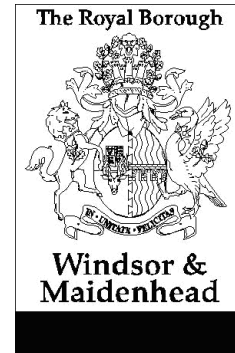


AUDIT AND PERFORMANCE REVIEW PANEL



Report for: ACTION
Item Number:

Contains Confidential or Exempt Information	No.
Title	Operations & Customer Services Directorate Business Plan - April 2016 Refresh & 2015/16 Q4 updates
Responsible Officer(s)	Simon Fletcher - Strategic Director of Operations & Customer Services
Contact officer, job title and phone number	Simon Fletcher - Strategic Director of Operations & Customer Services, 01628 796484
Member reporting	Cllr Geoff Hill, Lead Member for Customer & Business Services including IT Cllr Carwyn Cox, Lead Member for Environmental Services Cllr Colin Rayner, Lead Member for Highways, Transport & Flooding Cllr Claire Stretton, Principal Member for Culture and Communities Cllr Paul Brimacombe, Principal Member for Transformation and Performance
For Consideration By	Audit and Performance Review Panel
Date to be Considered	11 th May 2016
Implementation Date if Not Called In	
Affected Wards	All
Keywords/Index	Business Plan, Performance reporting

<p>Report Summary</p> <p>1. This report introduces the refreshed 2015/16 - 2018/19 Operations & Customer Services Directorate Business Plan, setting out the purpose, structure and cost of services within the directorate and the key improvement outputs agreed with Lead Members for each service area over the next three years.</p> <p>2. The report also presents the 2015/16 Service Plan Q4 (year end) updates, setting out our progress against directorate and service wide objectives and key improvement outputs.</p>

If recommendations are adopted, how will residents benefit?	
Benefits to residents and reasons why they will benefit	Dates by which residents can expect to notice a difference

Residents will receive clearer information on services they receive, and measurable targets for their ongoing improvement.	Annually, ongoing over the next three years.
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1. Details of Recommendations

RECOMMENDATION: That Audit and Performance Review Panel:

- 1. Review and provide challenge and comment on the objectives and in particular Key Outputs of the refreshed 2015/16 – 2018/19 Operations Directorate Business Plan.**
- 2. Review and comment on the performance updates for Q4, 2015/16 against key outputs of the 2015/16-2018/19 Directorate Business Plan for the services within Operations & Customer Services directorate.**

2. Reason for Recommendation(s) and Options Considered

2.1. Background Information

The 2015/16 – 2018/19 business plan was first presented to Audit and Performance Review Panel in November 2015, at which it agreed to monitor the performance of services in-year, against our 2015/16-2018/19 Directorate business plan outputs.

In February 2016 a report was brought back to present the performance, at the end of Q3, set out against the more detailed 2015/16 Service Plans for each service within the Directorate.

With the start of the new financial year, the overall Business Plan has been refreshed, new, detailed 2016/17 Service Plans have been written to support the Business Plan and outturn performance has been recorded against the agreed targets for 2015/16.

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

2.2. Summary

The refreshed Business Plan introduces the services within the Operations & Customer Services Directorate, including changes that have been made to the make up of the Directorate, provides an overview of the teams and their purpose and sets out objectives (key outputs) for each of those areas for the term of the plan. Appendix 1 is the full Operations & Customer Services Directorate Business Plan.

Each service area in the Directorate also has an individual Service Plan which details how these Key Outputs will be delivered during the current financial year. They also identify more local actions which, if they do not directly support delivery, should certainly compliment corporate objectives, manifesto commitments or directorate key outputs. The Service Plans

are used to ensure these actions are woven into the functions of staff in the Directorate, through the appraisal system, and to allow the services to track progress in more detail.

Current updates for each of the services for performance at the end of Q4 2015/16. Appendices 2 through 7 set out the 2015/16 Q4 updates for individual services in Operations & Customer Services.

2.3. Changes to the Directorate

There have been a number of changes to the make up and structure of the Directorate during 2015/16 and these are reflected in the refreshed Business Plan.

As part of the Senior Leadership Restructure which took place in January 2016, the name of the Directorate changed from Operations to Operations & Customer Services. This restructure also saw the Libraries, Arts and Heritage Service move to our Directorate.

Within the Directorate, Contracts & Commissioning and Business Transformation have been removed as distinct services. In the case of Contracts & Commissioning, the large scale re-procurement of complex contracts has now been completed (Waste disposal, Street Lighting, Highways). The contract management for these functions will be carried out within the existing service areas and the appropriate performance monitoring has transferred accordingly. With Transformation, we have fundamentally changed our approach to this work programme, with transformation now being delivered within services, rather than by a central resource. Additionally, the Neighbourhood & Streetscene Delivery service has been merged into the Highways & Transport unit, ensuring that the complimentary functions performed by these two service areas are now even better aligned.

2.4. Keeping Our Targets Challenging

In the pursuit of delivering the most productive, cost effective services, we continuously review our performance against our targets and use this information to challenge ourselves to perform even better.

In reviewing our Q4 performance for 2015/16 we have been able to adjust some of our targets for the term of the Business Plan, where we have achieved greater results than anticipated, to strive for more challenging outcomes. Some examples of this are;

Revenues & Benefits

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	73% reduction in LA and admin delay Housing Benefit Overpayment levels	(2014/15) £147k	£100k	£85k	£50k	£40k
April 2016	80% reduction in LA and admin delay Housing Benefit Overpayment levels	(2015/16) £46k	-	£40k	£35k	£30k
Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	68% of customers are satisfied overall with the Benefits & Business Services	Not previously collected	65%	66%	67%	68%
April 2016	92% of customers are satisfied overall with the Revenues & Benefits Service	(2015/16) 83%	-	88%	90%	92%

Community Protection & Enforcement

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	1.36% reduction in penalty charge notices cancelled due to issuing officer error.	(2014/15) 2.20%	1.86%	1.52%	1.18%	0.84%
April 2016	Reduce the % of penalty charge notices cancelled due to issuing officer error.	(2015/16) 1.06%	-	0.99%	0.92%	0.84%

Customer Services

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	40% reduction in cost per transaction for face to face, online and telephone service requests.	(2014/15) £4.55	£4.10 (10%)	£3.64 (20%)	£3.19 (30%)	£2.73 (40%)
April 2016	40% reduction in cost per transaction	(2015/16) £3.62	-	£3.41 25% reduction	£2.96 35% reduction	£2.73 40% reduction

In contrast, some of our targets for 2015/16 were not met in year, for various reasons. In these cases, we have not decreased our targets for subsequent years but will work even harder to catch up and ensure delivery of the original outcomes for the term of the Business Plan. Some examples are;

Customer Services

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	60% of interactions chosen through digital channels, and available 24/7	(2014/15) 8%	15%	30%	50%	60%
April 2016	60% of transactions will be by digital channels	(2015/16) 10.5%	-	30%	50%	60%

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	80% of customers are satisfied overall with the customer service received.	(2014/15) 65%	75%	76%	78%	80%
April 2016	Greater than 80% Customer Satisfaction	(2015/16) 61%	-	76%	78%	80%

Technology Services

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	80% Directorate Stakeholder Satisfaction	Not previously collected	60%	70%	80%	80%
April 2016	80% Directorate Stakeholder Satisfaction	(2015/16) 52%	-	70%	80%	80%

Highways & Transport (formerly Neighbourhood & Streetscene Delivery Services)

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	50% reduction in the number of blocked or defective gullies	(2014/15) 400	350	300	250	200
April 2016	50% reduction in the number of blocked or defective gullies	(2015/16) 375	-	300	250	200

A couple of indicators have also changed, or been reworded, some for greater clarity and some due to the changes to the structure of the Directorate. A key example of this is the output regarding the operating surplus for the Highways & Transport service. Due to the merger of the Neighbourhood & Streetscene Delivery unit with Highways & Transport, the overall budgets for the combined service are now very different in nature, requiring the output to be rewritten as shown;

Highways & Transport

Original/ Revised	Directorate Level Outputs – by March 2019	Baseline	Target 15/16	Target 16/17	Target 17/18	Target 18/19
November 2015	10% increase in operating surplus for the Service by March 2019	(2014/15) Operating surplus £2.9m	£2.98m	£3.06m	£3.14m	£3.22m
April 2016	Achieve a cumulative £300K operating surplus for the Service by March 2019	(2015/16) £210K	£80K	£75K	£75K	£75K

3. Key Implications

Defined Outcomes	Unmet	Met	Exceeded	Significantly Exceeded	Date they should be delivered by
Performance against targets set out in Business Plan to be reported to APRP.	Progress behind target against more than 10% defined outputs	Progress reported on track against 90% of defined outputs	Progress reported ahead of target against 20% of defined outputs and on track for 70%	Progress reported ahead of target against 50% of defined outputs and on track for 40%	Quarterly

4. Financial Details

Not applicable.

5. Legal Implications

None.

6. Value for Money

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

7. Sustainability Impact Appraisal

None required.

8. Risk Management

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

9. Links to Strategic Objectives

Our Strategic Objectives are:

Residents First

Value for Money

Deliver economic services
Invest in the future

Delivering Together

Enhanced Customer Services
Deliver Effective Services

Equipping Ourselves for the Future

Developing our systems and structures
Changing our culture

10. Equalities, Human Rights and Community Cohesion

Not applicable.

11. Staffing/Workforce and Accommodation implications

Not applicable.

12. Property and Assets

Not applicable.

13. Any other implications

None.

14. Appendices

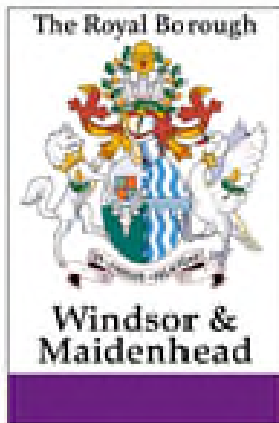
- **Appendix 1 – Operations & Customer Services Directorate Business Plan 2015/16 - 2018/19 – April 2016 Refresh**
- **Appendix 2 – 2015/16 Q4 Business Plan Reporting – Community Protection & Enforcement**
- **Appendix 3 – 2015/16 Q4 Business Plan Reporting – Highways & Transport**
- **Appendix 4 – 2015/16 Q4 Business Plan Reporting – Neighbourhood & Streetscene Delivery**
- **Appendix 5 – 2015/16 Q4 Business Plan Reporting – Customer Services**
- **Appendix 6 – 2015/16 Q4 Business Plan Reporting – Information Technology Services**
- **Appendix 7 – 2015/16 Q4 Business Plan Reporting – Revenues & Benefits Services**

15. Consultation (Mandatory)

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

Report History

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



The Royal Borough of Windsor and Maidenhead

OPERATIONS & CUSTOMER SERVICES BUSINESS PLAN 2015 – 2019

April 2016 refresh

Content

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2. Introduction
3. Vision and Objectives
4. Service Purpose
5. Workforce
6. Financial Summary
7. Review of 2015/16
8. Environmental changes
9. Our Objectives
10. Risks and mitigation

1.0 Forward from the Director

- 1.1 The Operations and Customer Services directorate provides key operational and important customer facing services to residents of the Borough.
- 1.2 When things go well, residents' hopefully notice a cleaner, greener, safer environment and the services they rely on are seamless. When things do not go so well, then residents rely on quick interventions and responses from our services. Getting things right first time is a key objective for everyone working across the directorate.
- 1.3 Our challenge is to continue to provide high quality services at a time when the local government landscape is changing and in the face of needing to deliver significant savings to the council. This business plan sets out our ambition to continually improve; shown in our objectives section in section 9 of this document.
- 1.4 We are in a period of almost constant change with new services coming into the directorate and as alternative models for how services might be delivered in the future are investigated. Our ongoing commitment is to engage with our residents and services users through this journey and to continue to put customer satisfaction at the heart of everything we do.



Simon Fletcher
Strategic Director of Operations & Customer Services

2.0 Introduction

- 2.1 The Operations & Customer Services Directorate comprises the following essential services, which assist the Royal Borough in achieving its manifesto commitments, community and corporate objectives.

• Community Protection & Enforcement Services	• Customer Services
• Highways & Transport (inc Neighbourhood & Streetscene Delivery Services)	• Libraries, Arts and Heritage Services
• Revenues & Benefits	• Information Technology Services

- 2.2 The name and make-up of the directorate has changed somewhat since the business plan was developed in 2015/16. Contracts & Commissioning and Business Transformation are no longer required as distinct services; in the case of Contracts & Commissioning, the large scale re-procurement of complex contracts has now been completed (Waste disposal, Street Lighting, Highways) while with Transformation we have fundamentally changed our approach to this work programme, with transformation now being delivered within services, rather than by an central resource.
- 2.3 We have welcomed the Libraries, Arts & Heritage teams to the Directorate; important services which the council is committed to developing and extending access to across the borough. In July 2016 we will also welcome Parks & Open Spaces, Grounds Maintenance Contract, Cemeteries and Allotments.

3.0 Objectives

- 3.1 Our business plan ties in with the wider aims and objectives of the Royal Borough. The plan links the Directorate objectives to the key themes identified within the Corporate Strategy:
- Residents First
 - Value for Money
 - Equipping Ourselves for the Future
 - Delivering Together.
- 3.2 Our Directorate aims to provide high quality, responsive and effective services and infrastructure to residents, businesses and visitors. In doing so we will strive to:
- **get things right first time;**
 - continue to drive out efficiencies and better ways of doing things;
 - measure, monitor and seek to **improve customer satisfaction;**
 - provide a cleaner, greener and safer environment;
 - help residents enjoy a high quality of life;
 - provide efficient and accessible transport options within to, and from our borough.

4.0 Service Purpose

- 4.1 The services are varied and cover a broad mix of Council business; their purpose, the reason we have them, is as follows:

4.2 **Community Protection & Enforcement Services**

We provide enforcement, regulatory and public protection services; monitoring 750 licensed premises, 1,280 licensed taxis (comprising Private Hire & Hackney Carriages), inspecting 1,500 food premises annually, ensuring the supportive presence of community wardens in the local areas and enforcing across approximately 7,500 parking spaces (made up of on street parking schemes and off street car parks) to ensure appropriate parking is available for residents, businesses and visitors alike. We also collect approx. 75,000 tonnes of refuse, recycling, food waste, green waste in 6.2 million weekly collections per annum and maintaining 14279 street lights and approx. 3000 other pieces of equipment across the borough are just some of the outputs of these contracts.

4.3 **Customer Services**

We provide a central contact point for all Council services, making interactions such as applying for something, reporting something, seeking information or complaining that something has gone wrong as straightforward as possible. Dealing with approx. 250,000 calls, 30,000 electronic contacts and circa 40,000 face to face enquiries a year; the service aims to always put our residents and customers first. We register approx. 516 births, 865 deaths and 978 marriages and civil partnerships (743 ceremonies) annually. We also provide a national citizenship service, performing 591 checks or ceremonies each year and issue copies of certificates as required.

4.4 **Highways and Transport**

Each year we provide road safety education to approx. 700 school children in the borough and implement more than 30 new traffic schemes to reduce casualties; improve safety and improve traffic flow. We maintain 375 miles of road; fill potholes (in excess of 5,000 in 2014/15), resurface roads and pavements and maintain bridges. We will deliver approximately 10 - 15 flooding projects a year

Appendix 1

and maintain 190 miles of Public Rights of Way. We also provide a range of street based, neighbourhood frontline services including cleaning and supporting the maintenance of the highway, cleaning more than 26,000 gullies each year and removing 400 tons of leaves from the boroughs roads each autumn. We remove, on average, over 300 incidents of graffiti each year.

4.5 Information Technology Services

We provide IT design, build, operation, maintenance and support functions for much of the technology underpinning and enabling delivery of internal and external facing services to approx. 1500 users. We also provide administration of the corporate programme and project reporting system (Verto), and oversight and administration of the corporate Project Gateway Process. We respond to circa 15,000 operational calls each year and are at any one time involved in delivering aspects of over 100 projects across directorates.

4.6 Libraries, Arts & Heritage

As a statutory Library and Cultural Service, supported by fully trained information professionals, we provide access to information, reading, learning, health and wellbeing, and digital services 24/7 to residents both digitally and in their communities and neighbourhoods. The Museum received in excess of 73,000 visits in 2015/16 and Libraries dealt with over 900,000 physical and virtual visits with the expectation this will increase significantly in 2016/17 due to the delivery of additional council services at libraries across the Borough. Libraries continue to loan in excess of 780,000 items (both digital and physical) per year, while services such as free WiFi, many activities to support health and wellbeing, and volunteering opportunities help ensure the borough is a great place to live, work, play and do business.

Volunteers contributed over 12,000 hours to support Library, Arts and Heritage services to Borough residents in 2015-16. LAHS services enable opportunities for community engagement with events and activities and by providing spaces for hire (c. 120,000 community engagement interactions and 1600 bookings pa).

4.7 Revenues & Benefits

We collect all the Councils debt including £156.5m in Council Tax and Business Rates from 62,800 homes and 4,800 businesses across the borough; processing £37.5m of Housing Benefit claims for our residents; we financially assess all residents who require adult social care; deal with court of protection deputyship to manage the property and affairs for vulnerable adults; scan and index incoming departmental documents; and deal with all incoming and outgoing post.

5.0 Workforce

- 5.1 The Royal Borough of Windsor and Maidenhead is structured through three directorates, see diagram 1.

Appendix 1

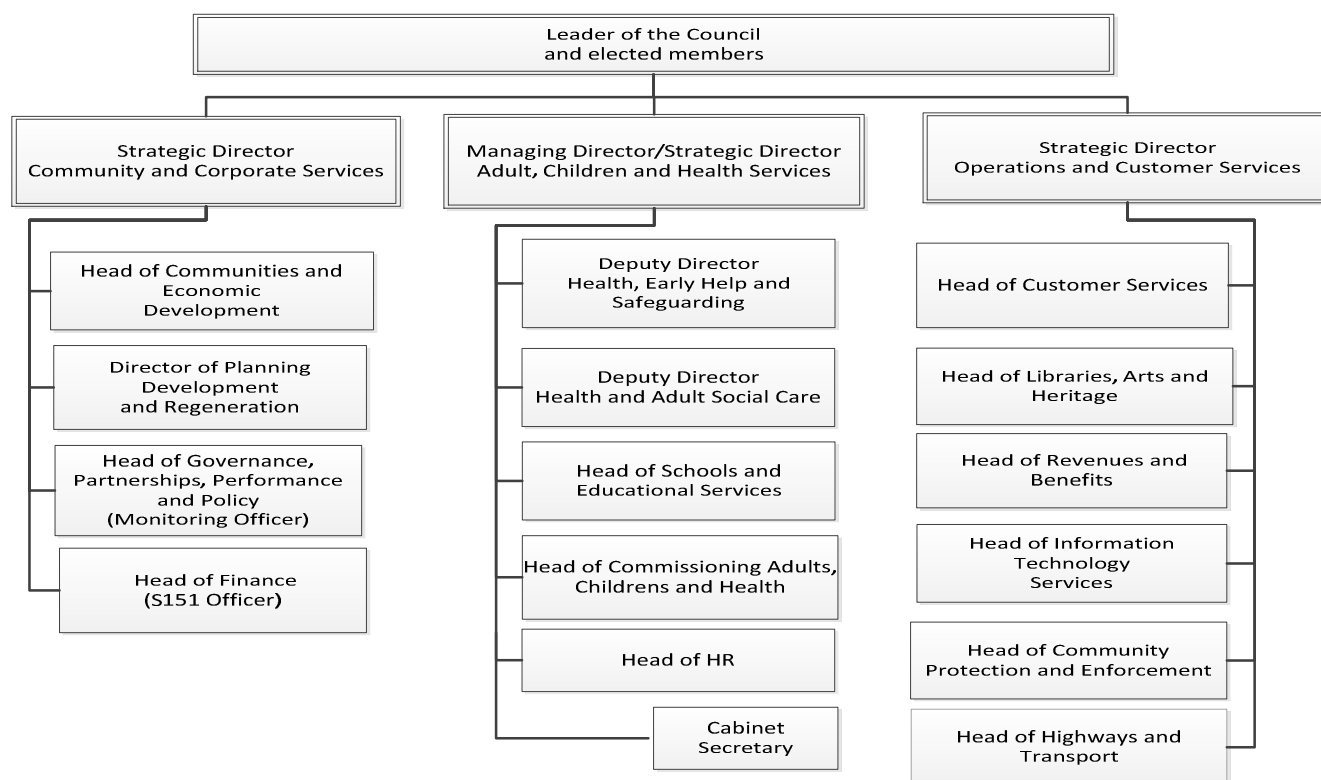


Diagram 1: Council Structure

5.2 The Directorate configuration has changed over the last few years, gaining additional service areas and merging some where appropriate. The sickness, headcount and turnover figures for the Directorate (in its composition as it was at the end of each financial year) are shown in table 1.

	2013-2014	2014-2015	2015-2016
Sickness (days lost per FTE)	- (Not Available)	12.28	9.02
FTE (Full Time Equivalent)	284.20	273.87	363.76
Headcount	318	309	433
Staff Turnover	9.38%	13.10%	12.69%

Table 1: Directorate Sickness, Headcount and Turnover 2013-2016

5.3 Today, we are a diverse Directorate of complimentary services focused on providing the Council's core operational and customer service activities as shown here in diagram 2.

Appendix 1

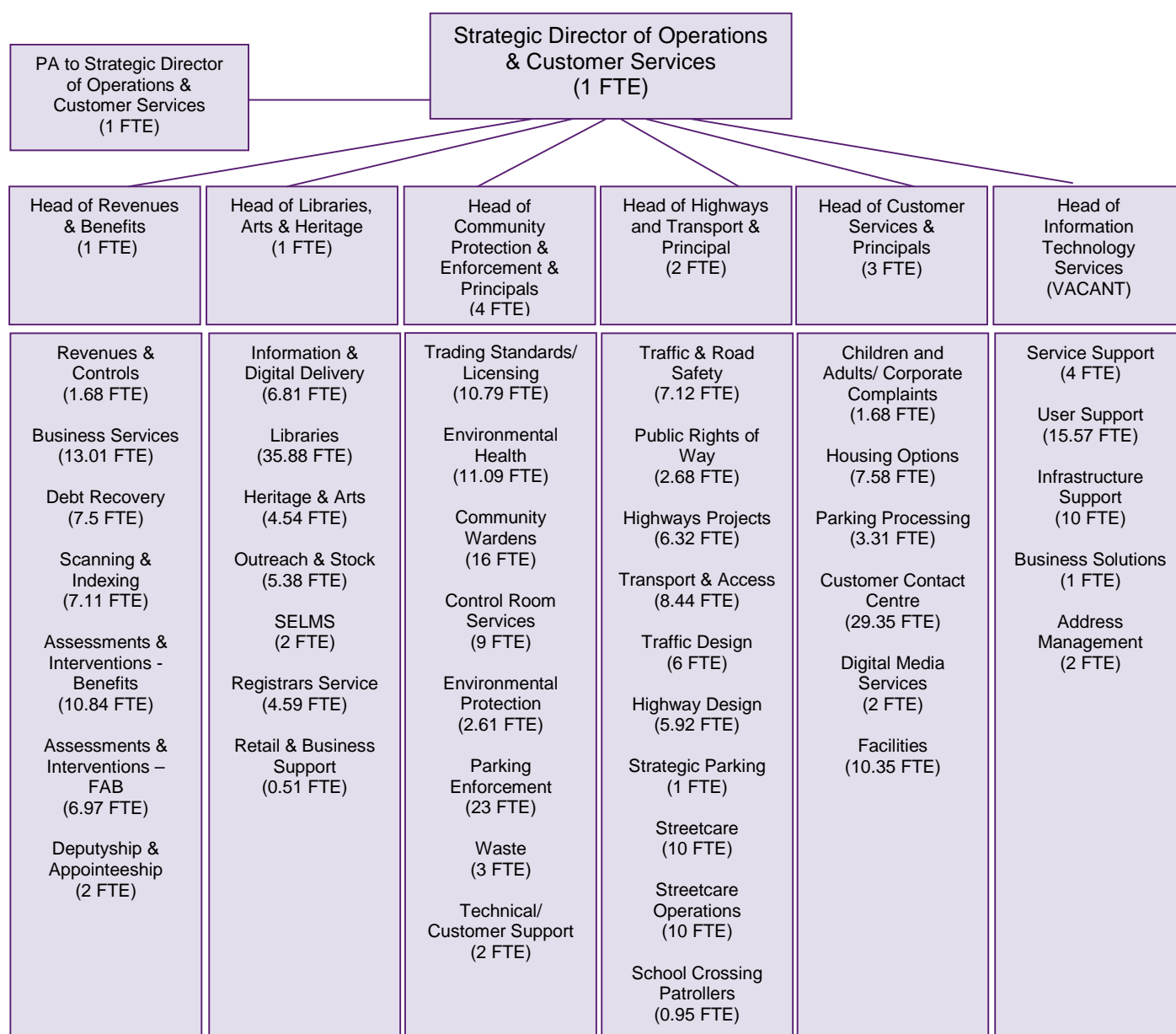


Diagram 2: Directorate Structure

5.4 Our organisational development priorities for staff in the directorate are as follows;

- We will focus on creating truly inspirational leaders who are, self directed, have vision, are able to motivate and socially aware
- We will drive a performance culture through effective and transparent performance management systems
- We will develop and maintain effective employee relations by being committed to our employees.
- We will use pay, reward and recognition which is fair to all staff to drive the development of a performance culture
- We will develop talent through a strong approach to learning and development which will develop, motivate and retain high potential staff
- We will create a continuous learning culture, where learning opportunities will be developed and encouraged

6.0 Financial Summary

Table 2 shows our annual net spend within our service areas, in terms of revenue (recurring) spend. The table is updated at the beginning of each financial year, over the period of the business plan (2015/16 – 2018/19), and will track the changes in levels of spending in the Directorate.

	2015/16 Budget (£ 000)	2015/16 Actual (£ 000)	2016/17 Budget (£ 000)
Director of Operations	151	199	(27)*
Community, Protection & Enforcement Services	11,961	11,895	12,086
Customer Services	2,133	2,108	1,739
Highways & Transport	1,379	1,243	163
Information Technology Services	2,894	2,896	2,718
Libraries, Arts & Heritage services	2,350**	2,332**	2,280
Revenues & Benefits Services	680	680	815
Total Operations & Customer Services	21,548***	21,393***	19,773

* The 16/17 budget reflects corporate restructure savings coded here until a service analysis is complete.

** Registrars budgets are shown within Libraries, Arts & Heritage across both years, for comparison purposes

*** The total budget and actual for the Directorate for 15/16 includes Libraries, Arts & Heritage, for comparison purposes

Table 2: Directorate Revenue Budget

7.0 Review of 2015/16

Service	Achievements
Community Protection & Enforcement Services	<ul style="list-style-type: none"> The council's Licensing Policy has been revamped to implement a new 'Framework Hours' strategy to help control the night-time economy, reduce crime and disorder and set out the council's expectations of licence holders in reference to safeguarding children from sexual exploitation. Successful resolution of a number of unauthorised encampments throughout the Borough was achieved. Robust representation was made to the Airports Commission and Government concerning potential expansion at London Heathrow Airport. A new waste disposal contract with Viridor Environmental Services was procured and waste has been diverted from landfill to a state of the art energy from waste facility since the end of November 2015. The estimated disposal savings from the new contract which runs for 15 years, with two five year extension options, are £500,000 per annum. A successful campaign encouraging residents to recycle their food waste has been carried out. In Quarter 4 of 2015/16 food waste recycled in the Royal Borough increased 42% compared to the same period the previous year. As part of the campaign 30,000 households were visited by door to door canvassers to encourage use of the food waste recycling service, deliveries of food waste bin liners and information about the food waste service were made to all street level properties.
Customer Services	<ul style="list-style-type: none"> The CSC received over 230,000 telephone calls, 76.2% of which were answered within 1 minute. Implementation of Barbour Logic system providing more efficient, more consistent and more customer-friendly responses to PCN appeals. Extending telephone hours to respond to increased call demand, specifically during General Election of May 2015 and during Council Tax billing period in March 2016. Feedback on this was very positive. Appointed a partner to provide new online Digital Channel. This will allow residents to track progress of their reports online from initial submission through to resolution. The

Appendix 1

	<p>first phase will go live in May 2016.</p> <ul style="list-style-type: none">• Payment kiosks upgraded in both Town Hall and York House reception areas.
Highways & Transport	<ul style="list-style-type: none">• Stafferton Link – complete and open.• £1.65m investment in resurfacing 63 roads / Road conditions continue to improve with only 5% of principal roads requiring maintenance• Car park extended at Meadow Lane, Eton to provide 55 valuable additional parking spaces• Strong financial performance delivering savings on the approved revenue budget without detriment to services delivered to residents• Road accident casualties reduced with a range of contributory factors including road safety schemes; education and training for vulnerable groups and awareness campaigns• A range of local flood reduction schemes delivered, or on site, including Waltham Road, Shepherds Lane, Hurley and the Wraysbury / Horton drain• Over 100 local parking schemes (including residents parking and restrictions) reviewed, consulted upon and implemented where supported
Information Technology Services	<ul style="list-style-type: none">• Network and desktop equipment was successfully installed at Clyde House to allow the site to be used operationally, increasing the flexibility of RBWM staff to provide front line services• A technology solution for the MASH (Multi-Agency Service Hub) delivered, to enable RBWM to work collaboratively with Health and Police partners.• PSN submission completed successfully and compliance certificate received, enabling business units to securely transact with central government e.g. DWP.• vWorkspace upgrade was completed 15th/16th April 2016 resulting in improved response times of back office systems which bring efficiencies for front line staff.
Libraries, Arts & Heritage	<ul style="list-style-type: none">• WiFi provision at all static library locations• Launch of Magzter & Naxos (e-magazines and e-music)• Self Service with chip & pin in place at Ascot & Cox Green Libraries (also Maidenhead, Windsor, Dedworth, & Boyn Grove previously)• Museum 5th Birthday celebrations and launch of Sir Sydney Camm anniversary exhibition• For King & Country launch of trail of local WW1 Stories in cases around the Borough. Over sixty volunteers and donors/owners of artefacts attended
Revenues & Benefits	<ul style="list-style-type: none">• Working closely with Customer Services, our benefits team moved to a more face to face delivery model and as a result reduced combined average processing times for HB & CTS from 20.6 days in October 2014 to 4.8 days in March 2016.• In year Council Tax collection was increased by 0.77% generating a further £587k for the collection fund. 2-year 1.04% or 793k.• In year Business Rates collection was increased by 1% generating a further £800k for the collection fund. 2-year 3.06% or £2,446k.• LA error and admin delay subsidy loss was reduced from £147k in 2014-15 to £55k, a reduction of 63%• A number of new self service modules were implemented which, over time, will help migrate residents to more cost effective and convenient channels.• 7.7% more Council Tax was collected in 2015-16, on accounts where CTS has been awarded, than in the previous year

8.0 Environmental Changes

Any environmental changes which impact, or are likely to impact, the business of the services are taken into account in the individual service plans for each area.

9.0 Our Objectives

The Directorate will fulfil (or contribute to) a large number of Manifesto Commitments during the period 2015/16 - 2018/19. Specific actions for the each service area to help achieve these commitments are set out in detail, and monitored through the Manifesto Commitments Tracker document. We also support delivery of the corporate objectives, with specific targets incorporated within the local Service Plans.

This document then focuses on our local, directorate level key outputs for the plan period, which are agreed with Lead Members. Successful achievement of these outputs will help realise our vision and objectives as set out above. These outputs are specific, outcome based improvement objectives for our services, delivered by individual annual Service Plans.

Revenues & Benefits – Key Outputs 2015/16 – 2018/19

Number	Directorate Level Outputs – by March 2019	Baseline 14/15	Target 15/16	Actual 15/16 (Outturn)	Target 16/17	Target 17/18	Target 18/19
KO1	69% reduction in the average number of days taken to process combined New Claims and Change Events	12.7 days	7 days	5 days	4.5 days	4 days	<4 days
KO2	0.98% increase in In-year Council Tax Collection	98%	98.3%	98.5%	99%	99%	99%
KO3	2% increase in In-year Business Rates Collection	97%	97.5%	97.8%	98.4%	98.8%	99%
KO4	80% reduction in LA and admin delay Housing Benefit Overpayment levels	£147k	£100k	£46k	£40k	£35k	£30k
KO5	16% reduction in unit cost / cost per transaction: a) New Claims b) Change of Circs c) Council Tax account d) Business Rates account	a) £87.68 b) £31.50 c) £17.45 d) £19.70	a) £83.30 b) £29.93 c) £16.58 d) £18.72	a) £83.16 b) £29.72 c) £16.41 d) £18.53	a) £79.14 b) £28.23 c) £15.59 d) £17.70	a) £75.97 b) £27.29 c) £15.28 d) £17.27	a) £73.69 b) £26.47 c) £14.82 d) £16.75
KO6	92% of customers are satisfied overall with the Revenues & Benefits Service	Not Previously Collected	65%	83%	88%	90%	92%

The detailed Revenues & Benefits annual Service Plan can be reviewed [here](#).

Appendix 1

Community Protection & Enforcement Services – Key Outputs 2015/16 – 2018/19							
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Actual 15/16 (Outturn)	Target 16/17	Target 17/18	Target 18/19
KO1	Reduce the % of penalty charge notices cancelled due to issuing officer error.	2.20%	1.86%	1.06%	0.99%	0.92%	0.84%
KO2	Deliver a cost neutral mechanism for issuing Penalty Charge Notices for parking infringements. <i>(Assumes £35 income rate for Penalty Charge Notices).</i>	£51.70	£49.20	£44.03	£41.61	£39.20	£34.20
KO5	Maintain current target of investigating 95% of allegations of TS offences in the home where the resident is vulnerable in any way.	95%	95%	100%	95%	95%	95%
KO6	A 95% reduction in the amount of waste disposed of via landfill	36500 tonnes	24500 tonnes	21636 tonnes	1825 tonnes	1825 tonnes	1825 tonnes
KO7	58% of waste recycled/recovered (excluding Energy From Waste tonnages)	51.5%	55%	47.7%	56%	57%	58%
KO8	10% reduction in the cost of waste collection and disposal (allows waste growth in 15/16 but thereafter excludes any growth in tonnages, inflation excluded,)	£9.37m	£9.79m	£9.79m	£9.44m	£9.10m	£8.44m
KO9	95% of customers are satisfied overall with the Waste / Recycling Services	93%	95%	96%	95%	95%	95%

The detailed Community Protection & Enforcement Services annual Service Plan can be reviewed [here](#).

Customer Services – Key Outputs 2015/16 – 2018/19							
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Actual 15/16 (Outturn)	Target 16/17	Target 17/18	Target 18/19
KO1	40% reduction in avoidable contact from over 5 in 10 to 2 in 10	6 in 10 (60%)	5 in 10	5.8 in 10	4 in 10	3 in 10	2 in 10
KO2	80% of calls resolved right first time	Not Known	50%	80.7%	80%	80%	80%

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KO3	40% reduction in cost per transaction	£4.55 (total number of transactions divided by total cost of service)	10%	£3.62 20.5% reduction	£3.41 25% reduction	£2.96 35% reduction	£2.73 40% reduction
KO4	60% of transactions will be by digital channels	8%	15%	10.5%	30%	50%	60%
KO5	Greater than 80% Customer Satisfaction	65%	75%	61%	76%	78%	80%
KO6	Customer Services – All targets set in IMPR and Corporate Scorecard are achieved and maintained	50%	75%	63%	100%	100%	100%
KO7	80% of calls answered within a minute	72%	80%	73.2%	80%	-	-
KO8	95% of calls answered	94.6%	95%	94.9%	95%	-	-
KO9	30% less corporate complaints received	394	(5%) 374	(52% increase) 601	15%) 334	(20%) 315	(30%) 276

The detailed Customer Services annual Service Plan can be reviewed [here](#).

Highways & Transport – Key Outputs 2015/16 – 2018/19

Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Actual 15/16 (Outturn)	Target 16/17	Target 17/18	Target 18/19
KO1	Achieve a cumulative £300K operating surplus for the Service by March 2019	-	£80K	£210K	£75K	£75K	£75K
KO2	Achieve Band 3 status by - Highway Infrastructure Asset Management: Department for Transport – Highways Incentive Funding by March 2019	Band 1	Band 1	Band 2*	Band 2	Band 2	Band 3
KO3	Achieve Top Quartile Status for overall satisfaction for highways and transport as measured by the annual National Highways & Transport (NHT) Public Satisfaction Survey	47/78	> 47 (to be in top 60%)	31/87 (top 36%)	> 30 (top 35%)	> 25 (top 30%)	> 20 (top 25%)
KO4	Deliver 800 additional parking spaces in Windsor and Maidenhead town centres by March 2019 (cumulative target)	8000 (Off-street and on-street)	Additional 50 spaces	57	Additional 100 spaces	Additional 200 spaces	Additional 800 spaces
KO5	25% reduction in the level of fly tipping in the Borough	760 Incidents	700	574	570	570	570

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KO6	33% reduction in the time taken to repair a defect where there is an immediate hazard to users of the highway	3 Hours	3 Hours	3 Hours	2 Hours	2 Hours	2 Hours
KO7	50% reduction in the time taken to repair a defect where there is an urgent hazard to users of the highway or risk of rapid structural deterioration	24 Hours	21 Hours	21 Hours	18 Hours	15 Hours	12 Hours
KO8	50% reduction in the time to remove offensive graffiti on the public highway	24 Hours	21 Hours	21 Hours	18 Hours	15 Hours	12 Hours
KO9	50% reduction in the number of blocked or defective gullies	400	350	375	300	250	200
KO10	25% reduction in the cost to repair a typical 1sq metre pothole	£38.00	£38.00	£38.00	£38.00	£28.50	£28.50
KO11	63% reduction in street lighting electricity and support costs (based on current electricity costs and current capital and revenue expenditure-excludes depreciation and financing costs)	£1.14m	£1.04m	£1.04m	£0.96m	£0.77m	£0.43m

The detailed Highways & Transport annual Service Plan can be reviewed [here](#).

Technology Services – Key Outputs 2015/16 – 2018/19

Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2015/16)	Actual 15/16 (Outturn)	Target 16/17	Target 17/18	Target 18/19
KO1	95% of high priority, multi-user, faults resolved within 4 working hours	Not previously collected	Not collected	95%	95%	95%
KO2	50% reduction in the number of reported faults on average per month	1225	1428	900	750	600
KO3	99.9% major systems availability (Email, Finance, HR, CRM, CMS and Revenues and Benefits systems)	Not previously collected	Not collected	99.6%	99.9%	99.9%
KO4	80% Directorate Stakeholder Satisfaction	Not previously collected	52%	70%	80%	80%
KO5	97% of Catalogue Service Requests resolved within 7 working days (excluding delivery time)	Not previously collected	88.93	85%	95%	97%

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The detailed Technology Services annual Service Plan can be reviewed [here](#).

Libraries, Arts & Heritage – Key Outputs 2016/17 – 2018/19					
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2015/16)	Target 16/17	Target 17/18	Target 18/19
KO1	Increase visits to the Service locations & virtual presence by 2% by March 2019	833,310	841,640	846,000	849,975
KO2	Increase issues of library materials by 1.5% by March 2019	782,153	786,064	789,994	793,944
KO3	Increase eLoans / Downloads by 4% by March 2019	15,290	15,494	15,698	15,902
KO4	Deliver 8 additional Council Services through libraries by March 2019	4	5	6	8
KO5	Increase Income across the Service by agreed inflation (expected to be 6% over the period of the Plan) by March 2019	£430K	£527.5K	£537.5K	£548K
KO6	Maintain customer satisfaction as measured by bi-monthly survey in Service locations by March 2019	98%	98%	98%	98%
KO7	Cost of libraries per hour open (22,386hpa – static & cont. libs to 17/18 & 23,062hpa in 18/19)	£96.87	£97.29	£97.29	£94.44
KO8	Issues of library materials per head of population (147,400 pop)	5.3	5.3	5.4	5.4

The detailed Libraries, Arts & Heritage annual Service Plan can be reviewed [here](#).

10.0 Risk and Mitigation

10.1 The Directorate undertakes an annual analysis of risk. All identified risks have plans for mitigation, which are maintained and monitored within the service areas and reviewed by the Directorate Management Team quarterly.

Appendix 1

Document Name	Operations & Customer Services Directorate Business Plan 2015-2019 (April 2016 refresh)		
Document Author	Simon Fletcher/Becky Lowe		
Document owner	Simon Fletcher		
Accessibility	This document can be made available in other formats upon request.		
Destruction date			
Document approval dates	Version 1	Author	
	Version 2	Directorate Management Team	
	Version 3	Lead Member	
Circulation restrictions			
Review date	April 2017		

Community Protection & Enforcement Service Plan 2015/16 (Q4 UPDATE)

1.0 INTRODUCTION

This document measures current performance (to 31 Mar 2016) against the local, Lead Member approved key outputs of the Community Protection & Enforcement Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

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

Financial Performance

Category	Budget	Final Outturn	Variance
Operating Costs			
Employees	3,816	3,660	(156)
Premises	291	252	(39)
Transport	55	60	5
Supplies & Services	595	729	133
Third Party	9,937	9,983	46
Income	(2,732)	(2,789)	(57)
Net (Surplus)/deficit	11,961	11,895	(67)

Notes on Financial Performance:

The actual year-end outturn position – a £67k underspend - includes Waste which moved into the Community Protection and Enforcement Services area part way through the year.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

Community Protection Services – Key Outputs 2015/16 – 2018/19						Service Performance Q4
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4 (OT)	RAG	
KO1	1.36% reduction in penalty charge notices cancelled due to issuing officer error.	2.20%	1.86%	1.06%	G	KO1: Target achieved. Error to the end of March 2016 is: 1.06%
KO2	34% reduction in cost of issuing Penalty Charge Notices for parking infringements. (Assumes £35 income rate for Penalty Charge Notices)	£51.70	£49.2	£44.03	G	KO2: Target achieved - 2014/15 year end performance was £51.70 per PCN. 2015/16 performance (to end of March 2016) is £44.03 per PCN.
KO3	Increase CCTV/Control Room Services income from commercial contracts by £170k.	£30k	£30K	£0	R	KO3: Not complete – the CCTV review being undertaken by TVP has detrimentally affected the market place for other LA contracts.
KO4	80% of customers are satisfied overall with the Community Protection & Enforcement Services	Not previously collected	65%	71%	G	KO4: Result taken from Q24 of Resident Survey.
KO5	Reduce complaints regarding anti social behaviour in the Night Time Economy by 25%	Not previously collected	10-15%	-38%	G	KO5: Results from NTE Pilot - 38% reduction -89 less complaints than in 01 Jul – 31 Dec '14/15
KO6	Reduce complaints regarding taxis operating in the night time economy by 25%	Not previously collected	10-15%	-3%	R	KO6: 3% reduction - 1 less complaint than in 01 Jul – 31 Dec '14/15

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

Appendix 2

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

Development Objectives							
Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q4 (% complete / RAG)	Comment
SO1	CO3	Ensure that all relevant targets within the Corporate Health & Safety Action Plan are completed within the timeframe set out in that document	All Team Leaders	Staff resource	Varied timeframe as set out in the Plan	90%	Remaining targets relate to risk assessments and measures are in place to ensure they are collated and reviewed within the timescale given
SO2	KO3 MC11.11 CO3 CO6	Ensure that all relevant targets within the CSE Action Plan are completed within the timeframe set out in that document	All Team Leaders	Staff resource	Varied timeframe as set out in the Plan	100%	Complete
SO3	MC13.7	To produce a Tweet schedule for specifying one informational area to be tweeted throughout each quarter of the year (with a different subject area each quarter)	All Team Leaders	Staff resource	Quarterly	100%	Complete
SO4	MC13.3	Participate in and contribute to the Operations Directorate presentation at the two Members' Evenings	All Team Leaders	Staff resource	31 May 2015	100%	Complete
SO5	CO1	Undertake a planned programmed of inspections and/or interventions at Royal Ascot, including pre-meeting liaison with the racecourse owners and licensees, to ensure compliance with all relevant CPES legislation.	Alan Barwise Greg Nelson Tabitha Hosey	Staff resource	30 June 2015	100%	Complete
SO6	CO3	Undertake a review of all general legal and enforcement policies and processes within CPES; implement a consistent legal and enforcement procedure across all services; and roll-out initial basic training to all staff	Steve Johnson	Staff resource	31 March 2016	0%	The CPES restructure process has meant that it has not been feasible to begin the review yet. It is to be commenced in 2016/17.
SO7	CO3	Undertake a review of Parking Operations' specific enforcement and appeals processes and draft a new Parking Enforcement & Appeals Policy	Steve Johnson	Staff resource	31 March 2016	50%	Restructure of CPES is being implemented and member working group has provided information for development of a

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							parking enforcement strategy.
SO8	CO3	Review the Council owned gypsy and traveller caravan sites (Mill Place, Datchet and Pool Lane, Waltham St Lawrence) to create an action plan that documents the actions that need to be taken to meet the model standards.	Lisa Pigeon	Staff resource	31 March 2016	50%	Mill Place has been reviewed and an action plan developed. Pool Lane not complete due to restructures in other Directorate areas.
SO9	CO3	Licence all applicable caravan sites and identify sites that require licensing but have not applied	Lisa Pigeon	Staff resource	31 March 2016	100%	100% Complete
SO10	CO1 CO3	Develop a complaints protocol between Residential Services and Radian to resolve complaints and conflicts of interest and agree the reporting structure and escalation of cases.	Lisa Pigeon	Staff resource	31 March 2016	100%	Completed
SO11	CO1 CO3	Inspect 100% of all HMO properties where tenants raise concerns of housing conditions	Lisa Pigeon	Staff resource	As required up to 31 March 2016	100%	100% met
SO12	CO3	Inspect all licensed HMO premises as determined by the inspection risk rating	Lisa Pigeon	Staff resource	31 March 2016	100%	100% met
SO13	CO1 CO3	Inspect 100% of all rented properties where serious hazards to health are reported	Lisa Pigeon	Staff resource	As required up to 31 March 2016	100%	100% met
SO16	IPMR	Develop and implement a compliance and enforcement programme for under age sales operations.	Alan Barwise	Staff resource	Monthly to 31 March 2016	100%	Completed
SO17	MC11.4 MC11.6 MC11.1 MC11.11 IPMR CO1	Develop and implement a compliance and enforcement programme (in conjunction with Thames Valley Police where appropriate) for licensed premises and Taxis (Private Hire and Hackney Carriages) operations.	Alan Barwise	Staff resource	Monthly to 31 March 2016	100%	Completed
SO18	IPMR	Ensure a reduction in the number of food premises that have a Food Hygiene Rating System rating of 0 or 1 out of 5 - with 26 premises to improve to a rating of 2 or more	Tabitha Hosey	Staff resource	Monthly to 31 March 2016	100%	Achieved, 29 premises improved
SO19	CO1 CO3	To undertake a programme of inspection/interventions of 100% of high risk food premises as identified in the 15/16 allocation by March 2016	Tabitha Hosey	Staff resource	Ongoing up to 31 March 2016	100%	Completed

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SO20	CO3	To follow up 100% TVPHE notified infectious disease reports for 15/16	Tabitha Hosey	Staff resource	As required up to 31 March 2016	100%	All referrals followed up
SO21	CO1 CO3	To action 100% RIDDOR notified accidents	Tabitha Hosey	Staff resource	As required up to 31 March 2016	100%	All accidents followed up
SO22	CO3	Complete 100% Animal Welfare Licence inspections to establishments due for renewal by 31st March 2016	Tabitha Hosey	Staff resource	31 March 2016	100%	Achieved, 28 completed
SO23	CO3	Complete 100% private water supply water sample tests as required by the individual water supply risk assessment and determined sampling programme by 31st December 2015	Tabitha Hosey	Staff resource	31 December 2015	100%	Sampling programme developed in collaboration with Affinity Water for 15 statutory risk assessed supplies, 12 sampling programmes have started, 1 has been delayed due to poor weather, ground condition and access issues and 2 others have switched or are in process of switching over to mains water and no longer require sampling.
SO24	KO5 CO1	Investigate 95% of allegations of TS offences in the home where the resident is vulnerable in any way	Greg Nelson	Staff resource	Ongoing up to 31 March 2016	100%	Completed
SO25	CO1	Follow up 75% of referrals from the National Scams Hub	Greg Nelson	Staff resource	Ongoing up to 31 March 2016	100%	Completed
SO26	CO1 CO3	Complete 100% visits to Trading Standards high risk food, feed and farm premises	Greg Nelson	Staff resource	31 March 2016	100%	Completed
SO27	CO3	Complete 95% of the farm inspection programme	Greg Nelson	Staff resource	31 March 2016	100%	Completed
SO28	MC11.12 CO3	To deliver 100% of the DEFRA Local Air Quality Management statutory targets	Chris Nash	Staff resource	31 March 2016	100%	Completed
SO29	CO1 CO3	Deliver all Contaminated Land obligations in accordance with the actions and timescales set out within the CL business plan (subject to budget approval)	Chris Nash	Staff resource	31 March 2016	50%	All contaminated land planning consultations & site investigations/walkovers undertaken. All capital projects for specific sites put on hold until resources known for 16/17 and beyond.
SO30	CO1	Undertake appropriate environmental	Chris Nash	Staff	As required	100%	Completed

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	CO3	searches and consult through the planning process (within 21 days) to ensure safe development.		resource	up to 31 March 2016		
SO31	MC11.12 CO1 CO3	To deliver 100% of the LAPPC reports to the timescale set out by DEFRA	Chris Nash	Staff resource	As required by DEFRA	100%	All LAPPC inspections completed and permits issued for 15/16.
SO32	CO1	Follow up and investigate 100% of nuisance reports from residents	Chris Nash	Staff resource	As required up to 31 March 2016	100%	Completed
SO33	CO1	Within 48hrs respond to >90% of residents who reports instances of nuisance. For those residents reporting instances of alarms and bonfires, a response will be prioritised and made within 2hrs	Chris Nash	Staff resource	Ongoing up to 31 March 2016	98.74%	Q1 Performance 96.44% Q2 Performance 99% Q3 Performance 100% Q4 Performance 99.52%
SO34	CO1	Within 4hrs respond to 100% of residents who report a stray dog	Chris Nash	Staff resource	As required up to 31 March 2016	100%	Delivered through contract by SDK Environmental Services.
SO35	CO1 CO2	Undertake a competitive procurement exercise for the Dog & Pest contracts.	Chris Nash	Staff resource	31 March 2016	50%	Opportunities for shared service approach now exhausted. Combined Dog & Pest contract specific to RBWM alone will now take place in 2016/17
SO36	MC4.1 MC11.9 CO1	To action 100% of the key strategic aviation initiatives set out by the Aviation Forum in conjunction with the lead member.	Chris Nash	Staff resource	Ongoing up to 31 March 2016	75%	On track - all consultation responses responded to within published timeframes. Awareness campaign delivered including three public roadshows. 2M collaboration now in place re: potential challenge of any decision to expand at Heathrow.
SO37		To deliver 100% of the actions in the 2015/16 Community Safety Partnership Action Plan	Brian Martin	Staff resource	Ongoing up to 31 March 2016	88%	
SO38		To attain TVP accreditation for Community Wardens to enable a widening of enforcement powers	Brian Martin	Staff resource	31 March 2016	0%	Deferred in view of the CPES restructure. To be rolled into 16/17.
SO39		To deliver a review of existing Designated Public Place Orders to Cabinet making recommendations on whether existing DPPOs should be	Brian Martin	Staff resource	31 July 2015	100%	Complete

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

5.0 RISKS

Appendix 2

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

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

6.0 SICKNESS PERFORMANCE

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

Sickness Performance Q4

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
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80	45	617.68	6.62
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HIGHWAYS & TRANSPORT Service Plan 2015/16

(Q4 UPDATE)

1.0 INTRODUCTION

This document measures end of year performance (Q4) against the local, Lead Member approved and key outputs of the Highways & Transport Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

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

Financial Performance				Notes on Financial Performance:
Revenue:	Budget	Final Outturn	Variance	
Highways & Transport Unit	814,770	810,761	-4,000	Figures rounded to nearest £000's. *Net slippage includes £286k for Charles Street improvements which is currently on-site and £260k contribution to the River Thames Scheme pending legal agreement
Flood Risk Management/Drainage	71,600	52,346	-19,254	
Transport & Access	429,710	557,295	64,585	
Highway Assets	1,496,590	1,494,394	-42,196	
Transport Policy / Planning	7,500	-32,108	-39,608	
Traffic & Road Safety	53,110	181,818	128,708	
Parking Service	-4,720,710	-4,893,719	-173,009	
Rights of Way	60,450	50,196	-10,254	
Sub total expenditure	4,829	4,265	-564	
Net expenditure	-1,723,980	-1,819,017	-95,037	

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Capital Projects:	Full Year Budget = 12,406,423 (Gross Inc. slippage)
Actual outturn	£ 10,344,548
Underspend	£ 445,000
Net Slippage to 2016/17	£ 1,616,875*
Total Projects	
144 (based on live cost centres) – actual performance = 133 scheme delivered	

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

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

Service Performance Q4

Appendix 3

Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4 (Year-end)	RAG
KO1	10% increase in operating surplus for the Service by March 2019	Operating surplus £1.7m	£1.74m	£1.82m	G
KO2	Achieve Band 3 status by - Highway Infrastructure Asset Management: Department for Transport – Highways Incentive Funding by March 2019	Band 1	Band 1	Band 2	G
KO3	Achieve Top Quartile Status for overall satisfaction for highways and transport as measured by the annual National Highways & Transport (NHT) Public Satisfaction Survey	47 / 78	> 47	31	G
KO4	Deliver 800 additional parking spaces in Windsor and Maidenhead town centres by March 2019 (Note: *target is cumulative)	8000 (Off-street and on-street)	Additional 50* spaces	57	G

KO1: Operating surplus increased by £95k

KO2: Exceeded target, band 2 enables RBWM to obtain maximum funding for 2016/2017.

KO3:

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

KO4:
57 new spaces complete in Meadow Lane Car Park Extension

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

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

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q4 (% complete / RAG)	Comment
1	K03	Further develop and implement new initiatives within the Public Transport Marketing Plan seeking to increase resident satisfaction	Lynne Penn	Transport team	31/03/16	G	Campaigns include: <ul style="list-style-type: none"> • Courtney Smart Cards launch • GreenRedeem 'Great Days out by Bus' • Area timetables refresh

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							<ul style="list-style-type: none"> At stop bus info refresh <p>NHT Survey 2015: Resident Satisfaction with public transport information – most improved local authority</p>
2	K03	Reduce avoidable contacts by 20% using better communications, self-service and improved links with the CSC	Chris Wheeler	Highways & Transport / CSC	31/03/16	R	<p>Substantial work has taken place with CSC including new scripts being written for Highways & Transport. A dedicated CSC champion has been appointed. Ongoing work</p> <p>Avoidable contacts reduced by 10%</p>
3	K03	<p>Improve links between customer feedback and services using detailed customer surveys. Deliver improvement targets in resident survey results and annual National Highways & Transport (NHT) Public Satisfaction Survey.</p> <p>Implement actions arising from DMT 'Task & Finish' group</p>	Ben Smith	Gordon Oliver / Vikki Roberts / Chris Wheeler / Neil Walter / Streetcare team)	31/03/16	G	Substantial improvement in NHT & Residents Survey. Areas targeted were bus campaigns and highway works.
4	K01 / K03	Deliver the LTP Capital Programme (90% delivery / 80% spend)	Chris Wheeler	Highways & Transport team	31/03/16	G	85% reported spend, and 93% reported delivery on the capital programme
5	K01	Develop and deliver increased income / review fees and charges and introduce by 1 st January 2016	Neil Walter	Highways & Transport team	01/01/16 (Agreed to revise to 04/04/16)	G	100% complete: car park income projected to exceed income targets.
6	K01	To manage expenditure and income targets to deliver a balanced budget with a stretch target of 1% savings	Ben Smith	Highways & Transport team	31/03/16	G	5.5% savings out-turn
7	Risk Minimisation	Complete all Management Actions arising from Audits in line with target dates (New audits for 2015/16 = Flood Risk and Highways / Winter Service	Neil Walter	Highways & Transport team	31/03/16	G	Management actions complete or on track
8	Corporate Objective	Refresh and implement Business Continuity Plans for the Unit with an	Neil Walter	Highways & Transport team	31/12/15	G	

Appendix 3

		initial focus on high risk areas (Transport and Winter Service)					
9	Corporate Objective	Ensure mandatory training in the following areas is undertaken to the appropriate level: <ul style="list-style-type: none"> • Health & Safety • Child Sexual Exploitation (CSE) • Data Protection 	Carol Cornell	Highways & Transport team	31/12/15	R	Audit of new expanded Highways & Transport unit required to ensure 100% compliance.
10	K03	Undertake annual appraisals / 6 monthly reviews and 1-2-1's for all staff (with levels of performance clearly set)	All managers/ team leaders	Highways & Transport team	31/03/16	G	
11	K03	Encourage all members of staff to identify appropriate training and development opportunities and to share learning with colleagues afterwards.	All managers/ team leaders	Highways & Transport team	31/03/16	G	
12	K03	Introduce effective staff cross-training opportunities to increase resilience and ensure performance targets are delivered	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	G	Projects supported or led outside the scope of Highways & Transport – for example; delivering differently; town centre wifi and Clyde House
13	K03	Manage sickness within the unit measured against the corporate target and completing return to work and intervention interviews as required	Ben Smith	All managers/ team leaders)	31/03/16	G	
14	K03	Secure resources through permanent recruitment or short-term support (Agency / consultancy) to ensure that performance targets are delivered	Ben Smith	Chris Wheeler/ Neil Walter	30/11/15	G	All vacancies successfully recruited to whilst achieving an overall saving in unit budget.
15	K03	Embed a high-performing; performance management culture within Highways & Transport. Undertake team 'Away Day' session and deliver agreed outcomes / actions	Ben Smith	Chris Wheeler/ Neil Walter	31/03/16	G	Away Day undertaken - actions agreed and complete
16	K01	Develop and deliver the Transport	Chris	Transport team	31/03/16	G	In year saving £100k achieved by: <ul style="list-style-type: none"> • Grey fleet – mileage reduction

Appendix 3

		transformation project within the 'Keeping the Borough Moving' workstream: <ul style="list-style-type: none"> Transport Category Management (April 2016) Corporate car scheme pilot (January 2016) In-year £100k revenue saving (April 2016) 	Wheeler				<ul style="list-style-type: none"> Fleet reduction Pool car pilot delivered Jan 2016 Cost codes agreed for Category Management.
17	K02	Develop and deliver the Asset Management transformation project within the 'Keeping the Borough Moving' transformation workstream: <ul style="list-style-type: none"> Transport Asset Management Plan and Highways Maintenance Management Plan (Overview & Scrutiny – October 2015) Investment Modelling Options (Overview & Scrutiny – October 2015) 	Chris Wheeler	Highway Assets team	31/10/15	G	Report approved by Cabinet following Overview & Scrutiny endorsement (including investment modelling)
18	K01	Undertake FSRs including transport and parking strategy - update	Ben Smith	Chris Wheeler / Neil Walter	31/08/15	G	<ul style="list-style-type: none"> Parking Strategy Transport Highways Fast FSR All complete and moved to implementation
19	K04	Complete business case and feasibility for a new car park in Stafferton Way, Maidenhead	Neil Walter	-	30/11/15	R	Report complete – to be incorporated into broader parking strategy to be considered by Cabinet in May 2016
20	K04	Develop and agree with the Lead Member a parking strategy for Windsor delivering agreed actions: <ul style="list-style-type: none"> Meadow Lane car park extension (completion – March 2016) New equipment in River Street car park ('Go-Live', November 2015) 	Neil Walter	Ben Smith / Craig Miller	31/03/16	R	Strategy outstanding: <ul style="list-style-type: none"> Issues and options considered at Member workshop Cabinet to consider parking strategy document in May 2016 Parking projects will be included in overall Windsor improvement programme Agreed Actions: <ul style="list-style-type: none"> Meadow Lane extension complete

Appendix 3

							<ul style="list-style-type: none"> New equipment at River Street deferred until Spring 2016 at request of Lead Member – on site
21	K04	Specify; procure and introduce upgraded parking equipment in Nicholson's multi-storey car park	Neil Walter	-	31/12/16	A	<p>New equipment installed and commissioned</p> <p>Compliance increased</p> <p>Installation deferred at the request of the Lead member until post-Christmas 2015</p>
22	K03	10-year Plan: develop, consult, secure approval and publish the 10 year Rights of Way Management and Improvement Plan 2016-2026	Anthony Hurst	Public Rights of Way team	31/03/16	G	Completed and published in January 2016.
23	K03	Definitive Map: Publish and circulate a revised consolidated Definitive Map and Statement (DMS) during 2015-16	Anthony Hurst	Public Rights of Way team	31/03/16	G	Complete November 2015.
24	Corporate objective	Develop and co-ordinate volunteering opportunities and actions across the team to meet corporate performance targets	Anthony Hurst	Public Rights of Way team	31/03/16	G	<p>The Service Area Data Card includes '...Number of devolution/ Big Society initiatives and volunteering schemes taken up by Parish Councils or community groups...' with a target of 35 – actual performance = 37</p> <p>For example: volunteering on Public Rights of Way in place, including Parish Paths Initiative.</p>
25	K03 / K01	To work with colleagues and partners in the rail industry to develop proposals and funding bids for car parking and interchange facilities at Maidenhead Station. Develop and submit business case to the LEP to secure funding.	Gordon Oliver	Transport team	31/03/16	G	Bid submitted and funding secured subject to approval of full business case
26	K03	To develop a cycling strategy for the borough in partnership with the	Gordon Oliver	Traffic & Road Safety team	31/03/16	A	Draft strategy complete

Appendix 3

		Cycle Forum. Develop and submit business case to LEP to secure funding					
27	K02	To investigate, provide feedback and make recommendations on at least one instance of best practice being implemented elsewhere	Gordon Oliver	-	31/03/16	G	<ul style="list-style-type: none"> Advised how low car mode share was achieved through a travel plan for Temple Point in Bristol – recommendations informed the travel plan for The Landing in Maidenhead. Identified a means of extending the Borough's real-time bus information system at low cost using Bluetooth Beacons – recommended that Traveline be approached to incorporate functionality into their app. Researched best practice with regards to visitor travel plans – recommended that LEGOLAND incorporate monitoring and targets for visitor travel in line with Eden Project and Centre Parcs Parking improvements outside schools. Best practice researched to be reported to Cabinet (May 2016)
28	Risk Response	Deliver the agreed actions from the Flood Risk management Strategy and Management Action Plan arising from the 2015/16 audit with a quarterly report to Cabinet	Sue Fox	Flood Risk team	31/03/16	A	<p>Scheme delivery target achieved – 86% out-turn</p> <p>Monitoring reports presented to Cabinet</p>
29	K03	Embed SUDS process and meet statutory response times	Sue Fox	Flood risk team	31/03/16	A	<p>148 applications processed in-year / 21 day performance target - 74%</p> <p>Flood-risk engineer in post from November 2015 - on track to achieve the performance target of 85-89% in 2016-17.</p>

Appendix 3

30	K03	Complete construction of Stafferton Link Road	Ben Smith	Vikki Roberts	31/12/15	G	Road opened on 23/12/15
31	K03	Develop and deliver the traffic signal removal programme as agreed with the Lead Member for Highways, Transport & Flooding	Russell Bell	Traffic Engineering team	31/03/16	G	Individual schemes in progress in Engagement with all Members with respect to future priorities
32	K03	Secure funding; develop and procure real-time information at bus stops in line with manifesto commitment outcomes	Lynne Penn	Transport team	31/03/16	G	Funding approved for delivery in 2016/2017. Delivery options in place
33	K03	Provide the primary point of contact for key projects lead by Highways England including M3 and M4 'Smart' motorways and Bisham roundabout and ensure RBWM interests are represented	Tony Carr	-	31/03/16	G	Ongoing
34	K03	Provide regular Member updates on progress delivering manifesto commitments to meet agreed outcomes	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	G	Discussed and agreed at Lead Member Briefing
35	K03	Weekly briefing sessions with the Cabinet Member for Highways, Transport & Flooding	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	G	All have been held and attended by officers – feedback positive
36	K03	Deliver and report progress on outcomes set out in reports to Cabinet	Ben Smith	Chris Wheeler / Neil Walter	31/03/16	A	All reporting complete for Q1, Q2 and Q3. Q4 actual: 9 met / 3 not met.

5.0 RISKS

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

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
HE0008	Insufficient understanding of the statutory responsibilities of the local authority. Failure to	4	3	12	A comprehensive set of mitigations are set	2	3	6

Appendix 3

	maintain the Streetscene and car parks.				out in the corporate risk register and tracked via Ops DMT (next review February 2016). The following revised risks are based on 'current position' from the review in November 2015.			
HE0009	Economic climate. Strategic parking strategies in both Maidenhead and Windsor fails to satisfy demand and resident expectation.	3	4	12		2	2	4
HE0010	Impact of flooding. The borough has an inherent vulnerability to flooding. Localised flooding can result in disruption to residents and reputation damage to RBWM for not foreseeing the stress on capacity.	3	4	12		2	3	6
HE0011	Failure to manage trees in the borough's ownership could lead to collapse, damage to property, injury, compensation claims, damaged reputation.	4	3	12	3	3	9	

6.0 SICKNESS PERFORMANCE

Clearly our staff are an important asset in assisting us to achieve our key outputs; so sickness levels play a big part in whether or not we achieve targets. This section provides data on current (Q4) sickness statistics.

Sickness Performance – Q4

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE (Based on a headcount of 37)
14	12	43.8	1.18

NEIGHBOURHOOD & STREETSCENE

Service Plan 2015/16 (Q4 UPDATE)

1.0 INTRODUCTION

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

2.0 FINANCIAL INFORMATION

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

Financial Performance

Revenue:	Working Budget 15/16	Actual to date	Variance
Neighbourhood & Streetscene Unit	725,330	688,133	-37,197
Street Cleansing	1,737,780	1,781,422	43,642
Highways Street Inspections	421,240	337,170	-84,070
Cash Collection Team	0	73	73
School Crossing Patrols	20,100	22,298	2,198
Road & Street Works Inspections	-154,600	-115,215	39,385
Sub total expenditure			
Net expenditure	2,749,850	2,713,881	-35,969

Notes on Financial Performance:

Capital Projects Full Year Budget = 44,000 (gross incl. slippage)

Actual £40,000

Capital relates to one project - Public Conveniences

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

Neighbourhood & Streetscene Services – Key Outputs 2015/16 – 2018/19						Service Performance Q4
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4	RAG	
KO1	25% reduction in the level of fly tipping in the Borough	760 Incidents	700	575	G	KO1: 24% reduction on 2014/15. <ul style="list-style-type: none"> High profile convictions secured working closely with Community Wardens Article in Around the Royal Borough to raise awareness
KO2	33% reduction in the average time taken to repair a defect where there is an immediate hazard to users of the highway.	3 Hours	3 Hours	98.2%	G	KO2: 98.2% of hazardous defects are repaired in under 3 hours <ul style="list-style-type: none"> Rationalisation of priorities between operations team and term contractor in place to focus on emergency repairs
KO3	50% reduction in the average time taken to repair a defect where there is an urgent hazard to users of the highway or risk of rapid structural deterioration.	24 Hours	21 Hours	99.6%	G	KO3: 99.6% of defects with an urgent hazard are repaired in under 21 hours
KO4	50% reduction in the time to remove offensive graffiti on the public highway	24 hrs	21 Hours	94%	G	KO4: 94% of offensive graffiti is removed within improved target Pool of resources now in place to assist with graffiti removal post restructure
KO5	50% reduction in the number of blocked or defective gullies	400	350	396	R	KO5: reduced volume of blocked or defective gullies but target not achieved
KO6	25% reduction in the cost to repair a typical 1sq metre pothole	£38.00	£38.00	N/A	R	KO6: target reduction occurs in 2016/17 following reprocurement of new highways contract and phase 2 Operations FSR
KO7	Achieve top quartile status for overall satisfaction for Streetscene services as measured by the annual National Highways & Transportation Public Satisfaction Survey.	47/78	>47	31/87	G	KO7: 2015 actual - 31st of 87 local authorities participating Individual indicators include - resident satisfaction with the condition of Roads (10th of 87) and Highway Maintenance (9th of 87) (Note: 78 Local Authorities participated in 2014 as per baseline)

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

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

Development Objectives							
Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q4	Comment
1	K01	Identify fly tipping “hotspots”. Publish locations of fly tipping on the website via a Heat Map	Senior Streetcare Officer	Staff time GIS	Initial hotspots identified by 30/10/2015 and then ongoing. Publish incidents on website by 31/03/2017	G	Areas identified and mapping complete.
2	K01	Erect “Don’t Dump it” signs or similar at appropriate locations	Streetcare Operations Manager	Staff time Cost of signs	31/10/2015	G	Complete - signs erected at particular locations Next phase is looking into cameras
3	K01	Investigate all cases of fly tipping to identify offenders	Senior Streetcare Officer	Staff time	Ongoing	G	Any fly tip is identified and then assessed for prosecution (likely success)
4	K01	Undertake enforcement action in all cases where offenders are identified	Head of Neighbourhood & Streetscene Services	Staff time SLS Support	Ongoing	G	See above item (3) above
5	K01	Encourage residents to report all cases of fly tipping and investigate within 1 working day	Streetscene Coordinator	Staff time	Ongoing	G	Ongoing ‘Around the Royal Borough’ article to raise awareness and encourage engagement
6	K01	Regular campaign via social media.	Senior Streetcare Officer	Staff time	Ongoing	G	All successful prosecutions publicised

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							'Around the Royal Borough' article and Twitter to raise awareness and encourage engagement
7	K02	Equip all members of the Operations team and Out of Hours Duty Crew with equipment & materials to be carried at all times to enable a 2 hour response to be made on a 24/7 basis.	Streetcare Operations Manager	Materials Equipment	31/03/2016	G	
8	K02	As item 7.	Streetcare Operations Manager	Materials Equipment	31/03/2019 Repair times will reduce by 3 hours each year until 12 hours (50% is achieved by March 2019)	G	Improved targets will be achieved in future years in line with business plan
9	K03	Introduce permanent back-up arrangements to provide cover for holidays and high volumes.	Streetcare Operations Manager	Staff time	31/03/2016	G	Complete - absence cover is in place
10	K04	Ensure Out of Hours Duty Crews are trained and equipped to remove offensive graffiti.	Streetcare Operations Manager	Training Equipment Materials	30/06/2016	G	
11	K04	Identify other members of staff who could be trained and equipped to remove straight forward offensive graffiti.	Head of Neighbourhood & Streetscene Services	Training	31/03/2016	G	Incorporated as part of Streetcare restructure
12	K05	Ensure all cases of blocked or defective gullies are investigated within 7 days	Streetcare Officer (Drainage)	Staff time	31/03/2016	G	
13	K06	Undertake a patch repair rather than plug all non emergency pothole repairs	Head of Neighbourhood & Streetscene Services	Contractor	30/06/2016	G	On track to achieve target for 30/06/2016 All non emergency orders are moving to permanent 1 st time repairs
14	K06	Include non emergency repairs in Highways term contract	Head of Neighbourhood & Streetscene Services	N/A	30/05/2016	G	Included in Highways Contract procurement

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15	K06	Reduce operating costs of directly employed highways operatives	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2017	G	On track to achieve target by 31/03/17 – Streetcare restructure reduced resource levels and achieved savings
16	K07	Work with colleagues in the Highways & Transport team on a campaign to improve the information we provide to residents regarding the work we do on the highway to keep it safe, clean and green.	Head of Neighbourhood & Streetscene Services	Staff time Marketing materials	Ongoing	G	Focus on social media and use of 'Around the Royal Borough'
17	K07	Introduce systems to obtain better resident feedback on an ongoing basis.	Senior Streetcare Officer	Staff time	31/12/2015	A	Improvements in place utilising email contacts for feedback / compliments and complaints recorded and reviewed / NHT Benchmarking offers resident feedback Mobile working solution will be in place by Summer 2016 offering further opportunities Objective not fully achieved
18	MC 2.5	Review current procedures	Network Manager	Staff time	31/12/2015	G	Neighbourhood and Streetscene merged with Highways & Transport (04/01/16); Permit scheme approved by Cabinet (31/03/16); Confirm On Demand procured to deliver mobile working solution
19	MC 2.5	Arrange conference with key Streetworks partners to agree improvements	Network Manager	Staff time	30/11/2015	R	Superseded by Permit scheme proposal by Cabinet
20	MC 2.5	Review benefits of introducing a permit scheme	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2016	G	Cabinet report approved in March 2016
21	MC 4.11	Work with Head of Highways & Transport and Head of Community Protection & Enforcement Services to identify initiatives to manage flood risks.	Head of Neighbourhood & Streetscene Services	Staff time	31/10/2015	G	Complete - Flood Plan updated
22	MC 4.11	Work with Head of Highways & Transport and Head of Community Protection & Enforcement Services to develop a Flood Risk Guide.	Head of Neighbourhood & Streetscene Services	Staff time	31/03/2017	G	On track to meet target of 31/03/17

Appendix 4

23	MC6.8	Develop new delivery model for devolving services to parish councils	Head of Neighbourhood & Streetscene Service	Staff time	31/03/2016	A	Delivering Differently project complete; initiatives agreed to further devolve and engage with Parish Councils; presentation to Parish Conference New model developed but not fully delivered
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5.0 RISKS

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

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

6.0 SICKNESS PERFORMANCE

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

Sickness Performance Q4

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE (Based on a headcount of 30)
3	2	29.47	0.98

Customer Services Service Plan 2015/16

(Q4 UPDATE)

1.0 INTRODUCTION

This document measures current performance (Q4) against the local, Lead Member approved key outputs of the Customer Services Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

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

Financial Performance

Revenue:	Budget	Final Outturn	Variance
Salaries & Wages	2,326	2,345	19
Premises	95	77	(19)
Transport	26	26	(0)
Supplies & Services	294	249	(45)
Third Party	0	4	4
Sub total expenditure	2,741	2,700	(41)
Income	(756)	(758)	(2)
Subtotal income	(756)	(758)	(2)
Net expenditure	1,985	1,942	(43)

Notes on Financial Performance:

Budget was £43k under spent. This position changed from a projected overspend of £11k in Q3.

This was due to pressures being mitigated in services that transferred into Customer Services in December 2015.

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

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

Customer Services Key Outputs 2015/16 – 2018/19

Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4 (YTD)	RAG	Comments
KO1	Customer Services - Avoidable contact will be reduced from over 5 in 10 to 2 in 10	6 in 10 (60%)	5 in 10	5.8 in 10 (58%)	R	There is a full year's data for avoidable contact for each service. Action plans have been developed with each service area to identify remedies to reduce the unnecessary contact.
KO2	Customer Services - Percentage of calls resolved right first time will be over 80%	Not Known	50%	80.7%	G	Sample of 50,000 contacts. Resolved without asking anyone (74.5%), resolved by asking someone in CSC (2.9%), and directing customer to self-serve online (3.3%). This has increased month on month from 62% through training and awareness.
KO3	Customer Services - Cost per transaction will be reduced by 40%	£4.55 (total number of transactions divided by total cost of service)	10%	£3.62	G	Based on calls (238,000), face to face enquiries (27,872), emails (35,299) and webchats (1,364) received Total transactions: 302,535 (exc online forms) Budget to date £1,097,689.52 The cost per transaction has reduced by .93p mainly due to the contact going up rather than cost of service reducing. Digital Channel solution goes live 1 May 2016 which provides the platform for online services to be developed.
KO4	Customer Services - 60% of transactions will be by digital channels	8%	15%	10.5%	R	16,999 online forms were submitted in 6 months (doubled for 1 year at 33,998) 1,364 web chats.

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						Total customer contact 336,533 In 2016/17 the Digital Channel will be implemented allowing customers to access services on line should they wish to do so.
KO5	Customer Services - Customer Satisfaction is greater than 80%	65%	75%	61%	R	Overall 81% of residents are very or fairly satisfied with Windsor and Maidenhead as a place to live and 61% are satisfied with how the Council runs things.
KO6	Customer Services – All targets set in IMPR and Corporate Scorecard are achieved and maintained	50%	75%	63%	R	12 of 19 targets were met Q1-4 Off Target: 3 related to phone performance were just off target. 3 related to sickness were not met, although sickness overall significantly reduced. 1 related to reducing avoidable contact – off target
KO7	80% of calls answered within a minute	72%	80%	76.2%	A	Target was 75% in Q1 and Q2, and increased to 80% in Q3. 1.4.15 – 30.09.15 performance was 72.1% against 75% 1.10.16 – 31.3.16 performance was 80.3% against target of 80%
KO8	95% of calls answered	94.6%	95%	94.9%	A	Equivalent to 5.14% abandon rate.
KO9	Registration - All targets set by the General Register Office are achieved and maintained	100%	100%	100%	G	Registration targets are all 100% for Q1-3
KO10	Corporate Complaints – There will be 30% less corporate complaints received	394	(5%) 374	52% increase 601	-	601 complaints received from April 15– March 16. More complaints are being recorded in the central system than before, and as such, a true comparison is not possible. Local Ombudsman training is being arranged on how to deal with complaints.

Appendix 5

Stage 1: 567
Stage 2: 25
Stage 3: 9

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

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

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1	K10	To review and revise all complaints policies and implement new Corporate Complaints Policy	Jacqui Hurd Claire Burns /Kelly Emmett	Staff resource	31 January 2016	80%	Policy now drafted and scheduled for CMT 18 May 2016. Will be implemented once agreed by 1 June 2016
2	K10	100% of Stage 1 complaints will be responded to in time or the customer will be advised before hand why not and when a response can be expected	Claire Burns /Kelly Emmett	Staff resource	31 July 2016	-	Carried forward into 16/17
3	K10	100% of Stage 2 complaints will be responded to in time or the customer will be advised before hand why not and when a response can be expected	Claire Burns /Kelly Emmett	Staff resource	31 July 2016	-	Carried forward into 16/17
4	K10	To arrange Complaints training with the Local Government Ombudsman (LGO)	Claire Burns /Kelly Emmett	Staff resource	31 March 2016	50%	Dates obtained from LGO and will be booked by 30 June 2016 after revised complaints policy implemented
5	K10	To develop and implement complaint training toolkit, including standard letters and quality checking	Claire Burns /Kelly Emmett	Staff resource	31 December 2015	80%	Templates have been created and being tested for CMT 18 May 2016. Will be completed by 31 May 2016
6	K10	To implement a learning action log from complaints analysis to evidence continual improvement	Claire Burns /Kelly Emmett	Staff resource	31 December 2015	100%	Information now gathered and recorded. To form part of the Management information

Appendix 5

7	K10	To provide monthly and quarterly management information on complaints and compliments	Stephanie Bennett / Charlotte Hambleton	Staff resource	31 March 2016	90%	In progress. Data now being captured in central area and first draft due CMT 18 May 2016
8	K10	To implement an electronic complaints system rather than manual sheets	Jacqui Hurd Stephanie Bennett / Charlotte Hambleton	Staff resource	1 April 2016 31 July 2016	30%	Digital Solution being developed and implemented by 31 July 16, target date changed with agreement of sponsor
9	K10	To recruit a Residents Champion, Local Government Ombudsman to oversee complaints that remain in dispute	Russell O'Keefe	Staff resource	31 March 2017 31 July 2016	80%	The Job Accountabilities have been agreed by Director of Corporate Services. Currently out to recruitment
10	K04 K09	To explore the feasibility of an online application to request and pay for copies of certificates	Clair Coe	Staff resource	31 March 2016 31 July 2016	10%	This will be considered as part of the Digital Solutions. Registrar service was transferred to Libraries, Arts and Heritage from April 2016 Target date changed with agreement
11	K03	To revise and implement a tiered refund policy for wedding cancellations	Clair Coe	Staff resource	28 February 2016	100%	Completed and ready for agreement within fees and charges policy
12	K04 K03	To explore the feasibility/Business Case of Virtual Permits and season tickets	Edward Phillips	Staff resource	31 August 2016	-	Capital funding applied for in order to achieve this. Business case required for it to be considered
13	K04	To review the website content to be simple and easy to navigate	Edward Phillips	Staff resource	31 March 2016 31 December 2016	25%	Phase 2 Website project launched to review the 'layout' and service content will be revised as Digital Solutions implemented, service by service
14	K06 K05	Review and refresh of staff Parking permits to reduce the number of PCN's issued to staff	Edward Philips	Staff resource	31 May 2016	-	Improved corporate communication. Lead Member discussion regarding policy of enforcement of Town Hall during office hours.
15	K05	To implement the replacement CRM system providing the infrastructure for a new digital environment	Jacqui Hurd	Staff resource	31 Oct 15 31 March 16	80%	JADU Digital Solutions procured and now being implemented with a go live date of 19 May 2016
16	K03 K05	To implement the service improvement phases in line with the transformation	Jacqui Hurd Edward Phillips	Staff resource	Between Oct 15 –	50%	The first process – Green Waste will be implemented 19 May 2016

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		programme. There are 5 phases in total	Team Leaders		31 March 16 As above		Other timelines for processes will be planned and published
17		Contact reasons and information will be 'mapped' into wards to provide customer insight	Jacqui Hurd Edward Phillips	Staff resource	31 August 16	-	
18	K04 K07 K08	To procure and implement replacement telephony system	Jacqui Hurd Edward Phillips	Staff resource	31 March 16	10%	Procurement via framework complete, but contract not awarded due to change in requirements. New requirements are being scoped.
19	K05 K10	To review and refresh the Customer Service Standards for both internal and external customer	Edward Philips Jacqui Hurd	Staff resource	31 July 16	-	
20	K01	To provide monthly Performance Management Information to Heads of Service including Telephone and CRM data	Edward Philips	Staff resource	30 April 16	-	
21	K01	To reduce avoidable contact to 2 in 10 contacts	Jacqui Hurd Edward Phillips Team Leaders	Staff resource	Now – 31 March 18	5.8 in 10	2015/16 outturn was 5.8 in 10 contact (58%)
22	K04	To launch Social Media as a new contact channel for customers	Jacqui Hurd Edward Phillips	Staff resource	31 August 16	-	
23	K02	To multi-skill Customer Service Agents in all service areas	Customer service Team Leaders	Staff resource	31 July 16	100%	All permanent staff trained in all areas
24	K05	To create a mobile outreach customer service offering	Jacqui Hurd	Staff resource	31 March 17	-	
25	K05	To increase customer service from public buildings such as libraries	Jacqui Hurd	Staff resource	31 March 2017	-	
26	K03	To identify and transfer other front line enquiries into the central customer service model if appropriate	Jacqui Hurd	Staff resource	31 December 2016	-	
27	K05	To self assess the performance against the Customer Service Excellence criteria	Edward Philips	Staff resource	31 December 2016	-	
28	K03 K05	To ensure the smooth transfer and integration of Parking Appeals	Edward Phillips	Staff resource	1 October 2015	100%	Parking Appeals transferred to Customer Services successfully in October 2015. Customer Service staff are being trained and software to write consistent letters is being purchased, due to be implemented by 31 March 16

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29	K03 K05	To ensure the smooth transfer and integration of Housing Options	Jacqui Hurd Edward Phillips	Staff resource	31 December 15	100%	The Housing Options function transferred successfully in November 2015. Housing Options now operate from Windsor and Maidenhead enhancing the service they offer. The process is underway to train customer service staff to provide resilience and triage support to the team.
30	K05 K10	To review and create a set of Service Level agreements and handoff points with each service	Jacqui Hurd Edward Phillips	Staff resource	31 July 16	-	

5.0 RISKS

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

No	Risk	Likelihood (1 – 4)	Impact (1 – 4)	Rick Score (L X I)	Mitigation	Revised Likelihood	Revised Impact	Revised Score
1	Capacity for staff to deliver change along with the day job	5	4	20	Plan time, additional resources, stop doing something	3	3	9
2	There is not a decline in customers wanting to complain as services are transformed.	3	2	6	Clear complaints policy stating a compliant is something RBWM has done wrong. Working with services and providing management information will allow trends and forecasting	2	2	4
3	Capital Bid is not approved	5	5	25	Business case to support capital bid. If not granted the project will not be delivered	3	3	9
4	National Citizenship Income target not achieved due to decline in the number of applications as criteria is harder. (around £45,000)	5	3	15	Income opportunities or costs reduction will be required to balance the budget	2	2	4

Appendix 5

5	CRM technology is not implemented on time due to constraints with Developers and available budget	4	4	16	Strong Project Management and Governance with clear milestones. Business case for more funding with total estimated costs	3	3	9
6	In-house resources are not suitably trained to further develop and maintain the CRM system	4	4	16	6+ staff will be identified to receive training	3	3	9
7	New Telephony solution is not procured and implemented on time due to available budget. In addition there is a 120 day lead time for phone lines	4	4	16	Capital bid and business case for funding	3	3	9
8	There is not enough budget to complete processes in and end to end touchless environment, therefore not realising the savings required	5	5	25	Capital bid and business case for funding	3	3	9
9	Contact with advisors does not reduce. Customers do not/cannot use digital channels as forecast therefore cost per transaction does not reduce and phone performance may be compromised and as there will not be the same level of resources	4	4	16	Marketing and awareness campaigns, training sessions and easy to understand help material. Train our partners	3	3	9
10	Manual processes are not removed and steps automated so there is a delay on processing	4	4	16		3	3	9

6.0 SICKNESS PERFORMANCE

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

Sickness Performance Q4

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
Customer Service	39 people (88 absences)	583 days	14.56

Information Technology Services - Service Plan 2015/16 (Q4 UPDATE)

1.0 INTRODUCTION

This document measures current performance (Q4) against the local, Lead Member approved key outputs of the Information Technology Services Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

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

Financial Performance

Revenue:	Budget	Final Outturn	Variance
Salaries & Wages	1,929,897	2,418,945	105,175
Transport/Premises/3 rd Pty	5,867	15,608	8,258
Supplies & Services	1,069,372	1,114,378	-167,912
Sub total expenditure	3,005,136	2,896,325	-54,479
Income	-627,150	-652,606	57,194
Subtotal income	-627,150	-652,606	57,194
Net expenditure	2,377,986	2,896,325	2,715

Capital Projects:

Full Year Budget = 699,700

Actual outturn

£326,319 (slippage (£334,660))

Total Projects

19

Notes on Financial Performance:

Out-turn	Final Variance
2,418,945	105,175
15,608	8,258
1,114,378	-167,912
2,896,325	-54,479
-652,606	57,194
-652,606	57,194
2,896,325	Overspend £2,715

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

Technology Services– Key Outputs 2015/16 – 2018/19						Service Performance Q3
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4 (YTD)	RAG	
KO1	95% of high priority, multi-user, faults resolved within 4 working hours	Not previously collected	75%	99.80%	G	KO1:
KO2	50% reduction in the number of reported faults over the course of a year	1,225	1100	1,334 (Q4 monthly average)	R	KO2: This target has not been achieved. Average monthly incidents logged (including request for information etc).
KO3	99.9% major systems availability (Email, Finance, HR, CRM, CMS and Revenues and Benefits systems)	Not previously collected	99%	99.80%	G	KO3:
KO4	80% Directorate Stakeholder Satisfaction	Not previously collected	60%	88%	G	KO4: User satisfaction score. Recorded monthly – average score out of 7. Average for YTD is 6.37.
KO5	97% of Catalogue Service Requests resolved within 7 working days (excluding delivery time)	Not previously collected	70%	91.97%	G	KO5:

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4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

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

Development Objectives							
Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete / RAG)	Comment
1		The implementation of free Wi-Fi across town centres will support the overall digital-by-choice 24/7 vision for the Council and aligns with the manifesto.	BS	Staff resource	March 2017	-	Offer secured from Intechology Wi Fi to deliver Town Centre Wi Fi on a phased basis across Windsor, Maidenhead, Ascot and Eton Town Centres. The bid includes design, management, maintenance of infrastructure monetised through sponsorship and advertising revenue linked to the community smart phone app.
2		Core business applications all up to date (Agresso, iTrent, Eros, Confirm, Academy, Uniform, Paris, Serengeti)	CG	Staff resource	Oct 2015	85%	Agresso upgrade being planned by Finance, iTrent in Test has been upgraded last week, EROS is up to date, Confirm is not up to date, but is likely to be moving to a hosted solution, Academy is up to date. The Uniform upgrade is in Test, Serengeti is still being worked on.
3		Old website (Reddot) switched off	CG	Staff resource	Dec 2015	100%	Complete
4		CRM replacement for Lagan up and running - agreed first phase services working	CG	Staff resource	Oct 2015	10%	Project underway to procure CRM and migrate away from Achieve Forms and Lagan. Work being undertaken within the CSC. IT not currently involved in this work.
5		Modern.Gov Lotus Notes removed	DB	Staff resource	Dec 2015	85%	Education appeals data to be migrated. All other data migrated
6		Telephony All in place and working - no outstanding issues		Staff resource	Original due date – Oct 2015. New due date - Dec 2016	10%	Tender process underway, suppliers being shortlisted

Appendix 6

7		MDM Solution iPads and Windows tablets available to use securely to staff	JT	Staff resource	May 2016	100%	Completion by May 2016
8		IT Improvement Plan Action & Review of Structure published and approved by DMT	RL	Staff resource	Aug 2015	100%	Restructure completed. New structure in place
9		New Councillors - Induction All councillors inducted and no complaints received	CG	Staff resource	May 2015	100%	Documentation and induction was completed- unsure if more work needs to be done here especially around Cllr email to personal devices.
10		AWS/MS Cloud List of software in the Cloud - All core apps	DW	Staff resource	Dec 2016	20%	Both platforms are live with Domain Controllers in sync with our environment. A contract is due in to lead this work.
11		EDRMS-F2 Pilot List of agreed actions completed		Staff resource	Oct 2015	100%	Pilot terminated. Data returned from cBrain.
12		Technical Architecture Mapping All infrastructure documented, all team members can deal with any issue in their area of expertise.	DB	Third party	Sep 2016	0%	Work has not started, and DW will take the lead with this for ICT
13		GIS (MoL Replacement) Pilot Proprietary software replaced with Open Souce solution delivering £10k full year saving if the pilot is successful.	DB	Staff resource	Oct 2015	100%	Maps online has been completed and all legacy apps are decommissioned.
14		Firewalls All in place and working - no outstanding issues	DW	Staff resource	Oct 2015	80%	Corporate firewalls all complete. Websense has been an issue and once resolved Libraries will be moved to the new platform- Planned for March 2016.
15		MS-SQL No additional cost on external audit	DW	Staff resource	Jun 2015	90%	Exposure on SQL licencing reduced to circa £10k. Agreed to close project
16		PSN (Cabinet Office security) compliance		Staff resource	Aug 2015	100%	PSN Accreditation received
17		MS-365 Up and running - no other version of Exchange/Outlook	DW	Staff resource	Nov 2016	20%	Work stalled but to by recommenced at the end of Feb 2016
18		Network Rationalisation work 2015 completed	JT	Staff resource;	Dec 2016	20%	Legacy Network connections terminated and BT exchange contracts terminated.
19		ITBM Replacement (CRM) ITBM removed	JT	Project not started.	October 2016	5%	Jadu CXM product will be used to build a replacement ITBM.
20		Disaster Recovery Planning Plan in place, agreed and tested		Staff resource	Aug 2016	20%	Existing plans to be updated to reflect options from new technology.

Appendix 6

21		Audits (Internal / External) All audits scheduled, plans agreed, completed or in hand	JT	Staff resource	On-going	100%	All Audits are up to date except Oracle where work needs to take place to limit exposure
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5.0 RISKS

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

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

- Additional resources

6.0 SICKNESS PERFORMANCE

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

Sickness Performance Q4

Number of incidents of sickness	Number of people having taken sickness absences	Total number of days lost to sickness absence in period	Average days per FTE
23	12	48.94	2.13

Revenues and Benefits Service Plan 2015/16

(Q4 UPDATE)

1.0 INTRODUCTION

This document measures current performance (Q4) against the local, Lead Member approved key outputs of the Revenues and Benefits Service Plan for 2015/16. Corporate Objectives, IPMR monitoring and Manifesto Commitments are reported on separately.

2.0 FINANCIAL INFORMATION

The following table shows the annual revenue (recurring) spend, together with the Q4 position for the Revenues and Benefits Service. The table is updated at the beginning of each financial year and over the period of the business plan (2015/16 – 2018/19) and will track the changes in levels of spending in the Unit.

Financial Performance

Revenue:	Budget	Final Outturn	Variance
Salaries & Wages	1,727	2,101	374
Premises	0	0	0
Transport	3	7	4
Supplies & Services	264	-281	-545
Payments	37,700	37,162	-538
Sub total expenditure	39,696	38,991	-705
Income	-39,016	-38,311	705
Subtotal income	-39,016	-38,311	705
Net expenditure	680	680	0

Notes on Financial Performance:

The budget was reduced during the year to transfer money to help Adult Social Care. The true position is that Revenues and Benefits achieved a underspend of £139k or 17%.

3.0 DIRECTORATE LEVEL OUTPUTS 2015/16 – 2018/19

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

Revenues and Benefits Service – Key Outputs 2015/16 – 2018/19						Service Performance Q4
Number	Directorate Level Outputs – by March 2019	Baseline / Latest figures available (2014/15)	Target 15/16	Q4 (YTD)	RAG	
KO1	69% reduction in the average number of days taken to process combined new claims and changes in circumstances	2014-15 12.7 days	7 days	4.8 days	G	KO1: The changes made to service delivery have reduced significantly the time taken to process work and dramatically increased resident satisfaction levels.
KO2	0.98% increase in in-year Council Tax collection	2014-15 98.02%	98.3%	98.77%	G	KO2: We finished the year at 98.77%, 0.47% ahead of the 98.3% collection target. This is 0.77% higher than last year and the highest in-year collection by the Council.
KO3	1.8% increase in in-year Business Rates collection	2014-15 97%	97.5%	97.99%	G	KO3: We finished the year at 97.99%, 0.49% ahead of the 97.5% collection target. This is 0.99% higher than last year and the highest in-year collection by the Council.
KO4	66% reduction in local authority and admin delay Housing Benefit overpayments	2014-15 £147k	£100k	£55K	G	KO4: At the end of March we had reduced LA Admin Delay error from £147k in 2014-15 to £55k, a £92k or 63% improvement.
KO5	16% reduction in unit cost / cost per transaction: 1. New Claims 2. Changes in circumstances 3. Council Tax account 4. Business Rates account	2014-15 £87.68 £31.50 £17.45 £19.70	£83.30 £29.93 £16.58 £18.72	£83.05 £29.43 £16.12 £18.43	G	KO5: At the end of March we had achieved the four cost per transaction targets for the service, while improving the levels of service provided significantly.
KO6	88% of customers are satisfied overall with Revenues and Benefits Services	Not previously collected	65%	85%	G	KO6: Since the introduction of face to face assisted claiming for Housing Benefits and Council Tax Support resident satisfaction has increased significantly. We were 20% higher over the full year than the target set.

Appendix 7

4.0 SERVICE LEVEL ACTIONS 2015/16 – 2018/19

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

Development Objectives

Number	Links to Ref.	Action	Owner/Lead Officer	Resources	By When	Progress Q3 (% complete)	Comment /
CT01	K02	Implement new self service modules for Council Tax	Sarah Sneyd	Staff time only	01/01/2016	100%	Complete
CT02	N/A	Paperless DDs for Incomes	Sarah-Sneyd	Staff time only	30/06/2016	-	Moved to 2016-17. Date revised
CT03	K02	Issue refunds by BACS for Council Tax	Sarah Sneyd	Staff time only	31/12/2015	50%	Revised date 30/06/16
CT04	K02	Carry out review of all those in receipt of a Single Persons Discount	Sarah Sneyd	Staff time only	31/03/2016	20%	Start delayed until May 2016 due to issues procuring service and annual billing. Complete by 30/09/16
CT05	K05	Move Council Tax daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	100%	Complete
CT06	K05	Move Council Annual billing to Capita	Andy Jeffs	Staff time only	01/02/2016	100%	Complete
CT07	K02	Implement Homeworking for Council Tax	Sarah Sneyd	Staff time only	30/09/2015	100%	20% improvement in productivity.
CT08	K06	Review all outgoing documentation	Sarah Sneyd	Staff time only	31/03/2016	100%	Complete
BR01	K03	Generic Business Rates processing across team	Sarah Sneyd	Staff time only	01/04/2016	75%	Only 75% complete by target date. Revised date 30/09/16
BR02	K03	Implement new self service modules for Business Rates	Sarah Sneyd	Staff time only	01/01/2016	100%	Complete
BR03	K03	Issue refunds by BACS for Business Rates	Sarah Sneyd	Staff time only	31/12/2015	50%	Revised date 30/06/16
BR04	K03	Move Business Rates Calls to CSC	Sarah Sneyd	Staff time only	30/09/2016	-	Moved to 2016-17. Date revised
BR05	K05	Move Business Rates daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	100%	Complete
BR06	K05	Move Business Rates annual billing to Capita	Andy Jeffs	Staff time only	01/02/2016	100%	Complete
BR07	K03	Implement Homeworking for Business Rates	Sarah Sneyd	Staff time only	30/09/2015	100%	20% improvement in productivity.

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BR08	K06	Review all outgoing documentation	Sarah Sneyd	Staff time only	31/03/2016	100%	Complete
BR09	K03	Review Rural Rate Relief Policy	Andy Jeffs	Staff time only	30/09/2015	100%	Complete
BR10	K03	Review all empty business premises	Fraud Shared Service	Staff time only	31/03/2016	100%	Complete
BR11	K03	Review all Business Rates accounts in receipt of mandatory and discretionary relief	Fraud Shared Service	Staff time only	31/03/2016	100%	Complete
DR01	K02/ K03/ DR01/ DR02	Generic debt collection	Elaine Henderson	Staff time only	01/04/2016	50%	Only 50% complete. Revised date to 31/03/17
DR02	K02/ K03	Additional debt recovery staff	Andy Jeffs	Staff time only	31/10/2016	75%	Paper delayed so full year data could be used. Revised date 30/06/16
DR03	K02/ K03	New Debt Recovery Policy	Elaine Henderson	Staff time only	31/12/2016	100%	Complete
DR04	DR02	Paperless DDs for Housing Benefits Overpayments	Elaine Henderson	Staff time only	30/06/2016	-	Moved to 2016-17. Date revised
DR05	K02/ K03	Implement new self service modules for Debt Recovery	Elaine Henderson	Staff time only	01/01/2016	90%	Revised date 01/02/16
DR06	K02/ K03/ DR01/ DR02	Implement 'Single View of Debt' software	Elaine Henderson	Staff time only	30/10/2016	20%	Delays with IT project. Revised date 01/04/16.
DR07	DR01	Trial the use of the Credit Protection Association letters	Elaine Henderson	Staff time only	31/10/2016	100%	Complete
DR08	K05	Move Recovery daily billing to Capita	Andy Jeffs	Staff time only	01/12/2015	100%	Complete
DR09	K06	Review all outgoing documentation	Elaine Henderson	Staff time only	31/03/2016	100%	Complete
RC01	K05	Automate VO Schedules	Carol Noctor Greenham	Staff time only	01/04/2018	-	Not yet started.
RC02	K02/ K03	Implement mobile working solution for Visiting Officer	Carol Noctor-Greenham	Staff time only	30/09/2016	25%	Moved to 2016-17. Date revised
RC03	K02/ K03	Increase Visiting Capability	Andy Jeffs	Staff time only	01/04/2016	-	Part of FSR. May look at other resources to deliver.
RC04	K05	Stop taking cheques as method of payment	Carol Noctor-Greenham	Staff time only	01/04/2017	-	Not yet started.
HB01	K01/ K05/	Implement new self service modules for Housing Benefits	Ergin Hizli	Staff time only	01/01/2016	100%	Complete.

Appendix 7

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

Appendix 7

5.0 RISKS

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

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

6.0 SICKNESS PERFORMANCE

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

Sickness Performance Q4

Days lost per FTE	% Sickness	No. of Staff with a Bradford Factor >120
12.73	5.05%	7