



Performance Monitoring Report

for

Corporate Services

Third Quarter 2009/10
October-December 2009

Portfolio holders:
Cllr Iain McCracken
Cllr Alan Ward

Director: Alison Sanders

Section One: Executive Summary

This is the third PMR of 2009/10. The Corporate Services Department is meeting the challenges set in the Service Plan very well. The only area of significance which is not progressing as originally anticipated is the set of activities linked to the Town Centre redevelopment. The Department has also contributed to the overall council savings plan.

I would like to draw attention to the following highlights from the second quarter.

1. Civic Hub & Town Centre

- Work on the new civic accommodation remained on hold while the discussions on delivering the town centre regeneration during the economic downturn took place. Good progress on the town centre was made with the Council and Bracknell Regeneration Partnership agreeing in principle the process for revising and implementing the Development Agreement and planning permission.
- Procurement process for new Legal Advisors and Property Advisors continued.
- Accommodation strategy developed.

2. Community Engagement & Equalities

- Equality and Diversity Training delivered to over 200 managers across the Council and an elected members training session delivered.
- An external consultant's assessment of the Council's progress on reaching the 'Achieving' level of the Equality Framework has been completed, with positive results. We can now plan for a formal peer assessment.
- Published the Community Cohesion Strategy and Equality Schemes Annual Report 2008-09.
- Refresh of the extension to the Disability Equality Scheme underway.
- The neighbourhood consultation process, including 14 public neighbourhood forum meetings and the neighbourhood survey, has been supported and the final report on the results produced. 15% of households responded to the survey.
- Completed the half yearly monitoring of the BFP Community Engagement Strategy.
- Residents Panel Survey conducted which focussed on the Council's customer service in addition to questions from other partners.
- Action planning launched for the next Place Survey to improve residents' perceptions of their ability to influence decisions in the borough.
- Developed options paper for building a community centre on the Parks.
- Increased the membership of the new Jennetts Park community association through organising a community event at the temporary community centre.
- Trained volunteers and supported the launch of Great Hollands Speedwatch.

3. Customer Services

- At 30 November 09, the in-year collection level of council tax was 75.82% - value £39.88m. This compares to 76.13% - value £38.51m at 30 November 08.
- Business rates in-year collection at 30 November 09 was 80.84% - value £45.61m. This compares to 80.66% - value £44.15m at 30 November 08.

Year on year comparison is difficult for business rates because of the changes to empty property rate relief.

- The tender process and evaluation for the replacement of the Pericles system used for the collection of council tax and business rates and the administration of benefits has determined a preferred supplier. Go live of the replacement system is scheduled for October 2010.
- In the last quarter, enquiries about Electoral Services and Family Intervention plus sundry invoice payments have been transferred to Customer Services.
- The annual update to the Executive about the Customer Contact Strategy Action Plan was completed.
- The annual calculation of the tax-base was completed in November in readiness for the annual setting of the council tax in late February 2010.

4. Democratic & Registration Services

- Delivered the Hanworth Ward By-elections and inducted the newly elected Member, Councillor Mark Phillips.
- Completed the canvass for the 2009/2010 register and published the register by the 1 December deadline.
- Completed NLPG (National Land & Property Gazetteer) data matching.
- Supported the Independent Remuneration Panel to review the Council's Members' Allowances Scheme.
- Delivered Local Democracy Week activities – Question Time with a panel of Members, 3 secondary schools and Bracknell & Wokingham College and 'Ask the Leader' via the website.
- Supported the November/December round of the Neighbourhood Action Groups.
- Took delivery of the civic vehicle.
- Inducted the newly recruited Senior Democratic Services Officer.
- Moved to RON (Registration On-line) for marriages.
- Delivered a registration training session for all churches in our District.

5. Finance

- The Council's 2010/11 budget proposals were approved by the Executive as a basis for consultation on 15 December.
- An in year savings package has been developed and approved by the Executive in order to bring the Council's spending back into line with budget during 2009/10.
- Detailed work on the implementation of International Financial Reporting Standards has begun. The initial work has focussed on those changes to the accounts arising from the waste PFI contract, property leases and employee benefits.
- A further distribution of £0.26m was received from the Heritable Bank, bringing the total amount received so far to £0.59m.
- The pay award was implemented during October.
- Detailed discussions are underway with current provider of the Payroll and HR system contract to determine options for the extension, or otherwise, of the contract.
- Berkshire Chief Executive's decided to close the Berkshire Procurement and Shared Services Unit later this year.
- Recovery of outstanding Adult Social Care debts has improved following the establishment of a Debt Recovery Group chaired by the Chief Officer: Older People & Long Term Conditions supported by Finance and Legal Services.

6. Human Resources

- The new Job Evaluation project has commenced with extensive briefings to staff and members; the training of evaluation staff commenced.
- Significant work has been in place to implement the Organisational Change Protocol to manage the reduction in the staffing complement as the result of the budget reduction exercise.
- A major review of the Management Development programme has taken place which has resulted in a streamlined assessment process and a more cost effective approach for management training.
- An extensive equalities training programme was completed for 160 senior and middle managers; this will continue to be cascaded throughout the organisation.

7. Corporate Property

- Work to Time Square roof on site, which needs to be concluded satisfactorily.
- Work to implement the provision of a youth facility at Great Hollands Neighbourhood Centre and also undertake environmental improvements.
- Assuming planning consent granted, actions are in place to surrender our leasehold interest in Enid Wood House.
- Continue to work with Ashley House on the development of a new Healthspace in the Town Centre.
- Work to support the capital schemes across the Council.

8. ICT Services

- Concluded tendering and systems evaluation exercise for replacement of Revenues and Benefits system (Pericles).
- Tender process commenced for provision of Voice and Data services for contract to begin 1st May 2010.
- Tender process commenced for the wide area network (WAN) connections consolidation under a corporate contract; services currently managed at directorate level.
- Completion of choice of supplier for electronic forms (e-forms) replacement product, software purchased and installation begun.
- Developing action plan to support latest version of Government Connect Code of Connection version 4.1 for submission in April 2010.
- Audit of phone systems in local offices and premises begun and action plan for move to a corporate solution underway.
- Replacement for the electronic document system used by Adults and Childrens Social Care, CareStore, installed and implementation underway.
- As well as this, work began on the upgrade of the Lagan CRM system, continued support of Adults Services system replacement, support for week-end power down to enable roof works to be carried out, and general maintenance work was undertaken.

9. Legal Services

- Providing legal advice in connection with the town centre development.
- Securing injunctions to prevent further breaches of planning control in respect of the traveller encampment at Birch Lane.
- Advising on equal pay claim and revised job evaluation scheme.
- Advising in connection with closure of Craigholm and proposals for care of residents at the Ravenswood Centre, Wokingham.

- Advising on deferred payments scheme and revision of the fairer charging policy.
- Handling of complaints to the Council's Standards Committee.
- Providing advice on the legal structure for shared services and joint procurements.
- Advising on major procurements including the Highways Consultancy contract; cremators; car park management and Housing Benefits and Revenues IT system.

Section Two: Progress against Service Plan

The Corporate Services Department Service Plan for 2009/10 contains 94 detailed actions to be completed in support of the 13 Medium-Term Objectives. Annex C provides information on progress against each of these detailed actions; overall 88 actions were achieved or on target at the end of Quarter 3 (✓), while six were causing concern (✗). The six actions that are causing concern (✗) are:

Ref	Action	Progress
1.4.2	Assist with the development of a new library, civic offices and Jubilee Gardens.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.3	Finalise plans for the new democratic office suite in the Civic Hub.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.5	Provide all necessary support and advice for the IT Infrastructure in the Civic Hub.	Dependent on outcome of town centre discussions.
1.4.6	Provide all necessary support and advice on the customer services area in the Civic Hub.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
7.6.1	Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as polling station locator on the website.	Work on defining required outcomes of the project is underway. Project team defined and the underlying technology has been replaced. Current vacancy in the web team delaying project start until April 2010. Recruitment to post is about to commence.
10.7.25	Review and improve arrangements for temporary and agency staff (Manpower contract).	Contract negotiations ongoing after a review; improvements being sought. Current contract now expired; CMT report will be available in February.

Annex C also provides details of performance against relevant National Indicators this quarter, where data is available, as well as an update on the operational risks identified in the Service Plan.

Section Three: Resources

Staffing

The vacancy rate has decreased to 2.35 from last quarter's figure of 3.88. This is accounted for by the appointment of staff within Democratic & Registration Services and Customer Services.

Of the 6 vacancies recorded, 3 are to be deleted from the establishment, subject to approval at Employment Committee in January. Others have been temporarily frozen in order to make savings. Therefore very little recruitment has taken place over the past quarter and most sections have a full complement of staff.

See Annex A for more detailed information.

Budget

See Annex B for more detailed information.

Revenue

The current approved cash budget is £16.755M. During the period there has been a net increase in cash budget of £0.069M principally due to the transfer of £0.050M funding for the Job Evaluation Scheme to Human Resources. A detailed analysis of all virements is available in Annex B.

The department has forecast outturn expenditure to be £0.025M over budget (excluding the Devolved Staffing Budget). This is due to a variance of £0.042M reported in this period for the savings from the centralisation of Social Services based vehicles. The start date of this centralisation will be later in the year so only £0.008M savings will be achieved in this financial year rather than the £0.050M budgeted. Management action is being taken to bring departmental spending into line with budget.

Capital

Details of the department's capital programme are reported in Annex C. The total approved budget for 2009/10 has increased by £0.068M to £5.594M during the PMR3 period due to additional funding for the Crime and Disorder Partnership (CDRP) being added to the monitoring (£0.068M).

The schemes identified below are now expected to complete in the 2010/11 financial year.

Scheme	Carry Forward Amount
ICT Maintenance Programme - Photocopiers	£50,000
IT Developments	£50,000
Server Refresh	£60,000
ICT Maintenance Programme - Desktop	£50,000
Total Proposed Carry Forward to 2010/11	£210,000

There are two small budget underspends currently forecast totalling £0.003M – the Cold Curtain Invest to Save scheme and Members IT Refresh.

Expenditure to date represents 20% of the 2009/10 cash budget with a further 6% committed.

Complaints received

Stage	No. rec'd Q3	Nature of complaints (bulleted list)	Action taken and lessons learned (bulleted list)
New Stage 2	2	<ol style="list-style-type: none"> 1. A notice of an unpaid direct debit was sent to a person who had died two weeks previously. 2. A complaint received regarding incorrect spelling of home address. 	<ol style="list-style-type: none"> 1. No information had been received, and a telephone conversation with the executor clarified the situation. 2. Investigation took place. Electoral records and GIS amended. Complainant written to.
New Stage 3		•	•
New Stage 4		•	•
Ombudsman		•	•

Explanation of new complaint stages

Stage 1: Informal notification to, and attempt at resolution with, the team providing the service in question.

Stage 2: More formal contact (in writing or by phone) with the manager or chief officer responsible for the service. Attempted resolution is by investigation and written response to the complainant.

Stage 3: Formal written complaint to the relevant director. Attempted resolution involves investigation by the director or appointee and written response to the complainant.

Stage 4: Formal written complaint to the Chief Executive, who decides whether the complaint has been dealt with appropriately at each of the previous stages. If not, a review panel consisting of two independent persons and a Council Member is convened, at which the complainant may be present. The panel makes recommendations to the Chief Executive on whether to uphold the complaint and what remedial action should be taken.

Local Government Ombudsman: If the complainant remains unsatisfied at the end of Stage 4, s/he may contact the Local Government Ombudsman, who will review the case and form a judgment as to whether the complaint should be upheld.

Internal audit assurances

(Where internal audit carried out with limited or no assurance)

Service area	Issues with limited or no assurance and remedial action to be taken
None	

Section Four: Forward Look

Introduction

Looking forward to the next quarter, Corporate Services continues to face some significant challenges in service delivery and in supporting key projects in other departments. The Department is leading on the annual review of the Service Efficiency Strategy the preparations for assessment under the new Equalities Framework, and also on the development of plans for the 2010/11 Budget.

Civic Hub & Town Centre

- A Review of the options for relocating the functions based in Seymour House to enable the regeneration.
- Renegotiation of the Development Agreement to start.
- Completion of procurement for Property Advisors and Legal Advisors.
- Accommodation Strategy to be finalised.

Community Engagement & Equalities

- Book and collect evidence for a formal external peer review at the Achieving Level of the Equality Framework.
- Refresh the Gender Equality Scheme.
- Complete the Disability Equality Scheme refresh.
- Organise two member equality and diversity training sessions.
- Progress the development of new community centres at the Parks and Jennetts Park and consider options for redeveloping the Harmans Water and Great Hollands community centres.
- Support the improvement works to the Bullbrook community centre.
- Implement the Community Engagement Strategy actions for 09-10 including making better use of the Council's web site to engage residents in consultations.
- Support a community mapping project funded by the Innovation Challenge Fund, to help enable the delivery of the Prevent action plan.

Customer Services

- Following the merger of the two reception areas at Time Square, plans are being developed to improve the north reception area to provide low-level customer enquiry pods, a better self-service area and to re-use the area now vacant which was previously used as the south reception. Work is due to begin in April, following the period of increased customer demand when the annual council tax bills are issued.
- Begin the process of implementing the replacement of the Pericles system used for the collection of council tax and business rates and the administration of benefits. Go live of the replacement system is scheduled for October 2010.
- Continue to work with ICT Services to implement the requirements of the new Payment Card Industry (PCI) standards regarding the handling of payment card data.
- Implement the integration between the telephony and Customer Relationship Management (CRM) systems; install a major upgrade to the Customer Relationship Management (CRM) system; develop the CRM system for incident reporting which will be used by HR so that they do not need to procure a separate system for this function. These three major events are scheduled for completion by the beginning of April 2010.

- A separate study is underway which is looking at customer verification. The purpose of this study is to consider the process of how a customer is verified as being who they say they are before service entitlement is granted. The study will highlight duplication where customers are being required to provide the same evidence or proof of identity for different services.

Democratic & Registration Services

- Submit application for the MJ Councillor Development Achievement Award.
- Analyse the results of the Members' survey on support for their role.
- Implement the use of the new on-line appointment booking system for the Registration Service.
- Review the location of the Registration Service in Easthampstead House and relocate the post room to the ground floor north of Time Square.
- Commence preparations for the renewal of the Nationality Checking Service licence.
- Prepare for the forthcoming Parliamentary Election.
- Undertake a mini canvass.
- Support the February/March round of Neighbourhood Action Groups.
- Submit the Independent Remuneration Panel report to Council.
- Complete the review of the courier service and in-house catering service.
- Develop a programme of report writing training and the expansion of the use of forward plans for committees.

Finance

- Following consultation, the Council's budget and council tax will be agreed by Full Council on 3 March 2010.
- Work will continue on the implementation of International Financial Reporting Standards and a briefing will be provided for the Governance and Audit Committee on 18 January.
- Following receipt of the Annual Audit Letter and the District Auditor's report on the Council's Use of Resources, action plans will be developed to address the recommendations made.
- The Strategic Risk Register will be refreshed and updated.
- Following the closure of the Berkshire Procurement and Shared Services Unit options for continuing collaboration with neighbouring authorities will be investigated. The initial focus will be on procurement and Agresso.
- A report will be prepared on the results of the green fleet review together with a road risk policy and associated actions.
- The recommendations arising from the Social Care and Community Transport review will be implemented so that the new arrangements are effective from 1 April.
- Opportunities to extend the use of the Government Procurement Card will be investigated where efficiency savings are achievable.

Human Resources

- Extensive detailed work on the Job Evaluation scheme will take place over the next 3 quarters which will include a major communications exercise for staff including those in schools and significant training for the job evaluation panels; benchmarking jobs will be evaluated during the next quarter.
- HR work arising from the staffing implications of implementing the financial savings package agreed by the Council.
- Delivery of the IT training programmes for staff in areas such as the Adult Social Care System/Choice Based Lettings etc.

- The continued development of the new on-line health & safety incident reporting system.

Corporate Property

- Complete documentation for surrender of lease of Enid Wood House.
- Complete works to Time Square roof.
- Implement works at Great Hollands for youth facility and environmental improvements.
- Implementation of the capital programme work through the Surveyors team.

ICT Services

- Going live with SmartOffice replacement for CareStore.
- Installation of test, development and training environments for the new Revenues and Benefits system.
- Installation of new technology to allow use of home equipment securely to the corporate network.
- Installation of new phone system at Coral Reef bringing it on to the corporate network.
- Begin work on a new phone system for Easthampstead Park Conference Centre.
- Support the end of financial year processes, production of council tax bills etc.
- Begin planning for IT support for general election.
- Support a number of office moves including move of the consolidated post room to ground floor Time Square and the redevelopment of reception services.

Legal Services

- Town centre re-development legal arrangements are likely to be the top priority.
- Conduct the planning appeal relating to Moss End Farm.
- Review of the role of the Standards Committee.
- Advising on the Primary School Capital Programme and Building School for the Future programme.
- Reviewing Contract Standing Orders in the light of implementation of the Remedies Directive.
- Advising on equal pay claims, revisions to school admission arrangements, proposals for closure of Downside and Fairer Charging policies.

Annex A: Staffing Information

Departmental Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	00	2	0	0
Community Engagement	4	1	3	2.71	0	0
Customer Services	43	34	9	39.79	0	0
Democratic Services	35	21	14	30.59	1	2.78
Finance	52	35	17	44.39	1	1.89
Human Resources	23	20	3	22.11	0	0
ICT	42	40	2	41.05	1	2.33
Legal	13	9	4	11.65	1	7.14
Property Services	35	29	6	32.81	2	5.41
Department Totals	249	191	58	227.10	6	2.35

Departmental Staff Turnover

For the quarter ending	31 December 2009	1.61
For the year ending	31 December 2009	9.36

Total turnover for BFC, 2008/09: 13.7% excluding schools
Total turnover for local authorities in nationally 2007/08: 15.2%
(Source: Chartered Institute of Personnel and Development survey 2008)

Departmental Sickness Absence

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 3 average per employee	Projected annual average per employee
Directorate	2	1.5	0.75	15
Community Engagement	4	0	0	1.67
Customer Services	43	83.5	1.94	6.87
Democratic Services	35	29.5	0.84	2.44
Finance	50	56.5	1.13	3.89
ICT	42	42	1	3.48
Legal	13	10	0.77	1.85
HR	23	39	1.7	3.94
Property Services	33	48	1.45	7.52
Department Totals (Q3)	245	308.5	1.26	
Projected Totals (09/10)				4.57

Comparator data	All employees, average days sickness absence per employee
Bracknell Forest Council 08/09	5.7 days
All sectors employers in South East 2008 (Source: Chartered Institute of Personnel and Development survey 2008)	7.6 days

Sickness this quarter is slightly higher than it was last quarter. This is to be expected as it covers 3 of the colder months within the year. Compared to last year and these three months we had 15% less absence. Out of the 308.5 days sickness this quarter 43 were attributable to long term sickness. There are currently no members of staff off long term sick within Corporate Services. The projected annual average excl long term sickness is currently 3.1 days per employee

Annex B: Financial Information

Corporate Services & Chief Executive's Office Capital Monitoring

As at 30 November 2009

Costc	Project Description	Approved Budget for the Project	Cash Budget 2009/10	Expenditure to date	Current Commitment	2009/10 Cash Budget unspent/ uncommitted	Cash Budget 2010/11	(Under) / Over Spend for the Project	Key Target for 31 March 2010	Current status of the project including changes to Cash Profile
		(£'000)	(1) (£'000)	(2) (£'000)	(3) (£'000)	(1)-(2+3) (£'000)	(£'000)	(£'000)		

Prior Year Funded Schemes

YM120	FIMS	7.3	7.3	0.0	0.0	7.3	0.0	0.0	Project complete	Project deferred. Go Live dependent upon outcome of discussions with RBWM and West Berks.
YM167	Customer Contact Initiative	62.0	62.0	-2.1	45.0	19.1	0.0	0.0	Implementation by 31 March 2010	The upgrade to version 7 of the Lagan CRM system has now been implemented. Business Process Management for the Accident & Reporting system is also being worked on.
YM186	Legal Case Management Software	5.0	5.0	1.0	0.0	4.0	0.0	0.0	Project complete	System implemented but super user training still outstanding.
YM188	CRM/Telephony Upgrade	158.0	158.0	30.5	11.0	116.5	0.0	0.0	Project complete	Telephone Strategy agreed by CMT on 29/07/09. Remaining budget will be used to implement the scheme. Audit underway.

YM203	Former HRA Properties	43.6	43.6	0.3	0.0	43.3	0.0	0.0	Plan of works to be agreed, surveys done	Plan of works to be prepared
YM205	Performance Management Software	0.0	0.0	-16.3	1.8	14.5	0.0	0.0	Project complete	Software currently being rolled out.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's		275.9	275.9	13.4	57.8	204.7	0.0	0.0		

Prior Year Funded Schemes - Council Wide										
YM180	ICT Maint Prog - Photocopiers	170.5	120.5	40.7	11.2	68.6	50.0	0.0	Project complete 2010/11	Project underway. Deployment will continue into 2010/11.
YM182	ICT Maint Prog - Network Refresh	50.7	50.7	40.3	0.0	10.4	0.0	0.0	Project complete	Network equipment replacement underway. VPN solution to be funded from this budget.
YM192	Members IT Refresh	3.5	3.5	1.4	0.0	2.1	0.0	-2.1	Project complete	Project complete.
YM204	Cold Curtain (Invest to Save)	13.0	13.0	12.3	0.0	0.7	0.0	-0.7	Project complete	Project complete.
Total of Prior Year Funded Schemes - Council Wide		237.7	187.7	94.7	11.2	81.8	50.0	-2.8		

Total Prior Year Funded Schemes	513.6	463.6	108.1	69.0	286.5	50.0	-2.8	
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Percentages

23%

15%

62%

11%

-1%

Current Year Programme

Current Year Programme - Corporate Services & Chief Executive's										
YM001	General Building Maintenance	263.4	263.4	6.2	0.0	257.2	0.0	0.0	Planned programme of works to be available in September	Facilities Management & Building Surveyors undertaking a review of works required.
YM195	Crime & Disorder Reduction Partnership (CDRP) Grant	72.6	72.6	30.9	0.0	41.7	0.0	0.0	Project Complete	CADIS Upgrade tender process is now underway and anticipated to be complete by year end. Grant to Bracknell Town Council due to be paid shortly.
YM209	Number Plate Recognition	150.0	150.0	150.0	0.0	0.0	0.0	0.0	Project completed	Project complete.
YM208	Registrars Electronic Booking Office	15.0	15.0	9.6	0.0	5.4	0.0	0.0	Project completed	Contract awarded to Stopford Information Systems. System to be installed & training undertaken during November 2009. Expected to go live before the end of December.
YM207	Financial Systems Version Upgrade	55.0	55.0	0.0	0.0	55.0	0.0	0.0	Project completed	Project deferred. Go Live dependent upon outcome of discussions with RBWM and West Berks.
YM215	Replacement Revenue & Benefits System	420.0	420.0	5.8	0.0	414.2	0.0	0.0	Contract signed, project deliverables known and vendor on site	Northgate selected as preferred supplier on 24 December. Evaluation Report endorsed by Director of Corporate Services. Contract to be considered early January. Approx £12,000 spend to end December.

YM216	Bullbrook Community Centre Refurbishment & Extension	230.0	230.0	0.8	0.0	229.2	0.0	0.0	Project completed	Contract about to be awarded.
YM217	Community Centres - Refurbishment Rolling Programme	50.0	50.0	0.0	7.9	42.1	0.0	0.0	Project completed	Works programme now due to commence.
YM218	Community Centres Planned Preventative Maintenance	66.7	66.7	0.0	0.0	66.7	0.0	0.0	Project completed	Plan of works complete.
YM238	Accommodation Strategy Preparatory Works	20.0	20.0	0.0	0.4	19.6	0.0	0.0	Project completed	Tenders have been accepted for the post room relocation and the reception area in Easthampstead House.
Total of Current Year Programme - Corporate Services & Chief Executive's		1342.7	1342.7	203.3	8.3	1131.1	0.0	0.0		

Current Year Programme - Council Wide										
YM002	Access Improvement Programme	219.8	219.8	124.7	0.7	94.4	0.0	0.0	80% of our public buildings to have disabled access	Key targets will be reached by the end of the financial year.
YM003	IT Developments	127.0	77.0	26.1	0.4	50.5	50.0	0.0	Project complete 2010/2011	CMS replacement underway & servers purchased. Forms replacement out for procurement. Web site development delayed & will be carried forward due to resources issues.
YM165	Server Refresh	184.8	124.8	14.6	7.9	102.3	60.0	0.0	Project complete 2010/2011	£60K agreed to be carry forward for MS exchange hardware in 2010/11. £50k to be used for licence purchase.
YM179	ICT Maint Prog - Desktop	280.9	230.9	169.5	0.0	61.4	50.0	0.0	2009/10 programme complete	Ongoing - continued desktop & laptop replacement. £50K to be carried forward to fund next years refresh.

YM181	Capitalisation of Revenue (Budgets Only)	400.0	400.0	0.0	0.0	400.0	0.0	0.0	Project complete	Monies will be transferred when schemes are identified near the end of the financial year.
YM189	Asbestos Management	263.5	263.5	16.5	73.7	173.3	0.0	0.0	Final Year of a three year programme	Current forecasts suggest there is adequate funding to complete the programme.
YM190	Water Hygiene	105.4	105.4	20.0	0.0	85.4	0.0	0.0	Final Year of a three year programme	Current forecasts suggest there is adequate funding to complete the programme.
YM191	Fire Safety	113.0	113.0	15.6	0.6	96.8	0.0	0.0	Final Year of a three year programme	Current forecasts indicate that the programme is proving more expensive than anticipated. There may be a budget pressure at outturn and work is continuing to clarify the likely impact.
YM199	Time Square Refurbishment - Chillers & Roof	1053.4	1053.4	189.8	0.0	863.6	0.0	0.0	Project complete	Additional funding has been transferred from general building maintenance. Scheme now underway & due to complete in January 2010.
YM202	Desktop & Infrastructure Software Upgrade	200.7	200.7	184.3	0.0	16.4	0.0	0.0	Signing of an enterprise agreement & extended cover during this year	Licence purchase complete. Reviewing whether to use remaining funding to assist with Groupwise replacement.
YM210	South Hill Park Loan	25.0	25.0	0.0	0.0	25.0	0.0	0.0	Payment made	Loan likely to be drawn down January 2010.
YM206	Flexible Working (FMW) Implementation	107.0	107.0	1.5	0.6	104.9	0.0	0.0	Three teams to go mobile.	Currently working on the costs for the over 11 Team. This will be followed by the Housing Team.
YM211/ 19/20/21	Members Initiative	420.0	420.0	71.2	0.0	348.8	0.0	0.0		Proposals being reviewed, prioritised & programmed.

YM214	Electronic Documents Records Management System	132.0	132.0	-69.5	166.1	35.4	0.0	0.0	Project complete	Project underway. Hardware purchased & supplier support & development committed. Software licences to be purchased.
YM212	Voltage Optimisation System (Invest to Save)	105.0	105.0	0.0	0.0	105.0	0.0	0.0	Project complete 2009/10	Times Square element to be completed alongside 2009/10 programme of works. Leisure Centres element awaiting contractual guidance before works can undergo procurement.
Total Current Year Programme - Council Wide		3737.5	3577.5	764.3	250.0	2563.2	160.0	0.0		

Total Current Year Programme	5080.2	4920.2	967.6	258.3	3694.3	160.0	0.0			
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Percentages 20% 5% 75% 3% 0%

Total - Council Wide	3975.2	3765.2	859.0	261.2	2645.0	210.0	-2.8		
Total - Corporate Services & Chief Executives	1618.6	1618.6	216.7	66.1	1335.8	0.0	0.0		

Total Capital Programme	5,593.8	5,383.8	1,075.7	327.3	3,980.8	210.0	-2.8		
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Percentages 20% 6% 74% 4% 0%

CORPORATE SERVICES / CX OFFICE PMR3 - TO NOVEMBER 2009

	Original Cash Budget 2009/2010	Virements & Budget C/Fwds		Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Month	Variance Supported by CMT
	£000	£000	NOTE	£000	%	£000	£000	£000	£000
Director of CS									
Director of Corporate Services	258	-11	H	247	68	247	0	0	0
Community Engagement	76	135	H	211	62	211	0	0	0
	334	124		458	65	458	0	0	0
Head of Democratic & Registration Services									
Democratic & Support Services	824	-9	/	815	59	815	0	0	0
Member and Mayoral Services	903	-61	/	842	70	842	0	0	0
Registration of Births, Deaths & Marriages	-7	33		26	4	26	0	0	0
Registration of Electors / Elections	230	-42		188	89	188	0	0	0
	1,950	-79		1,871	66	1,871	0	0	0
Head of Customer Services									
Local Tax Collection	293	43		336	128	363	27	0	27
Customer Services	998	-107	D, E	891	70	888	-3	0	-3
	1,291	-64		1,227	86	1,251	24	0	24

Head of Legal Services

Legal	751	-82	A	669	63	669	0	0	0
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Human Resources Manager

Human Resources	518	18	B, E	536	53	555	19	0	19
Health & Safety	137	3		140	70	140	0	0	0
Unified Training Unit	567	18		585	59	585	0	0	0
	1,222	39		1,261	58	1,280	19	0	19

Borough Treasurer**Head of Finance**

Finance	2,290	88	D, E	2,378	57	2,378	0	0	0
Insurance	943	-55		888	71	888	0	0	0
Transport	1,936	-10	L, N	1,926	57	1,998	72	42	30
	5,169	23		5,192	60	5,264	72	42	30

Head of Property Services

Property Services	677	25	G	702	67	702	0	0	0
Industrial & Commercial Properties	-1,532	-2	G	-1,534	65	-1,434	100	0	100
Surveyors	483	82		565	47	565	0	0	0
Facilities	1,544	47	C, G	1,591	74	1,591	0	0	0
Town Centre Redevelopment	48	160	F	208	80	208	0	0	0
	1,220	312		1,532	71	1,632	100	0	100

Chief Information Officer

ICT Services	2,565	-106	E	2,459	68	2,459	0	0	0
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Chief Executive's Office

Chief Executive	351	28	<i>F</i>	379	72	379	0	0	0
Chief Executive's Office	1,003	39	<i>E, M</i>	1,042	64	1,048	6	0	6
Voluntary Sector Grants	163	0		163	76	163	0	0	0
NI136 - Grant Contributions to Shopmobility & CAB	219	0		219	63	219	0	0	0
Community Safety	303	-91	<i>H, K</i>	212	55	212	0	0	0
Design & Print Services	-219	94		-125	12	-125	0	0	0
	1,820	70		1,890	69	1,896	6	0	6

In Year Budget Savings

0	196	196	0	0	-196	0	-196
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TOTAL CS AND CX OFFICE

16,322	433	16,755	65	16,780	25	42	-17
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Memorandum item

Devolved Staffing Budget - CS and CX	10,235	265	10,500	69	10,500	0	0	0
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Non Cash Budgets

Capital Charges	1,902	0	1,902	1,902	0	0	0
FRS17 Adjs	655	0	655	655	0	0	0
Recharges	-8,993	-1,923	<i>J</i>	-10,916	-10,916	0	0
	-6,436	-1,923		-8,359	-8,359	0	0

Annex C: Corporate strategic risks owned by Director of Corporate Services and Borough Treasurer


PROGRESS ON DIRECTOR OF CORPORATE SERVICES STRATEGIC RISK ACTION PLAN – 30/12/09

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Business Continuity Incidents	2, 7 and 10	B2	<ul style="list-style-type: none"> Organisational Business Continuity Plan Gap SCL Membership Business Continuity Plans for all directorates to ensure continuation of critical functions. Training for key officers in emergency and business continuity plan operations. Exercise held in March 2009. Organizational Human Influenza Pandemic Contingency Plan Flu Management Group established and business continuity representatives have checked flu response plans with critical 	Emergency Planning Officer to consider in January if meetings of Flu Management Group should resume after the Christmas and New Year break	31/1/10	✓	First meeting took place after the end of the quarter as scheduled on 5 October 2009 as planned.
				Swine Flu absence monitoring to continue until at least January 2010 when position will be reviewed.	Ongoing	✓	Following the quarter end, emails were sent out from HR instructing managers on process for drop box. Reporting and monitoring of data by CMT has commenced.
				Business Continuity Plans to be updated to ensure critical functions reflect new organisational	31/3/10	✓	This now need to be updated following the approval on 23 September of the split of Social Care and Learning into Children's, Young People and Learning and Adult Social care

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			functions in their directorates <ul style="list-style-type: none"> Weekly Flu Management Group meetings resumed on 5 October and continued until 7/12/09. Swine Flu vaccination programme completed 	structure following split of SCL. Organisational Business Continuity Plan currently being updated			and Health.
				Flu Plan to be re-visited	31/3/10	✓	Revised Organizational Business Continuity Plan was reviewed by the Strategic Risk Management Group on 16 July. Information on the prioritisation of systems back-up to be included in this document is still outstanding.
Litigation	10	B2	<ul style="list-style-type: none"> Corporate Complaints Procedure in place to address issues before they escalate to a formal legal action Council has insurance cover for insurable claims such as public and employer liability In-house legal time to provide advice and legal expertise on specific 	<ul style="list-style-type: none"> Further procurement training is planned for officers on equality and diversity in procurement. Training sessions are also planned for Members and 	31/3/10	✓	Sessions have been held.



RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			areas sought from external lawyers/Counsel. <ul style="list-style-type: none"> • Reports for decision making include feedback from the Borough Solicitor on legality. • Updates to raise awareness of new legislation with both officers and Members e.g. Corporate Manslaughter • Highways inspections • Health and Safety team promote awareness of health and safety issues and undertake visits to Council sites. Training courses such as on use of ladders • Clear HR policies in 	for Executive Members. <ul style="list-style-type: none"> • Tree survey ongoing to determine health of trees and those requiring attention. This will need to be followed by action to address priority works. 			
					Ongoing	✓	Trees on major highways have been surveyed, logged and plotted on GIS. Any priority action work required has been completed. Major work has been undertaken on Nine Mile Ride and Mill Lane. Outcome will be frequency of surveying and planned maintenance schedule. Results of baseline survey have been submitted to Highways Authority. Further work to quantify baseline of work and how much of a budget

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			place and training provided to staff on their operation <ul style="list-style-type: none"> Basic training on the new Contract Standing Orders and the revised Procurement manual has been completed. Corporate Complaints Procedure is in place and complaints reported quarterly in PMR's. Training for officers provided in quarter 3 included a lunchtime managers session on the Code of Conduct and mandatory equalities and diversity training. 	<ul style="list-style-type: none"> Update on trees to be provided to next meeting of Strategic Risk Management Group 	28/2/10	✓	pressure necessary. All Leisure sites surveyed and complete. The Strategic Risk Management Group will consider action being taken to address priority works.
				<ul style="list-style-type: none"> Learning from complaints and mistakes. Process in place in Council e.g. PMR's 	Ongoing	✓	Annual report on complaints includes learning points. PMR's also adapted to do this.
							Training sessions have been held.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Potential failure of key contractors	10	D2	<ul style="list-style-type: none"> Key contracts are monitored on a regular basis as part of the contract performance mechanisms in place for all contractors. This should address any capacity or performance issues that might indicate that there may be issues with financial viability. 	<ul style="list-style-type: none"> There is scope to request financial checks on existing contractors should officers have concerns about contractors financial viability. 	Ongoing		Ongoing monitoring of contractors.

PROGRESS ON BOROUGH TREASURER'S STRATEGIC RISK ACTION PLAN AS AT 30/9/09

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Funding pressures/	1-13	B2	<ul style="list-style-type: none"> Robust and proven budget setting process. 	As part of the 2010/11 financial planning, the contingency budget has been increased to reflect greater uncertainty during the economic downturn and minimal use of reserves and balances is planned.	Ongoing	✓	Ongoing.
Financial Settlement	10	A2	<ul style="list-style-type: none"> Robust and proven budget monitoring Finance Reports are produced and reported to each DMT on a monthly basis at departmental level and through to PMRs. CMT also review Finance Reports monthly. Variances are discussed and remedial action identified. Executive approved in year savings programme in 2009 to address areas of overspend 				
			Internal Audit reviews of				

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			key financial systems including budget setting and monitoring and procurement.				
Loss of Systems and Data	6-10	C2	<ul style="list-style-type: none"> ICT Security Policy ICT Security Policy for External Suppliers Data Protection Advice for Councillors The Essential Employee Guide to Handling Personal Information 	<ul style="list-style-type: none"> Information Management Framework being developed by Assistant Borough Solicitor 	Revised deadline 31/3/10		This has been delayed due to the demands on resources arising from the high volume of FOI requests. It is now anticipated that this will be developed by the end of the financial year.
			<ul style="list-style-type: none"> Data Protection Privacy Statement Guidelines for Departmental Records Management 	<ul style="list-style-type: none"> Adoption of an Information Security Policy that adheres to the Government Connect Code of Connection 	31/3/10		A draft has been produced and passed to Legal who will now be taking this forward. Ownership of the policy is being discussed.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			<ul style="list-style-type: none"> Firewall and anti-virus software in place Internal audit reviews The underlying principles of ISO 27001 standard have been met in practice through compliance with Government Connect 	<ul style="list-style-type: none"> Ensuring hardware and software systems comply with Government Connect 	Ongoing	✓	Achieved through requirements for compliance with Government Connect
				<ul style="list-style-type: none"> Setting up of an Information Management Group that via the Chief Officer: Information Services, reports to the Information, Communications and Technology Strategy Group 	30/11/09	✓	The Group has been established and met for the first time on 25/11/09.
IT & information Security/Identity Breach	6-10	D2	<ul style="list-style-type: none"> Disaster Recovery Plans Regular back-ups of system The Essential Employee Guide to Handling Personal Information 	<ul style="list-style-type: none"> Information Management Framework being developed by Assistant Borough Solicitor 	Revised deadline 31/3/10	✓	This has been delayed due to the demands on resources arising from the high volume of FOI requests. It is now anticipated that this will be developed by the end of the financial year.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			<ul style="list-style-type: none"> Data Protection Privacy Statement Firewall and anti-virus software in place Internal audit reviews Reminder sent to all staff on ICT Security Policy and need for vigilance in respect of data security The underlying principles of ISO 27001 standard have been met in practice through compliance with Government Connect 	<ul style="list-style-type: none"> Adoption of an Information Security policy that adheres to the Government Connect Code of Connection 	31/3/10	✓	A draft has been produced and passed to Legal who will now be taking this forward. Ownership of the policy is being discussed.
				<ul style="list-style-type: none"> Ensuring hardware and software systems comply with Government Connect 	Ongoing	✓	Achieved through requirements for compliance with Government Connect
				<ul style="list-style-type: none"> Internal Audit review in progress to assist with self assessment of compliance with Government Connect. 	31/1/10	✓	Ongoing
				<ul style="list-style-type: none"> Setting up of an Information Management Group that via the Chief Officer: Information Services, reports to the Information, Communications and Technology Strategy Group (ICTSG). 	30/11/09	✓	The Group has been established and will meet for the first time on 25/11/09.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Programme Management Capacity	1-6 and 10	C2	<ul style="list-style-type: none"> • Business case produced and budget set for each project and monitored by individual project boards. • Updates on significant projects provided to DMT • Council has adopted PRINCE methodology of project Management for all IT and major projects. • Training of key staff in project management 	<ul style="list-style-type: none"> • None 	N/A	N/A	N/A

Annex D: Performance against Indicators, Actions and Risks

PRIORITY ONE: A TOWN CENTRE FIT FOR THE 21st CENTURY				
Medium-Term Objective 1: Build a Bracknell Town Centre that residents are proud of				
ACTIONS IN SUPPORT OF MTO 1		Due Date	Owner	Comments
1.4	Construct and open a new Bracknell library, civic offices and a high quality “Jubilee Gardens”.			
1.4.2	Assist with the development of a new library, civic offices and Jubilee Gardens.	Mar 2010	CPS	✗ Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.3	Finalise plans for the new democratic office suite in the Civic Hub.	Mar 2010	CPS	✗ Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.4	Provide all necessary support, advice and guidance for the office planning in the new accommodation. Ensure accurate headcount figures are in place for space planning.	Mar 2010	CPS	✓ Headcount figures available for planning purposes.
1.4.5	Provide all necessary support and advice for the IT Infrastructure in the Civic Hub.	Mar 2010	CPS	✗ Dependent on outcome of town centre discussions.
1.4.6	Provide all necessary support and advice on the customer services area in the Civic Hub.	Mar 2010	CPS	✗ Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.6	Improve perceptions and vibrancy of Bracknell town centre during redevelopment.			
1.6.2	Improve vibrancy of town centre and market through range of activities to attract shoppers.	Mar 2010	CPS	✓ Programme of activities/promotions progressing satisfactorily. Ongoing events.
1.7	Assess options for future accommodation for library, democratic function, customer services and offices.			
1.7.2	Assess options for future of Council accommodation for offices, library, Democratic Services, Customer Service.	Jul 2009	CPS	✓ Options for all areas except the library are included in the draft Accommodation Strategy.
1.7.3	Assess financial, legal and property options of future Council accommodation.	Jul 2009	CPS	✓ Work ongoing as part of Accommodation Strategy and town centre regeneration proposals.
1.8	Adopt transformational business processes to support new ways of working in the new accommodation.			
1.8.1	Implement transformational business process improvements to support changes in accommodation early, where possible: storage, postal, receptions, meeting rooms, telephony, IT infrastructure.	Mar 2010	CPS	✓ Corporate EDRMS solution being implemented in ASCH/CYPL. Tidy days held in July. Improvements made to BORIS. New postal arrangements have been implemented. Meeting room review completed - no action to be taken at this time. Telephony review completed and actions being implemented. IT infrastructure changes underway.
1.8.2	Support mobile and flexible working project, and provide all necessary support, advice and guidance for HR.	Mar 2010	CPS	✓ HR Policy Framework document now on BORIS. Training programme being developed.

1.8.3	Support for corporate mobile and flexible working strategy by providing hardware, software and support to enable new work styles.	Mar 2010	CPS	✓	<i>Technology requirements reviewed to support pilot projects. IT standards all in place. Project completed in Children's Services Over 11s team. Benefits pilot underway to determine productivity of assessment officers being home rather than office based. Technology to support Environmental Health Officers also being reviewed.</i>
1.8.4	Support for corporate mobile and flexible working strategy through development of accommodation strategy.	May 2009	CPS	✓	<i>Accommodation Strategy completed in draft. Considered by CMT in December. More details being obtained on costs of repairs.</i>
OPERATIONAL RISKS TO MTO 1			Owner	Progress on Mitigation Actions	
1.1	Town centre property issues. Mitigation: Close monitoring through monthly project meetings for the civic centre project. PRINCE2 methodology followed for the civic centre project. Monthly meetings held with BRP on the town centre regeneration project.		CPS	Monthly meetings held with BRP. Revised/New Risk: None.	
1.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.		CPS	Monthly meetings held with BRP. Revised/New Risk: None.	
1.3	Realising benefits of the town centre redevelopment and Civic Hub: maximum benefits or improvements of significant change and investment are not realised or demonstrated. Mitigation: Regular review to ascertain key benefits are realised. Monthly project meetings for the civic centre project. PRINCE 2 methodology followed for the civic centre project, which will require post-project implementation review to assess if objectives met and benefits realised.		CPS	Civic Centre project meetings on hold pending progress on town centre redevelopment . Revised/New Risk: None.	
1.4	Loss of key staff. Plans for library, new civic hub and Jubilee Gardens not implemented. Mitigation: Recruit staff if required. Plans in place to progress civic centre.		CPS	Civic Centre project meetings on hold pending progress on town centre redevelopment . Revised/New Risk: None.	
1.5	Imprecise HR data would impact on planning. Mitigation: Ensure up-to-date, accurate data available.		CPS	Database is actively kept up to date on a quarterly basis to ensure accuracy. Revised/New Risk: None.	
1.6	Delay in new civic building and financial constraints cause delay. Mitigation: Ensure business cases for such projects are robust and self-funding.		CPS	Alternative accommodation issues being investigated for interim period. Revised/New Risk: None.	

PRIORITY TWO: PROTECTING AND ENHANCING OUR ENVIRONMENT				
Medium-Term Objective 4: Keep Bracknell Forest clean and green.				
ACTIONS IN SUPPORT OF MTO 4		Due Date	Owner	Comments
4.6	Develop a local climate change strategy by 2009, in line with the Nottingham Declaration.			
4.6.2	Investigate the feasibility of installing on-site renewable energy in existing Council premises: Review boiler replacement schedule and high-carbon sites to identify priorities. Conduct an options appraisal for priority sites. Report to CMT.	Mar 2010	CPS	✓ Initial investigations undertaken. Further investigation being undertaken on rainwater collection and boiler replacement.
4.6.4	Print Council publications on recycled paper, using environmentally friendly printing processes, wherever possible.	Mar 2010	CPS	✓ All council agendas and associated papers are now printed on 100% recycled white paper. Coloured paper will be used only when necessary, e.g. for exempt/confidential reports. Recycled logo is included on all agendas.
4.6.5	Optimise sustainability of all new Council buildings.	Mar 2010	CPS	✓ Building surveyors optimise use of sustainable materials in new work. Facilities management investigating how to improve sustainability within council offices and the Commercial Centre.
4.6.6	Investigate energy saving opportunities in ICT: desktop review; ensure green ICT procurement; review office printers to reduce printer paper, toner and energy; investigate whether Citrix servers can be powered off when not in use.	Mar 2010	CPS	✓ Printing strategy work plan underway. South side Time Square, Commercial Centre, Chief Executive's Office, Legal and elements of Finance completed. Awaiting outcome of Accommodation Strategy review before completing Seymour House and Time Square north side. Reviewing further opportunities in server and desktop environments, particularly around thin client technology.
4.6.7	Reduce environmental impact of vehicle fleet: green fleet review. Report recommendations.	Mar 2010	CPS	✓ The green fleet review has been completed. The results will be reported to CMT in February, together with a new road risk policy and associated action plan.
4.6.8	Ensure that the Council has a strategy to reduce waste from Council offices and other Council-owned premises.	Apr 2009	CPS	✓ Draft strategy formulated and will be refined after consultation.
4.6.9	Increase purchase of sustainable goods and services: analyse sustainable purchase practice; survey attitudes to sustainable purchasing amongst authorised purchasers; develop action plan; implement action plan.	Jan 2010	CPS	✓ Working with Environment, Culture & Communities to prepare the survey, which is nearing completion. Aim is to issue the survey in early 2010.
4.6.11	Include climate change in staff induction programme and staff training and development programmes where relevant. Co-ordinate environmental management workshops for school managers and governors annually.	Oct 2009	CPS	✓ Climate change/environmental awareness has been delivered to the Lunchtime Managers Forum in October. Now part of Corporate Induction programme.

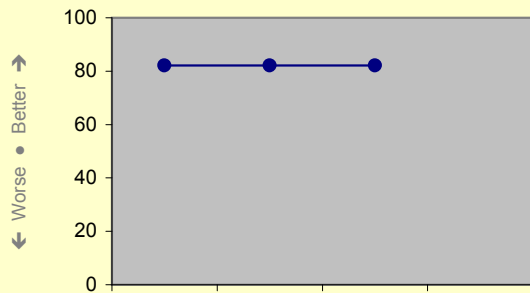
OPERATIONAL RISKS TO MTO 4			Owner	Progress on Mitigation Actions
4.1	Loss of key staff. Mitigation: Recruit staff if required.		CPS	No recruitment required. Revised/New Risk: None.
4.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship.		CPS	Monthly meetings with contractors. Revised/New Risk: None.
4.3	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Good communications plan in place for new and existing staff. Revised/New Risk: None.
PRIORITY THREE: PROMOTING HEALTH AND ACHIEVEMENT				
Medium-Term Objective 5: Improve health and wellbeing within the Borough.				
Medium-Term Objective 6: Improve the outcomes for children and families through the Children and Young People's Plan.				
ACTIONS IN SUPPORT OF MTO 6		Due Date	Owner	Comments
6.2	Make sure there are enough good school buildings for an expanding Borough, including building a replacement for Garth Hill College.			
6.2.1	Assist in developing school buildings to ensure they are provided in accordance with the programmes for BSF, and new schools programme.	Mar 2010	CPS	✓ Working with CYPL on projects.
6.2.2	Provide professional resources to support the delivery of major construction projects.	Mar 2010	CPS	✓ Provided as required.
6.2.3	Provide legal advice and support in consideration with redevelopment of Garth Hill College and any other Building Schools for the Future projects.	Mar 2010	CPS	✓ Legal has and continues to provide support in connection with the Garth Hill project.
6.4	Establish six new children's centres to give families access to integrated multi-agency services for young children.			
6.4.3	Assist in development of two additional children's centres by March 2010.	Mar 2010	CPS	✓ Support provided.
6.5	Invest in new youth facilities and targeted youth support.			
6.5.1	Provide professional property support for the development of new youth facilities.	Mar 2010	CPS	✓ Chief Officer: Property leading project. Recommendations approved by CMT. Work continuing.
6.10	Implement the primary capital strategy, and develop facilities in secondary and special schools.			
6.10.2	Assist in implementation of the primary capital strategy.	Mar 2010	CPS	✓ Working with CYPL on projects.
OPERATIONAL RISKS TO MTO 6			Owner	Progress on Mitigation Actions
6.1	Loss of key staff. Mitigation: Recruit staff as required.		CPS	No recruitment required this period. Revised/New Risk: None.
6.2	Failure to control implementation of major projects (Garth Hill). Mitigation: Robust project management.		CPS	Project management is working well. Revised/New Risk: None.
6.3	Lack of grant funding to carry out programmes. Mitigation: Ensure grant funding applications made in a timely manner.		CPS	No change to the risk in the quarter. Revised/New Risk: None.
6.4	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with contractors include discussion of performance.		CPS	Close monitoring of contractors in place. Revised/New Risk: None.

Medium-Term Objective 7:

Seek to ensure that every resident feels included and able to access the services they need.

PERFORMANCE INDICATORS FOR MTO 7

NI 1: Percentage of people who believe people from different backgrounds get on well together in their local area



LAA INDICATOR (Local)

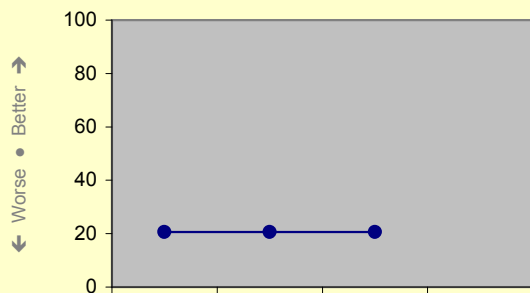
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This LAA (Local) indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 75th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

NI 6: Participation in regular volunteering



LAA INDICATOR (Designated)

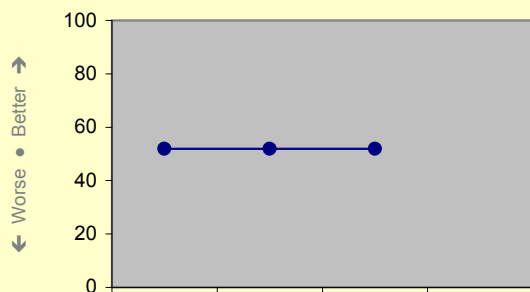
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This LAA (Designated) indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 50th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

NI 2: Percentage of people who feel that they belong to their neighbourhood



CAA Indicator (non-LAA)

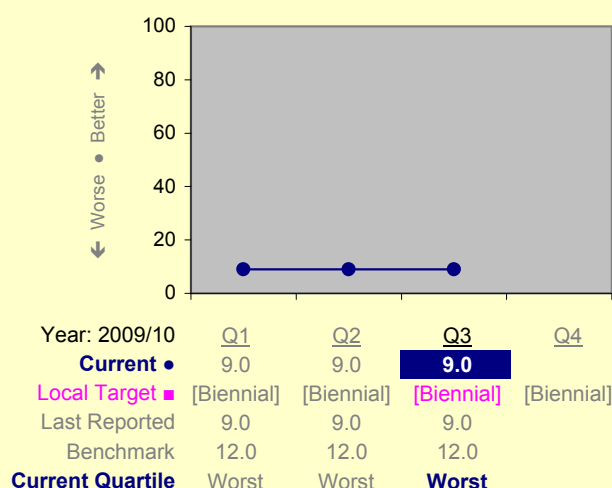
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 25th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

NI 3: Civic participation in the local area



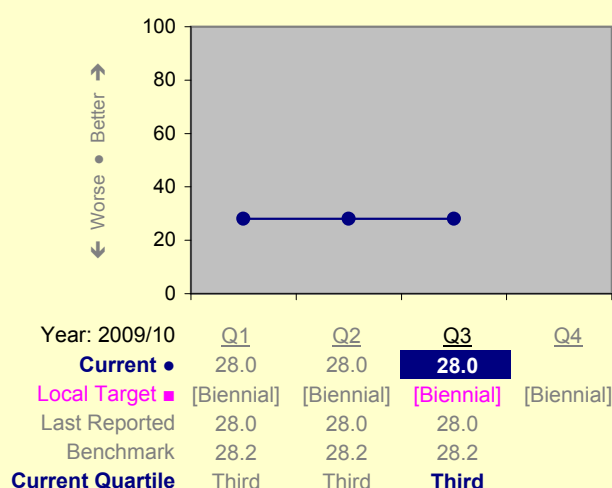
CAA Indicator (non-LAA)
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 25th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

NI 4: Percentage of people who feel they can influence decisions in their locality



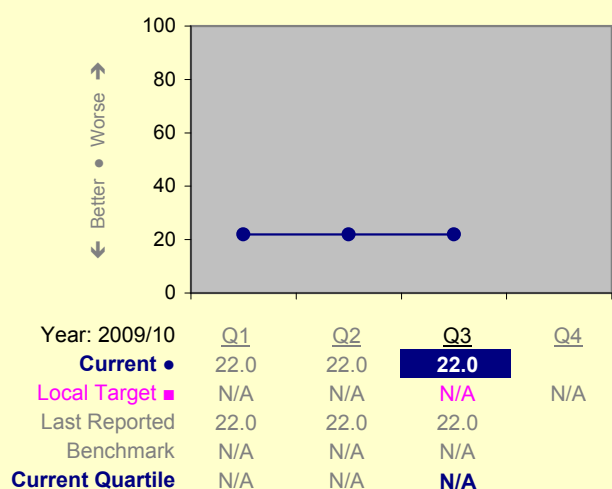
CAA Indicator (non-LAA)
Department: CPS / CXO

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 50th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

NI 14: Avoidable contact: The proportion of customer contact that is of low or no value to the customer



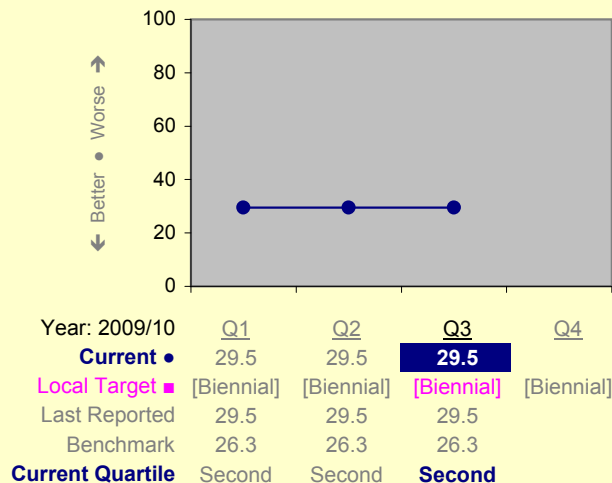
CAA Indicator (non-LAA)
Department: CPS

This is the corporate year-end figure for 2008/09. Of 12,611 total contacts, 2,769 (21.96%) were "avoidable". The Cabinet Office maintains that NI 14 outturns are not comparable across authorities, but our outturn is almost exactly equal to the national median. A good deal of work is ongoing across the council, and the 2009/10 figure will be available in Quarter 1 2010/11.

The current figure uses validated final data. This CAA indicator has a cumulative target measured by data collection. The 'last reported' figure is from the CLG Data Hub (May 2009). Benchmarking and quartile information is not currently available for this indicator.

Unit: % • Polarity: Low • BFC Lead: Keith Woodman

NI 23: Perceptions that people in the area treat one another with respect and dignity



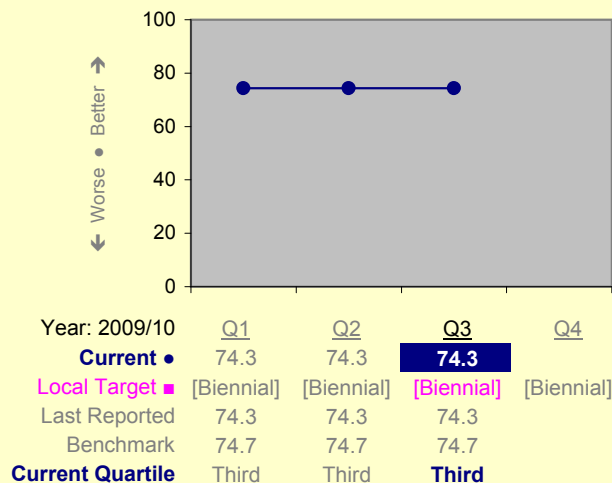
CAA Indicator (non-LAA)
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 25th percentile (low polarity) in the same figures.

Unit: % • Polarity: Low • BFC Lead: Abby Thomas

NI 140: Fair treatment by local services



CAA Indicator (non-LAA)
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey workshop was held with BFP in December, where actions were identified. These are currently being validated by theme partnerships for inclusion in a joint action plan.

The current figure uses validated final data. This CAA indicator has a snapshot target measured by survey. The 'last reported' figure is from the Place Survey (October 2008). Quartile shows the position of the current figure within the 2008 figures for all local authorities in England. Benchmark is the 50th percentile in the same figures.

Unit: % • Polarity: High • BFC Lead: Abby Thomas

ACTIONS IN SUPPORT OF MTO 7

		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
7.2	Use innovative methods of engaging local residents in decisions that affect them, particularly targeting 'hard to reach' groups to listen to their views.			
7.2.1	Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as a polling station locator on the website and on-line neighbourhood forums.	Mar 2010	CPS	✓ <i>Polling station locator has been trialled and more work is required before it is fully functional. Website has been enhanced to provide more information on being a councillor. Online neighbourhood forum pilot concluded in June.</i>
7.2.2	Review neighbourhood action groups and neighbourhood engagement processes with partners.	Apr 2010	CPS	✓ <i>15% of households responded to the neighbourhood survey. NAG chairmen reported that the forums were more effective than in 2008/09.</i>

7.2.3	Increase engagement in and awareness of democratic processes among members of the public, including young people, through local democracy week activities, enhancing the democracy and governance web pages, and facilitating neighbourhood forums.	Mar 2010	CPS	✓	Successfully delivered 'Question Time' event with three schools and Bracknell & Wokingham College, plus an 'Ask the Leader' session on the website. Both activities received good media coverage. The Leader also had an open slot on Radio Berkshire to respond to residents. November/December round of Neighbourhood Action Groups have been supported and all Neighbourhood Forums booked for 2009 have taken place. Work will begin shortly to book the 2010 forums.
7.2.4	Successfully deliver the European Parliamentary election.	Jun 2009	CPS	✓	The election was successfully delivered in June. Polling districts and places have been reviewed in the light of comments received.
7.3	Create a new customer contact centre in Bracknell that allows people to access all services.				
7.3.1	Delivery a targeted programme for customer care and awareness training to all staff dealing directly with customers.	Mar 2010	CPS	✓	Programme has commenced with NI14 defined as a priority and follow up programmes to meet specific needs, e.g. improved letter writing and communicating effectively.
7.3.2	Merge the receptions at Time Square and Easthampstead House.	May 2009	CPS	✓	Complete. Seymour House reception closed to the public in March, so that customers now visit Easthampstead House. The north and south receptions at Time Square were merged in May, so that customers now start their business at the north reception.
7.3.3	Upgrade the customer reception area at Time Square North.	Dec 2009	CPS	✓	Plans are being developed to provide low-level customer interview pods and a better self-service area, and to re-use the space created by closing the south reception area. Work is expected to begin in mid-April, following the increased customer demand created by the annual council tax bills.
7.3.4	Extend the use of the corporate CRM system.	Mar 2010	CPS	✓	Work has begun to develop the CRM system for incident reporting (previously referred to as accident reporting), which will save the cost of procuring a specific system for this function. The system will be used by HR and development supported by Customer Services. Work has also begun on integrating the CRM system with the telephony system used in Customer Services. Both these developments are scheduled to go live at the beginning of April.

7.3.5	Review the requirements for upgrading the telephony system.	Sep 2009	CPS	✓	<i>The Telephony Strategy endorsed by CMT in July is being monitored by the corporate Customer Contact Strategy Group. Two key themes of the strategy are to use a "family" of numbers in the range 352000 to 352020 for those service areas whose call volumes are sufficient to require a separate direct dial number, and for these service areas to use the VIP telephony system for measuring call volumes and call answering performance. The supplier of the telephony system has upgraded their system to meet our requirements and trialling is now underway in preparation for going live at the beginning of April. The upgrade provides integration with the CRM system and improve our service to customers. As a result of consolidation, an audit of outlying sites' telephony needs is being undertaken with a view to reducing costs.</i>
7.3.6	Lead the collation of the action plans for NI14 (reducing avoidable contact).	Jun 2009	CPS	✓	<i>NI 14 (reducing avoidable contact) is monitored by the corporate Customer Contact Strategy Group. Delivery of individual service area improvement plans compiled following data collection in 2008/9 is ongoing. Between now and March 10, service areas included in NI 14 group are collecting data for next year's improvement plans.</i>
7.5	Implement a disability equality scheme and gender equality scheme, and implement the Council's race equality scheme.				
7.5.1	Implement the disability, race and gender equality schemes' actions due for completion in 2009/10, and progress those actions due for completion in later years.	Mar 2010	ASCH CPS CXO CYPL ECC	✓	<i>ASCH: In progress. CPS: Proceeding satisfactorily. Both the DES and GES have been extended to September 2011 and will be refreshed. CXO: In progress. CYPL: In progress. ECC: In progress.</i>
7.5.2	Monitor equalities actions detailed in the race equality scheme, disability equality scheme and gender equality scheme.	Sep 2009	CPS	✓	<i>On track for 2009/10. 2008/09 report has been through the approval process.</i>
7.5.3	Report to employment committee on workforce monitoring including performance targets.	Oct 2009	CPS	✓	<i>Complete.</i>
7.5.4	Put in place a training programme and information sessions for induction and frontline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.	Oct 2009	CPS	✓	<i>Comprehensive corporate (and departmental) induction plan in place. Report to CMT in October on Gateway approach.</i>
7.6	Increase access to services by electronic means.				
7.6.1	Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as polling station locator on the website.	Mar 2010	CPS	✗	<i>Work on defining required outcomes of the project is underway. Project team defined and the underlying technology has been replaced. Current vacancy in the web team delaying project start until April.</i>

7.6.3	Continue to promote the use of online payments.	Mar 2010	CPS	✓	There are currently 178 miscellaneous items which may be paid for online, plus council tax, business rates, sundry invoices and car parking fines. Bracknell Leisure Centre, Downshire Golf Complex, and Edgbarrow and Sandhurst Sports Centres are available for a range of activities at the above centres
7.6.5	Ensure that the online payments facility satisfies the payment industry (PCI) standards.	Mar 2010	CPS	✓	Progress is being made in order to become compliant. Functionality in the upgrade to the VIP telephony system, due to go live at the beginning of April, will aid compliance.
7.7	Implement the community cohesion strategy and, through the LAA, focus on the use of culture and sport to give people a chance to shape their sense of belonging and identity as members of their communities.				
7.7.1	Implement actions in the 'All of Us' community cohesion strategy.	Mar 2010	CPS	✓	On track.
7.7.3	Maintain links with the Bracknell Forest Minorities Alliance and develop links with new groups.	Mar 2010	CPS	✓	The Minorities Alliance chairman has joined the Community Cohesion and Engagement Working Group.
7.8	Work within Bracknell Forest Partnership to show continuous improvement in equalities and diversity in the Council and its services, and achieve the equivalent of Level 3 of the Equality Standard.				
7.8.1	Conduct equality impact assessments (EIAs) for new services, strategies and policies, and review existing EIAs as part of a rolling three-year programme, ensuring all actions resulting from these are built into business/work plans.	Mar 2010	ASCH CPS CXO CYPL ECC	✓	ASCH: Reported separately within PMR. CPS: EIAs published this quarter for access to the democratic process and public engagement, heating plant maintenance procurement and registration services. CXO: Ongoing. CYPL: Reported separately within PMR. ECC: We published EIAs in the quarter for Emergency Plan Policy, Forest Care Lifeline and Homelessness Service.
7.8.2	Ensure all EIA actions for 2009/10 are implemented and actions for future years are progressed.	Mar 2010	CPS	✓	All EIAs completed in Corporate Services. Plans for three-year review being formulated.
7.8.3	Migrate over from the local government equality standard to the equality framework, developing an action plan for the attainment of the 'achieving' level.	Oct 2009	CPS	✓	Consultant's assessment completed providing positive feedback on our progress; the formal peer review can now be arranged.
7.8.4	Support the community mapping process led by the Chief Executive's Office, ensuring equalities information is mapped for the Borough.	Mar 2010	CPS	✓	Joint Strategic Needs Analysis published.
7.8.5	Provide training on equalities impact assessments, including equalities.	Mar 2010	CPS	✓	EIA programme completed, now included as part of induction for new managers programme.
7.9	Support the voluntary and community sector to increase levels of volunteering.				
7.9.1	Research and, as necessary, provide a policy and guidance on employee volunteering.	Oct 2009	CPS	✓	In draft.
7.9.2	Support the delivery of the NI 6 volunteering action plan by BFVA.	Mar 2010	CPS	✓	On track to achieve target.
7.10	Implement the Bracknell Forest Partnership community engagement strategy to engage with residents to shape service provision.				
7.10.1	Publish the Bracknell Forest Partnership community engagement strategy and ensure 2009/10 actions are implemented.	Jun 2009	CPS	✓	2009/10 actions on track. Half-yearly monitoring complete.

7.11	Develop an action plan to support the implementation of the community empowerment legislation.			
7.11.1	Develop the community empowerment action plan.	Mar 2010	CPS	✓ To be delivered through the Community Engagement Strategy.
OPERATIONAL RISKS TO MTO 7			Owner	Progress on Mitigation Actions
7.1	Demographic and socioeconomic changes. Mitigation: Provision of good information.		CPS	Available information monitored. Revised/New Risk: None.
7.2	Limited staffing resource. Mitigation: Careful prioritisation.		CPS	Monthly review by DMT. Revised/New Risk: None.
7.3	Increasing delivery of services through partnership working. Mitigation: Monitoring of key service areas through PMRs and monthly budget monitoring.		CPS	Regular review. Revised/New Risk: None.
7.4	Lack of accurate personal equalities-related data from staff may lead to targets being unrealistic. Mitigation: Ensure data is as accurate as possible and/or targets are realistic.		CPS	Database is actively managed on a weekly basis. Revised/New Risk: None.
7.5	Redevelopment of website has to be delayed due lack of resources. Mitigation: Review work plans and prioritise this work as corporately important.		CPS	Web Officer now being actively recruited to fill post. Revised/New Risk: None.
7.6	Petition against the European Parliamentary election result. Mitigation: Close monitoring of contingency risk register. Close monitoring of detailed project plan. Training for all election staff. Clear procedures and briefing notes.		CPS	Deadline for petition has passed so there is no longer a risk to the council for this action. Revised/New Risk: None.
7.7	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Clear communications plans in place for major projects. Project plans also in place. Revised/New Risk: None.
7.8	Loss of key staff. Mitigation: Recruit staff as required.		CPS	Recruitment carefully monitored by DMT. Revised/New Risk: None.
PRIORITY FOUR: CREATE A BOROUGH WHERE PEOPLE ARE, AND FEEL, SAFE				
Medium-Term Objective 8: Reduce crime and increase people's sense of safety in the Borough.				
ACTIONS IN SUPPORT OF MTO 8		Due Date	Owner	Comments
8.4	Use the 'speedwatch' anti-speeding teams to reduce the incidence of speeding.			
8.4.1	Run speedwatch and increase awareness of the programme.	Mar 2010	CPS	✓ Trained volunteers and supported the launch of Great Hollands Speedwatch.
8.6	Publish an action plan to prevent violent extremism.			
8.6.4	Support the preventing violent extremism action plan through maintaining community engagement.	Mar 2010	CPS	✓ Developed a consultant's research specification for the community mapping. Discussing the bid with the Muslim community.
OPERATIONAL RISKS TO MTO 8			Owner	Progress on Mitigation Actions
8.1	Lack of engagement from key stakeholders. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Support and input given to communications plan and stakeholder meetings. Revised/New Risk: None.
8.2	Difficulty attracting new volunteers. Mitigation: Support BFVA to implement the NI 006 action plan promoting volunteering.		CPS	Regular meetings held with BFVA and actions identified to support the plan. Revised/New Risk: None.
8.3	Limited staffing resource. Mitigation: Careful prioritisation.		CPS	Staffing and performance regularly monitored. Revised/New Risk: None.
8.4	Potential for the Prevent Strategy to strain community relations. Mitigation: Work with BFVA to ensure effective engagement with community groups on the Prevent Strategy.		CPS	Regular communication and meetings held with key community groups. Revised/New Risk: None.
8.5	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship.		CPS	Regular meetings held. Revised/New Risk: None.

Medium-Term Objective 9: Promote independence and choice for vulnerable adults and older people.																																			
ACTIONS IN SUPPORT OF MTO 9		Due Date	Owner	Comments																															
9.3	Develop a Borough-wide strategy for older people.																																		
9.3.2	Implement the actions from the older people's strategy.	Mar 2010	ASCH CPS CXO ECC	✓	ASCH: Key tasks being developed for the whole strategy. CPS: Proceeding satisfactorily. CXO: Work is ongoing.																														
PRIORITY FIVE: VALUE FOR MONEY																																			
Medium-Term Objective 10: Be accountable and provide excellent value for money.																																			
PERFORMANCE INDICATORS FOR MTO 10																																			
<p>NI 179: Value for money – total net value of on-going cash-releasing value for money gains that have impacted since the start of the 2008-9 financial year</p> <div><div><p>Worse • Better ↓ ↑</p><table><tr><th>Year: 2009/10</th><th>Q1</th><th>Q2</th><th>Q3</th><th>Q4</th></tr><tr><td>Current</td><td>£1,939,000</td><td>N/A</td><td>£5,003,000</td><td>N/A</td></tr><tr><td>Local Target</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Last Reported</td><td>£1,939,000</td><td>N/A</td><td>£5,003,000</td><td>N/A</td></tr><tr><td>Benchmark</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr><tr><td>Current Quartile</td><td>N/A</td><td>N/A</td><td>N/A</td><td>N/A</td></tr></table></div><div><p>CAA Indicator (non-LAA) Department: CPS</p><p>The Quarter 3 figures cited represent the anticipated outturn for 2009/10, submitted as a draft to CLG in October 2009. The figure shown for Quarter 1 is the final outturn for 2008/09.</p><p>The current figure uses final validated data. This CAA indicator has a complex cumulative target measured by data collection. The 'last reported' figure is from the CLG Data Hub (June 2009). Benchmarking and quartile information is not currently available for this indicator.</p><p>Unit: Currency • Polarity: High • BFC Lead: Chris Herbert</p></div></div>						Year: 2009/10	Q1	Q2	Q3	Q4	Current	£1,939,000	N/A	£5,003,000	N/A	Local Target	N/A	N/A	N/A	N/A	Last Reported	£1,939,000	N/A	£5,003,000	N/A	Benchmark	N/A	N/A	N/A	N/A	Current Quartile	N/A	N/A	N/A	N/A
Year: 2009/10	Q1	Q2	Q3	Q4																															
Current	£1,939,000	N/A	£5,003,000	N/A																															
Local Target	N/A	N/A	N/A	N/A																															
Last Reported	£1,939,000	N/A	£5,003,000	N/A																															
Benchmark	N/A	N/A	N/A	N/A																															
Current Quartile	N/A	N/A	N/A	N/A																															
ACTIONS IN SUPPORT OF MTO 10		Due Date	Owner	Comments																															
10.1	Maintain Council Tax levels in the lowest quartile of all unitary authorities.																																		
10.1.1	Maintain a below-5% increase in Council Tax.	Apr 2009	CPS	✓	Budget proposal agreed by Executive, out for consultation mid-December to end of January.																														
10.2	Implement a four-year 'efficiency' programme to reduce spending to sustainable levels.																																		
10.2.1	Deliver Corporate Services projects contained in the Council's balancing the budget programme: Support service - IT reduction in costs of support; implement the outcomes of the transport review; merger of receptions at Time Square, Easthampstead House and Seymour House; travel plan.	Mar 2010	CPS	✓	The merger of receptions at town-centre buildings has been completed (see action 7.3.2). Travel Plan actions completed. Business case for transport changes being implemented for the beginning of April. Support for Pericles system now provided in-house.																														
10.2.2	Continue to reduce and maintain the current reduction in the number of agendas and documents provided in hard copy.	Mar 2010	CPS	✓	The level of printing continues to be monitored.																														
10.2.3	Put in place a system to safeguard Council employees (ALERT). Review associated HR policies, e.g. lone working and recording gender-related incidents (as part of violent incident report).	Jun 2009	CPS	✓	ALERT now in place, all policies reviewed, revised and now available on Boris.																														
10.2.4	Implement an electronic accident reporting system.	Apr 2010	CPS	✓	Project plan developed using CRM as a vehicle for new system. On course for April implementation.																														
10.2.5	Audit health and safety in school swimming pools and sources of radiation in schools.	Oct 2009	CPS	✓	Programme in place, sources of radiation yet to be commenced but swimming pool audit has commenced as part of two-year audit programme. Fifty percent of swimming pool audits complete.																														

10.2.6	Carry out fire risk assessments in all appropriate Council properties.	Mar 2010	CPS	✓	All initial FRAS completed, H&S advisors to carry out revisits. Training of H&S advisors now complete. Programme plan for inspections of council properties being developed.
10.2.7	Evaluate disaster recovery/business continuity plan in light of system changes.	Oct 2009	CPS	✓	Evaluation of plan under review.
10.3	Create clear, accountable governance structures for working in partnership with other organisations in the Borough.				
10.3.4	Review ethical framework for partnerships.	Oct 2009	CPS	✓	Partnership Register and Self-Assessment Tool produced and circulated to theme partnerships' lead officers.
10.3.5	Review the governance arrangements for Bracknell Forest Partnership and its theme partnerships against the Partnerships Toolkit.	Mar 2010	CPS	✓	Ongoing.
10.5	Implement the priority areas of the service efficiency strategy to deliver savings and improve service operation.				
10.5.1	Implement the priority areas of the service efficiency strategy: transport, accounts receivable, postal and admin support, property support, printing strategy.	Mar 2010	CPS	✓	Transport changes business case being implemented for beginning of April 2010. Accounts Receivable BPR mapping has begun. Postal arrangements changed from end of July. Hart DC decided not to proceed with Property support. Printing strategy being implemented. Shared service opportunities being explored with other Berkshire UAs.
10.6	Implement the flexible working strategy to reduce accommodation requirements and improve service delivery.				
10.6.1	Implement the flexible working strategy: develop supporting framework and business cases for HR, IT and property/accommodation; support department projects in environmental health, children's services (over 11's) and benefits.	Mar 2010	CPS	✓	Overarching policies and procedures for flexible working in place. Environmental Health working practices review completed. Over 11s project has been implemented. Boris site now being developed. Pilot homeworking in Benefits being planned.
10.7	Ensure all Council services provide value for money and make effective use of resources.				
10.7.1	Manage the financial cycle, with the emphasis on delivering the Council's medium-term financial plan and preparing for the introduction of international financial reporting standards.	Mar 2010	CPS	✓	Revenue budget monitoring for 2009/10 indicates a potential overspend of £2.319m, principally as a result of reduced income (interest, car parks, development control, leisure facilities etc.) as a consequence of the recession. The Executive approved an in-year savings package in December in order to bring spending back into line with budget. Also in December the Executive approved the council's 2010/11 budget proposals as a basis for consultation. These include economies of £3.243m. Council will agree the budget and council tax in March. Work is underway to implement international financial reporting standards, and a briefing will be given to the Governance and Audit Committee on this in January.
10.7.3	Implement the priorities identified in the 2009 Use of Resources action plan: finance, risk management, procurement, assets, workforce, governance.	Mar 2010	CPS	✓	Use of resources assessment scores now received and new action plans being developed in light of recommendations.

10.7.5	Improve the quality of procurement throughout the Council.	Mar 2010	CPS	✓	<i>Actions arising from the Procurement Regulations Action Plan are being embedded. Contract Standing Orders and the Procurement Manual have been revised and training on their application provided. A contacts database is being maintained, based on regular reviews of payments over £35k. Service Plans for 2010/11 are being drafted. They identify significant procurements programmed for the year.</i>
10.7.6	Improve financial business processes founded on revised financial regulations and the development of the Agresso financial information and management system.	Mar 2010	CPS	✓	<i>Initial discussions regarding the upgrade to Agresso 5.5 have taken place. Improvements to financial business processes will be based on the enhanced functionality of Version 5.5. Discussions with Windsor & Maidenhead and West Berkshire, who are also Agresso users, regarding the possibility of closer working are continuing.</i>
10.7.23	Carry out a pilot exercise and recommend appropriate actions in respect of the Council's job evaluation scheme/pay and grading structure.	Jun 2009	CPS	✓	<i>Pilot exercise completed. Project plan for full job evaluation exercise now underway. Briefings for staff and Members carried out.</i>
10.7.24	Research pan-Berkshire approach to occupational health/advertising contract.	Jun 2009	CPS	✓	<i>Advertising contract agreed; legal measures being put in place; occupational health research completed. Not possible to put a pan-Berkshire contract in place because of significantly different needs of different unitaries.</i>
10.7.25	Review and improve arrangements for temporary and agency staff (Manpower contract).	Jun 2009	CPS	✗	<i>Contract negotiations ongoing after a review; improvements being sought. Current contract now expired; CMT report will be available in February.</i>
10.7.26	Build up and improve HR and Learning & Development content on BORIS; FAQs for transactional processing.	Mar 2010	CPS	✓	<i>Research underway.</i>
10.7.27	Research and, as necessary, provide guidance and policy direction on: domestic violence, psychological contract, carers.	Oct 2009	CPS	✓	<i>Research underway.</i>
10.7.28	Implement migration from Novell to Microsoft environment for personal productivity tools, directory services and collaborative working facilities.	Mar 2010	CPS	✓	<i>MS Office upgrade completed. Capital bid for new year prepared and submitted.</i>
10.7.29	Undertake maintenance of and investment in ICT Infrastructure.	Mar 2010	CPS	✓	<i>Work programme developed and agreed by Executive as part of ICT Strategy update.</i>
10.7.30	Update the ICT strategy, including information management strategy and information security management system. This includes adherence to Government Connect code of connection and linking to the Government Secure Intranet.	Mar 2010	CPS	✓	<i>ICT Strategy update agreed by Executive for the coming year. Information Management Strategy/Hub being chaired by BSol.</i>
10.7.31	Work with police and PCT to develop approach to asset management and asset utilisation.	Mar 2010	CPS	✓	<i>Police and PCT invited to Asset Management meetings. Also working with other Berkshire authorities.</i>

10.8	Implement all appropriate actions to ensure staff are in place with the right skills and capacity to deliver service outcomes and maximise service efficiency.			
10.8.1	Implement the actions due in 2009/10 in each departmental workforce plan.	Mar 2010	ASCH CPS CXO CYPL ECC	✓ <i>CPS: Workforce planning actions being implemented in accordance with the programme. CXO: Ongoing. ECC: In progress. Managers continue to make preparations for employees retiring. A programme on customer service training started in Quarter 3 and continues into Quarter 4. ECC has delivered a programme of training courses to employees on safeguarding. Several more managers attended the Management Development Centre and drew up development programmes with their managers following the event.</i>
10.8.2	Monitor and assess corporate-wide impact of the Safeguarding, Vetting and Barring Board, including CRB checks, training and recruitment.	Mar 2010	CPS	✓ <i>Comprehensive training now developed and agreed, training to be delivered over next two periods. Safeguarding Working Group monitoring progress.</i>
10.8.3	Ensure requirements of the CWDC/skills for care are met. These will include: adults and learning disabilities in employment, basic skills for Council and partner agencies, PIV and partnership working.	Mar 2010	CPS	✓ <i>Ongoing.</i>
10.8.4	Put in place the agreed development centre and ILM programme to provide workshops to support identified needs, to develop and update competency frameworks for managers.	Apr 2010	CPS	✓ <i>First year of ILM programme complete. Initial phase of Development Centre delivered and second revised programme commencing in February. Competency framework for middle managers agreed by CMT now to be put in place.</i>
10.8.5	Continually review and improve recruitment and retention as it impacts across the organisation, including specifically Grow Your Own and Modern Apprenticeships.	Mar 2010	CPS	✓ <i>Work in progress.</i>
10.8.6	Implement a system of workforce planning through service planning. Ensure HR staff provide support. Co-ordinate all departmental workforce plans.	Oct 2009	CPS	✓ <i>Completed. All departmental plans co-ordinated and used to inform the council's new Pay & Workforce Strategy. Year 2 Workforce Plan now underway; revised monitoring arrangements now in place.</i>
10.8.7	Construct a health and safety training strategy.	Jul 2009	CPS	✓ <i>Complete.</i>
10.9	Ensure all Members have the appropriate skills and knowledge to carry out their role by implementing the Member development strategy.			
10.9.1	Review the charter for Member development.	Jun 2009	CPS	✓ <i>This action is complete. The council was re-accredited in September.</i>

OPERATIONAL RISKS TO MTO 10		Owner	Progress on Mitigation Actions
10.1	Loss of key staff. Mitigation: Recruit staff as required.	CPS	Recruitment carefully monitored. Revised/New Risk: None.
10.2	Income projections not achievable. Mitigation: Robust budget setting and budget monitoring.	CPS	Many income budgets are under pressure as a consequence of the recession (e.g. interest, car parking, development control, leisure facilities etc). The situation is monitored on a monthly basis as a part of the council's budgetary control process. A potential overspend of £2.319m has been identified, principally as a result of shortfalls in income. An in-year savings package has been approved by the Executive in order to bring spending into line with budget. Revised/New Risk: None.
10.3	Demand-led services – increased pressure. Mitigation: Robust budget setting and budget monitoring.	CPS	Identified pressures, such as the Purchasing Plan - Adults (demographic changes, transfers from children's services to adults, ageing carers, etc) have been built into the 2009/10 budget. Expenditure on these services continues to be monitored on a monthly basis during 2009/10 as a part of the council's budgetary control process. Some pressure in the Looked After Children's budgets is being experienced and some funding has been withdrawn by the Primary Care Trust for Continuing Health Care following reviews of eligibility. Revised/New Risk: None.
10.4	Travel plan savings achievability. Mitigation: Robust budget setting and budget monitoring.	CPS	Savings targets have been built into the 2009/10 budget and their achievability is monitored on a monthly basis during 2009/10 as a part of the council's budgetary control process. A pressure of £0.032m has been identified as a consequence of additional one-off costs and changes to the original scheme. Revised/New Risk: None.
10.5	Technological difficulties with new and existing systems. Mitigation: Ensure systems are specified and delivered accurately.	CPS	Careful project management of new and existing systems. Revised/New Risk: None.
10.6	Delay of migration caused by technical complexity. Mitigation: Gain advice from industry experts.	CPS	Migration to Exchange will be delayed as a result of capital bids. Revised/New Risk: None.
10.7	Miss deadline for connecting to Government Secure Internet. Mitigation: Strong project governance and third-party technical support.	CPS	Completed on time. Revised/New Risk: Revised Code of Connection (V4.1) causes more difficulties. Action plan currently being developed for submission in April.
10.8	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship.	CPS	Regular meetings held. Revised/New Risk: None.
10.9	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Communications and project plans in place. Revised/New Risk: None.

PRIORITY SIX: SUSTAIN ECONOMIC PROSPERITY				
Medium-Term Objective 11: Promote the Borough's economic activity and potential				
ACTIONS IN SUPPORT OF MTO 11		Due Date	Owner	Comments
11.1	Work closely with partners to produce a programme of local action to support the local economy.			
11.1.7	Work with tenants of commercial properties to provide assistance where possible to reduce the impact of the recession on their business.	Mar 2010	CPS	✓ Some voids in industrial properties. Voids and arrears managed.
OPERATIONAL RISKS TO MTO 11			Owner	Progress on Mitigation Actions
11.1	Council income not achieved. Mitigation: Consequent action required to bring budget back to balance.		CPS	Monitoring monthly of income from commercial and industrial properties. A shortfall of £0.1m is currently predicted as a consequence of vacant units at Longshot Lane. This is being dealt with as a part of risk 10.2 (income projections not achievable). Revised/New Risk: None.
Medium-Term Objective 13: Limit the impact of the recession				
ACTIONS IN SUPPORT OF MTO 13		Due Date	Owner	Comments
13.1	Maintain invoice payment performance.			
13.1.1	Maintain invoice payment performance at 2008/09 levels and our policy of paying all undisputed invoice payments within the terms agreed with the supplier.	Mar 2010	CPS	✓ 93.6% of undisputed invoices paid within 30 days (target 95%). The ability to pay suppliers using the Government Procurement Card was introduced in September for those suppliers choosing to be paid by this method. Opportunities to extend the use of the procurement card are being investigated where efficiency savings can be achieved.
13.1.2	Ensure that business rate payers are aware of the relief that is available.	Mar 2010	CPS	✓ Ratepayers are informed with their rate bill or advised when they make telephone contact. The website contains full details.
13.1.3	Ensure that Council Tax payers are aware of benefit discounts, reductions and exemptions.	Mar 2010	CPS	✓ Council taxpayers are informed with their council tax bill or advised when they make telephone contact. The website contains full details.
13.1.4	Work with the local Citizen's Advice Bureau to develop an agreed approach to debtors.	Jun 2009	CPS	✓ Complete. Following meetings with the local CAB regarding the collection of council tax, the CAB have issued a report in which they acknowledge the processes followed by the council as being good practice.
OPERATIONAL RISKS TO MTO 13			Owner	Progress on Mitigation Actions
13.1	Invoice payments not authorised or not authorised in a timely manner. Mitigation: Send reminders to staff.		CPS	General reminders are sent to all authorisers at six-monthly intervals. Authorisers are also monitored individually and those with a poor track record of authorising invoices promptly are reminded on an individual basis. Revised/New Risk: None.
13.2	Ratepayers and taxpayers do not claim their entitlement. Mitigation: Ensure relevant information is included with business rates and Council Tax bills. Website contains relevant information.		CPS	Ratepayers and council taxpayers are informed with their rates or council tax bill, or advised when they make telephone contact. The website contains full details. Revised/New Risk: None.