assisted changes in circumstances make arrangements for HB overpayments	Ergin Hizli	Staff time only	30/09/2015	100%	
HB10	K05	Joined up working between HB & LCTS team and Financial Assessments for ASC team	Andy Jeffs	Staff time only	01/04/2018	-	Not yet started.
HB11	K05	Implement Homeworking for Benefits Team	Ergin Hizli	Staff time only	01/01/2016	100%	
HB12	K06	Review all outgoing documentation	Ergin Hizli	Staff time only	31/03/2016	100%	
HB13	K05/ K06	Explore benefits in processing free school meals/uniforms	Ergin Hizli	Staff time only	31/03/2016	100%	
SI01	SI01	Explore the introduction of daily supplier payments with Finance	Andy Jeffs	Staff time only	31/03/2016	50%	Awaiting response from Finance.
FA01	FA01/ FA02	Introduce mobile financial solution for Adult Social Care	Janice Dean	Staff time only	01/04/2016	-	Project cancelled.
SC01	K06	Introduce Adult Social Care financial system	Sarah Sneyd	Staff time only	01/04/2016	-	Project cancelled.

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Risk Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
1	Do not collect required levels of cash for Council Tax, Business Rates, Housing Benefit Overpayments, Corporate Sundry Debt, and Adult Social Care Debt	1	4	4	Collection is monitored on a regular basis. Various improvements to existing /new processes have either been completed or are in the pipeline. These will drive up existing collection rates	1	2	2
2	Academy processing system for Council Tax, Business Rates and Housing Benefit and Local Council Tax Support is not available	2	4	8	Remote support arrangement already in place with Capita. System backed up on a regular basis and could be restored quickly. Business Continuity Plan exists which contains mitigations	2	2	4
3	Not able to carry out 2016-17 annual billing within required timescales with required accuracy	1	4	4	Project group in place with weekly meetings. Capita providing support service and printing	1	2	2

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q3

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
45	28	382.66	2

Community Protection & Enforcement Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (to 31 Dec '15) against the local, Lead Member approved key outputs of the Community Protection & Enforcement Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following tables show our annual spend within Community Protection & Enforcement Service, both in terms of revenue (recurring) and capital (one off) spend. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Category	2014/15 Actual (£k)	2015/16 (£k)			
		Budget	Actual to Date	Projected Outturn	Variance
Operating Costs					
Employees	3,571	3,772	2,134	3,655	(117)
Premises	279	291	221	291	
Transport	74	55	28	55	
Supplies & Services	706	599	374	222	(377)
Third Party	10,117	10,352	3,690	10,381	+29
Income	(2,583)	(2,732)	(1,670)	(2,405)	+327
Net (Surplus)/deficit	12,164	12,336	4,777	12,199	(138)

Notes on Financial Performance:

A £100k improvement has been reported for the pressure previously reported for CPES.

Figures are provided for up to 31 Dec 2015.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for the Community Protection & Enforcement Service for the period 2015/16 - 2018/19.

Community Protection Services – Key Outputs 2015/16 – 2018/19						Service Performance Q3
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG	
KO1	1.36% reduction in penalty charge notices cancelled due to issuing officer error.	2.20%	1.86%	0.84%	G	KO1: On track - error rate performance to the end of December 2015 is: 0.84%
KO2	34% reduction in cost of issuing Penalty Charge Notices for parking infringements. <i>(Assumes £35 income rate for Penalty Charge Notices)</i>	£44.03	£49.2	£44.03	G	KO2: On track - 2014/15 year end performance was £46.14 per PCN. 2015/16 performance (to 31 Dec 15) is £44.03 per PCN.
KO3	Increase CCTV/Control Room Services income from commercial contracts by £170k.	£30k	£30K	£0	R	KO3: Not complete – the CCTV review being undertaken by TVP has detrimentally affected the market place for other LA contracts.
KO4	80% of customers are satisfied overall with the Community Protection & Enforcement Services	Not previously collected	65%	-	-	KO4: Resident survey results are yet to be published.
KO5	Reduce complaints regarding anti social behaviour in the Night Time Economy by 25%	Not previously collected	147	-38%	G	KO5: The Night Time Economy pilot has been used to establish the baseline for this output.
KO6	Reduce complaints regarding taxis operating in the night time economy by 25%	Not previously collected	31	-3%	R	KO6: The Night Time Economy pilot has been used to establish this baseline. A spike of complaints (six) has affected current performance. Specific operations are to be undertaken to mitigate this impact.

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
SO1	CO3	Ensure that all relevant targets within the Corporate Health & Safety Action Plan are completed within the timeframe set out in that document	All Team Leaders	Staff resource	Varied timeframe as set out in the Plan	90%	Remaining targets relate to risk assessments and measures are in place to ensure they are collated and reviewed within the timescale given
SO2	KO3 MC11.11 CO3 CO6	Ensure that all relevant targets within the CSE Action Plan are completed within the timeframe set out in that document	All Team Leaders	Staff resource	Varied timeframe as set out in the Plan	100%	Complete
SO3	MC13.7	To produce a Tweet schedule for specifying one informational area to be tweeted throughout each quarter of the year (with a different subject area each quarter)	All Team Leaders	Staff resource	Quarterly	100%	Complete
SO4	MC13.3	Participate in and contribute to the Operations Directorate presentation at the two Members' Evenings	All Team Leaders	Staff resource	31 May 2015	100%	Complete
SO5	CO1	Undertake a planned programmed of inspections and/or interventions at Royal Ascot, including pre-meeting liaison with the racecourse owners and licensees, to ensure compliance with all relevant CPES legislation.	Alan Barwise Greg Nelson Tabitha Hosey	Staff resource	30 June 2015	100%	Complete
SO6	CO3	Undertake a review of all general legal and enforcement policies and processes within CPES; implement a consistent legal and enforcement procedure across all services; and roll-out initial basic training to all staff	Steve Johnson	Staff resource	31 March 2016	0%	The CPES restructure process has meant that it has not been feasible to begin the review yet.
SO7	CO3	Undertake a review of Parking Operations' specific enforcement and appeals processes and draft a new Parking Enforcement & Appeals Policy	Steve Johnson	Staff resource	31 March 2016	50%	Restructure of CPES is being implemented and member working group has provided information for development of a

							parking enforcement strategy.
SO8	CO3	Review the Council owned gypsy and traveller caravan sites (Mill Place, Datchet and Pool Lane, Waltham St Lawrence) to create an action plan that documents the actions that need to be taken to meet the model standards.	Lisa Pigeon	Staff resource	31 March 2016	50%	Mill Place has been reviewed and an action plan developed. Pool Lane not complete yet due to restructures in other Directorate areas.
SO9	CO3	Licence all applicable caravan sites and identify sites that require licensing but have not applied	Lisa Pigeon	Staff resource	31 March 2016	100%	100% Complete
SO10	CO1 CO3	Develop a complaints protocol between Residential Services and Radian to resolve complaints and conflicts of interest and agree the reporting structure and escalation of cases.	Lisa Pigeon	Staff resource	31 March 2016	10%	Not commenced as yet but programmed for completion by year end.
SO11	CO1 CO3	Inspect 100% of all HMO properties where tenants raise concerns of housing conditions	Lisa Pigeon	Staff resource	As required up to 31 March 2016	100%	100% met so far in year.
SO12	CO3	Inspect all licensed HMO premises as determined by the inspection risk rating	Lisa Pigeon	Staff resource	31 March 2016	100%	100% met so far in year.
SO13	CO1 CO3	Inspect 100% of all rented properties where serious hazards to health are reported	Lisa Pigeon	Staff resource	As required up to 31 March 2016	100%	100% met so far in year.
SO16	IPMR	Develop and implement a compliance and enforcement programme for under age sales operations.	Alan Barwise	Staff resource	Monthly to 31 March 2016	100%	Completed
SO17	MC11.4 MC11.6 MC11.1 MC11.11 IPMR CO1	Develop and implement a compliance and enforcement programme (in conjunction with Thames Valley Police where appropriate) for licensed premises and Taxis (Private Hire and Hackney Carriages) operations.	Alan Barwise	Staff resource	Monthly to 31 March 2016	100%	Completed
SO18	IPMR	Ensure a reduction in the number of food premises that have a Food Hygiene Rating System rating of 0 or 1 out of 5 - with 26 premises to improve to a rating of 2 or more	Tabitha Hosey	Staff resource	Monthly to 31 March 2016	100%	Ongoing and currently on track for end of March. Target for December is 16, and achievement for December is 16.
SO19	CO1 CO3	To undertake a programme of inspection/interventions of 100% of high risk food premises as identified in the 15/16 allocation by March 2016	Tabitha Hosey	Staff resource	Ongoing up to 31 March 2016	100%	Ongoing all higher risk premises rated FHRs 1 to 3 and or FSA category ratings A, B and C have been allocated to the team

							as a priority. 317 inspections carried out to date.
SO20	CO3	To follow up 100% TVPHE notified infectious disease reports for 15/16	Tabitha Hosey	Staff resource	As required up to 31 March 2016	100%	Ongoing all being followed up as appropriate. 318 individual notifications received to date.
SO21	CO1 CO3	To action 100% RIDDOR notified accidents	Tabitha Hosey	Staff resource	As required up to 31 March 2016	100%	Ongoing all being followed up as appropriate. 95 individual notifications received to date
SO22	CO3	Complete 100% Animal Welfare Licence inspections to establishments due for renewal by 31st March 2016	Tabitha Hosey	Staff resource	31 March 2016	86%	Ongoing and on track 24 of the 28 completed
SO23	CO3	Complete 100% private water supply water sample tests as required by the individual water supply risk assessment and determined sampling programme by 31st December 2015	Tabitha Hosey	Staff resource	31 December 2015	33.3%	Ongoing – sampling programme developed in collaboration with Affinity Water for 15 statutory risk assessed supplies (inc.1 risk assessed single domestic supply by request). 5 Sampling programmes have started and a further 10 are pending – weather, ground condition and access dependant.
SO24	KO5 CO1	Investigate 95% of allegations of TS offences in the home where the resident is vulnerable in any way	Greg Nelson	Staff resource	Ongoing up to 31 March 2016	75%	Performance on track to achieve target at year end.
SO25	CO1	Follow up 75% of referrals from the National Scams Hub	Greg Nelson	Staff resource	Ongoing up to 31 March 2016	75%	Performance on track to achieve target at year end.
SO26	CO1 CO3	Complete 100% visits to Trading Standards high risk food, feed and farm premises	Greg Nelson	Staff resource	31 March 2016	75%	Performance on track to achieve target at year end.
SO27	CO3	Complete 95% of the farm inspection programme	Greg Nelson	Staff resource	31 March 2016	75%	Performance on track to achieve target at year end.
SO28	MC11.12 CO3	To deliver 100% of the DEFRA Local Air Quality Management statutory targets	Chris Nash	Staff resource	31 March 2016	75%	Performance on track to achieve target at year end.
SO29	CO1 CO3	Deliver all Contaminated Land obligations in accordance with the actions and timescales set out within the CL business plan (subject to budget approval)	Chris Nash	Staff resource	31 March 2016	25%	All Contaminated Land planning consultations undertaken but no Capital projects commenced for specific sites.
SO30	CO1 CO3	Undertake appropriate environmental searches and consult through the planning process (within 21 days) to ensure safe development.	Chris Nash	Staff resource	As required up to 31 March 2016	100%	Completed so far and ongoing

SO31	MC11.12 CO1 CO3	To deliver 100% of the LAPPC reports to the timescale set out by DEFRA	Chris Nash	Staff resource	As required by DEFRA	75%	On track - All LAPPC inspections undertaken and permits issued.
SO32	CO1	Follow up and investigate 100% of nuisance reports from residents	Chris Nash	Staff resource	As required up to 31 March 2016	100%	Completed so far and ongoing
SO33	CO1	Within 48hrs respond to >90% of residents who reports instances of nuisance. For those residents reporting instances of alarms and bonfires, a response will be prioritised and made within 2hrs	Chris Nash	Staff resource	Ongoing up to 31 March 2016	98.48%	Q1 Performance 96.44% Q2 Performance 99% Q3 Performance 100%
SO34	CO1	Within 4hrs respond to 100% of residents who report a stray dog	Chris Nash	Staff resource	As required up to 31 March 2016	75%	Delivered through contract by SDK Environmental Services.
SO35	CO1 CO2	Undertake a competitive procurement exercise for the Dog & Pest contracts.	Chris Nash	Staff resource	31 March 2016	50%	Opportunities for shared service approach now exhausted. Combined Dog & Pest contract specific to RBWM alone now being pursued – likely to 'roll over' into 2016/17
SO36	MC4.1 MC11.9 CO1	To action 100% of the key strategic aviation initiatives set out by the Aviation Forum in conjunction with the lead member.	Chris Nash	Staff resource	Ongoing up to 31 March 2016	75%	On track - all consultation responses responded to within published timeframes. Awareness campaign delivered including three public roadshows. 2M collaboration now in place re: potential challenge of any decision to expand at Heathrow.
SO37		To deliver 100% of the actions in the 2015/16 Community Safety Partnership Action Plan	Brian Martin	Staff resource	Ongoing up to 31 March 2016	88%	1 will not be completed awaiting year-end outcome for the remainder
SO38		To attain TVP accreditation for Community Wardens to enable a widening of enforcement powers	Brian Martin	Staff resource	31 March 2016	0%	Deferred in view of the CPES restructure. To be rolled into 16/17.
SO39		To deliver a review of existing Designated Public Place Orders to Cabinet making recommendations on whether existing DPPOs should be replaced by a Public Space Protection Order and to propose a mechanism for handling future PSPOs	Brian Martin	Staff resource	31 July 2015	100%	Complete

SO40		To convert existing DPPOs to PSPOs	Brian Martin	Staff resource	30 September 2015	100%	Complete
SO41		Subject to formal approval implement a PSPO on Bath's Island to enforce the banning of BBQs	Brian Martin	Staff resource	31 January 2016	25%	Cabinet Paper drafted and needs to be submitted to March Cabinet to hit deadline.
SO42		To implement the Night Time Economy Pilot utilising Community Wardens	Brian Martin	Staff resource	31 July 2015	100%	Done
SO43		To work with TVP to help prevent burglary by running at least 30 burglary roadshows across the borough	Brian Martin	Staff resource	31 March 2016	100%	49 Roadshows Run
SO44		To work with TVP and residents to run at least 10 Speed Watch operations across the borough to help tackle speeding	Brian Martin	Staff resource	31 March 2016	100%	Complete
SO45		To prepare CCTV work streams in accordance with the Surveillance Commissioners Self-Assessment checklist in compliance with the Surveillance Commissioners Code of Practice	Craig Miller	Staff resource	31 March 2016	30%	Work streams are currently being aligned with COP.
SO46		To establish and implement an Emergency Planning Framework and associated work streams in compliance with the Civil Contingencies Act	Craig Miller	Staff resource	31 March 2016	100%	Complete
SO47		Produce a CCTV and Control Room business plan setting out the potential future options for development and Commercial Opportunities.	Craig Miller	Staff resource	31 Dec 2015	0%	Termination of West Berks CCTV contract and TVP CCTV review has undermined viability of this option. Alternative options currently being assessed.
SO48		Develop and implement an Emergency Planning Framework Action Plan.	Craig Miller	Staff resource	31 March 2016	100%	Complete
SO49		To review, produce and make public an annual report on CCTV	Craig Miller	Staff resource	31 Dec 2015	100%	Complete

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
SO13	Potential injury to occupants and adverse local publicity	3	2	MEDIUM	All staff trained to respond and appropriate staff resources in place	2	2	LOW
SO19	Failure by premises to comply with food hygiene legislation and potential food-poisoning and related incidents	3	2	MEDIUM	Annual food inspection plan in place focussing on reducing 0 and 1 rated premises, with monitoring and reporting via IPMR. Targets built into individual appraisal objectives	2	2	LOW
SO20	Non-investigation of incidents of notified infectious disease and associated potential adverse publicity	3	2	MEDIUM	Working procedure in place governing our responses. All staff trained accordingly	2	2	LOW
SO21	Non-investigation of incidents of serious injury and death and associated potential adverse publicity	3	2	MEDIUM	Working procedure in place governing our responses. All staff trained accordingly	2	2	LOW
SO27	Outbreaks of notifiable diseases and/or inability to trace animal movements following an outbreak	3	2	MEDIUM	Annual inspection plan and relevant contingency plans in place. Staff appropriately trained.	2	2	LOW
S036	Not carrying out the agreed wishes of residents and potential adverse publicity	3	2	MEDIUM	Robust responses to relevant consultations. Action Plan agreed in respect of lobbying	2	2	LOW

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q3

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
80	45	617.68	6.62

HIGHWAYS & TRANSPORT Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (Q3) against the local, Lead Member approved key outputs of the Highways & Transport Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following tables show our annual spend within Highways & Transport Service, both in terms of revenue (recurring) and capital (one off) spend. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	2015/16 Budget	Budget to date	Actual to date	Variance
Salaries & Wages	1,452	1,088	1,114	26
Premises	2,121	1,659	1,607	-52
Transport	11	7	11	4
Supplies & Services	1,311	974	357	-617
Third Party	1,613	1,103	1,176	73
Sub total expenditure	6,507	4,829	4,265	-564
Income	-8,191	-6,347	-5,758	589
Subtotal income	-8,191	-6,347	-5,758	589
Net expenditure	-1,684	-1,518	-1,493	25

Notes on Financial Performance:

Figures rounded to nearest £000's.

Note: Year end projection is £200k increase in operating surplus

Capital Projects:

Full Year Budget = 11,956 (Gross Inc. slippage)

Actual outturn	£7,183,631
P.O. Commitments / registered invoices	£424,842
Gross Budget for 2015/16	£11,956,423

Total Projects

144 (based on live cost centres)

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for Highways & Transport Service for the period 2015/16 - 2018/19.

Highway & Transport Services – Key Outputs 2015/16 – 2018/19

Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG
KO1	10% increase in operating surplus for the Service by March 2019	Operating surplus £1.7m	£1.74m	£1.49m	G
KO2	Achieve Band 3 status by - Highway Infrastructure Asset Management: Department for Transport – Highways Incentive Funding by March 2019	Band 1	Band 1	Band 1	G
KO3	Achieve Top Quartile Status for overall satisfaction for highways and transport as measured by the annual National Highways & Transport (NHT) Public Satisfaction Survey	47 / 78	> 47	31	G
KO4	Deliver 800 additional parking spaces in Windsor and Maidenhead town centres by March 2019 (Note: *target is cumulative)	8000 (Off-street and on-street)	Additional 50* spaces	57	G

Service Performance Q2

KO1:

Current actuals (Dec 2015) show £25k under achievement however there are a number of contractor payments to be journalled to Capital and £100k parking budget will not be spent and parking income increases towards the spring.

KO2:

Return to Department for Transport for 2016/17 is submitted as Band 2 – outcome expected March 2016

KO3:

- 2015 actual - 31st of 87 local authorities participating
 - Individual indicators include - resident satisfaction with the condition of Roads (10th of 87) and Highway Maintenance (9th of 87)
- (Note: 78 Local Authorities participated in 2014 as per baseline)

KO4:

57 new spaces currently under construction in Meadow Lane, Eton (completion by 31st March 2016)

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1	K03	Further develop and implement new initiatives within the Public Transport Marketing Plan seeking to increase resident satisfaction	Lynne Penn	Transport team	31/03/16	95%	Campaigns include: <ul style="list-style-type: none"> • Courtney Smart Cards launch • GreenRedeem 'Great Days out by Bus' • Area timetables refresh • At stop bus info refresh NHT Survey 2015: Resident Satisfaction with public transport information – most improved local authority
2	K03	Reduce avoidable contacts by 20% using better communications, self-service and improved links with the CSC	Chris Wheeler	Highways & Transport / CSC	31/03/16	75%	Action plan agreed with Customer Services Team including dedicated Highway CSC specialist. Agile project in progress to improve business support
3	K03	Improve links between customer feedback and services using detailed customer surveys. Deliver improvement targets in resident survey results and annual National Highways & Transport (NHT) Public Satisfaction Survey. Implement actions arising from DMT 'Task & Finish' group	Ben Smith	Gordon Oliver / Vikki Roberts / Chris Wheeler / Neil Walter / Streetcare team)	31/03/16	90%	Areas targeted through campaigns now improved: Resident satisfaction with: <ul style="list-style-type: none"> • Road Maintenance • Public Transport Information <ul style="list-style-type: none"> • NHT Benchmarking 2015 - 31st of 87 local authorities participating
4	K01 / K03	Deliver the LTP Capital Programme (85% spend/ 90% delivery)	Chris Wheeler	Highways & Transport team	31/03/16	45%	The capital programme is on profile for 90% delivery by March
5	K01	Develop and deliver increased income / review fees and charges	Neil Walter	Highways & Transport	01/01/16	100%	100% complete: car park income projected to exceed income

		and introduce by 1 st January 2016		team			targets. New fees and charges agreed for 2016/17 – implementation delayed from 1 st January to 1 st April 2016
6	K01	To manage expenditure and income targets to deliver a balanced budget with a stretch target of 1% savings	Ben Smith	Highways & Transport team	31/03/16	75%	On track to exceed target
7	Risk Minimisation	Complete all Management Actions arising from Audits in line with target dates (New audits for 2015/16 = Flood Risk and Highways / Winter Service	Neil Walter	Highways & Transport team	31/03/16	90%	90% complete Flood risk and Highways and Winter Service audits undertaken and action plans agreed. Majority actions complete or on track by dates – minor actions outstanding on flood risk.
8	Corporate Objective	Refresh and implement Business Continuity Plans for the Unit with an initial focus on high risk areas (Transport and Winter Service)	Neil Walter	Highways & Transport team	31/12/15	90%	Combined Highways & Transport / Streetcare plan substantially complete – for review Jan 2016.
9	Corporate Objective	Ensure mandatory training in the following areas is undertaken to the appropriate level: <ul style="list-style-type: none"> • Health & Safety • Child Sexual Exploitation (CSE) • Data Protection 	Carol Cornell	Highways & Transport team	31/12/15	98%	All mandatory training on track – complete or scheduled
10	K03	Undertake annual appraisals / 6 monthly reviews and 1-2-1's for all staff (with levels of performance clearly set)	All managers/ team leaders	Highways & Transport team	31/03/16	100%	All appraisals and 6 month reviews complete. Regular 121s in place
11	K03	Encourage all members of staff to identify appropriate training and development opportunities and to share learning with colleagues afterwards.	All managers/ team leaders	Highways & Transport team	31/03/16	80%	All staff training identified through Personal Development Plans in appraisals. Training Needs Assessment for 2016/17 prepared Agile training being actively used
12	K03	Introduce effective staff cross-training opportunities to increase resilience and ensure performance targets are delivered	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	100%	Team members engaged in supporting Children's Services Transformation / Town Centre Wi-Fi / Regeneration
13	K03	Manage sickness within the unit	Ben Smith	All	31/03/16	75%	H&T sickness well below

		measured against the corporate target and completing return to work and intervention interviews as required		managers/ team leaders)			corporate target at under 2 days lost per FTE
14	K03	Secure resources through permanent recruitment or short-term support (Agency / consultancy) to ensure that performance targets are delivered	Ben Smith	Chris Wheeler/ Neil Walter	30/11/15	100%	All vacancies successfully recruited to whilst achieving an overall saving in unit budget.
15	K03	Embed a high-performing; performance management culture within Highways & Transport. Undertake team 'Away Day' session and deliver agreed outcomes / actions	Ben Smith	Chris Wheeler/ Neil Walter	31/03/16	90%	Away Day undertaken Actions agreed and progress reported back to staff
16	K01	Develop and deliver the Transport transformation project within the 'Keeping the Borough Moving' workstream: <ul style="list-style-type: none"> • Transport Category Management (April 2016) • Corporate car scheme pilot (January 2016) • In-year £100k revenue saving (April 2016) 	Chris Wheeler	Transport team	31/03/16	100%	In year saving £100k achieved by: <ul style="list-style-type: none"> • Grey fleet – mileage reduction • Fleet reduction Pool car pilot scheme on track for delivery/ roll out Jan 2016. Cost codes agreed for Category Management.
17	K02	Develop and deliver the Asset Management transformation project within the 'Keeping the Borough Moving' transformation workstream: <ul style="list-style-type: none"> • Transport Asset Management Plan and Highways Maintenance Management Plan (Overview & Scrutiny – October 2015) • Investment Modelling Options (Overview & Scrutiny – October 2015) 	Chris Wheeler	Highway Assets team	31/10/15	100%	<ul style="list-style-type: none"> • Report to O&S approved • Report also went to cabinet – approved. • Investment modelling complete and within reports.
18	K01	Undertake FSRs including transport and parking strategy - update	Ben Smith	Chris Wheeler / Neil Walter	31/08/15	100%	<ul style="list-style-type: none"> • Parking Strategy • Transport • Highways Fast FSR All complete and moved to implementation

19	K04	Complete business case and feasibility for a new car park in Stafferton Way, Maidenhead	Neil Walter	-	30/11/15	100%	Report complete – awaiting consideration by Members (March 2016)
20	K04	Develop and agree with the Lead Member a parking strategy for Windsor delivering agreed actions: <ul style="list-style-type: none"> Meadow Lane car park extension (completion – March 2016) New equipment in River Street car park ('Go-Live', November 2015) 	Neil Walter	Ben Smith / Craig Miller	31/03/16	50%	Draft strategy in preparation for consideration by Members in March 2016
21	K04	Specify; procure and introduce upgraded parking equipment in Nicholsons multi-storey car park	Neil Walter	-	31/12/16	90%	New equipment to be commissioned in February 2016
22	K03	10-year Plan: develop, consult, secure approval and publish the 10 year Rights of Way Management and Improvement Plan 2016-2026	Anthony Hurst	Public Rights of Way team	31/03/16	100%	Completed and published in January 2016.
23	K03	Definitive Map: Publish and circulate a revised consolidated Definitive Map and Statement (DMS) during 2015-16	Anthony Hurst	Public Rights of Way team	31/03/16	100%	Complete November 2015.
24	Corporate objective	Develop and co-ordinate volunteering opportunities and actions across the team to meet corporate performance targets	Anthony Hurst	Public Rights of Way team	31/03/16	75%	Volunteering on PRoW set up and high level of participation including Parish Paths Initiative.
25	K03 / K01	To work with colleagues and partners in the rail industry to develop proposals and funding bids for car parking and interchange facilities at Maidenhead Station. Develop and submit business case to the LEP to secure funding.	Gordon Oliver	Transport team	31/03/16	75%	Submitted bid for a multi-storey car park on Shoppenhangers Rd. Developed draft option for transport interchange – under review.
26	K03	To develop a cycling strategy for the borough in partnership with the Cycle Forum. Develop and submit business case to LEP to secure funding	Gordon Oliver	Traffic & Road Safety team	31/03/16	75%	Draft to be submitted to Head of Service by 31 st March 2016
27	K02	To investigate, provide feedback and make recommendations on at least one instance of best practice	Gordon Oliver	-	31/03/16	100%	<ul style="list-style-type: none"> Advised how low car mode share was achieved through a travel plan for Temple Point in

		being implemented elsewhere					<p>Bristol – recommendations informed the travel plan for The Landing in Maidenhead.</p> <ul style="list-style-type: none"> Identified a means of extending the Borough's real-time bus information system at low cost using Bluetooth Beacons – recommended that Traveline be approached to incorporate functionality into their app. Researched best practice with regards to visitor travel plans – recommended that LEGOLAND incorporate monitoring and targets for visitor travel in line with Eden Project and Centre Parcs.
28	Risk Response	Deliver the agreed actions from the Flood Risk management Strategy and Management Action Plan arising from the 2015/16 audit with a quarterly report to Cabinet	Sue Fox	Flood Risk team	31/03/16	75%	On track to deliver schemes and initiatives. Report submitted to Cabinet as agreed.
29	K03	Embed SUDS process and meet statutory response times	Sue Fox	Flood risk team	31/03/16	80%	Resource in place since Nov 15. Process embedded – response time monitored. Now running at 70% within response time – plan in place from 1 st April to improve.
30	K03	Complete construction of Stafferton Link Road	Ben Smith	Vikki Roberts	31/12/15	95%	Works substantially complete / funding under review
31	K03	Develop and deliver the traffic signal removal programme as agreed with the Lead Member for Highways, Transport & Flooding	Russell Bell	Traffic Engineering team	31/03/16	75%	Individual schemes in progress in Engagement with all Members with respect to future priorities
32	K03	Secure funding; develop and procure real-time information as bus stops in line with manifesto commitment outcomes	Lynne Penn	Transport team	31/03/16	60%	Capital bid submitted to BSG – await Cabinet/ Council budget in Feb 2016
33	K03	Provide the primary point of contact for key projects lead by Highways England including M3 and M4	Tony Carr	-	31/03/16	100%	Ongoing

		'Smart' motorways and Bisham roundabout and ensure RBWM interests are represented					
34	K03	Provide regular Member updates on progress delivering manifesto commitments to meet agreed outcomes	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	75%	Discussed and agreed at Lead Member Briefing
35	K03	Weekly briefing sessions with the Cabinet Member for Highways, Transport & Flooding	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	100%	All have been held and attended by officers – feedback positive
36	K03	Deliver and report progress on outcomes set out in reports to Cabinet	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	43%	All reporting complete for Q1, Q2 and Q3. 7 outcomes due over this period. 3 met or exceeded, 4 not met.

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
HE0008	Insufficient understanding of the statutory responsibilities of the local authority. Failure to maintain the Streetscene and car parks.	4	3	12	A comprehensive set of mitigations are set out in the corporate risk register and tracked via Ops DMT (next review February 2016). The following revised risks are based on 'current position' from the review in November 2015.	2	3	6
HE0009	Economic climate. Strategic parking strategies in both Maidenhead and Windsor fails to satisfy demand and resident expectation.	3	4	12		2	2	4
HE0010	Impact of flooding. The borough has an inherent vulnerability to flooding. Localised flooding can result in disruption to residents and reputation damage to RBWM for not foreseeing the stress on capacity.	3	4	12		2	3	6
HE0011	Failure to manage trees in the borough's ownership could lead to collapse, damage to property, injury, compensation claims, damaged reputation.	4	3	12		3	3	9

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q2

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
10	10	26.07	1.82

NEIGHBOURHOOD & STREETSCENE

Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (Q3) against the local, Lead Member approved key outputs of the Neighbourhood & Streetscene Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following tables show our annual spend within Neighbourhood & Streetscene Service, both in terms of revenue (recurring) and capital (one off) spend. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	2015/16 Budget	Budget to date	Actual to date	Variance
Salaries & Wages	1,123	848	829	-19
Premises	101	81	74	-6
Transport	143	98	105	7
Supplies & Services	152	116	106	-9
Third Party	1,770	1,327	1,182	-145
Sub total expenditure	3,294	2,469	2,297	-172
Income	-571	-428	-424	4
Subtotal income	-571	-428	-424	4
Net expenditure	2,723	2,041	1,873	-168

Notes on Financial Performance:

Figures rounded to nearest £000's

Capital Projects	Q3		Notes on Financial Performance:
Commitments and Registered Invoices	£2,604		Capital is for Public Conveniences
Actual	£3,270		
2015/16 Budget	£44,000		

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for Neighbourhood & Streetscene Service for the period 2015/16 - 2018/19.

Neighbourhood & Streetscene Services – Key Outputs 2015/16 – 2018/19						Service Performance Q3
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG	
KO1	25% reduction in the level of fly tipping in the Borough	760 Incidents	700	420	75%	KO1: Q3 data shows a 30% reduction on 2014. <ul style="list-style-type: none"> High profile convictions secured working closely with Community Wardens Article in Around the Royal Borough to raise awareness Further work planned on mapping hotspots
KO2	33% reduction in the average time taken to repair a defect where there is an immediate hazard to users of the highway.	3 Hours	3 Hours	98.2%	75%	KO2: Q3 data shows that 98.2% of hazardous defects are repaired in under 3 hours <ul style="list-style-type: none"> Rationalisation of priorities between operations team and term contractor in place to focus on emergency repairs
KO3	50% reduction in the average time taken to repair a defect where there is an urgent hazard to users of the highway or risk of rapid structural deterioration.	24 Hours	21 Hours	99.6%	75%	KO3: Q3 data shows that 99.6% of defects with an urgent hazard are repaired in under 21 hours <ul style="list-style-type: none"> 99.6% completed within 24 hours (average time to be calculated at year end)
KO4	50% reduction in the time to remove offensive graffiti on the public highway	24 hrs	21 Hours	94%	75%	KO4: Q3 data shows that 94% of offensive graffiti is removed within target Pool of resources to assist with graffiti removal post restructure
KO5	50% reduction in the number of blocked or defective gullies	400	350	298	75%	KO5: at the end of Q3 we are above the target of 262 <ul style="list-style-type: none"> Reduced volume of customer contacts during wet periods so far this winter
KO6	25% reduction in the cost to repair a typical 1sq metre pothole	£38.00	£38.00	N/A		KO6: target reduction occurs in 2016/17 following procurement of new highways contract and phase 2 Operations FSR
KO7	Achieve top quartile status for overall satisfaction for Streetscene services as measured by the annual National Highways & Transportation Public Satisfaction Survey.	47/78	>47	31/87	100%	KO7: <ul style="list-style-type: none"> 2015 actual - 31st of 87 local authorities participating Performance is improved from just above the bottom third of Last to nearly into the top third of

LAs which puts us well on target to be in the top quartile by March 2019 as set out in the business plan.

- Individual indicators include - resident satisfaction with the condition of Roads (10th of 87) and Highway Maintenance (9th of 87)

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1	K01	Identify fly tipping "hotspots". Publish locations of fly tipping on the website via a Heat Map	Senior Streetcare Officer	Staff time GIS	Initial hotspots identified by 30/10/2015 and then ongoing. Publish incidents on website by 31/03/2017	75%	Areas identified Mapping to be completed by 31/03/16
2	K01	Erect "Don't Dump it" signs or similar at appropriate locations	Streetcare Operations Manager	Staff time Cost of signs	31/10/2015	100%	Complete - signs erected at particular locations Next phase is looking into cameras
3	K01	Investigate all cases of fly tipping to identify offenders	Senior Streetcare Officer	Staff time	Ongoing	100%	Any fly tip is identified and then assessed for prosecution (likely success)

4	K01	Undertake enforcement action in all cases where offenders are identified	Head of Neighbourhood & Streetscene Services	Staff time SLS Support	Ongoing	100%	See above item (3) above – expected outcome will dictate this to some degree
5	K01	Encourage residents to report all cases of fly tipping and investigate within 1 working day	Streetscene Coordinator	Staff time	Ongoing	75%	Ongoing 'Around the Royal Borough' to raise awareness and encourage engagement
6	K01	Regular campaign via social media.	Senior Streetcare Officer	Staff time	Ongoing	50%	All successful prosecutions publicised 'Around the Royal Borough' to raise awareness and encourage engagement and also now in round the borough
7	K02	Equip all members of the Operations team and Out of Hours Duty Crew with equipment & materials to be carried at all times to enable a 2 hour response to be made on a 24/7 basis.	Streetcare Operations Manager	Materials Equipment	31/03/2016	75%	On track to achieve current target of 3 hours. 2 hour target to be achieved in 2016/17
8	K02	As item 7.	Streetcare Operations Manager	Materials Equipment	31/03/2019 Repair times will reduce by 3 hours each year until 12 hours (50% is achieved by March 2019)	25%	On track to achieve current target of 24 hours Improved targets will be achieved in future years
9	K03	Introduce permanent back-up arrangements to provide cover for holidays and high volumes.	Streetcare Operations Manager	Staff time	31/03/2016	100%	Complete Absence cover is in place
10	K04	Ensure Out of Hours Duty Crews are trained and equipped to remove offensive graffiti.	Streetcare Operations Manager	Training Equipment Materials	30/06/2016	100%	Ongoing Offensive areas are painted over all operatives trained
11	K04	Identify other members of staff who could be trained and equipped to remove straight forward offensive graffiti.	Head of Neighbourhood & Streetscene Services	Training	31/03/2016	75%	Ongoing Forms part of Streetcare restructure
12	K05	Ensure all cases of blocked or defective	Streetcare Officer	Staff time	31/03/2016	75%	On track to achieve target

		gullies are investigated within 7 days	(Drainage				254 gullies completed on target up to 31 st Dec enquiries
13	K06	Undertake a patch repair rather than plug all non emergency pothole repairs	Head of Neighbourhood & Streetscene Services	Contractor	30/06/2016	75%	On track to achieve target All non emergency orders are moving to permanent 1 st time repairs
14	K06	Include non emergency repairs in Highways term contract	Head of Neighbourhood & Streetscene Services	N/A	30/05/2016	100%	Included in Highways Contract procurement – on target
15	K06	Reduce operating costs of directly employed highways operatives	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2017	75%	On track to achieve target Consultation phase of restructure in progress
16	K07	Work with colleagues in the Highways & Transport team on a campaign to improve the information we provide to residents regarding the work we do on the highway to keep it safe, clean and green.	Head of Neighbourhood & Streetscene Services	Staff time Marketing materials	Ongoing	100%	Focus on social media and use of 'Around the Royal Borough'
17	K07	Introduce systems to obtain better resident feedback on an ongoing basis.	Senior Streetcare Officer	Staff time	31/12/2015	75%	Improvements in place utilising email contacts Mobile working solution will in place April 2016 providing further opportunities
18	MC 2.5	Review current procedures	Network Manager	Staff time	31/12/2015	100%	Agile approach adopted to merge Neighbourhood and Streetscene with Highways & Transport In place from 04/01/16; complete integration from 01/04/16
19	MC 2.5	Arrange conference with key Streetworks partners to agree improvements	Network Manager	Staff time	30/11/2015	0%	Not achieved Dialogue with other Local Authorities to assess existing and possibilities for improvement
20	MC 2.5	Review benefits of introducing a permit scheme	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2016	75%	On track Cabinet report in March 2016
21	MC 4.11	Work with Head of Highways & Transport and Head of Community Protection & Enforcement Services to identify initiatives to manage flood risks.	Head of Neighbourhood & Streetscene Services	Staff time	31/10/2015	100%	Complete - Flood Plan updated

22	MC 4.11	Work with Head of Highways & Transport and Head of Community Protection & Enforcement Services to develop a Flood Risk Guide.	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2017	25%	On track to meet target
23	MC6.8	Develop new delivery model for devolving services to parish councils	Head of Neighbourhood & Streetscene Service	Staff time	31/03/2016	75%	On track to meet target Delivering Differently project complete; report prepared for consideration by Members

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
HE0008	Insufficient understanding of the statutory responsibilities of the local authority. Failure to maintain the Streetscene and car parks.	4	3	12	A comprehensive set of mitigations are set out in the corporate risk register and tracked via Ops DMT (next review February 2016). The following revised risks are based on 'current position' from the review in November 2015.	2	3	6
HE0010	Impact of flooding. The borough has an inherent vulnerability to flooding. Localised flooding can result in disruption to residents and reputation damage to RBWM for not foreseeing the stress on capacity.	3	4	12		2	3	6
HE0011	Failure to manage trees in the borough's ownership could lead to collapse, damage to property, injury, compensation claims, damaged reputation.	4	3	12		3	3	9

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q2

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
18	7	78.83	5.90

Customer Services Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (Q3) against the local, Lead Member approved key outputs of the Customer Services Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following tables show our annual spend within Customer Services Service, both in terms of revenue (recurring) and capital (one off) spend. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	2015/16 Budget	Budget to date	Actual to date	Variance
Salaries & Wages	2,253	1,690	1,831	+10
Premises	95	71	61	0
Transport	26	19	19	0
Supplies & Services	294	220	169	-30
Third Party	0	0	1	+1
Sub total expenditure	2,668,000	2,000,000	2,081,000	-19
Income	756	567	877	+30*
Subtotal income	756	567	877	+30*
Net expenditure	1,912	1,434	1,204	+11

Capital Projects:	Full Budget	Spend to Date
CRM	483,000	241,00
Telephony	422,000	0
Total Projects	697,000	210,000

Notes on Financial Performance:

At the end of Q3, the service is projected to be £11k over budget, after concern in income related to Citizenship checking and ceremonies. However steps will be taken during Q4 to ensure that a balanced budget is achieved by year end.

Budget amount has increased over 15/16 with the transfer of Parking Appeals, Housing Options and Facilities Management.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for Customer Services Service for the period 2015/16 - 2018/19.

Customer Services Key Outputs 2015/16 – 2018/19						
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG	Comments
KO1	Customer Services - Avoidable contact will be reduced from over 5 in 10 to 2 in 10	6 in 10 (60%)	5 in 10	5.7 in 10 (57%)	R	There is a full year's data for avoidable contact for each service. Action plans are being developed with each service area to identify remedies to reduce the unnecessary contact
KO2	Customer Services - Percentage of calls resolved right first time will be over 80%	Not Known	50%	89.3%	G	Sample of 50,000 contacts. Resolved without asking anyone (70.6%), resolved by asking someone in CSC (3.8%), resolved by asking someone in back office (11.3%), and directing customer to self-serve online (3.6%).
KO3	Customer Services - Cost per transaction will be reduced by 40%	£4.55 (total number of transactions divided by total cost of service)	10%	15% £3.88	A	Based on calls (179,081), face to face enquiries (23,732), emails (19,898) and webchats (1,137) received. Total transactions: 223,848. Budget to date £869k The cost per transaction has reduced however the Digital Solutions have not been implemented yet. This will commence in Q4
KO4	Customer Services - 60% of transactions will be by digital channels	8%	15%	Figures will be compared at the 31 March 16	-	Digital Channel project procurement has completed with the implementation to start during Q4. This will provide the technology to allow customers to choose to access services online as developed. Green Waste will be the first services developed. Figures will be compared at 31 March 16

KO5	Customer Services - Customer Satisfaction is greater than 80%	65%	75%	Figures not Available until after survey results in	-	Performance based on annual resident survey, results due by end of Q4
KO6	Customer Services – All targets set in IMPR and Corporate Scorecard are achieved and maintained	50%	75%	76%	G	13 of 17 SADC targets met Q1-3
KO7	80% of calls answered within a minute	72%	80%	74.7%	R	Target was 75% in Q1 and Q2, and increased to 80% in Q3.
KO8	95% of calls answered	94.6%	95%	94.8%	A	Equivalent to 5.2% abandon rate.
KO9	Registration - All targets set by the General Register Office are achieved and maintained	100%	100%	100%	G	Registration targets are all 100% for Q1-3
KO10	Corporate Complaints – There will be 30% less corporate complaints received	394	(5%) 374	9.1% increase 430	R	430 complaints received from April – December 15. More complaints are being recorded in the central system than before, and as such, a true comparison is not possible. Local Ombudsman training is being arranged on how to deal with complaints. Stage 1: 412 Stage 2: 14 Stage 3: 4

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1	K10	To review and revise all complaints policies and implement new Corporate Complaints Policy	Jacqui Hurd Stephanie Bennett Charlotte Hambleton	Staff resource	31 January 2016	10%	Resource issues have delayed this being reviewed, agreed and implemented. Will be progressed through Q4
2	K10	100% of Stage 1 complaints will be responded to in time or the customer will be advised before hand why not and when a response can be expected	Stephanie Bennett/Charlotte Hambleton	Staff resource	31 July 2016	-	
3	K10	100% of Stage 2 complaints will be responded to in time or the customer will be advised before hand why not and when a response can be expected	Stephanie Bennett/Charlotte Hambleton	Staff resource	31 July 2016	-	
4	K10	To arrange Complaints training with the Local Government Ombudsman (LGO)	Stephanie Bennett	Staff resource	31 March 2016	10%	Will be progressed through Q4 but unlikely to be delivered until Q1 in 16/17 due to recruitment.
5	K10	To develop and implement complaint training toolkit, including standard letters and quality checking	Stephanie Bennett / Charlotte Hambleton	Staff resource	31 December 2015	0%	Linked to 1. Resource issues have delayed this being reviewed, agreed and implemented. Will be progressed through Q4
6	K10	To implement a learning action log from complaints analysis to evidence continual improvement	Stephanie Bennett / Charlotte Hambleton	Staff resource	31 December 2015	50%	Information now be gathered and recorded. To be completed and fully implemented by end of Q3
7	K10	To provide monthly and quarterly management information on complaints and compliments	Stephanie Bennett / Charlotte Hambleton	Staff resource	31 March 2016	20%	In progress. Data now being captured in central area.
8	K10	To implement an electronic complaints system rather than manual sheets	Jacqui Hurd Stephanie Bennett / Charlotte Hambleton	Staff resource	1 April 2016	0%	This timeframe was based on the Digital Solution being procured in October. This will now be by 31 July 16

9	K10	To recruit a Residents Champion, Local Government Ombudsman to oversee complaints that remain in dispute	Russell O'Keefe	Staff resource	31 March 2017 July	25%	The Job Accountabilities are being agreed by Director of Corporate Services. The date for implementation will be within Q1 16/17
10	K04 K09	To explore the feasibility of an online application to request and pay for copies of certificates	Clair Coe	Staff resource	31 March 2016	0%	This will be considered as part of the Digital Solutions
11	K03	To revise and implement a tiered refund policy for wedding cancellations	Clair Coe	Staff resource	28 February 2016	100%	Completed and ready for agreement within fees and charges policy
12	K04 K03	To explore the feasibility/Business Case of Virtual Permits and season tickets	Edward Phillips	Staff resource	31 August 2016	-	Capital funding applied for in order to achieve this. Business case required for it to be considered
13	K04	To review the website content to be simple and easy to navigate	Edward Phillips	Staff resource	31 March 16	25%	Phase 2 Website project launched to review the 'layout' and content will be revised as Digital Solutions implemented
14	K06 K05	Review and refresh of staff Parking permits to reduce the number of PCN's issued to staff	Edward Phillips	Staff resource	31 May 2016	-	Improved corporate communication. Lead Member discussion regarding policy of enforcement of Town Hall during office hours.
15	K05	To implement the replacement CRM system providing the infrastructure for a new digital environment	Jacqui Hurd	Staff resource	31 Oct 15 31 March 16	30%	JADU Digital Solutions procured and now implementation will start in Q4.
16	K03 K05	To implement the service improvement phases in line with the transformation programme. There are 5 phases in total	Jacqui Hurd Edward Phillips Team Leaders	Staff resource	Between Oct 15 – 31 March 16 As above	10%	The first process – Green Waste will be implemented within 10 weeks (11 April 16) Other timelines for processes will be planned and published
17		Contact reasons and information will be 'mapped' into wards to provide customer insight	Jacqui Hurd Edward Phillips	Staff resource	31 August 16	-	
18	K04 K07 K08	To procure and implement replacement telephony system	Jacqui Hurd Edward Phillips	Staff resource	31 March 16	10%	Funding agreed, requirements being finalised for Tender documents. Procurement will be complete in Q4
19	K05 K10	To review and refresh the Customer Service Standards for both internal and external customer	Edward Phillips Jacqui Hurd	Staff resource	31 July 16	-	
20	K01	To provide monthly Performance Management Information to Heads of	Edward Phillips	Staff resource	30 April 16	-	

		Service including Telephone and CRM data					
21	K01	To reduce avoidable contact to 2 in 10 contacts	Jacqui Hurd Edward Phillips Team Leaders	Staff resource	Now – 31 March 18	-	A full year data is now available
22	K04	To launch Social Media as a new contact channel for customers	Jacqui Hurd Edward Phillips	Staff resource	31 August 16	-	
23	K02	To multi-skill Customer Service Agents in all service areas	Customer service Team Leaders	Staff resource	31 July 16	-	
24	K05	To create a mobile outreach customer service offering	Jacqui Hurd	Staff resource	31 March 17	-	
25	K05	To increase customer service from public buildings such as libraries	Jacqui Hurd	Staff resource	31 March 2017	-	
26	K03	To identify and transfer other front line enquiries into the central customer service model if appropriate	Jacqui Hurd	Staff resource	31 December 2016	-	
27	K05	To self assess the performance against the Customer Service Excellence criteria	Edward Phillips	Staff resource	31 December 2016	-	
28	K03 K05	To ensure the smooth transfer and integration of Parking Appeals	Edward Phillips	Staff resource	1 October 2015	100%	Parking Appeals transferred to Customer Services successfully in October 2015. Customer Service staff are being trained and software to write consistent letters is being purchased, due to be implemented by 31 March 16
29	K03 K05	To ensure the smooth transfer and integration of Housing Options	Jacqui Hurd Edward Phillips	Staff resource	31 December 15	100%	The Housing Options function transferred successfully in November 2015. Housing Options now operate from Windsor and Maidenhead enhancing the service they offer. The process is underway to train customer service staff to provide resilience and triage support to the team.
30	K05 K10	To review and create a set of Service Level agreements and handoff points with each service	Jacqui Hurd Edward Phillips	Staff resource	31 July 16	-	

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
1	Capacity for staff to deliver change along with the day job	5	4	20	Plan time, additional resources, stop doing something	3	3	9
2	There is not a decline in customers wanting to complain as services are transformed.	3	2	6	Clear complaints policy stating a compliant is something RBWM has done wrong. Working with services and providing management information will allow trends and forecasting	2	2	4
3	Capital Bid is not approved	5	5	25	Business case to support capital bid. If not granted the project will not be delivered	3	3	9
4	National Citizenship Income target not achieved due to decline in the number of applications as criteria is harder. (around £45,000)	5	3	15	Income opportunities or costs reduction will be required to balance the budget	2	2	4
5	CRM technology is not implemented on time due to constraints with Developers and available budget	4	4	16	Strong Project Management and Governance with clear milestones. Business case for more funding with total estimated costs	3	3	9
6	In-house resources are not suitably trained to further develop and maintain the CRM system	4	4	16	6+ staff will be identified to receive training	3	3	9
7	New Telephony solution is not procured and implemented on time due to available budget. In addition there is a 120 day lead time for phone lines	4	4	16	Capital bid and business case for funding	3	3	9
8	There is not enough budget to complete processes in and end to end touchless	5	5	25	Capital bid and business case for funding	3	3	9

	environment, therefore not realising the savings required							
9	Contact with advisors does not reduce. Customers do not/cannot use digital channels as forecast therefore cost per transaction does not reduce and phone performance may be compromised and as there will not be the same level of resources	4	4	16	Marketing and awareness campaigns, training sessions and easy to understand help material. Train our partners	3	3	9
10	Manual processes are not removed and steps automated so there is a delay on processing	4	4	16		3	3	9

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q2

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
Customer Service	30 (includes Housing Options staff)	466	10

Technology Services - Service Plan 2015/16

1.0 INTRODUCTION

This document measures current performance (Q3) against the local, Lead Member approved key outputs of the Technology Services Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following tables show our annual spend within Technology Services, both in terms of revenue (recurring) and capital (one off) spend. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	2015/16 Budget	Budget to date	Actual to date	Variance
Salaries & Wages	2,314,000	1,929,897	2,064,309	134,412
Transport	7,950	5,867	5,542	-325
Supplies & Services	1,283,000	1,069,372	1,228,775	159,403
Sub total expenditure	3,604,950	3,005,136	3,298,626	293,490
Income	-710,000	-627,150	-529,153	97,957
Subtotal income	-710,000	-627,150	-529,153	97,957
Net expenditure	2,894,950	2,377,986	2,769,433	391,477

Capital Projects: **Full Year Budget = 527,700**

Actual to date	£240,522
Projected outturn	£294,548
P.O. Commitments / registered invoices	£65,150

Total Projects

19

Notes on Financial Performance:

Out-turn	Final Variance
2,392,695	
6,002	
1,121,452	
3,520,148	
-618,055	
-618,055	
2,902,093	7,883

The Out-turn figure includes a reduction of £126,730 relating to Payments in Advance in Supplies and Services.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

The following table describes the key Directorate Level Outputs for Technology Services for the period 2015/16 - 2018/19.

Technology Services– Key Outputs 2015/16 – 2018/19						Service Performance Q3
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q3 (YTD)	RAG	
KO1	95% of high priority, multi-user, faults resolved within 4 working hours	Not previously collected	75%	99.80%	G	KO1:
KO2	50% reduction in the number of reported faults over the course of a year	1,225	1100	1,428 (Q3 monthly average)	R	KO2: This target has not been achieved. Average monthly incidents logged (including request for information etc).
KO3	99.9% major systems availability (Email, Finance, HR, CRM, CMS and Revenues and Benefits systems)	Not previously collected	99%	99.80%	G	KO3:
KO4	80% Directorate Stakeholder Satisfaction	Not previously collected	60%	88%	G	KO4: User satisfaction score. Recorded monthly – average score out of 7. Average for YTD is 6.17.
KO5	97% of Catalogue Service Requests resolved within 7 working days (excluding delivery time)	Not previously collected	70%	89.71%	G	KO5:

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

These actions either support delivery of the aims and objectives set out above or are need to help us to continue to improve our services. Some of these objectives are linked to one or more lines in the tables above, denoted by a reference number.

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1		Town Centre Wi-Fi contract signed. Free Wi-Fi available in Windsor, Ascot and Maidenhead		Staff resource	Dec 2015	? Unknown as not an IT project now- see comments.	Project transferred to Highways before Rocco left. ICT have minimal involvement with this now.
2		Core business applications all up to date (Agresso, iTrent, Eros, Confirm, Academy, Uniform, Paris, Serengeti)	CG	Staff resource	Oct 2015	85%	Agresso upgrade being planned by Finance, iTrent in Test has been upgraded last week, EROS is up to date, Confirm is not up to date, but is likely to be moving to a hosted solution, Academy is up to date. The Uniform upgrade is in Test, Serengeti is still being worked on.
3		Old website (Reddot) switched off	CG	Staff resource	Dec 2015	100%	Complete
4		CRM replacement for Lagan up and running - agreed first phase services working	CG	Staff resource	Oct 2015	10%	Project underway to procure CRM and migrate away from Achieve Forms and Lagan. Work being undertaken within the CSC. IT not currently involved in this work.
5		Modern.Gov Lotus Notes removed	DB	Staff resource	Dec 2015	85%	Education appeals data to be migrated. All other data migrated
6		Telephony All in place and working - no outstanding issues		Staff resource	Original due date – Oct 2015. New due date - Mar 2016	10%	Tender due out end Feb 2016. Currently at the requirements stage.
7		MDM Solution iPads and Windows tablets available to use securely to staff	JT	Staff resource		100%	Complete
8		IT Improvement Plan Action & Review of	RL	Staff	Aug 2015	50%	Restructure going through consultation. Will

		Structure published and approved by DMT		resource			be in place April 2016
9		New Councillors - Induction All councillors inducted and no complaints received	CG	Staff resource	May 2015	100%	Documentation and induction was completed- unsure if more work needs to be done here especially around Cllr email to personal devices.
10		AWS/MS Cloud List of software in the Cloud - All core apps	DW	Staff resource	Mar 2016	20%	Both platforms are live with Domain Controllers in sync with our environment. A contract is due in to lead this work.
11		EDRMS-F2 Pilot List of agreed actions completed		Staff resource	Oct 2015	80%	Pilot to be terminated. Product to be cancelled, decommissioning plan is being agreed with cBrain.
12		Technical Architecture Mapping All infrastructure documented, all team members can deal with any issue in their area of expertise.	DB	Third party	Mar 2016	0%	Work has not started, and DW will take the lead with this for ICT
13		GIS (MoL Replacement) Pilot Proprietary software replaced with Open Souce solution delivering £10k full year saving if the pilot is successful.	DB	Staff resource	Oct 2015	100%	Maps online has been completed and all legacy apps are decommissioned.
14		Firewalls All in place and working - no outstanding issues	DW	Staff resource	Oct 2015	80%	Corporate firewalls all complete. Websense has been an issue and once resolved Libraries will be moved to the new platform- Planned for March 2016.
15		MS-SQL No additional cost on external audit	DW	Staff resource	Jun 2015	90%	Exposure on SQL licencing reduced to circa £10k. Agreed to close project
16		PSN (Cabinet Office security) compliance		Staff resource	Aug 2015	75%	Call with Cabinet Office 04/02/15 to agree a plan of action.
17		MS-365 Up and running - no other version of Exchange/Outlook	DW	Staff resource	Nov 2015	20%	Work stalled but to by recommenced at the end of Feb 2016
18		Network Rationalisation work 2015 completed	JT	Staff resource;	Jul 2015	20%	Supplier tender responses x 5 received w/c 15 th Feb 2015. Evaluation is now taking place.
19		ITBM Replacement (CRM) ITBM removed	JT	Project not started.	Mar 2016	5%	ITBM options being explored. Supplier demo 15/02/16
20		Disaster Recovery Planning Plan in place, agreed and tested		Staff resource	Dec 2015	20%	Existing plans to be updated to reflect options from new technology.
21		Audits (Internal / External) All audits scheduled, plans agreed, completed or in hand	JT	Staff resource	On-going	100%	All Audits are up to date except Oracle where work needs to take place to limit exposure

5.0 RISKS

The following table sets out the risks associated with delivering our key outputs. Risks are measured against the likelihood of them happening (1 = very low; 4 = very high) and the impact that risk being realised would have (1 = very low; 4 = very high). All risks require mitigation measures (including tolerate) and are re-scored on the basis of those measures. An example is provided below.

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
1	Systems fail, making services unavailable to staff and customers	3	4	12	<ul style="list-style-type: none"> Move systems to Cloud Upgrade all systems Reduce number of systems Build additional resilience 	2	4	8
2	Capital investment in maintenance and improvement of the IT infrastructure and business applications is insufficient to ensure the reliability, security and/or availability of systems.	3	3	9	<ul style="list-style-type: none"> Clear business cases Effective prioritisation Director/Member support 	2	3	6
3	There is insufficient capacity to deal with the operational and project demands on the unit from the council.	4	3	12	<ul style="list-style-type: none"> Prioritisation of business projects by the business Restructure of teams to reflect new Cloud model Additional resources 	3	3	9
4	Failures in service continuity occur do to single points of failure in IT personnel.	4	4	16	<ul style="list-style-type: none"> Restructure of teams to reflect new Cloud model Additional resources 	3	3	9

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current sickness statistics.

Sickness Performance Q3

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
40	21	124.78	1.09