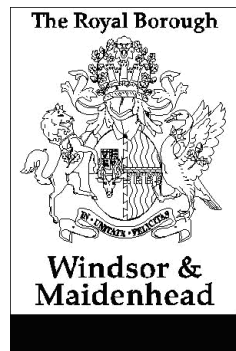


Report for: ACTION



Contains Confidential or Exempt Information	NO - Part I
Title	Council Manifesto Tracker
Responsible Officer(s)	Russell O'Keefe, Strategic Director of Corporate & Community Services
Contact officer, job title and phone number	David Scott, Head of Governance, Partnerships, Performance and Policy 01628 79 6748
Member reporting	Cllr Burbage, Leader of the Council & Chairman of Cabinet
For Consideration By	Cabinet
Date to be Considered	31 March 2016
Implementation Date if Not Called In	Immediately
Affected Wards	All

REPORT SUMMARY

1. This report provides the details of progress that has been made against the Council's Manifesto Commitments. This is the second Cabinet report tracking process against each of the commitments since the May 2015 election.
2. The report recommends that Members note the progress in delivering the Manifesto Commitments and that Strategic Directors, in consultation with Lead Members, continue to work on each manifesto commitment to ensure successful delivery.
3. Progress for all 137 commitments is in line with targets after 9 months.

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. Assurance that the Council is fulfilling its manifesto commitments.	On publication of the report
2. Assurance that each commitment is being reviewed regularly and is progressing to timetable set.	On publication of the report

1. DETAILS OF RECOMMENDATIONS

RECOMMENDATION:

That Cabinet notes the progress in delivering the Council Manifesto Commitments.

2. REASON FOR RECOMMENDATION(S) AND OPTIONS CONSIDERED

- 2.1 The Manifesto Tracker has been updated by each Directorate within the Council to provide the latest progress on the current position for the delivery of the Administration's manifesto commitments.

Option	Comments
The Council does not track delivery against the manifesto commitments. This is not recommended	The Council will be unable to assess achievement against the priorities of the Administration or ensure that ongoing and successful delivery is maintained.
That Strategic Directors, in consultation with Lead Members, report on the successful delivery of the Administration's manifesto commitments. This is the recommended option	This will enable residents to be able to judge which manifesto commitments have been delivered during the term of the Administration.

3. KEY IMPLICATIONS

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Fulfil all manifesto commitments	Less than 100% fulfilled.	100% fulfilled.	N/A	N/A	31 March 2019
Over-deliver against manifesto commitments	0% over-delivered against.	1-5% over-delivered against.	6-10% over-delivered against.	11-15% over-delivered against.	31 March 2019

4. FINANCIAL DETAILS

Financial impact on the budget

- 4.1 None arising from the monitoring report.

5. LEGAL IMPLICATIONS

- 5.1 Certain manifesto commitments will have legal implications but the purpose of this report is to give a summary of progress and actions for each manifesto

commitment. Specific legal advice will be provided in the individual commitment at the appropriate stage where required.

6. VALUE FOR MONEY

6.1 Specific manifesto commitments are concerned with value for money although the need to ensure efficiency and effectiveness of limited resources is a consistent part of the commitments made throughout the document.

7. SUSTAINABILITY IMPACT APPRAISAL

7.1 None.

8. RISK MANAGEMENT

8.1 This recommendation requires no additional risks to be managed.

9. LINKS TO STRATEGIC OBJECTIVES

9.1 Each of the 137 manifesto commitments supports the following Council's strategic objectives.

Residents First

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

Value for Money

- Deliver Economic Services
- Improve the use of technology
- Increase non-Council Tax Revenue
- Invest in the future

Delivering Together

- Enhanced Customer Services
- Deliver Effective Services
- Strengthen Partnerships

Equipping Ourselves for the Future

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

10. EQUALITIES, HUMAN RIGHTS AND COMMUNITY COHESION

10.1 None.

11. STAFFING/WORKFORCE AND ACCOMMODATION IMPLICATIONS

11.1 None.

12. PROPERTY AND ASSETS

12.1 None

13. ANY OTHER IMPLICATIONS

13.1 None.

14. CONSULTATION

14.1 Lead Officers have identified expected outcome and action plans with Lead Members.

15. TIMETABLE FOR IMPLEMENTATION

15.1 The time line for significant next actions (SNA) for each of the commitments is set out in Appendix A.

16. APPENDICES

16.1 Appendix A: Council Manifesto Tracker.

17. BACKGROUND INFORMATION

17.1 This report summarises progress towards all 137 Manifesto Commitments.

17.2 Appendix A is a tracker designed to provide a summary of the progress for each manifesto commitment for monitoring purposes. It lists all 137 manifesto commitments and the expected outcome for each commitment. The report also shows what actions are taking place so that progress can be monitored to ensure that the Council meets each commitment.

17.3 Table 1 shows an overview of performance as of end March 2016:

Table 1 – Overview Summary

Status	March 2016		September 2015	
	Number	Percentage	Number	Percentage
Fulfilled	0	0%	0	0%
On Target	136	99%	137	100
Just Short	1	1%	0	0%
Off Target	0	0%	0	0%
Not Available	0	0%	0	0%
TOTAL	137	100%	137	100%

17.4 Table 2 provides a status update for each of the commitments grouped by Directorate:

Table 2 – Summary by Directorate

Directorates	Status					Total
	Fulfilled	On Target	Just Short	Off Target	Not Available	
Adult, Children & Health Services	0	36	0	0	0	36
Corporate &	0	54	1	0	0	55

Community Services						
Operations & Customer Services	0	46	0	0	0	46
Total	0	137	1	0	0	137

A number of commitments are shared between Directorates.

- 17.5 There is only one manifesto commitment that is Just Short – Ref 6.4 Extend the “Love Dedworth” scheme to other areas of the Borough. The current action is currently showing as amber but it is expected to be back on target by next update.
- 17.6 The following principles have been used to underpin the work undertaken to deliver the commitments:
- Always put outcomes before processes.
 - Put Residents First.
 - Find best practice rather than invent a new wheel.
 - Consult local councillors before significant events occur in an area.
 - Plan and deliver projects and budgets properly.
 - Never forget whose money it is.
- 17.7 The Council is committed to improving the Borough and the services provided for residents and those who work, learn or visit the Borough. The Council is ambitious in its plan and the tracker sets out the progress and the significant next actions for the 137 commitments. Officers are working closely with Lead Members to progress the initiatives that will improve the borough and the services provided.

18. CONSULTATION (MANDATORY)

Name of consultee	Post held and Department	Date sent	Date received	See comments in paragraph:
Internal				
Russell O'Keefe	Strategic Director of Corporate Services	24 February 2016	01 March 2016	
Alison Alexander	Manging Director	24 February 2016		
Simon Fletcher	Strategic Director Operations and Customer Services	24 February 2016	26 February 2016	
Cllr Burbage	Leader of the Council	4 March 2016		
External				

REPORT HISTORY

Decision type:	Urgency item?
For information	No

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

Appendix One: Council Manifesto Tracker

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
1.1	Limit council tax rises, at or below the rate of inflation, whilst further improving services	Finance	Council tax will be set at or below September RPI (Retail Prices Index) at each annual Council Budget meeting.	The Cabinet meeting in September 2016 to receive initial savings proposals for 2017/18 Budget.	01-Feb-17	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	The Council Budget Meeting in February 2016 will receive a set of proposals which will enable this commitment to be met.
1.2	Share more services with other councils to improve efficiency	Finance	Options for sharing services fully considered as verified through the Fundamental Service Review (FSR) process. This will align with the key implications from the shared service Cabinet reports (January 2016 latest report).	Implementation of new delivery models for Children's Services and Operations & Customer Services following Cabinet approval and due diligence. A full business case and proposed implementation plan for a cross Berkshire Finance service. Next phase of FSRs will be completed by September 2016. This will set out further options for sharing services that can be implemented.	31-Mar-17 01-May-16 30 Sept-16	On Target	Corporate & Community Services	Corporate Services	Cllr Burbage	Russell O'Keefe	FSR process being rolled out across all directorates - specifically mentions shared services as a future option to be considered. A business case for a cross Berkshire Finance service is in development. A shared HR service with Wokingham is being explored.
1.3	Continue support to Berkshire Credit Union	Finance	The Council will continue to support Berkshire Credit Union (BCU) and will explore additional providers to enhance the offer to residents.	Agree an action plan of local activity that will be developed to establish a revised BCU service for local residents to be in place by 1 May 2016.	01-May-16	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist / Harjit Hunjan	The Council continues to work with the Credit Union and a meeting has been arranged for 16 February 2016 to explore options to improving services for local residents. BCU have now been refinanced and restructured to become a long term self sustaining (without grants) member focused credit union and continue to support Borough residents and are working with a major employer in Maidenhead to launch a "Save as you Earn" scheme for employees. Further discussions are to take place with M4Money to finalise details of how a new service is to be extended within RBWM following successful submission to the PRA/FCA (Prudential Regulation Authority / Financial Conduct Authority). It has been agreed to extend a common bond to allow credit union to operate in RBWM.
1.4	Progress further council developments with a Private Rented Sector income goal	Finance	Development of alternative revenue streams to mitigate impact of Government funding reductions. A realistic and achievable income goal will be developed for this commitment.	Report on refurbishment tenders for 18a Hampden Road, Maidenhead (3 bed maisonette) and 5a Bell Lane, Eton Wick (3 bed maisonette) received February 2016 and within budget. Refurbishment works instructed and due to complete July 2016. 99 Vansittart (former Windsor Boys School caretakers house) and the House (16 Ray Mill Road East) awaiting transfer to Two5Nine Limited - 30 September 2016.	31-Jul-16 30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley	Chris Hilton / Mark Shepherd	Transfer property 99 Vansittart (former Windsor Boys School caretakers house) and 18a Hampden Road (3 bed maisonette) to Two5Nine Limited.
1.5	Seek to avoid over-inflationary increases in fees and charges	Finance	The Council Annual Budget Meeting in February will receive a set of proposals which will enable this commitment to be met. September RPI (Retail Prices Index) will be used as a baseline.	The 2016/17 budget will be implemented in line with this commitment. The Council Budget Meeting in February 2017 will receive a set of proposals for 2017/18 which will enable this commitment to be met.	01-Feb-17	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	Budget proposals submitted to Overview & Scrutiny in January 2016. Proposals approved by Cabinet and Council at their meetings held in February 2016.
1.6	Increase spending on grants to voluntary organisations	Finance	Increase amount of grant funding available to local voluntary and community groups.	Any remaining underspend in 2016/17 will be added to grants to voluntary organisations once the amount is confirmed.	Ongoing	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist / Harjit Hunjan	Additional funding has been allocated from savings available via the Crisis Support and Community Care Grant budget, to the Grants Panel to support deserving causes over the three years, £50k in 2014/15, £50k in 2015/16 and any remaining underspend in 2016/17. £36k was added to for grants to voluntary organisations as part of the 2015/16 budget build.
1.7	Invest in technology to improve services to residents	Finance	All Directorates within the Council to invest in the use of modern technology to make tangible improvements for residents	An ICT service improvement plan is being developed based on feedback from the ICT Survey and staff/member feedback. The main points of this plan is to tackle the following: 1) VDI Performance 2) Updating the VDI platform with new software 3) Mobile devices 4) Telephony services 5) WiFi provision 6) Mobile reception improvements. All of these improvements will help us provide a fit for purpose ICT platform which is reliable and secure.	01-Apr-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Dudley)	Simon Fletcher	There are 60 projects from all directorates recorded on Verto that have or will involve investment in technology. A review of projects is taking place. Numerous projects will enhance the functionality to existing self-service systems such as Revenue and Benefits, Payment integrations, Residents account as part of the CRM replacement.
1.8	Encourage and support pop up shops	Finance	Increase and support pop up shops in town centres within the Borough, as well as opportunities through market places and other retailing space, e.g. farmers markets and parks.	Work will be done with the Nicholsons Shopping Centre and other landlords to launch a campaign to attract more pop-ups in empty spaces in the town centre. The guide will be formally launched by July as part of Independents Day supporting independent retailers.	31-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Dudley	Kevin Mist / Steph James / Paul Roach	Pop-up shops continue to be popular in the Nicholsons Shopping Centre and support is being offered to individuals/ organisations who enquire. The possibility of using the Housing Association New Market space is being investigated.
1.9	Consider further business rate relief to enhance & promote new businesses	Finance	An increased number of businesses making use of the revised empty shop relief initiative. Numbers will be kept under review and appropriate policy changes developed if needed.	If Cabinet approves the new policy its success will be monitored, along with the other business rate relief policies, over the next six months.	30-Sep-16	On Target	Corporate & Community Services (Operations)	Finance	Cllr Dudley	Andrew Brooker / Kevin Mist / Andy Jeffs	The Governments Retail Re-occupation Relief scheme offering 50% off Business Rates for 18-months on retail premises that have been empty for more than 12-months ceases on 31 March 2016, although those applications approved before that date will continue to receive the relief until the end of their 18-month period. A paper will be presented to the March 2016 Cabinet proposing the introduction of a new discretionary scheme from 1 April 2016, under its available powers, offering Businesses up to 100% discretionary relief if they occupy empty retail premises that have been empty for 12-months or more.
1.10	Maintain our strong stance against benefit fraud	Finance	Corporate Investigations work is now carried out by the Shared Service hosted by Wokingham. Significant part of the focus of their pro active work is around fraudulent/erroneous claiming of discounts on Council Tax and Business Rates. Outcome will be reviewed as the shared service develops.	Report to Audit Panel May 2016 on the activity of the shared service team.	30-May-16	On Target	Corporate & Community Services	Finance	Cllr Dudley	Andrew Brooker	Responsibility for Housing Benefit Fraud transferred to the Department of Works & Pensions from December 2014 so the Borough now operates largely in a support role.
1.11	Support the "Pub Loan Fund" policy locally	Finance	A local scheme in place to support local communities to retain local pubs.	To write to the minister to find out more details of the central government scheme announced. Contact will be made with local CAMRA (Campaign for Real Ale) to explore on how the Council can support local campaigns.	30-Apr-16	On Target	Corporate & Community Services	Partnership	Cllr Dudley	Kevin Mist	Pub Loan Scheme has been launched but the Government has not yet released details of how it will operate. A meeting has been held with the local CAMRA branch to support their campaign to list local pubs as Assets of Community Value.
2.1	Maintain increases in locally funded spending on roads and pavements	Highways & Transport	Maintain locally funded spending on roads and pavements by April 2019 (2011-2015 spend as baseline).	Assessment and prioritisation of roads and pavements for works in 2016/17 completed and work programme presented to Cabinet/ CPSC for approval.	30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Dudley (Cllr Rayner)	Ben Smith	(i) Delivered the approved capital programme (including participatory budget allocation) on roads and pavements. (ii) Highway Asset Management Plan prepared and approved by Cabinet Jan 2016, including Investment Strategy for Roads and Pavements. (iii) Funding agreed by Cabinet 11/02/16, subject to Council approval 23/02/16.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
2.2	Develop and maintain cycle routes	Highways & Transport	Minimum 3 new cycle routes opened / extended by April 2017.	Prepare Cycling Strategy (to include prioritised area based work-programme) for consultation.	30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) A4 (Maidenhead to Slough cycle route) deferred to 2017/18 due to competing financial priorities. (ii) Develop scheme and submit business case to Thames Valley Berkshire Transport Body (Thames Valley Berkshire Local Enterprise Partnership) for the Ascot to Windsor cycle route. (iii) Develop a prioritised area based on work-programme in conjunction with the Cycle Forum.
2.3	Seek improvements (e.g. extensions and frequency of services) to bus routes across the Borough	Highways & Transport	Improvements to 3 bus routes by April 2018. 5% increase in satisfaction levels with bus services by April 2019.	Develop a range of options, in consultation with bus service providers, for consideration by the Lead Member for Highways and Transport.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Proposals to alter commercial routes received from operators - Lead Member briefed accordingly to minimise impact on residents. This activity has delayed / impacted upon developing options to improve bus routes. National Highways & Transport Benchmarking survey indicates increased satisfaction with local bus services.
2.4	Provide additional car parking in town centres	Highways & Transport	Deliver 800 additional parking spaces across Windsor and Maidenhead town centres.	(i) Parking Strategy options to be considered by Cabinet. We will seek support from commercial providers to assess the additional parking provision requirements for the borough and options for delivery. (ii) Prepare options on increase on-street and off-street parking in Windsor for consideration by the Lead Member for Highways and Transport. (iii) Implement agreed additional on-street parking for Maidenhead.	(i) 26-May-16 (ii) 26-May-16 (iii) 30-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Prepared options on increase on-street parking in Maidenhead for consideration by the Lead Member for Highways and Transport. (ii) Extension of Meadow Lane car park, Eton - substantially complete.
2.5	Work with utility companies to improve the quality of road and pavement repairs	Highways & Transport	Reduced over running road works by 10% and reduce the number of complaints relating to the quality of utility company repairs by 10%.	Consult with utility companies and stakeholders; prepare decision report for September Cabinet.	29-Sep-16	On Target	Operations & Customer Services	Neighbourhood & Streetscene	Cllr Rayner	Ben Smith	Conference chaired by the Lead Member to be held to set RBWM's expectations of quality and timeliness of utility works being undertaken in the Borough - delayed to form part of the consultation on the Streetworks Permit Scheme Develop business case for Streetworks Permit Scheme and report to Cabinet in March 2016.
2.6	Continue to review and reduce unnecessary traffic lights	Highways & Transport	A minimum of 4 unnecessary traffic signals removed by April 2019.	(i) Go out to public consultation on agreed options for Arthur Road subject to feedback from Ward Members. (ii) Deliver Cabinet resolution on Imperial Road/ Winkfield Road junctions consultation and proposals. Phase 1 by 30 June 2016. (iii) Send list of all sites for potential traffic light removal to all Ward Members. Comments received.	30-Apr-16 30-Jun-16 30-Apr-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Consulted Ward Members on options to remove traffic signals from the Arthur Road corridor in Windsor. (ii) Public consultation carried out for Imperial Rd/ Winkfield Rd junctions. Reported to Cabinet Feb 2016. (iii) List of all sites for potential traffic signal reviews sent to all Ward Members for comment - Feb 2016.
2.7	Continue to improve bus stops and work for accurate real time arrival information	Highways & Transport	45 bus shelters supplied with real time information displays by April 2017. Bus information available in a minimum of 4 new formats by April 2019 (for example: new mobile phone applications / town centre information screens / railway station information screens / web based information).	Procure and secure supplier for implementation of real time displays at bus shelters.	01-Sep-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Ensure that 90% of vehicles are equipped with real-time information trackers - work in progress to achieve 90% coverage (currently at 80%). Significant progress dependant upon approval of capital funding 2016/17.
2.8	Work with schools to keep them open during adverse weather	Highways & Transport	100% of Borough schools (who have requested them) supplied with grit bins by October 2016. Improved communication and operational plans developed with schools to reduce the number of days lost due to bad weather closures.	Continue to ensure salt stock and operations on standby until Winter season ends - April 2016. Review Winter Service Policy and plans and prepare report for Lead Member.	30-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Bicknell (Cllr Rayner)	Ben Smith	All schools were contacted; grit bins checked and refilled in advance of Winter 2015. Salt stock is at maximum capacity.
2.9	Ensure flood schemes and maintenance are delivered on time to better protect homes and highways	Highways & Transport	95% of flood schemes and maintenance delivered on time.	Prepare 2016/17 works programme for approval by Members.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	(i) Progress report presented to Cabinet (November 2015). Schemes completed include; School Lane, Cookham, Junction Broadmoor Road / The Street Waltham St Lawrence, Major river bank repairs at Hurley (ii) 14 of the 15 schemes to be completed by 31 Mar 16 (to achieve 95% of approved flood related capital schemes).
2.10	Plan for the arrival of Cross Rail to deliver more integrated rail, taxi and bus services	Highways & Transport	Bus / rail interchange with new taxi facilities opened by April 2019, including combined customer information.	Area 'masterplan' being prepared by development manager (Lambert, Smith, Hampton) to be approved and implementation phase commenced. Funding agreed by Cabinet 11 February 2016 and Council 23 February 2016.	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner	Ben Smith	Options prepared for Station Interchange by development manager (Lambert, Smith, Hampton).
3.1	Protect the Green Belt	Planning & Housing	Up to date Borough Plan that ensures green belt policies are robust and that growth is managed without overall detriment to the green belt. In addition that development management resists development in the Green Belt.	Consultation elements completed and submission of draft borough plan in line with September deadline.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Development of the emerging draft plan.
3.2	Deliver home ownership through shared equity and other models where the resident has a stake in their property	Planning & Housing	Phase I: A new shared equity model is developed by April 2016. Phase II: An increase in home ownership for 40 homes per year by April 2019.	Agree a delivery plan and investment programme (Section 106 funding) with Members at Cabinet in April and commence implementation.	28-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger (Cllrs Dudley & Wilson)	Nick Davies	Members workshop and Policy committee in January considered how to develop new home ownership models. Ongoing discussions and proposals invited from Housing Associations and developers. Starter Homes discussions underway with HCA and Associations.
3.3	Support innovative funding options for Right To Buy schemes	Planning & Housing	Residents have access to right to buy schemes by April 2017.	Review the results of the voluntary right to buy pilots with housing associations to consider local application.	01-Sep-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger (Cllr Dudley)	Nick Davies	Discussions with key Housing Associations in RBWM in January established that voluntary right to buy roll out will be subject to the results of the pilot areas. Plans agreed with Planning and Housing Associations.
3.4	Enhance and support our conservation areas	Planning & Housing	Appraisal and review of current conservation areas.	Maidenhead Town Centre and Holyport conservation areas consultation results reported back to Cabinet in May 2016.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Assess responses to Inner Windsor and Trinity Place/Clerence Crescent appraisal consultation undertaken Feb/March 2016.
3.5	Continue to carry out rigorous planning enforcement activities	Planning & Housing	React and action infringement of planning legislation.	Implementation of recommendations from planning service review of enforcement following member approval. This will include a proposed new enforcement charter. Day to day work enforcement work ongoing.	01-Jul-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Introduction of new performance targets in Q1 2015. Review of Enforcement Policy to take place to ensure effective use of resources.
3.6	Reward deserving tenants with higher nomination rights e.g. for contributions to the community	Planning & Housing	A scheme to reward deserving tenants is built into local letting plans on new builds by 2016.	Provide reports on negotiations with Radian to adopt the approach. Explore potential of this being provided by non stock transfer associations.	01-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger	Nick Davies	HSL have agreed to adopt a scheme to reward deserving tenants built into the local lettings plans. Finalise pipeline of local lettings opportunities and agree schemes with Registered Providers.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
3.7	Support ex-Forces personnel with access to housing through local policies	Planning & Housing	Bespoke housing options advice is provided or the appropriate housing option for example Private rented sector to 100% of ex-Forces personnel who elect to stay in the local area. 100% of ex-Forces personnel who elect to stay in the area are supported to access shared ownership.	Use the Mayor's focus session on Housing for ex service personnel in March to establish further opportunities to support personnel.	01-Apr-16	On Target	Adult, Children & Health Services	Housing & Commissioning	Cllr Coppinger	Nick Davies	Confirmed that the allocations policy does allow access to ex forces personnel. Ongoing contact from Housing Options with families through Army Welfare Service. Mayor held a session focussing on ex services housing with Haig Homes in February 2016 follow up session to agree actions in March 2016 Roll out with Army Welfare Service, Housing Solutions and Haig Homes. Counter offer Forces needs e.g. RAF. Explore nomination rights and Heatherwood site redevelopment.
3.8	Protect the essential character of urban areas	Planning & Housing	Protect and enhance the identity of the Borough's urban areas.	Consultation elements completed and submission of draft Borough plan in line with September deadline.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson	Chris Hilton	Ensure the emerging Borough Local Plan includes a design element. Encourage Neighbourhood Plan groups to consider this aspect in their plans. Ensure schemes for the AAP (Area Action Plan) area are considered by the Design Panel.
3.9	Continue to support the regeneration of our towns	Planning & Housing	Support all regenerations within the Borough.	See 10.1 and 12.1.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley (Cllrs Bicknell, Wilson & Love)	Chris Hilton	Please also see ref 12.1 (Support Ascot High Street regeneration). Progress with Maidenhead Regeneration with the use of development frameworks: Ryger application to be considered by Development Control Panel September 2015. York Road /Stafferton Way / St Clouds December 2015. Plans for Windsor Regeneration to be formulated once the Neighbourhood Plan has been adopted.
3.10	Support local decision making for planning applications where appropriate	Planning & Housing	Decisions on agreed planning applications made at local level.	Progress work with the next four parish councils who have expressed an interest in determining planning applications and continue to promote to other potentially interested parties.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Burbage (Cllrs Wilson & Bateson)	Chris Hilton	Establishment of pilot with Bray Parish Council. Ongoing discussions with Bray on details of pilot scheme. Bray Parish Council to make final decision on pilot once Memorandum of Understanding and all details resolved - 31 May 2016.
4.1	Keep the weekly bin collection	Environment	Weekly bin collection maintained throughout the period of the current administration.	Review collection system ahead of the procurement of a new waste and recycling collection contract to start in April 2019, to ensure weekly bin collection.	01-Apr-17	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Weekly bin collections have been maintained during this period.
4.2	Improve the incentives for recycling e.g. through better Greenreedeem rewards	Environment	Provide incentives from a minimum of 5 national brands and retailers to residents at all times and a range of a minimum of 5 new local rewards to residents each month. By the end of the administration over 120 reward partners should be linked to the scheme.	Conclude review of the Greenreedeem contract with a view to determining whether or not an extension will be pursued. Options for the Greenreedeem contract to have been considered and discussed with Lead Member.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Greenreedeem introduced £5 gift vouchers as a reward, with no additional spend needed for residents in October 2015. These rewards have been very popular with residents. Gift cards have been available for a range of retailers including Marks and Spencers, Sainsbury's and other high street retailers. The partnership between Greenreedeem and Unilever also continues, with a range of different vouchers available for everyday household products. Popular local rewards have included money off a gym and swim at The Magnet and Windsor Leisure Centre, money off at Rush Hair, Buy one Combo, get one free at The Cattle Grid restaurant and a meal and drinks offer at The Duchess of Cambridge. Contract discussions began with Greenreedeem in October 2015.
4.3	Recruit and promote recycling through local champions	Environment	4 local Community Champions a year will be recruited to help promote recycling within the Royal Borough. A team of 20 active Community Champions will be working in the area by the end of the administration. The champions will help at community events, and will promote recycling within their own local community. Each champion will be involved in at least one promotional activity a year, to encourage other residents to recycle more.	Local champions to have supported at least 5 community recycling events. Events planned so far include; 25/02/16 – Energy from waste tour & talk, Ardley 03/05/16 – Compost giveaway 18/06/16 – Cookham Festival 23/07/16 – Maidenhead Carnival 11/09/16 – Sunningdale Carnival.	30-Sep-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Stretton)	Craig Miller	29 community champions have now been recruited in total, undertaking actions in their communities such as monitoring recycling sites, encouraging their neighbours to recycle and helping with stalls at community events. A visit to Ardley Energy from Waste plant took place on the 25th February 2016, to educate community champions about the process for recovering energy from waste, so they are able to talk to residents in their local community about what happens. Community Champions meeting was held in October 2015 to review summer events and actions and plan future engagement activities.
4.4	Double the number of community wardens from 18 to 36	Environment	Establishment of a pool of 36 multi skilled officers delivering community and enforcement services across a broad range of functions.	Undertake an options appraisal for delivery of 18 additional Community Wardens.	30-Sep-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	The restructure of the Community Protection & Enforcement Service is on track to be fully implemented on 01 April 2016. This lays the foundations for multi skilled officers and the opportunity to commence delivery of this commitment. Officers have commenced an appraisal of all options pertaining to this commitment for review with the Lead Member of Environmental Services.
4.5	Continue to support the fight against anti social behaviour through our community wardens	Environment	Implement a phased programme to increase the number of Community Wardens to 36 (head count) resulting in at least ten additional enforcement functions being undertaken by Wardens (either new functions or those transferred from other departments realising efficiency savings).	Based on the prepared briefing regarding accreditation by Thames Valley Police a strategic decision over the additional functions will be considered in conjunction with the Lead Member. If it is agreed that accreditation should be sought at this time this process will commence in April 2016. As part of agreeing to undertake the accreditation scheme we will confirm how many of the ten additional enforcement functions can be achieved through this route.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Produce a briefing note for consideration by the Lead Member of Environmental Services on Thames Valley Police accreditation for Community Wardens and associated increased low level enforcement capability e.g. bicycles riding on footpaths etc. Briefing note prepared but not yet discussed with Lead Member.
4.6	Encourage more community groups to join Greenreedeem and receive donations	Environment	Encourage a minimum of 30 community groups to register for the new Greenreedeem scheme each year, and distribute £20,000 a year to the most popular projects, based on the number of Green Redeem points allocated by residents to each project on a quarterly basis.	Agree a marketing programme with the Community Partnership team and Communications targeted at Community Groups to raise awareness of the Greenreedeem scheme.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Stretton (Cllr Cox)	Craig Miller	Greenreedeem launched as a stand alone scheme, distinct from the Neighbourhood Participatory Budgeting Initiative on 1 July 2015. Community Groups are invited to apply online to be part of the scheme. Residents can allocate points to their preferred community group project and the top five projects in each quarter receive £1000. Unsuccessful projects are moved forward into the next quarter. Each community group is eligible to be awarded a maximum of £2000 in a year period, with a maximum of twenty projects receiving a reward of £1000 during a one year period. The following projects received funding at the end of December: Alexander Devine Children's Hospice; Cox Green School Community Garden; The Windsor Boy's School Boat Club; Thames Hospice; Waltham St Lawrence Primary School
4.7	Implement a collective energy switching programme	Environment	A collective energy switching programme is implemented for Borough residents.	Scheme partner agreed and contracts signed with a view to implementing the Council's first energy switching auction in mid October.	31-Oct-16	On Target	Corporate & Community Services	Performance	Cllr Coppinger (Cllr Cox)	David Scott	Conduct initial research into existing schemes in other local authorities and develop a scheme outline.
4.8	Continue enforcement of litter and dog fouling	Environment	100% of Community Wardens have the ability to enforce dog fouling and littering cases.	Now that 100% of Community Wardens have the ability to enforce dog fouling and littering cases, three specific operations to target dog fouling in "hot-spot" areas will be carried out.	31-Jul-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Development of restructure of Community Protection & Enforcement Services (CPES) unit for consideration and approval by Lead Member and CMT (Corporate Management Team). Restructure approved and to be implemented on 1st April. The restructure refers to the broadening of the warden role. 128 Fixed Penalty Notices have been issued combined for littering and dog fouling.
4.9	Lobby for continuing external funding for the River Thames Scheme	Environment	The Borough to continue to work with local partners and other agencies to secure more external funding.	Continue to influence project through attendance at Sponsoring Group and Programme Board.	11-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Dudley (Cllr Rayner)	Ben Smith	Active participation in Programme Board and Sponsoring Group - ongoing. Additional funding secured from the Thames Valley LEP during this period (£500k). Funding agreed by Cabinet 11/02/16, and Council 23/02/16.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
4.10	Maintain lobby against Heathrow expansion	Environment	RBWM's position on expansion at Heathrow is submitted to Government for consideration within future decisions regarding runway capacity in South East England.	RBWM to work alongside 2M Authorities to determine whether legal challenge of any future decision or the work of the Aviation Commission is viable. SNA depends on response yet to be received from the PM but discussions with Lead Member will continue throughout April 2016.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Previous SNA was to develop an RBWM strategy and campaign to lobby Central Government and relevant departments to ensure RBWM's position on expansion at Heathrow was considered within future decisions regarding runway capacity in South East England. This was done - and media coverage of SoS statement now suggests that runway decision could be deferred past the summer period in view of potential EU referendum. Joint letter to be sent to the PM setting out that the 2M Authorities are considering their position, should Heathrow be the favoured option.
4.11	Work with local communities to manage flood risk	Environment	Well informed communities with an increased ability to manage flood risk and respond to flood events. Four new initiatives implemented by December 2017. Local Flood Risk Guide in place by April 2017.	Work with Parish Councils / local communities to develop and adopt Local Flood Plans. Undertake a review to determine how the four new initiatives will be identified and delivered by December 2017.	01-Oct-16	On Target	Operations & Customer Services	Neighbourhood & Streetscene	Cllr Rayner (Cllr Cox)	Ben Smith	Development of a guidance document for Riparian Owners to help them understand and execute their responsibilities for watercourses routed through their land. Flood Plan updated. Borough Flood Group meetings. Met with Cllr Bateson to agree strategy and understand issues. Research to be undertaken as part of the Borough Local Plan process.
4.12	Support the rural economy and agriculture by adopting policies that have worked elsewhere	Environment	An robust rural economy.	Economic Development Manager to liaise with Cllr Bateson and prepare a draft paper for discussion.	30-Jun-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bateson	Chris Hilton	Met with Cllr Bateson to agree strategy and understand issues. Research to be undertaken as part of the Borough Local Plan process.
4.13	Explore further deployment of PV cells	Environment	Additional solar panels are installed at Council owned/managed sites.	Following further investigations it was determined that the solar installation at Tinkers Lane Depot would not be possible due to the age of the roof. Central government have also announced a large reduction in the solar subsidy (feed in tariff) which has detrimentally affected the business case for future installations. Market testing is being carried out on a regular basis to highlight when conditions are once again suitable for a new solar installation.	31-Dec-16	On Target	Corporate & Community Services	Performance	Cllr Coppinger	David Scott	Issue invitation to tender for the installation of solar panels on the roof at Tinkers Lane.
4.14	Continue planting trees	Environment	More trees planted each year.	The tree planting season is November to March annually. To support this, the Council will be assessing more sites for planting as part of an overall strategic review, both highways, cemeteries, parks and open spaces. The Council will also continue to encourage suggestions from residents, Councillors and Parishes.	30-Nov-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton	Kevin Mist	2015/16 tree planting schedule has been implemented with 280 standard trees planted in parks and highway, 400 trees are to be planted by volunteers in the new reserves in Eton wick and Maidenhead. Launch of free Trees for Residents scheme in Autumn 2015. Tree planting season on highways and parks commence in November 2015. Trees will be planted by the community in new nature reserves planned in Eton Wick and Sherlock Row.
5.1	Promote school choice through support for free schools and satellite grammars, national legislation permitting	Education & Children's Services	Increased choice of schools available for residents in RBWM included more free schools and a new satellite grammar subject to DfE (Department for Education) and SoS (Secretary of State) approvals.	Cabinet report in April 2016 to provide further details about options to open a satellite Grammar in 2019/20.	30-Apr-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Cabinet report authorised budget for further exploration of satellite grammar in light of Secretary of State's decision to approve such a scheme in Kent. Detailed discussions with preferred school have taken place to outline the key requirements for a successful project. Cabinet report in September 2015 to provide progress updates on Secondary expansions, satellite Grammar and Education Trust.
5.2	Support existing schools in provision of excellent education	Education & Children's Services	All schools in RBWM will be at least Good as judged by Ofsted Inspection. Schools at risk of not achieving (or retaining) Good or Better judgements to be supported to secure better outcomes. Based on current projections, the number of schools rated Good or Outstanding is anticipated to have increased to 78% by December 2015 and 84% by July 2016.	Formal development of a "Team around the School" approach with schools which is led by RBWM officers and utilising the skills of teachers and school leaders from all types of school in the Borough.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Head of Schools and Education Services appointed from mid November. Education Leadership Forum with 70+ school leaders in January endorsed the school to school support approach and teaching schools approached to provide skills to support the process. Four inspections have taken place and all have seen improvement in grading including 3 up to a Good judgement. Revised Children's Services structure with a new Head of Schools and Education Services to be implemented in Autumn 2015 to support a more systems based approach to school improvement.
5.3	Reward and recognise teachers for going the extra mile through a local scheme	Education & Children's Services	Develop a local reward scheme for teachers in collaboration with Head Teachers that recognises the work of those teachers who going the extra mile.	Use March cluster meetings with Head Teachers to identify key features of a local scheme which will recognise and promote the value and quality of teaching across the Borough. Timetable to consult on the scheme during the first half of the summer term with first awards in Autumn Term 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Initial discussions with Head Teachers indicate a concern about identifying individuals in a predominately team-based environment. There is more interest in promoting the value of good teaching across the borough to counter national stories which impact negatively on the profession as a whole. Investigate with Head Teachers how a local reward scheme might operate and what criteria would be appropriate to recognise the extra contributions.
5.4	Start a service for volunteers to add value to local schools at all levels	Education & Children's Services	Increased use of volunteers in schools to support a range of school activities, in line with individual school plans.	Work with Head Teachers to identify additional opportunities for volunteers which will be promoted by "WAM Get Involved" volunteer matching service as an education-specific offer.	01-Aug-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell (Cllr Stretton)	Kevin McDaniel	Initial intelligence gathering suggests that while many schools use volunteers in various ways, those volunteers are normally directly recruited and managed by the school leadership to meet Ofsted's stringent safeguarding requirements. Review the current use and recruitment of volunteers in schools with Head Teachers to identify additional areas where volunteers could be deployed to support school at different levels.
5.5	Support broadening the vocational student offer and apprenticeship opportunities	Education & Children's Services	An increased range of apprenticeships and other vocational qualifications are available as an alternative to Higher Education for RBWM schools leavers.	Take part in the Thames Valley Post 16 Area review led by central government, to shape recommendations for Further Education providers and observations about 6th forms which will enhance the opportunities for local young people to secure a wide range of career options.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Consider the vocational and apprenticeships offer as part of the Education Trust options.
5.6	To ensure a fully functional safeguarding hub is in operation for Borough residents	Education & Children's Services	To establish a fully functioning MASH (Multi Agency Safeguarding Hub), as part of the integrated front door to social care to ensure a fully informed and effective Safeguarding Service.	To confirm end-to-end processes for the MASH and review its operation through the Local Government Association safeguarding peer review - May 2016, with report to Cabinet in July 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	MASH went live on 25 January 2016. Full partner engagement with health and police input. To secure adequate health input into the MASH to supplement the police provision now secured from Thames Valley Police. Discussions are taking place with the CCG (Clinical Commissioning Groups) and Berkshire Health Foundation Trust. Update report to Cabinet in December 2015. Cabinet report was well received and progress made to date noted. Further MASH developments to include the integration of the Child Sexual Exploitation pathway including children missing. This needs to be tested against Ofsted targeted inspection framework. Internal Audit have been commissioned to undertake an audit of this pathway in September 2016.
5.7	Continue to improve the intensive family support programme	Education & Children's Services	The Intensive Family Support Programme will continue to deliver a high level of family support at a preventative level, meeting the needs of families earlier and reducing the need for them to receive support from statutory safeguarding services.	To review the destination of every family worked with in the Project over the last 12 months.	31-Jul-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	One of the Key Workers undertook Psychological Wellbeing training via the University of Reading and qualified at the end of December. This has further enhanced the emotional support available to families. In addition, there is a full Employment Adviser seconded to the team from DWP who provides adults with support and guidance to enable them to get back into employment or training. Early indications are that the integration of this specialist support within the PODs is offering value to Social Workers by assisting them in the early identification of need.
5.8	Continue to invest money in school expansion, focussed on the best schools	Education & Children's Services	Successful and popular schools which are in demand are expanded and improved to increase capacity.	Reports to April 2016 cabinet to update on progress of five secondary expansion schemes and to outline options for primary capacity in Ascot.	28-Apr-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Cabinet Report October 2015 on Secondary School expansions.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
5.9	Promote fostering and adoption	Education & Children's Services	To recruit 20 additional in house foster carers. To reduce the time taken to place children for adoption and ensure that targets for the assessment of adopters are met.	Explore the option of broadening the foster recruitment to incorporate a surrounding Borough/boroughs. Continue to monitor the effectiveness of Adopt Berkshire through the Steering Group with performance reported in June 2016.	30-Jun-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey	Elaine Redding	Fostering information evenings were held on 14 September and 15 October 2015. There have been three formal approvals of new foster carers through the Fostering Panel. The service is currently working with a further six potential foster carers and they have all passed the first stage of recruitment process. It is anticipated that there will be 10 new foster carers approved in this financial year. Confirmation that this is still the correct information. Work will need to begin to ensure early identification of our foster children that can move to in-house placements from residential and/or IFA's. Adopt Berkshire is continuing to improve the timeliness of assessments. The main barrier is the wait for DBS checks, this has been addressed with the police and all that have waited over 60 days are followed up. Tracking notes the reason for delays and in the main these have been adopted led.
5.10	Seek increases in volunteer participation in our youth services both at the Council and outside	Education & Children's Services	Delivery of youth service provision including Outdoor Education and Duke of Edinburgh award, where volunteers account for 50% of all delivery. Increase use of volunteers supporting delivery of evening sessions in local youth and community centres and delivery of wider community projects such as Summer Activity Programme.	Ongoing recruitment, training and retention of volunteers. Ensure volunteers have the necessary skills to enable them to lead rather than assist with session delivery. Promote volunteering opportunities through RBWM website, local volunteering organisations and social media. Develop volunteering opportunities for young people to enable them to volunteer in all areas of service delivery. Include volunteer targets in all staff appraisal objectives for 2015/16.	Ongoing	On Target	Adult, Children & Health Services	Children's Services	Cllr Airey (Cllr Stretton)	Elaine Redding	Celebration event held at the end of January 2016 recognising the adult and young volunteers in the youth service. There are currently 33 young volunteers and 26 adult volunteers and since April 2015, the financial benefit to the service alone has been nearly £28,000.
5.11	Work with schools to close any attainment gaps for poor pupils	Education & Children's Services	Raise the attainment and reduce the gap of those children from lower demographic groups. Improve the performance of children on Free School Meals (FSM) to enable them to achieve on a par with their Non Free School Meal (Non FSM) peers from within RBWM.	Maintain support and challenge to identified group of schools to develop good practice while broadening sharing of best practice across all schools through the establishment of a borough-wide PP Champions network working on a cluster-wide basis.	31-May-16	On Target	Adult, Children & Health Services	Children's Services	Cllr Bicknell	Kevin McDaniel	Following review of attainment and progress of FSM and Non FSM children from the 2015 results at all Key Stages, identify specific schools to target in 2015/16 academic year and roll out the strategies shared by the DfE Pupil Premium Champion and Ofsted Senior HMI and identified at the conference in July 2015 for Pupil Premium pupils. Share good practise from other schools who have been successful at reducing the gaps, and support schools to implement their individual action plans.
5.12	Use key worker housing policies to support teacher recruitment	Education & Children's Services	Local Key Worker Housing policy and scheme established focused on Teachers (and potentially other key workers) to reduce the barrier housing can present to attracting and retaining new outstanding teachers into the Borough.	Further progress to develop a portfolio of properties across tenures to benefit keyworkers through the council; housing associations and developers.	01-Jun-16	On Target	Adult, Children & Health Services	Children's Services / Adult Services	Cllr Coppinger (Cllr Bicknell)	Kevin McDaniel / Nick Davies	There is flexibility with Key worker definition to ensure that teachers social workers and nurses can benefit from the availability of key worker housing. Development of a portfolio of properties that can be offered to teachers to provide lower cost short term rental option is underway through Operations directorate.
6.1	Continue to work with local employers to provide work placements and apprenticeships	Community	Increase in the number of young people able to secure apprenticeships and work experience locally to be on par with national levels for take up.	An application has been made via Reading Borough Council/ TVLEP (Thames Valley Berkshire Local Enterprise Partnership) for additional funding to extend the Council's City Deal/Elevate Me offer for young people. Awaiting confirmation of successful award of further funding. The Council has allocated £40k to continue to offer apprenticeship place for the 2016/17.	30-Apr-16	On Target	Corporate & Community Services	Partnership	Cllr Bateson	Kevin Mist	City Deal hub available for young people - Windsor & Maidenhead. Elevate me Website launched promoting apprenticeship opportunities to young people. Reading Borough Council is leading an EU bid to provide funding to extend the City Deal Work with local partners and employers to promote RBWM City Deal and 'Elevate Me' website to highlight local opportunities in time for release of GCSEs & A-levels results (August 2015). Pan Berkshire European Social Fund (ESF) bid submitted for Round 2 City Deal Funding - RBWM will find out if they are successful in November 2015.
6.2	Provide easy-to-access projects for people and businesses to help with through a volunteer matching scheme	Community	Phase I: Promote Volunteer matching scheme locally to increase number of registrations to 200 opportunities by January 2016. Phase II: 300 registrations to the scheme by January 2017.	Conduct a year end review with WAM Get involved and agree objectives/activities to promote the Website and increase number of volunteering groups, businesses and employers using the website by 30 April 2016. Hold an employers CSR (Corporate Social Responsibility) event to be held in November 2016 to encourage more businesses to register and promote CSR opportunities. Host an annual Volunteer of the Year awards to be held in September 2016.	30-Apr-16 November 2016 September 2016	On Target	Corporate & Community Services	Partnership	Cllr Stretton (Cllr Bateson)	Kevin Mist	WAM Get Involved web site improved to include an employers section. Big Society event held in Maidenhead in to enable volunteer recruitment. There are currently 4125 volunteers supporting Council services – so the 2015/16 target has been met. As February there are: • There are currently 167 opportunities from 88 different organisations advertised on the WAM Get Involved website. 12 of the opportunities listed relate to Council services. • 256 groups are currently listed on the web site.
6.3	Use member individual budgets to continue spending on very local deserving causes	Community	100% of member individual budgets spent annually.	To continue to assist Members, particularly those that have carried forward their budget to the following financial year, to identify a project/initiative to which to allocate their budget.	30-Apr-16	On Target	Corporate & Community Services	Performance	Cllr Stretton	David Scott	Send a reminder to those Members that have yet to identify a project/initiative to which to allocate their budget.
6.4	Extend the "Love Dedworth" scheme to other areas of the Borough	Community	Phase I: Other area for 'Love Dedworth' scheme to be identified by November 2015. Phase II: At least one area to be included in scheme by January 2016. Phase III: Improvements identified and 50 % of improvements made by January 2017.	Ward Members consulted to identify local areas to be included within an extended project by 30 March. At least one new area for local improvement to be identified by 1 April 2016 with residents consulted and local improvements agreed by 1 June 2016 for implementation. Action currently showing as amber but expected to be back to green by next update.	01-Jun-16	Just Short	Corporate & Community Services	Partnership	Cllr Stretton	Kevin Mist	Ward Councillors will be consulted to identify new areas for local improvement (by end February). Cabinet paper presented November 2015.
6.5	Encourage more people to volunteer in their community	Community	Increase in the number of people able to volunteer in their local communities as and when they wish to do so. Increase number of volunteers recorded by 20% by March 2016.	Increase the number volunteer supporting Council services by 20% over 2016/17 by 1 May 2016. 150 volunteering opportunities listed, 70 organisations registered and 1,800 residents using the WAM Get involved volunteering website by December 2016.	01-May-16 01-Dec-16	On Target	Corporate & Community Services	Partnership	Cllr Stretton (Cllr Bateson)	Kevin Mist	Continue to work with the voluntary sector and local media to promote volunteering and volunteering opportunities through local events such as the annual volunteer of the year awards, Big Society Day, employer's corporate social responsibility network event. There are currently 131 volunteering opportunities from 57 organisations advertised on the WAM Website, 462 residents are on volunteering mailing list, 1,500 people using website to search for volunteer opportunities and 23,460 page views since it was launched. Currently, 3200 volunteers are supporting Council services.
6.6	Provide publicly funded publicity space e.g. in Around the Royal Borough for local charities and groups to promote their work	Community	165 local charities and groups promoted within Borough publications by April 2018.	Past two issues have included 'Community Classifieds'. It has been taken up by a number of local groups. The Council will continue to provide space in ATRB for community groups. Three community notice boards are to be installed in the Furze Platt area, which will help promote local events.	08-Jun-16	On Target	Corporate & Community Services	Communications	Cllr Stretton (Cllr Bateson)	David Scott / Louisa Dean	In the September issue there was an article - agreed by Lead Members - advising charities and community groups that they can submit brief information for inclusion in ATRB (Around the Royal Borough). All residents received a copy of the ARTB by end of September 2015.
6.7	Continue to fund the Social Enterprise scheme, and the Bright Ideas competition	Community	100% of funding maintained for Social Enterprise scheme and Bright Ideas competition.	Four new applications received for social enterprise funding by December 2016. 2016/17 Bright Ideas scheme launched by September 2016. Two All 2015/16 Bright ideas delivered by December 2016.	01-Dec-16 01-Sep-16 01-Dec-16	On Target	Corporate & Community Services	Partnership	Cllr Bateson (Cllr Stretton)	Kevin Mist	The 2016/17 budget for social enterprise funding is £100,000. The scheme will be promoted in ATRB magazine. The Council funded a solar energy co-operative and will be considering 4 further applications for social enterprise funding in February. Bright Idea Awards evening which will take place at 6.30pm on 10th March at the Windsor Guildhall.
6.8	Promote closer working with Parish councils, devolving powers by mutual agreement	Community	A wide range of services devolved to Parish Councils by April 2017 via a range of incentivised opportunities.	Delivering Differently project report currently being prepared for submission to Lead Member.	01-May-16	On Target	Operations & Customer Services (Corporate & Community Services)	Neighbourhood & Streetscene (Partnership)	Cllr Burbage (Cllrs Bateson & Stretton)	Ben Smith (Kevin Mist)	Develop devolved delivery model proposals for consultation with Parish Councils. Consult with Parish Councils and proof of concept partners on the proposals.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
6.9	Launch a good neighbour scheme	Community	An easily accessible local volunteering scheme in place, volunteers recruited across the Borough & residents supported. Schemes to be launched at Silver Sunday (4 October 2015).	Local scheme launched, 10 volunteers in place by end of June 2016.	30-Jun-16	On Target	Corporate & Community Services	Partnership	Cllr Stretton	Kevin Mist	Meeting held with Royal Voluntary Service (RVS) in February 16 and an easy to access scheme has been established to be launched by the 1 March 16 on the Councils/RVS website. A key target agreed by the Loneliness forum & added to the action plan. Progress of Action plan reviewed quarterly. Meeting held with RVS (1/02/16) established a local scheme using of the RBWM website as a referral pathway for CareBank. Research is being undertaken to explore examples of similar schemes in place. Meeting with CareBank to explore options to develop and administer a local scheme.
7.1	Ensure residents who receive council care are covered by a care plan	Adult Services	100% of residents who receive council care are covered by a care plan.	Implement an QA (Quality Assurance) system to ensure the quality of care plans are of a high standard.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Have a care plan audit by March 2016, which will look at: was the care plan delivered in a timely manner to local residents and does it address all the residents needs?
7.2	Improve the availability of technology solutions to assist people to live in their own homes	Adult Services	Increase the range of technology products on offer in our assistive catalogue by 3 products per year. 5% increase in the uptake of telecare by April 2019.	Assistive Technology Strategy (ATS) action plan agreed.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	ATS (Assistive Technology Strategy) strategy developed, continued progress on delivering more telecare.
7.3	Proactively support programmes that tackle loneliness in our communities	Adult Services	Three anti-loneliness programmes proactively supported by April 2019. An anti-loneliness strategy, to work alongside 2 partner organisations, agreed in the Royal Borough by April 2017.	Have an agreed strategy - work with two organisations and have a strategy in place by April 2016 to include an action plan with Housing Association and have dementia friendly systems. To engage with GP's to identify loneliness and raise awareness of the anti-loneliness programme.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger (Cllr Stretton)	Angela Morris	3 new programmes to be introduced by September 2016. Marianne Hiley, Better Care Fund Project Manager WAM CCG / RBWM is working with Harjit Hunjan to broaden the opportunity with the CCG and voluntary sector projects.
7.4	Work with local organisations and homes to improve services for residents with dementia problems e.g. Alzheimers	Adult Services	A dementia strategy and smart action plan agreed by September 2016.	Work with two organisations such as Alzheimers Dementia Support (ADS) and have a strategy in place by April 2016 including a smart action plan.	01-Apr-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Draft Dementia Strategy completed. Final review with OPMH on 25th January 2016. Action Plan is in place and being reviewed by the Mental Health Commissioning Board. Regular updates will be reported to the Health and Social Care Joint Commissioning Board.
7.5	Train all staff, and work with partners, to recognise symptoms to guard vulnerable people against abuse	Adult Services	100% of all Adult Social Care staff fully trained to recognise symptoms of abuse by April 2016.	Ensure robust training programme for health, voluntary and independent providers and commissioners.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	The Learning & Development Team provide a programme of Adult Safeguarding training at all levels. The courses and e-learning is available to all staff in the Royal Borough of Windsor & Maidenhead as well as the private, voluntary and independent sector (PVI). The training is accessible on Quality Matters, the borough's learning management system and are advertised in flyers via emails to managers and email group for the PVI. 151 people undertook courses in 2014/15.
7.6	Support improved mental health services in the Borough	Adult Services	More effective use of existing resources to support a pathway to recognise dual diagnosis, chaotic lifestyles and suicide prevention is agreed and implemented by December 2016.	Partnership work evidences outcomes. To agree with our partners the Berkshire Health Foundation Trust and the Police and CCG how to support local residents who have mental health needs.	01-Sep-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Senior management attendance at the Berkshire Crisis Concordat Group which works in partnership with all key agencies i.e. Health, Police, BHFT. Themes from the Berkshire Crisis Concordat Group are then prioritised and agreed at the Joint Commissioning Mental Health Board which is chaired by Nick Davies. The Mental Health Partnership Board has a robust action plan and is making good progress on key elements of improving mental health services in the Borough.
7.7	Ensure a falls prevention strategy is developed and is effective	Adult Services	Maintain current 20% reduction in non-elective admissions for falls.	This will be monitored and reviewed by the Royal Borough and the CCG at the Integrated Commissioning Board.	01-Mar-17	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Angela Morris	Use the falls delivery group to sustain performance.
7.8	Use collaboration and influence with GPs and hospitals to keep health facilities as local as possible	Adult Services	Maintain effective engagement with our Clinical Commissioning Groups to ensure health facilities are kept as local as possible.	Ensure that the views of the Council are used to influence discussions regarding this.	Ongoing	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Alison Alexander	
7.9	Campaign against hospital parking charges	Adult Services	Publicly support 3 campaigns against hospital parking charges by April 2019.	Represent the Council views at health meetings.	Ongoing	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger	Alison Alexander	
8.1	Maintain through contract our high quality leisure centres at competitive prices	Leisure and Culture	5% increase in the Borough's leisure centres attendances by March 2017.	Easter Holiday Activity Programme. May Half Term Holiday Activity Programme.	01-Apr-16 23-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Dudley)	Kevin Mist	Furze Platt Leisure Centre opened on 17 September 2015.
8.2	Open at least one new library	Leisure and Culture	Identify at least three options for new libraries/Service Hubs.	Conclude feasibility study to provide options for future consideration by Cabinet.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor	Consult with Ward Members regarding potential options for locations and style of provision. Consult with Parishes and other potential partners at three Borough locations.
8.3	Maintain and improve our parks and open spaces, including public art	Leisure and Culture	3% increased resident satisfaction with Borough parks and open spaces by March 2017 (2014/15 baseline of 83%). 3 pieces of new public art infrastructure installed in our parks and open spaces by March 2017.	Car park extension for Ockwells Park. Design and Installation of Sir Nicholas Winton Memorial Garden at Oaken Grove.	30-Apr-16 22-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton	Kevin Mist	* Band stand opened in Alexandra Garden at end of September 2015. * Play area installed at Evenlode in Maidenhead - October 2015.
8.4	Increase the number of litter and dog bins, and empty them regularly	Leisure and Culture	20 more litter / dog bins installed in parks.	Review of potential dog bin/litter bin sites at Parks & Open Spaces Group in April 2016, and at park user groups.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Cox)	Kevin Mist	New dog bins at Allens Field and Evenlode in Maidenhead.
8.5	Further enhance our parks and open spaces through drinking fountains and other fountains / water features	Leisure and Culture	Three more water fountains and 2 public fountains installed by September 2017.	Clarence Road roundabout fountain opens in May 2016.	30-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Cox)	Kevin Mist	Planning application for Heatherwood fountain in Ascot - November 2015. Planning approved to install fountain at Clarence Road Gardens.
8.6	More computing facilities in libraries, including new technology e.g. tablets and extra free Wi-Fi time	Leisure and Culture	• 32% increase in public access computing devices by April 2017. • 40 tablets available in libraries by December 2016 (subject to capital bid approval). • 63 additional hours of free WiFi time per week available by April 2016.	Complete installations and provide WiFi for residents using Eton, Old Windsor, Sunninghill & the Container Libraries using approved Borough capital and Treasury Grant in Aid/ACE funding. Order/roll out tablet computers for use in libraries with approved capital funding.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton (Cllr Hill)	Mark Taylor	Ensure roll out timetable for new PCs & scanners is adhered to for completion on 31 August 2015. Bid for Capital funds for tablets and additional WiFi provision not covered by Treasury Grant in Aid /ACE (Arts Council England) WiFi in Public Libraries project. Bid for enhanced bandwidth at Maidenhead & Windsor libraries and new installations at Eton, Old Windsor, Sunninghill & the Container Libraries and the Windsor & Royal Borough Museum.
8.7	Provide more cycle racks at our parks and other places to encourage cycling	Leisure and Culture	Fifteen cycle racks spaces installed within the Borough.	New locations to be discussed at Parks & Open Spaces Group.	05-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Rayner	Kevin Mist	Cycle rack to be installed along Thames Promenade.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
8.8	Increase further the range of council services available at libraries	Leisure and Culture	Phase I: Scope out a list of what additional services could be delivered from our libraries by March 2016. Phase II: 5 additional council services available at libraries by April 2019.	Phase I: * Survey residents to indicate which other Council services they would like to access through their libraries. Phase II: * Pilot delivery of some Council Services at Eton Wick Library. * Provide kiosk payment facilities at Ascot Library for Council invoices. * Transfer issue of Advantage Cards & Bus Passes to Ascot, Maidenhead & Windsor Libraries. * Transfer response to general email enquiries to libraries for 7 day per week service of triage and initial response to residents contacting the Council by email.	30-Apr-16 30-Jun-16 30-Sep-16 30-Apr-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor (Jacqui Hurd)	Explore opportunities for benchmark learning from other public library authorities who already use this delivery model. Delivered a workshop on opportunities for learning from other authorities funded by Society of Chief Librarians in South East England. Devised survey for residents to indicate which Council services they would like to access through their libraries.
8.9	Continue to support the Borough's arts centres	Leisure and Culture	Service Level Agreements (SLAs) with our Arts Centres agreed by April 2016.	Conclude negotiation of SLA with Norden Farm. Tender and Award service contract for Arts Services in Windsor.	31-Mar-16 31-May-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton	Mark Taylor	Consider relevant issue with Principal Member prior to commencing discussions regarding new SLA. Commence negotiations for revised SLA with both Arts Centres. Include in the discussion the requirements to deliver Advantage Card Discounts, programmes for local schools and events to tackle loneliness.
9.1	Work with leisure providers, GPs to provide facilities for people to get fitter and healthier	Public Health	Three more leisure facilities provided for residents by April 2019. 5% increase in leisure centre attendances by April 2017.	Construction of new outdoor gym area in Ockwells Park, Maidenhead. Launch of new GP referral scheme. Delivery of dementia support projects at day centres.	30-Apr-16 31-Dec-16	On Target	Adult, Children & Health Services / Corporate & Community Services	Public Health / Community Services	Cllr Coppinger	Hilary Hall/ Kevin Mist	* Furze Platt Leisure Centre opened in September 2015. * Finalise process and get sign off at CCG (Clinical Commissioning Groups) - expected November 2015.
9.2	Continue to promote health checks in the Borough	Public Health	25% increased uptake in public health checks by April 2019. Health checks delivered from 20% more locations by April 2019.	Additional health checks to be promoted through the Fit for Life Week in May 2016. Targeted campaigns linked to the new national healthier lives campaign, One You, to be developed for implementation from May 2016.	01-Jun-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Five community clinics were offered to residents from July 2015 with a further one due to open in March 2016. Quarter 2 performance for health checks was 942 and Quarter 3 was 1,022 which exceeded the quarterly target of 875. The total figure year to date is 2,894, against the profiled target of 3,146 for the year.
9.3	Use the Borough's publications to promote public health issues and awareness campaigns	Public Health	Eight public health awareness campaigns promoted per annum.	Support the new national healthier lives campaign, One You, to be launched on 7 March 2016.	01-Apr-16	On Target	Adult, Children & Health Services	Public Health	Cllr Bateson (Cllr Coppinger)	Hilary Hall	Seven campaigns have been promoted since April 2015: Carers week (June 2015). Falls prevention week (September 2015). Self care week (November 2015). Alcohol awareness week (November 2015). Seasonal flu (December 2015). Fit for life (January 2016). Dry January (January 2016). Promotion has predominantly been through RBWM Twitter, Around the Royal Borough and targeted delivery with groups of residents. Liaise with Corporate Communications Team to plan for Winter edition of ATRB (Around the Royal Borough).
9.4	Identify young carers and help provide support	Public Health	Increase the number of young carers identified based on 2014/15 baseline and increase the range of services provided.	Campaign to promote the identification of young carers through schools. New targeted service to be commissioned for 1 October 2016, with additional services provided by in-house early help services.	01-Oct-16	On Target	Adult, Children & Health Services	Public Health	Cllr Airey (Cllr Coppinger)	Hilary Hall	Just under 200 young carers have engaged with the Young Carers Service since April 2015, with 79 young carers active with the Project at any one time. The Project delivers regular respite activities and family interventions with some young carers in need of specific support. Support is also provided through the family workers in the Children and Young People Disabilities Service. Existing Young Carers contract has been redefined for 2016/2017 to ensure a more targeted service is delivered, with additional services provided through early help services.
9.5	Continue to raise awareness of mental health issues especially for children	Public Health	Run 4 awareness campaigns per annum promoting mental health issues amongst children and young people.	Review effectiveness of the Emotional Literacy Support Assistant Project. Deliver the East Berkshire CAMHS transformation plan in conjunction with Bracknell Forest and Slough. Evaluate the effectiveness of Wellbeing Officers operating in schools.	01-Jul-16 31-Dec-16 31-Aug-16	On Target	Adult, Children & Health Services	Public Health	Cllr Airey (Cllr Coppinger)	Hilary Hall	In April 2015, a needs analysis was undertaken to determine the level of need in relation to young people with mental health issues. As a result, funding was secured through the Schools Forum for three wellbeing practitioners to work in schools over the next three years. The opportunity was then taken to align all the emotional and mental health support services provided to young people in one service area, including education psychology, wellbeing practitioners, behaviour outreach workers and youth counselling. In addition, the Emotional Literacy Support Assistant project was launched in schools from September 2015. Nurture Groups have continued in schools building on the success of the previous year. Additional funding has also been secured from the Department of Health through the East Berkshire Transforming CAMHS bid. Further emotional wellbeing social media campaign scheduled for Christmas and holiday season. Launch of ELSA (Emotional Literacy Support Assistant) project in collaboration with Children's Services.
9.6	Support the SMILE programme through our leisure centres	Public Health	100% of SMILE hours maintained (against April 2015 baseline). 5% increase in SMILE attendances by April 2017.	New website being launched by SMILE Charity.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Coppinger (Cllr Stretton)	Kevin Mist	Xmas dinner held for 150 smilers at the Town hall. New brochure published in partnership with Legacy Leisure advertising Smile sessions. Brochure circulated to all GP surgeries. New rehabilitation session opens at Windsor Leisure Centre (WLC). A new leaflet will be released to doctors surgeries and libraries from September and web site relaunched in October 2015.
9.7	Better deploy public health funds through objective assessment of effect and necessity	Public Health	Royal Borough Joint Health and Wellbeing Strategy agreed by April 2016 setting out the Borough's vision for public health and providing the mechanism for ensuring public health funds are deployed in a better way based on need identified through the Joint Strategic Needs Assessment.	Refreshed Joint Health and Wellbeing Strategy launched setting out the strategic themes and priorities for the next four years which will secure more targeted deployment of public health funds. New microsite for the up to date Joint Strategic Needs Assessment operational which will provide objective assessment of need across the Borough. Use the existing evaluation framework to evaluate bids for public health funding to ensure that they meet the needs of residents in the Borough.	01-Apr-16 01-Jul-16 01-Aug-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Refresh of the Joint Health and Wellbeing Strategy underway, from December 2015, including key stakeholder events. Refreshed Strategy on schedule for completion by April 2015. Ensure all Public Health services/contracts coming up for tender/renewal are subject to Strategic Priorities framework to ensure resident needs are adequately addressed and value for money secured.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
9.8	Use best practise from overseas and other local authorities to greatest effect in the Royal Borough	Public Health	Four best practice Public Health ideas to be investigated per annum.	Chlamydia online testing operational from 1 April 2016 - mini review to be undertaken in July 2016.	01-Jul-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger	Hilary Hall	Best practice from other local authorities has been used to inform projects over the last year, including: Outcomes based commissioning. Drug and Alcohol task and finish group. Nudge theory in relation to smoking cessation. Chlamydia online testing which has proved to be successful in other areas of the country offering an accessible, young person-friendly service. The 16 Days of Activism in relation to Domestic Abuse was held in December 2015 which used best practice from South Africa.
10.1	Continue with the relentless commitment to deliver regeneration of the town	Maidenhead	Vibrant town centre.	West Street development framework being prepared. Options for St Clouds Way to be presented to Cabinet Regeneration Sub-Committee May 2016.	31-May-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love	Chris Hilton / Mark Shepherd	* Developer selection being undertaken for York Road and West Street. Consultants to be appointed by end February 2016 following selection process. * Deliver agreed Regeneration programme milestones for the Landing, York Road, Stafferton Way, West Street, St Clouds and Reform Road. * Collaborate with Network Rail/Crossrail on station improvements.
10.2	Improve parking arrangements near Maidenhead station	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Prepare design and proposals for Stafferton Way Multi-storey Car Park in line with business case. Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	New car park business case submitted to Members for consideration and way forward agreed.
10.3	Review and revise as necessary Maidenhead's masterplan, the Area Action Plan	Maidenhead	Up-to-date Area Action Plan (APP).	The Borough Local Plan (BLP) will reconsider the content of the Area Action Plan (APP) area in terms of development and density. As part of completing and submitting the BLP, the Council will complete a review to consider whether additional design guidance or master planning work is required.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Wilson (Cllr Love)	Chris Hilton	Review current AAP and assess any adjustments required.
10.4	Keep the Town Hall	Maidenhead	Town Hall maintained.	None required to meet commitment.	30-Jun-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Dudley	Chris Hilton / Mark Shepherd	Investigate maximising the floor space. Consider if further internal layout changes could be made to increase meeting room space. Support the Desborough Suite initiative.
10.5	Keep free on-street parking	Maidenhead	On-street parking in Maidenhead will continue to be provided free of charge with additional spaces created.	Ensure Fees & Charges for 2017/18 continue to support this policy.	30-Sep-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Current Policy = free on-street parking in Maidenhead - 2016/17 Fees & Charges recommend no change to policy. Approved at Cabinet 11/02/16 subject to Council approval 23/02/16.
10.6	Support "shared space" arrangements to bring life to parts of the town centre	Maidenhead	St Ives Road, Queen Street and High Street to become shared space zones.	Build Shared space requirement for St Ives Road into Design Brief for York Road Opportunity Area.	30-Apr-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love (Cllr Rayner)	Chris Hilton	Ensure this is considered with all plans for the AAP (Area Action Plan) sites.
10.7	Continue to offer more extended markets and events in the town centre, with improved advertising	Maidenhead	18 additional events held in Maidenhead Town Centre by December 2017 (compared to 2014/15 baseline of 168).	The Town Partnership will be making use of the 50 panels of 4mm LED screen that was purchased in 2015 to enhance the Maidenhead event programme and also to generate income. New events planned include - 'Summer of Culture', 'Summer of Sport', events on Ray Mill Island, further outdoor cinema screenings in different locations around the town centre. Market trading will continue every Thursday, Friday and Saturday and monthly vintage and street food markets are being established on Sundays to support Sunday trading.	31-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Love)	Kevin Mist / Steph James	* Maidenhead & Me Exhibition (26 September) * Halloween events (31 October) * Christmas lights switch on - November 2015 * Market trading every Thursday, Friday and Saturday on the High Street in Maidenhead. * capital bid to install 12 x 55" electronic message screens in the public highway has been submitted for 2016/17
10.8	Create a vibrant and lively town centre with space for community facilities and entertainment offers	Maidenhead	4% increased overall footfall through Maidenhead town centre by 31/3/2017 (compared to 2014/15 baseline).	Deliver events programme for the town centre including Easter events, "Love your Local Market" and Queen's birthday celebrations.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Stretton (Cllr Love)	Kevin Mist (Chris Hilton)	Ensure this is appraised with all plans for the AAP (Area Action Plan) sites, in particular the York Road development framework to include options for Desborough Suite in the Town Hall.
10.9	Bring in Town Centre WiFi	Maidenhead	WiFi should be available in Maidenhead Town Centre – wherever anyone may wish to access online resources (see ref 13.11).	Appoint supplier and commence implementation. Phase 1 to go live 1 October 2016.	01-Oct-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Love)	Ben Smith	New project team formed / bid secured from InTechnology Wi-Fi / Supplier presentation to Members undertaken.
10.10	Smarten up street furniture to improve appearance	Maidenhead	Deliver the Maidenhead Public Realm Strategy.	Work on Market Street focal point including remodelling entrance and new street furniture.	31-Dec-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love	Chris Hilton	* Bid to be made for funds 2015-16 (revenue/capital) for maintenance of street furniture installed in 2014-15. * Public Realm Delivery and Management Strategy to be developed to be aligned with regeneration projects. * Town Centre Bins replaced.
10.11	Continue to support Maidenhead Waterways	Maidenhead	Restore the historical Maidenhead Waterways.	Work on Stage 1 progressing and additional £3,000,000 committed to deliver stage 2 A & B to follow straight on for completion of stage 1.	30-Dec-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Love (Cllr Wilson)	Chris Hilton	Work on Stage 1 to commenced at end of July 2015. Stage 1 will be completed by 31 March 2016.
10.12	Explore extensions including mezzanine parking to existing surface car parks	Maidenhead	Minimum additional 500 parking spaces created to serve Maidenhead Station by April 2019.	Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Refresh of 'Access & Movement' Strategy with updated parking strategy substantially developed pre-Cabinet March 2016.
10.13	Improve access into the town centre for pedestrians	Maidenhead	10% increase in Maidenhead town centre footfall by April 2019 (compared to April 2015 baseline).	Access & Movement Strategy to be refreshed and submitted to Members for consideration. Funding bid submitted to the Local Enterprise Partnership.	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Love)	Ben Smith	Refresh of 'Access & Movement' Strategy with updated walking strategy submitted to Lead Members for consideration.
11.1	Review and increase parking provision in Windsor - including Meadow Lane car park in Eton	Windsor	Minimum of 200 additional car parking spaces in Windsor and Eton by April 2019.	Parking Strategy options to be considered by Cabinet. The Council will seek support from commercial providers to assess the additional parking provision requirements for the Borough and options for delivery.	26-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bicknell)	Ben Smith	Extension of Meadow Lane car park, Eton - substantially complete. Opening in March 2016, including new payment machines.
11.2	Introduce 'pay on exit' parking in RBWM controlled car parks	Windsor	Pay on exit parking installed in 3 Windsor car parks by April 2019.	Install new parking equipment in Meadow Lane Car Park Eton.	01-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bicknell)	Ben Smith	New parking equipment installed in Nicholsons and River Street car park - as per agreed programme with Lead Member.
11.3	Enhance and restore Alexandra Gardens	Windsor	Alexandra Gardens restoration works completed by December 2017. 10% increased resident satisfaction with Alexandra Gardens by April 2018.	Work to replace the Depot in Alexandra Gardens, Windsor.	29-May-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Bicknell)	Kevin Mist	Band stand opened in September 2015. Plans for replacement of Depot developed - November 2015.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
11.4	Pursue options to promote a safe night time economy, maintaining residential amenity	Windsor	Implementation of an action plan resulting in a reduction of 10-15% of complaints regarding anti social behaviour in the Night Time Economy.	A Night Time Economy Tasking (NTE) and action plan for 2016/17 will be developed with the relevant service areas and agreed with the Lead Member. A scoping meeting to be completed with Thames Valley Police on facilitating work with NTE premises as to how they can be engaged in managing egress from their premises and the NTE wider locations. (both actions are subject to Cabinet approving the permanent continuation of the service at its meeting of 25 February 2016).	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Bicknell)	Craig Miller	Report to be submitted to November Cabinet providing a progress report and update on the success of the Night Time Economy Pilot. This pilot has been completed. A 3-month review of the scheme was reported to Cabinet which agreed the scheme should run until the financial year-end.
11.5	Campaign to keep Windsor police station open and accessible to the public	Windsor	Ensure accessibility to police services in Windsor.	Preparation of planning application with TVP (Thames Valley Police) of York House as agreed at Cabinet in January 2016 and report back in September 2016.	30-Sep-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bicknell	Mark Shepherd	Complete negotiations with the police to ensure accessibility to police services in Windsor. Complete negotiations to agree terms for them to be accommodated in York House.
11.6	Continue to support the taxi marshalling scheme	Windsor	Improved resident feedback.	Service still operating in Goswell Hill and William Street in Windsor. Currently reviewing service with a view to changing the location of the Goswell Hill Unit to Empty Archway to free up more space in the service road.	30-Apr-16	On Target	Corporate & Community Services	Community Services	Cllr Bicknell	Kevin Mist / Paul Roach	
11.7	Work with the Crown Estate to enhance local sports and leisure facilities	Windsor	Four local sports and leisure facilities enhanced by September 2017.	Work with all Clubs located in Home Park to improve their facilities.	04-Jul-16	On Target	Corporate & Community Services	Community Services	Cllr Stretton (Cllr Bicknell)	Kevin Mist	New gates at Home Park in Windsor. Work with Archery club for new pavilion.
11.8	Ensure Windsor has a well maintained and high quality public realm for both residents and visitors alike, e.g. from the Coach Park to the town centre	Windsor	Realising Windsor potential.	Demolition of site compound in Alexander Gardens, Windsor and replace with improved access from coach park.	30-Sep-16	On Target	Corporate & Community Services (Operations)	Development & Regeneration	Cllr Bicknell (Cllrs Rayner & Stretton)	Chris Hilton (Kevin Mist / David Perkins)	Installation of phase II obelisks and finger posts.
11.9	Continue the campaign against Heathrow expansion, and to protect Windsor from night flights and more aeroplanes	Windsor	RBWM's position on expansion at Heathrow is submitted to 100% of all formal consultations and submitted to Government as part of a robust campaign intended to influence future decisions regarding runway capacity in South East England.	RBWM to work alongside 2M Authorities to determine whether legal challenge of any future decision or the work of the Aviation Commission is viable. The next action depends on response yet to be received from the Prime Minister but discussions with Lead Member will continue throughout April 2016. No consultations are currently pending.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Bicknell)	Craig Miller	Development of an RBWM strategy and campaign to lobby Central Government and relevant departments to ensure RBWM's position on expansion at Heathrow are considered within future decisions regarding runway capacity in South East England.
11.10	Work to alleviate congestion and parking problems on Thames Street	Windsor	Implementation of a robust enforcement programme including specific operations to address parking problems during daytime and night time hours.	Complete at least four specific enforcement operations focussing on parking and taxi related matters. e.g. compliance checks on use of loading bays, compliance checks on taxi ranks, compliance checks on licence requirements, cross agency collaboration on moving traffic offences.	31-Aug-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox (Cllr Rayner)	Craig Miller	Amendments to the loading bays in High Street/Thames Street Windsor to provide more spaces for limited waiting (30 minutes) public car parking were active from 1 June 2015. The Night Time Economy Enforcement Service pilot was launched at the end of July and includes capability to investigate and deal with parking problems including those evidenced on Thames Street. The scheme continues to run until the end of March and February Cabinet will decide how the scheme is to be operated after that. Report submitted to November Cabinet providing a progress report and update on the success of the Night Time Economy Pilot.
11.11	Use Borough licensing and enforcement powers to combat issues in central Windsor	Windsor	At least 12 operations are undertaken each year focussing on licensing issues both in the daytime and night time economy hours.	Continuation of the work done this year by planning the annual programme of licensing compliance and enforcement operations to be programmed for implementation across the Borough in 2016/17.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Over 60 operations will have been undertaken by the end of 2015/16 with external agencies such as Thames Valley Police. A similar programme of operations will be undertaken in 2016/17.
11.12	Monitor and seek solutions to air quality problems, e.g. planting trees	Windsor	Implementation of at least two innovative and alternative air quality improvement schemes (if proven to be viable and provide tangible benefits).	Cross directorate working group to consider alternative/innovative solution for air quality improvements. Briefing paper to be developed for consideration by the Lead Member and subsequently the Council's Policy Committee.	30-Apr-16	On Target	Operations & Customer Services	Community Protection & Enforcement	Cllr Cox	Craig Miller	Previous SNA not achieved - to be completed as shown.
12.1	Support Ascot High Street regeneration	Ascot & The Sunnings	Influence Land owners to bring forward a co-ordinated development brief for the Ascot High Street regeneration proposal.	Draft Terms of Reference for Steering Group. Landowners to progress Development Brief to next stage.	01-Apr-16	On Target	Corporate & Community Services	Development & Regeneration	Cllr Bateson	Chris Hilton	Liaison with landowner to ascertain whether a consultant has been appointed to lead the project. Planning will assess the progress by end of September 2015. Discussions took place in February 2016 between landowner, councillors and Planning, Development & Regeneration.
12.2	Work with Frimley Park Hospital Trust to ensure and encourage extended facilities at the Heatherwood site	Ascot & The Sunnings	Maintain ongoing formal and informal meetings with Frimley Park Hospital and the Clinical Commissioning Groups.	Ensure that the views of the Council are used to influence discussions regarding this.	31-Mar-16	On Target	Adult, Children & Health Services	Adult Services	Cllr Coppinger (Cllr Bateson)	Alison Alexander	
12.3	Work with local GPs to secure appropriate facilities for all local residents	Ascot & The Sunnings	All local residents in Ascot & the Sunnings have access to local health facilities.	Support the Bracknell Forest Council review of GP provision specifically in the Ascot area and use the outcomes to influence discussions regarding future provision.	01-Jun-16	On Target	Adult, Children & Health Services	Public Health	Cllr Coppinger (Cllr Bateson)	Hilary Hall	Bracknell Forest Council Health Overview and Scrutiny Panel has commenced a review to explore the range of concerns indicating that there may be insufficient General Practitioner capacity to meet the needs of Bracknell Forest residents, in the future. As part of that review, two practices in the Ascot area will be contacted to contribute to that review. Ensure that the views of the Council are used to influence discussions regarding this.
12.4	Support better sports and leisure facilities in Ascot and the Sunnings	Ascot & The Sunnings	Three more leisure facilities in Ascot and the Sunnings by September 2017.	Install Dog Agility Area at Allen Field. Working with Parish on Fundraising with Charters School in Ascot for extension throughout year.	01-Dec-16	On Target	Corporate & Community Services	Community Services	Cllr Bateson (Cllr Stretton)	Kevin Mist	Agreed location for Dog Agility area at Allens Field with Parish. Working with local Trust to lease additional land. Implement Allens Field consultation. Fund raise with Charters School in Ascot for extension.
12.5	Build a roundabout at the junction of the A329 and B383	Ascot & The Sunnings	Roundabout constructed by April 2018.	Outline design options prepared and submitted to Members for consideration (Design work commenced January 2016).	01-Jun-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bateson)	Ben Smith	Design work commenced in January 2016.
12.6	Consult and consider traffic calming measures in the area e.g. in Sunningdale at Chobham Road	Ascot & The Sunnings	Traffic calming measures consulted on and installed (if requested) by April 2017.	Scheme design agreed by Ward Members and Lead Member.	31-May-16	On Target	Operations & Customer Services	Highways & Transport	Cllr Rayner (Cllr Bateson)	Ben Smith	Proposed scheme for raised zebra crossing in Chobham Road agreed for consultation with Ward Members; Parish Council and Lead Member.
12.7	Support a library for Sunningdale	Ascot & The Sunnings	A new library in Sunningdale open by April 2018.	Conclude feasibility study to provide options for future consideration by Cabinet.	31-Jul-16	On Target	Operations & Customer Services	Libraries, Arts & Heritage	Cllr Stretton (Cllr Bateson)	Mark Taylor	Consult with Ward Members regarding potential options for locations and style of provision. Conclude discussions with Sunningdale Parish Council, or other delivery partners, to provide options for future consideration by Cabinet.
12.8	Support the provision of Christmas Lights for Ascot, Sunninghill and Sunningdale	Ascot & The Sunnings	New Christmas lights installed in three locations - Ascot, Sunninghill and Sunningdale.	Work with Parishes towards Christmas Lights installation in 2016.	November 2016	On Target	Corporate & Community Services	Community Services	Cllr Bateson (Cllr Dudley)	Kevin Mist	Christmas lights installed in Ascot, Sunninghill and Sunningdale - November 2015.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
12.9	Campaign for additional opening hours at Ascot Police Station	Ascot & The Sunnings	Opening Hours extended to meet the needs of the local community.	Opening hours have been extended through the recruitment of local volunteers. Continue to recruit volunteers as required. Number of volunteers and additional opening hours to be confirmed.	Ongoing	On Target	Corporate & Community Services	Partnership	Cllr Bateson	Harjit Hunjan	Local campaign initiated to engage with local residents and media to raise awareness and galvanise support for extending opening hours.
13.1	Keep finding good practice and implementing it	Council Transformation	Five examples of best practice from elsewhere, implemented in RBWM.	Next phase of fast Fundamental Saving Reviews (FSRs) will be completed by September 2016 covering areas including safeguarding, schools improvement, adoption, quality assurance, council complaints, licensing, trading standards and winter services. This will set out further options for where redesigned services can be implemented drawing on innovation and best practice. Policy committee will review best practice elsewhere and recommend implementation in RBWM where appropriate. A work programme has been developed for 2016/17 of detailed areas for review including crowd funding, transparency and data sharing, tackling loneliness, free school meal pupil achievement and alternative models for services.	30 Sept 16 30 Sept 16	On Target	Corporate & Community Services	Corporate Services	Cllr Brimacombe	Russell O'Keefe	Fundamental Saving Review (FSR) process will continue to consider alternative delivery models. Policy committee will review best practice elsewhere and recommend implementation in RBWM where appropriate.
13.2	Remove bureaucracy and red tape	Council Transformation	List of evidence where bureaucracy has been reduced/removed.	Range of practical examples being taken forward including devolving planning decisions to parish councils, enabling additional hour of telephone response to residents by transferring phones to open neighbourhood libraries, streamlining the process for parking refunds and redesigning the planning information and processes on the website to make it more customer focused and assist people with the planning processes and self serving where they wish to. Develop improvement plan for providing better management information to inform decision making drawing on learning from the Children's Services pilot. Next phase of fast FSRs will be completed by September 2016. This will set out further options for where redesigned services can be implemented drawing on innovation and best practice.	30-Jun-16 30-Jun-16 30-Sep-16	On Target	Corporate & Community Services (Operations)	Corporate Services	Cllr Brimacombe	Russell O'Keefe (Simon Fletcher)	FSR (Fundamental Service Review) process being rolled out to across all directorates. New ideas staff suggestion scheme to be launched. Run performance pilot in Children's Services to provide better management information to inform decision making.
13.3	Involve councillors at all levels in decision making where it affects their communities	Council Transformation	Processes and systems in place to include councillor input to decisions on local matters.	Processes and decisions to be scoped and opportunities to utilise new technology identified including new Jadu system.	30-Sep-16	On Target	Corporate & Community Services	Corporate Services	Cllr Brimacombe	Russell O'Keefe	Set up Task & Finish group to identify processes and decisions that Councillors should contribute to, and then define the best (automated) way of enabling this to happen.
13.4	Increase multi-skilling of council officers to better enable change and diversify jobs	Council Transformation	<ul style="list-style-type: none"> Development of additional skills across all teams, including the ability to manage change more efficiently. Greater cross skilling across RBWM. Review of the content of job accountabilities. Shared Legal Services (SLS) review of employment contracts. Create a centralised training team, budget and assets. Standardise equality of opportunity to promote a common language and baseline competencies within RBWM to support flexible working and co-operative endeavours. 	Recruit Organisational Development Manager to lead in the delivery of this manifesto commitment. Undertake training needs analysis in all four Directorates.	Ongoing	On Target	Adult, Children and Health	HR	Cllr Brimacombe	Terry Baldwin	This is the outstanding piece of work and opportunity for Change Agent (CT).
13.5	Introduce a proper feedback "tell us once" Customer Relationship Management system so chasing progress is a thing of the past	Council Transformation	By April 2018 a CRM system will be implemented and customers will be able to: A) Set up a Digital Account and 'do business with the Royal Borough online as services are digitally transformed'. B) Receive notifications of progress so they do not need to chase progress. C) Have access to their contact history with the Council. D) Opt in for notification about various service information.	A) Will have in place a 'My Account' (digital account) providing access to a limited range of services for customers, starting with the Green Waste Service (the first of 14 services to be rolled out). B) As services are rolled out (A above) they will include the ability for residents to receive notifications detailing progress. C) Contact history for services rolled out will be stored within the My Account function. D) The Council will review options to enable us to provide specific customer relevant information.	31-May-16 31-May-16 31-May-16 30-Sep-16	On Target	Operations & Customer Services	Customer Services	Cllr Hill (Cllr Brimacombe)	Jacqui Hurd	A) System development partner will be selected. COMPLETED. B) Scope and price will be agreed. COMPLETED C) Digital solution will be installed. D) Digital offering for Waste & Recycling will be improved ('Service Improvement Phase 1' will be implemented).
13.6	Implement effective learning for customer service excellence	Council Transformation	By April 2018: A) There will be a corporate customer service training programme delivered by Learning and Development (HR). B) Processes will be re-designed within the transformation program to ensure they are better and simpler. C) Customer Satisfaction will be greater than 80%. D) Staff Satisfaction will be greater than 80%. E) First Time resolution of customer enquires received will be greater than 80%. F) Avoidable contact will be lower than 20% (2 in 10). G) There will be evidence of Continual Improvement.	A) Customer service programme is currently being developed to upskill staff at all levels as part of the corporate 'stretch' training programme. To begin delivery by Sept 2016. B) Phase 1 has now started with Jadu. Due to be live for customers by the end of May 2016. C) Use the 15/16 Residents Survey return to develop an action plan to further improve services and customer satisfaction. E) Work to reduce avoidable contacts is ongoing to minimise the effect of this on first time resolution rates (as below). F) Analysis on a service-by-service basis will be completed and action plans drawn up with service leads with a view to reducing avoidable contact by 10% by Apr 16 which should support greater customer satisfaction. G) The Council will determine how to trap and record continual improvements.	31-Sep-16 31-May-16 30-Apr-16 30-Apr-16 30-Apr-16	On Target	Operations & Customer Services (Corporate Services)	Customer Services	Cllr Brimacombe (Cllr Hill)	Jacqui Hurd (Terry Baldwin)	A) Training material being developed by HR and draft proposal to be submitted to CMT (Corporate Management Team). B) Training programme to be implemented - current timescale is to deliver courses over 6 months, commencing from October and to be completed by 31 March 2016. C) Service Improvement phase 1 to commence following implementation of CRM (Customer Relationship Management) system. E) First time resolution rate at the end of Q3 was 89.3%, however this takes into account contacts received chasing progress (avoidable contacts). G) Improvements are being made on a regular basis as part of feedback received from customers. e.g. customers receive parking overpayment refunds by BACS rather than by cheque.

Ref:	Manifesto Commitments	Themes	Expected outcome	Significant Next Action (SNA)	Date of SNA	Current performance status	Directorate	Service Area	Lead Member	Lead Officer	Previous SNA including notes
13.7	Continue channel shift to bring in more 24/7 council services	Council Transformation	By April 2018, the replacement CRM (Customer Relationship Management) and Telephony systems will provide the infrastructure for a 24/7 Council. In addition, the transformation programme is addressing simpler process, website content and increasing places where and how advice can be obtained. A) 70% of customer interactions will be via Digital Channels. B) The cost per transaction will be cheaper by 40%. C) There will be an increased range of customer service advice available in Libraries and other public buildings in line with ref 8.8.	A) 14 Digital Services (beginning with the Green Waste service) will be rolled out, enabling customer interactions to be digital. The Council will measure and track the percentage of interactions which become available through digital channels as these services are rolled out. B) Phase 2 of the website will have started and procurement of the telephony system will be completed (for Council decision). These systems, along with the CRM Lite, once implemented, will allow us to drive down cost per transaction. C) Delivery of first tranche of customer services from within libraries (some of which are now open 7 days a week). This includes issuing of bus passes (in Maidenhead & Windsor instead of CSC), Advantage Cards and other general Council enquiries. Ref 13.8.	31-Mar-17 31-May-16 30-Apr-16	On Target	Operations & Customer Services	Customer Services	Cllr Hill (Cllr Brimacombe)	Simon Fletcher	A) CRM system will be installed. B) Transformation Programme project 'Service Improvement Phase 1' will be implemented. C) A new Telephony System will be procured (subject to submission and award of a capital bid for the required funds).
13.8	Use libraries and other community facilities e.g. Parish offices and children's centres to enable greater access to council functions	Council Transformation	By April 2018, customers will be able to use a public building local to where they live to access a wider range of council services face to face and digitally.	A) Delivery of Bus Pass and Advantage Card services from at least three libraries. B) Training of selected Library staff to handle enquiries relating to a wide range of council services. These staff to handle generic customer enquiry emails. C) These staff to handle general telephone enquiries from 5.15pm to the later time of 7pm. This extends opening times for telephone enquiries beyond existing 6pm.	30-Apr-16 30-Apr-16 30-Apr-16	On Target	Adult, Children & Health Services / Operations & Customer Services	Adult Services / Children's Services / Customer Services	Cllr Stretton (Cllrs Brimacombe & Hill)	Alison Alexander / Simon Fletcher	A high level scope of what the options for implementation will be developed for review at CMT (Corporate Management Team).
13.9	Use benchmarking to compare our services with others	Council Transformation	Ensure that (Integrated Performance Monitoring Reports) IPMR Indicators are benchmarked against primarily similar authorities.	Introduce benchmarking information in Q4, May 2016 IPMR report to Cabinet to support setting 2016/17 targets at appropriate levels. The top 3 KPIs by service area also being identified.	26-May-16	On Target	Corporate & Community Services	Performance	Cllr Brimacombe (Cllr Hill)	David Scott	Using the South East Strategic Leaders (SESL) benchmarking group explore the possibility of benchmarking the Royal Borough's CIPFA family Group across IPMR indicators. Establish which IPMR indicators are currently comparable and then work with the benchmarking group to ensure that all IPMR apex indicators can be compared thereafter.
13.10	Introduce a residents champion - a local ombudsman - to further improve our response to complaints	Council Transformation	A 'Local Ombudsman' is appointed by July 2016.	Job accountabilities and grade being agreed currently. Once agreed, the role will go out to recruitment.	30-Apr-16	On Target	Corporate & Community Services	Corporate Services	Cllr Hill (Cllr Brimacombe)	Russell O'Keefe	Job description and role defined. Complaints Policy updated.
13.11	Create widespread WiFi coverage for residents and visitors	Council Transformation	WiFi should be available where residents and visitors are, including parks, open spaces, all Council and Parish buildings, and car parks – wherever anyone may wish to access online resources.	Improving WiFi provision in Council buildings including Libraries, Town Hall and York House. The Council will create an agile project to map a prioritised list of parks, open spaces, parish buildings and car parks with a view to developing proposals for the roll out of further WiFi services.	30-Jun-16 30-Jun-16	On Target	Operations & Customer Services	Technology & Change Delivery	Cllr Hill (Cllr Brimacombe)	David Wright	The WiFi concession was awarded to Purple WiFi in July 2015.