



Performance Monitoring Report

for

Corporate Services

Second Quarter 2008/09
July-September 2008

Portfolio holder: Cllrs Iain McCracken, Alan Ward & Paul Bettison
Director: Alison Sanders

Section One: Executive Summary

Introduction

Whilst July to September is traditionally the quieter holiday period, Corporate Services activity has continued at a high level. Legal Services have been particularly busy with work on high profile planning appeals and taking the lead on areas of concern in regard to some procurement activities.

In addition, the Department has led the work on the Flexible Working Strategy to the completion of the assessment of all staff for flexible working arrangements and the development of a supporting framework. The quarter also saw the completion of a Service Efficiency Strategy which required the involvement of all Chief Officers in all departments' assessing the most appropriate improvement measures for key services under their management.

1. Civic Hub & Town Centre

- The Council received news that the economic down turn was required the Town Centre Developers to look at the delivery and phasing of the development. This has had the effect of a delay on the civic hub timetable and start dates on site are under review. Work was undertaken to evaluate the potential costs of this delay for the Council.

2. Community Engagement & Equalities

- Tender awarded for Community Consultation and Engagement Services to QA Research and contract publicised to partners.
- Work commenced to refresh the Bracknell 1500 Residents Panel.
- Equality Impact Assessment Guidance finalised and published.
- Department-specific EIA training and guidance being delivered.
- Worked to support Adult Social Care through their Commission for Social Care Inspection, which requires them to demonstrate that they are working at Level 3 of the Equality Standard in order to achieve 3 stars.
- Equality clauses agreed for inclusion in contracts in line with the Equality Standard.
- The priorities of the Neighbourhood Action Groups are being refreshed through 14 Neighbourhood Forum meetings which commenced in September and the development of a Neighbourhood Survey by QA Research which is being circulated with Town and Country and being made available on the web.
- Three pilot online forums have been launched in Birch Hill, Sandhurst and Great Hollands.
- Hand over of the volunteer recruitment for the Take Pride and Speedwatch initiatives to BFVA.
- Completion of cross departmental community engagement mapping.

3. Customer Services

- The tender for customer payment at Post Offices was awarded to the Alliance & Leicester Commercial Bank.

- Guidance on the new National Indicator 14 – reducing avoidable customer contact was released by the I&DeA in July. Customer Services have begun working with the service teams included in this indicator to raise awareness of the requirements for both data collection and the completion of service improvement plans to reduce avoidable contact.

4. Democratic & Registration Services

- Completed the reconfiguration of the Registration Service to deliver extended service hours.
- Finalised arrangements for Local Democracy Week.
- Commenced the annual audit of the register (commonly known as the annual canvass).
- Arranged and supported the July round of Neighbourhood Action group meetings, using different time slots for a number of meetings in response to local demand.
- Finalised arrangements for Neighbourhood Forums.

5. Finance

- Audit of the Council's financial statements completed and an unqualified opinion on the accounts given by the district auditor
- Preparation of the Council's Medium Term Financial Plan and the 2009/10 budget proposals in particular
- The review of Social Care and Community Transport commenced.
- The Berkshire Procurement and Shared Services Unit transferred from the Royal Borough of Windsor & Maidenhead to Bracknell Forest Council and its future work plan agreed.
- Vehicle maintenance has been outsourced and arrangements are in hand to close the transport workshops.
- The Adult Social Care transport trial has been extended to all learning disability clients.

6. Human Resources

- The implementation of staff car parking charges and the consultation over proposed changes to car allowances continues to provide challenges, not least in terms of the volume and complexity of the tasks this generates.
- A major new internal Management Development initiative has been launched aimed at middle management level. The idea is initially to assess manager's competencies levels to identify any knowledge gaps and then, through a series of targeted modular training, provide skills training in core competency areas such as Managing Change, Project Management, Negotiating and Influencing.
- The Corporate Health and Safety function in conjunction with ICT is developing two internal electronic systems to cover general accident reporting (a requirement of the Health & Safety Executive) and an information sharing process to notify staff of potential risk from members of the public/hazardous premises etc.

7. Corporate Property

- Working with PCT on potential pooling of Town Centre sites.

- Continuing to implement plans to improve access to public buildings, asbestos surveys, legionella testing and fire risk assessments.
- Continuing to work with colleagues on land disposal at Brakenhale School.
- Continuing to work with colleagues to develop a replacement school for Garth Hill College.
- Appointed new Depot Facilities Manager and Principal Building Surveyor.
- Develop Asset Management Plan to take account of likely changes under Use of Resources Assessment 2009/10.

8. ICT Services

- Implementation of the Integrated children's system.
- Migration of some larger systems such as Pericles revenues and benefits to cheaper hardware.
- Complete review of external sites to improve IT efficiency and support.
- Preparation of infrastructure for implementation of Microsoft applications corporately.

9. Legal Services

- Planning appeals have generated a considerable workload, notably those for the Staff College and the former TRL Site.
- The Borough Solicitor has been extensively involved in Corporate Governance issues and the review of Procurement arrangements.
- The Garth Hill and Brakenhale School projects have been the most significant matters for the Contracts and Conveyancing team.

Section Two: Progress against Service Plan

The Corporate Services Department Service Plan contains 65 detailed actions to be completed in support of the ten Medium-Term Objectives for 2008/09. Annex C provides information on progress against each of these detailed actions; overall 58 actions are anticipated to be achieved or already have been achieved (✓), while 5 are not expected to be completed by their target date (✗). The 4 actions that are causing concern (✗) are:

- 1.4.3 Finalise plans for the new democratic office/suite in the Civic Hub – awaiting meeting with design team to take this forward.
- 1.4.12 Define security technology requirements (CCTV, door access etc) – Work currently on hold – dependent on outcome of Town Centre discussions.
- 1.4.17 Migrate to new WLAN infrastructure – on hold subject to town centre timetable.
- 7.5.1 Progress the authority's level on the Equality Standard for Local Government Level 3 – New Equalities Framework will be introduced from the new year replacing the Local Government Equality Standard. The implications of this for the Council are being assessed.

Annex C also provides details of performance against relevant National Indicators this quarter, where data is available. It is anticipated that increasing amounts of useable data will become available in future quarters as the new indicator set becomes established in practice. This will enable future performance monitoring reports to include better analysis of historical trends and progress towards performance targets.

Annex C also provides an update on the operational risks identified in the Service Plan.

Section Three: Resources

Staffing

The Department has seen recruitment in some significant areas over the quarter; particularly Property. A number of other posts are also at advert during the quarter with appointment anticipated in the next quarter. Turnover is still relatively low.

See Annex A for more detailed information.

Budget

See Annex B for more detailed information.

Revenue

The original cash budget was £16.381M but a net increase in budget of £0.192M in the May budget monitoring brought the current approved cash budget to £16.573M. During the period up to end of August, virements totalling -£0.078M have been made bringing the current approved budget down to £16.495M. More detail is available in Annex B but the virements can be summarised as follows:

- £0.077M Contingency allocations for External Audit Fees relating to grant claims (£0.020M), a job evaluation pilot scheme as agreed at CMT/Executive Workshop (£0.020M) and funding to implement collaborative procurement projects in 2008/09 to achieve the "Balancing the Budget" savings (£0.037M).
- £0.020M Structural Changes funding was required for the settlement of an Employment Tribunal case for Unfair Dismissal within Human Resources.
- £0.038M Enid Wood House is now managed by Corporate Property and the budget for Council Tax at the empty property discount rate was transferred to Corporate Services from Environment, Culture and Communities (ECC).
- -£0.200M Following the insurance retender, insurance premiums were lower and therefore a procurement saving was achieved.
- -£0.013M Other virements totalling £0.013M were made including a transfer from Human Resource's Unified Training Budget to Social Care & Learning to be spent on training activity for Children's and Adult's social care staff (£0.010M).

Two revenue variances were reported as follows:

- -£0.031M The Council Tax Benefit Subsidy grant will exceed the level of Council Tax rebates given as the budgets have not kept pace with performance in recovering overpayments.

- £0.001M Under new Home Office regulations, all employers who will be sponsoring overseas workers are required to apply for a license.

Capital

Details of the Department's capital programme are reported in Annex B. The total approved budget for the year is £3.517M, an increase of £0.291M since the first PMR due to the following two transfers:

- £0.227M Council approved a new scheme on 23rd July with additional funding - the Desktop and Infrastructure Software Upgrade, relating to the migration to Microsoft infrastructure software and the retention of specific Novell products.
- £0.064M Two schemes were transferred into the Department: Former HRA properties £0.050M and £0.014M budget added to Fire Safety, from Social Care and Learning.

£3.177M is currently forecast to be spent in 2008/09 and £0.440M in 2009/10. This represents an increase of £0.200M more planned in 2009/10 due to Time Square Refurbishment Scheme.

Complaints

| Stage | Number of complaints in the quarter | Total number of complaints | Actions taken and lessons learned |
|-----------|-------------------------------------|----------------------------|---|
| 2 | 3 | | One complaint about the monthly payment date, and one about referring the case to the bailiff for collection, neither of which could be found in the complainants favour. The other complaint was about the evidence required for the award of the single person council tax discount. In this case a letter of apology was sent. |
| 3 | 1 | | One complaint was received concerning the operation of the Council's email system and the reasons for undeliverable messages not being set to external mailers for inappropriately addressed emails. This is due to the risk of being viewed as a "spammer". This policy is to be kept under review. |
| 4 | 0 | | |
| Ombudsman | 0 | | |

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

Over the next quarter to December, Corporate Services has some significant challenges in delivering both savings and service improvements, as well as supporting project delivery led by service departments.

Civic Hub & Town Centre

Work will be undertaken in three key areas:

- A review of financing options for the build of a new civic hub.
- A review of CHP and how the phasing may be altered to accommodate a delay in the town centre development programme.
- The start of works to Time Square roof and replacement of the boilers and chillers.

Community Engagement & Equalities

- Review the implications of the introduction of the new Equalities Framework (which supersedes on Local Government Equality Standard) on our corporate equalities targets.
- Progress work to complete Equality Impact Assessment training, EIAs themselves and embed performance monitoring procedures for staff monitoring for progress to Level 3.
- Continue to review procurement activities in light of equalities issues.
- Complete the review on partner equality policies for compliments and contradictions.
- Recruiting to the post of Administrator – Neighbourhood Engagement.
- Complete the refresh of the Bracknell Forest 1500 Residents Panel
- Extension of community engagement mapping exercise to include partners engagement work
- Support BFVA to develop a detailed action plan for the achievement of NI6
- Production of the draft Community Engagement Strategy and launch of the 12 week consultation period.
- Publish Community Cohesion Strategy.
- Coordination of Bracknell Forest Council's preparation for implications of the Community Empowerment White Paper.

Customer Services

- Payment at Post Offices across the borough (and also the whole country) will be available from mid-November.
- The SLA with Bracknell Forest Homes by which tenants of BFH may pay their rent at the payment counter at the Cash Office in Easthampstead House ends on 31 December 08.
- The council tax tax-base for 2009/10 will be calculated in November, ready for the budget process.

- The report for the Balancing the Budget work-stream “Merger of receptions” will be finalised, with recommendations for achieving the required savings.

Democratic & Registration Services

- Completing the review of postal arrangements across the Council.
- Reviewing the lease for the civic vehicle.
- Delivering Local Democracy Week events.
- Publishing the annual register of electors by 1 December 2008.
- Recruiting to the posts of Majority Group Secretary, Democratic Services Assistant and Senior Registration Officer.
- Arranging and supporting the next round of Neighbourhood Action Group meetings.

Finance

- Finalise the 2009/10 budget proposals for consultation, identifying the impacts of the credit crunch and economic downturn.
- Evaluation of tenders for the Internal audit contract due to commence on 1 April 2009 – six companies have been invited to tender.
- Complete the review of corporate recharges.
- Review and update the strategic risk register.
- Refresh the risk management strategy and arrange further training.
- Continue to monitor the effects of the global financial markets.
- Consultation on community and social transport to be undertaken as part of review.

Human Resources

- The consultation period for changes to the Essential Car User Allowance continues to the end of November. There is much to do between now and then to manage this controversial issue.
- The new Workforce Planning process needs to be embedded into the Service Planning system through the wide scale training of managers and staff briefing sessions.
- There is a major exercise planned for November – January to capture key employee information through individual data collection as part of the Council’s Community Cohesion Strategy/Equalities Action Plan; this relates particularly to information on religion/belief.
- A full review of the Corporate and departmental Induction process is currently being conducted, the results of which will be subject to discussion and comment over the next quarter.

Corporate Property Services

- Commence developing strategy to rationalise uses at the Depot to create a disposable asset.
- Continue with asset disposals where appropriate to meet target.
- Conclude negotiations with English Partnerships in relation to new access to Garth College.
- Conclude sale of land at Brakenhale School.
- Continue to work with colleagues to improve and if required relocate the indoor market.

- Continue work with colleagues to bring forward Town Centre regeneration.
- Negotiate with Hart District Council to ascertain whether agreement can be reached on Bracknell Forest Borough Council undertaking their property work on a rechargeable basis.
- Continue to work to ensure a successful surrender of lease at Enid Wood House to permit redevelopment.
- Assess uses of Council Property as part of Asset Management Strategy and Flexible Working Strategy.

ICT Services

- Securing access to Government Connect secure network for Housing Benefits and bringing our policies in line with best practice.
- Realignment of the corporate ICT Strategy to reflect the new directorate structure and priorities.
- Tendering exercise for a corporate electronic document management system (EDRMS).
- Beginning roll-out of corporate e-mail archiving solution.
- Development of Telephony strategy.

Legal

- Planning inquiries will continue to require a high level of resource. The Public Inquiry for the TRL site commences in November.
- The implementation of actions arising from the review of the Council's Procurement processes will be a key priority.
- The Garth Hill and Brakenhale School schemes are each reaching critical points in their development.
- The next Constitution Review Group will require significant input from the Borough Solicitor.
- A new Time Recording and Management Information software package will be implemented in November.
- A decision is awaited from Bracknell Forest Homes on whether the Legal Services SLA will continue beyond February. If it is not, there will be significant implications for the structure of the section.

Annex A: Staffing Information

Staffing Levels

| | Establishment Posts | Staffing Full Time | Staffing Part Time | Total Posts FTE | Vacant Posts | Vacancy Rate |
|-----------------------------|---------------------|--------------------|--------------------|-----------------|--------------|--------------|
| Directorate | 2 | 2 | 0 | 2 | 0 | 0 |
| Community Engagement | 3 | 1 | 2 | 2.05 | 0.4 | 19.51 |
| Democratic and Registration | 33 | 21 | 12 | 30.68 | 3 | 9.78 |
| Finance | 56 | 41 | 15 | 50.59 | 5 | 9.88 |
| Legal Services | 16 | 12 | 4 | 14.31 | 0 | 0 |
| HR & OD | 23 | 21 | 2 | 22.41 | 1 | 4.46 |
| ICT Services | 45 | 45 | 0 | 45 | 4 | 8.89 |
| Property | 38 | 30 | 8 | 34.84 | 4.5 | 12.92 |
| Customer Services | 51 | 32 | 19 | 44.6 | 2 | 4.48 |
| Department Totals | 267 | 205 | 62 | 246.48 | 19.9 | 8.07 |

Staff Turnover

| | | |
|------------------------|-------------------|-------|
| For the quarter ending | 30 September 2008 | 3.61 |
| For the year ending | 30 September 2008 | 11.69 |

Total turnover for BFBC, 2007/8: 14.1% excluding schools and BFH
 Total turnover for local authorities in nationally 2006/7: 13.7%
 (Source: Chartered Institute of Personnel and Development survey 2007)

Sickness Absence

| Comparator data | All employees, average days sickness absence per employee |
|---|---|
| BVPI figure 07/08 | 7.52 days per fte |
| Bracknell Forest Borough Council 07/08 | 5.5 days |
| All sectors employers in South East 2006/07 (Source: Chartered Institute of Personnel and Development survey 2007) | 7.8 days |

Staff Sickness (1 July 2008 to 30 September 2008)

| Section | Total staff FTE | Number of days sickness | Average per employee (FTE) | Projected annual average per employee (FTE) |
|---------------------------------------|--------------------|----------------------------|----------------------------------|--|
| Directorate | 2 | 0 | 0 | 0 |
| Customer Services | 43.6 | 71.5 | 1.64 | 7 |
| Community Engagement | 1.65 | 0 | 0 | 0 |
| Democratic & Registration Services | 27.68 | 56.5 | 2.04 | 6.25 |
| Finance | 45.6 | 29 | 0.64 | 2.98 |
| Human Resources | 21.41 | 74.5 | 3.48 | 14.43 |
| ICT | 41 | 41 | 0.98 | 3.9 |
| Legal | 14.31 | 1 | 0.07 | 2.94 |
| Property Services | 30.34 | 71 | 2.34 | 6.06 |
| Department Totals | 225.59 | 343.5 | 1.52 | 5.8 |

Annex B: Financial Information

| CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - PMR TO AUGUST 2008 | | | | | | | | | | |
|---|---------------------------------------|---------------------------------|----------|---------------------------------------|------------------|--------------------------------------|---------------------------------------|---------------------------|------|---------------------------------|
| | Original Cash Budget 2008/09 | Virements & Budget C/Fwds | NOTE | Current Approved Cash Budget | Spend to Date | Department's Projected Outturn | Variance Over/ (Under) Spend | Variance this Month | NOTE | Variance Supported by CMT |
| | £000 | £000 | | £000 | % | £000 | £000 | £000 | | £000 |
| Director of CS | | | | | | | | | | |
| Director of Corporate Services | 254 | 7 | 9 | 261 | 45 | 261 | 0 | 0 | | 0 |
| Community Engagement | 0 | 117 | 6, 9 | 117 | 0 | 117 | 0 | 0 | | 0 |
| | 254 | 124 | | 378 | 33 | 378 | 0 | 0 | | 0 |
| Head of Democratic & Registration Services | | | | | | | | | | |
| Democratic & Support Services | 805 | 9 | 2, 9 | 814 | 33 | 814 | 0 | 0 | | 0 |
| Member and Mayoral Services | 936 | -31 | 2, 9 | 905 | 40 | 905 | 0 | 0 | | 0 |
| Registration of Births, Deaths & Marriages | -23 | 29 | 9 | 6 | -317 | 6 | 0 | 0 | | 0 |
| Registration of Electors / Elections | 171 | 65 | 9 | 236 | 28 | 236 | 0 | 0 | | 0 |
| | 1,889 | 72 | | 1,961 | 35 | 1,961 | 0 | 0 | | 0 |
| Time Square Post Room (Pending Review) | | | | | | | | | | |
| | 0 | 7 | | 7 | 0 | 7 | 0 | 0 | | 0 |
| Head of Customer Services | | | | | | | | | | |
| Local Tax Collection | 487 | -138 | 9 | 349 | -459 | 318 | -31 | -31 | 1 | 0 |
| Customer Services | 743 | 207 | 9 | 950 | 44 | 950 | 0 | 0 | | 0 |
| | 1,230 | 69 | | 1,299 | -91 | 1,268 | -31 | -31 | | 0 |
| Head of Legal Services | | | | | | | | | | |
| Legal | 842 | -125 | 9 | 717 | 42 | 717 | 0 | 0 | | 0 |
| Human Resources Manager | | | | | | | | | | |
| Human Resources | 465 | 93 | 4, 9 | 558 | 39 | 559 | 1 | 1 | 2 | 0 |
| Health & Safety | 0 | 130 | 9 | 130 | | 130 | 0 | 0 | | 0 |
| Unified Training Unit | 632 | -63 | 7, 8, 9 | 569 | 40 | 569 | 0 | 0 | | 0 |
| | 1,097 | 160 | | 1,257 | 79 | 1,258 | 1 | 1 | | 0 |
| Borough Treasurer | | | | | | | | | | |
| Borough Treasurer | 106 | 59 | 9 | 165 | 39 | 165 | 0 | 0 | | 0 |
| Head of Finance | | | | | | | | | | |
| Finance | 2,202 | -5 | 9, 11 | 2,197 | 35 | 2,197 | 0 | 0 | | 0 |
| Insurance | 1,325 | -391 | 5 | 934 | 49 | 934 | 0 | 0 | | 0 |
| Transport | 1,709 | 51 | 9 | 1,760 | 30 | 1,760 | 0 | 0 | | 0 |
| | 5,236 | -345 | | 4,891 | 36 | 4,891 | 0 | 0 | | 0 |
| Head of Property Services | | | | | | | | | | |
| Property Services | 531 | 311 | 1, 9 | 842 | 35 | 842 | 0 | 0 | | 0 |
| Industrial & Commercial Properties | -1,443 | -32 | | -1,475 | 52 | -1,475 | 0 | 0 | | 0 |
| Surveyors | 573 | -95 | 9 | 478 | -44 | 478 | 0 | 0 | | 0 |
| Facilities | 1,488 | -105 | 3, 9, 10 | 1,383 | 62 | 1,383 | 0 | 0 | | 0 |
| Town Centre Redevelopment | 50 | 113 | 9 | 163 | 110 | 163 | 0 | 0 | | 0 |
| | 1,199 | 192 | | 1,391 | 26 | 1,391 | 0 | 0 | | 0 |

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - PMR TO AUGUST 2008

| | Original Cash Budget 2008/09 | Virements & Budget C/Fwds | NOTE | Current Approved Cash Budget | Spend to Date | Department's Projected Outturn | Variance Over/ (Under) Spend | Variance this Month | NOTE | Variance Supported by CMT |
|---|---------------------------------------|---------------------------------|------|---------------------------------------|------------------|--------------------------------------|---------------------------------------|---------------------------|------|---------------------------------|
| | £000 | £000 | | £000 | % | £000 | £000 | £000 | | £000 |
| Chief Information Officer | | | | | | | | | | |
| ICT Services | 2,614 | -94 | 9 | 2,520 | 41 | 2,520 | 0 | 0 | | 0 |
| Chief Executive's Office | | | | | | | | | | |
| Chief Executive | 346 | 25 | 9 | 371 | 59 | 371 | 0 | 0 | | 0 |
| Chief Executive's Office | 1,024 | 54 | 9 | 1,078 | 37 | 1,078 | 0 | 0 | | 0 |
| Voluntary Sector Grants | 288 | 75 | 6 | 363 | 45 | 363 | 0 | 0 | | 0 |
| Community Safety | 338 | -43 | 9 | 295 | 19 | 295 | 0 | 0 | | 0 |
| Smartcard | 117 | -117 | | 0 | 0 | 0 | 0 | 0 | | 0 |
| Design & Print Services | -199 | 1 | 9 | -198 | 28 | -198 | 0 | 0 | | 0 |
| | 1,914 | -5 | | 1,909 | 187 | 1,909 | 0 | 0 | | 0 |
| CS & CX DSB - Outturn Variance | 0 | 0 | | 0 | 0 | 0 | 0 | 0 | | 0 |
| TOTAL CS AND CX OFFICE | 16,381 | 114 | | 16,495 | 27 | 16,465 | -30 | -30 | | 0 |
| Memorandum item | | | | | | | | | | |
| Devolved Staffing Budget - CS and CX | 10,437 | 79 | | 10,516 | 33 | 10,516 | 0 | 0 | | 0 |
| Non Cash Budgets | | | | | | | | | | |
| Capital Charges | 1,666 | -154 | | 1,512 | | 1,512 | 0 | 0 | | 0 |
| FRS17 Adjs | 406 | -4 | | 402 | | 402 | 0 | 0 | | 0 |
| Recharges | -11,150 | 2,183 | 12 | -8,967 | -2 | -8,967 | 0 | 0 | | 0 |
| | -9,078 | 2,025 | | -7,053 | | -7,053 | 0 | 0 | | 0 |
| | | | | 9,442 | | | | | | |
| | | | | -10 | | | | | | |
| | | | | 9,432 | | | | | | |

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - PMR TO AUGUST 2008

Virements

| Note | Total | Explanation |
|------|--------------|---|
| | £'000 | |
| | 192 | Cash Budget Virements reported in the first PMR |
| 1 | 38 | Enid Wood House £38,000 was included in the 2008/09 budget build relating to changes to the empty property discount rate for long term voids resulting in higher council tax bills for the empty properties at Enid Wood House. This property is now managed by Corporate Property and as such the budget needs to be transferred to Corporate Services from Environment, Culture and Communities. |
| 2 | 0 | Democratic and Registration Services Transfers Budget is to be transferred to cover the cost of refreshments for Mayoral meetings (£0.002M) and fully fund the annual civic reception (£0.003M), from Committee Services. |
| 3 | 20 | Finance - External Audit Fees In the May budget monitoring a £0.031M budget pressure was reported relating to External Audit fees. A change in the method of auditing the Use of Resources and a requirement to pay annually rather than triannually meant forecast audit fees were expected to increase and Contingency funding was subsequently approved by CMT. It is now forecast that the grant claim element of the fees will not reduce as previously budgeted so an additional pressure of £0.020M is anticipated. Consequently a further Contingency funding request is being made and the ongoing budget pressure of £0.051M will be built into the 2009/10 Budget Process. |
| 4 | 20 | Job Evaluation scheme As discussed at the CMT/Executive Budget Workshop on 5 September £20,000 is requested from contingency to carry out a job evaluation scheme pilot in 2008/09 with further work undertaken in 2009/10 and built into 2009/10 budget proposals. |
| 5 | -200 | Procurement savings Following the insurance retender insurance premiums are lower and therefore a procurement saving can be made. |
| 6 | 0 | Community Event In setting the 2008/09 budget £5,000 was included to support Bracknell Forest Voluntary Action for a community event. Now that the community engagement team has been established this budget is transferred from Voluntary Sector grant to community engagement. |
| 7 | 20 | Unified Training Budget (Human Resources) Structural Changes funding is required for the settlement of an Employment Tribunal case for Unfair Dismissal that has recently been made. |
| 8 | -10 | Unified Training Budget (Human Resources) A virement transferring budget from Human Resource's Unified Training Budget to SCL is requested to be spent on external and corporate training activity and on team specific training for Children's and Adult's social care staff. |
| 9 | 0 | DSB Reallocations The DSB budgets are being reallocated across services to match the current forecast expenditure. While the net effect is zero, the improved allocation of the existing budget will enable the current departmental recharges project team to calculate better estimated recharges. |
| 10 | -3 | Depot Income As a result of the expansion of the contract Sita have taken on additional area at the Central Depot that was previously empty. This will result in additional income of £5,964 to the Central Depot account. Sita will pay £2,500 with Environment, Culture & Communities funding the remaining amount, for which there is no budgetary provision. A virement of £3,460 was therefore requested between the two accounts. |
| 11 | 37 | Procurement CMT on 26 September 2007 agreed to provide funding of £75,000 over the next two years to develop collaborative procurement to achieve the savings included as a "Balancing the Budget" project. There is only £38,000 remaining in the reserve set aside to fund the project which will be used to fund 2009/10 procurement work. A request from contingency has been made to fund the remaining £37,000 needed to implement collaborative procurement projects in 2008/09. |
| | -78 | Cash Budget Virements Reported June to August |
| | 114 | Total Cash Budget Virements Reported to Date |
| | 2,023 | Non Cash Virements reported in the first PMR |
| 12 | 2 | Smart Card In the transfer of smart card to ECC some of the recharges were incorrectly transferred. This has now been corrected. |
| | 2,025 | Total Non Cash Budget Virements |
| | 2,139 | Total Budget Virements Reported to Date |

Corporate Services & Chief Executive's Office Capital Monitoring
As at 31 August 2008

| Costc | Cost Centre Description | Approved Budget for the year (£'000) | Cash Budget 2008/09 (£'000) | Expenditure to date (£'000) | Current commitment (£'000) | Estimated Total Funding Required for the year (£'000) | Cash Budget 2009/10 (£'000) | (Under) / Over Spend against approved budget (£'000) | Key Target for 31 March | Current status of the project including changes to Cash Profits |
|-------|---|---|--------------------------------|--------------------------------|-------------------------------|--|--------------------------------|---|--|---|
| YM001 | General Building Maintenance | 322.7 | 322.7 | 8.9 | 0.0 | 322.7 | 0.0 | 0.0 | Programme completed | On Programme |
| | Maintenance of former HRA properties | 50.0 | 50.0 | 0.0 | 0.0 | 50.0 | 0.0 | 0.0 | Project complete | Programme of works to be identified |
| YM003 | IT Developments | 122.9 | 122.9 | 19.2 | 14.4 | 122.9 | 0.0 | 0.0 | Project complete | 08/09 projects underway, Active Directory, Gov Connect & Single Sign on - on track. |
| YM120 | FIMS | 7.3 | 7.3 | 0.0 | 0.0 | 7.3 | 0.0 | 0.0 | Project complete | E-invoicing project |
| YM167 | Customer Contact Initiative | 84.2 | 84.2 | 22.2 | 0.0 | 84.2 | 0.0 | 0.0 | Implement customer self-replacement adaptor for integration with the Confirm system. | Ongoing |
| YM178 | Mobile Working | 7.4 | 7.4 | 0.3 | 0.0 | 7.4 | 0.0 | 0.0 | Project complete | EDRMS (Document Management) as part of Civic Hub workstream |
| YM186 | Legal Case Management Software | 30.0 | 30.0 | 0.0 | 0.0 | 30.0 | 0.0 | 0.0 | Contract Awarded | Supplier chosen & installation anticipated end October 2008. |
| YM187 | Transport - Routing & Scheduling Software | 33.0 | 33.0 | 19.3 | 0.8 | 33.0 | 0.0 | 0.0 | Project complete | Software installed & waiting for online manual to be updated prior to paying final invoice. |
| YM188 | CRM/Telephony Upgrade | 184.0 | 184.0 | 0.0 | 0.0 | 184.0 | 0.0 | 0.0 | Project pending | Project started - developing a pilot scheme with Telephonic's VIP. |
| YM195 | Community TV | 85.0 | 85.0 | 0.1 | 0.0 | 85.0 | 0.0 | 0.0 | Project Complete | The likely completion date is early October 2008. |
| YM198 | Replacement of Print Room Equipment | 75.0 | 75.0 | 0.0 | 0.0 | 75.0 | 0.0 | 0.0 | Project completed | Contract awarded to Oce. Printer to be installed in September 2008. |
| YM202 | Desktop & Infrastructure Software Upgrade | 227.0 | 227.0 | 178.6 | 7.9 | 227.0 | 0.0 | 0.0 | Signing of an enterprise agreement & extended cover during this year | Enterprise agreement for Microsoft infrastructure software purchased. Approval made by Council to fund this scheme for 2008/09 and ongoing. |
| | Capital Programme - CS | 1,228.5 | 1,228.5 | 248.6 | 23.1 | 1,228.5 | 0.0 | 0.0 | | |
| | Percentages Council-wide Schemes | | | 20% | 2% | 100% | 0% | 0% | | |
| YM002 | Access Improvement Programme | 203.2 | 203.2 | 14.6 | 0.0 | 203.2 | 0.0 | 0.0 | Project complete | Design work for this year's programme is currently underway & will be issued to tender shortly. |
| YM165 | Server Refresh | 108.9 | 108.9 | 26.1 | 0.4 | 108.9 | 0.0 | 0.0 | Project complete | 08/09 Refresh underway & work planned for 12 months. |
| YM179 | ICT Maint Prog - Desktop | 297.7 | 297.7 | 27.0 | 15.0 | 297.7 | 0.0 | 0.0 | Project complete | Desktop Refresh project delayed while continue to look at other technology. To start programme of replacement in October. |

| Costc | Cost Centre Description | Approved Budget for the year (£'000) | Cash Budget 2008/09 (£'000) | Expenditure to date (£'000) | Current commitment (£'000) | Estimated Total Funding Required for the year (£'000) | Cash Budget 2009/10 (£'000) | (Under) / Over Spend against approved budget (£'000) | Key Target for 31 March | Current status of the project including changes to Cash Profits |
|-------|--|---|--------------------------------|--------------------------------|-------------------------------|--|--------------------------------|---|-------------------------|--|
| YM180 | ICT Maint Prog -Photocopiers | 199.9 | 60.0 | 11.6 | 15.2 | 60.0 | 139.9 | 0.0 | Project complete | 24 copiers to be replaced - estimated total cost £60k. 4 have been replaced to date and 6 are on order. Possibility that this budget will also fund printer replacements. |
| YM181 | Capitalisation of Revenue (Budgets Only) | 400.0 | 400.0 | 0.0 | 0.0 | 400.0 | 0.0 | 0.0 | Project complete | A programme of work has been agreed specifying capital schemes that will be worked on. Budget will be spent in 2008/09 & allocated to these schemes. |
| YM182 | ICT Maint Prog - Network Refresh | 171.2 | 171.2 | 17.3 | 15.0 | 171.2 | 0.0 | 0.0 | Project complete | General Network Infrastructure replacement ongoing. 2007/08 Carry forward to fund cabling expenditure for IP Telephony scheme |
| YM183 | Website Development (Intranet Upgrade) | 1.8 | 1.8 | 0.0 | 0.0 | 1.8 | 0.0 | 0.0 | Project complete | Money allocated for training staff on new web technologies - as part of project. |
| YM189 | Asbestos Management | 191.1 | 191.1 | 27.2 | 15.8 | 191.1 | 0.0 | 0.0 | Project complete | Quotations have been received for the next batch of surveys & orders have been placed. |
| | Water Hygiene- Education properties | 14.4 | 14.4 | | | 14.4 | 0.0 | 0.0 | Project complete | Orders have been placed for all outstanding surveys & these are currently being programmed. Work has begun on assessing the need for any remedial works & preparing a specification for tender. |
| YM190 | Water Hygiene | 102.5 | 102.5 | 16.3 | 13.8 | 102.5 | 0.0 | 0.0 | Project complete | Orders have been placed for all outstanding surveys & these are currently being programmed. Work has begun on assessing the need for any remedial works & preparing a specification for tender. |
| YM191 | Fire Safety | 86.4 | 86.4 | 24.7 | 8.1 | 86.4 | 0.0 | 0.0 | Project complete | Orders have been placed for the first quarter of this year's programme & surveys have now been completed. The results of this first batch are being assessed for the need for remedial works before any further orders are placed. |
| YM192 | Members IT Refresh | 3.7 | 3.7 | 0.0 | 0.1 | 3.7 | 0.0 | 0.0 | Project complete | Remaining money to be allocated for provision of equipment. |
| YM193 | Invest to Save Server Refresh | 15.6 | 15.6 | 0.0 | 0.0 | 15.6 | 0.0 | 0.0 | Project complete | Final part of SAN to purchase - will fully spend the budget by September. |
| YM194 | IP Telephony Pilot Project | 1.4 | 1.4 | 0.0 | 0.0 | 1.4 | 0.0 | 0.0 | Project complete | Pilot complete |
| YM199 | Time Square Refurb - Boilers, Chillers & Roof | 250.0 | 50.0 | 0.0 | 0.0 | 50.0 | 200.0 | 0.0 | | Works to improve Time Square as part of the Civic Hub project . |
| YM200 | Civic Hub/Time Square Consultants | 241.0 | 241.0 | 0.0 | 0.0 | 241.0 | 0.0 | 0.0 | | Linked to above. |
| | Capital Programme - Council-wide (current year schemes) | 2288.8 | 1948.9 | 164.8 | 83.4 | 1948.9 | 339.9 | 0.0 | | |

Percentages

| | | | | | | | | | | |
|--|--------------------------------|----------------|----------------|--------------|--------------|----------------|--------------|------------|--|--|
| | Total Capital Programme | 3,517.3 | 3,177.4 | 413.4 | 106.5 | 3,177.4 | 339.9 | 0.0 | | |
|--|--------------------------------|----------------|----------------|--------------|--------------|----------------|--------------|------------|--|--|

Percentages

| | | | | | | | | | | |
|--|--|--|--|------------|-----------|-------------|------------|-----------|--|--|
| | | | | 13% | 3% | 100% | 11% | 0% | | |
|--|--|--|--|------------|-----------|-------------|------------|-----------|--|--|

Annex C: 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 | | | | | |
| PERFORMANCE INDICATORS FOR MTO 1 | | | | | |
| ACTIONS IN SUPPORT OF MTO 1 | | Due Date | Owner | Comments | |
| 1.1 | Start construction of the new retail, commercial, residential and leisure facilities. | | | | |
| 1.1.2 | Secure acquisition of land that is the subject of the compulsory purchase agreement. | As Dvlpmnt Agreement | CPS | ✓ | CPO confirmed by the Secretary of State on 16 September 2008. |
| 1.1.4 | Assist on relocations to enable scheme to proceed. | Dec 2008 | CPS | ✓ | Work proceeding to find suitable location |
| 1.4 | Construct and open a new Bracknell library, civic offices and a high quality “Jubilee Gardens”. | | | | |
| 1.4.3 | Finalise plans for the new democratic offer/suite in the Civic Hub. | May 2008 | CPS | ✗ | Awaiting meeting with design team to take this forward. |
| 1.4.8 | Develop a detailed scope of works for the Time Square refurbishment. | Jun 2008 | CPS | ✓ | Meeting arranged 27 October to discuss programme. |
| 1.4.9 | Develop final arrangements for booking meeting rooms. | May 2008 | CPS | ✓ | Project is progressing to the revised schedule. |
| 1.4.10 | Develop arrangements for accommodating the Council's storage requirements. | Dec 2008 | CPS | ✓ | Work continuing following major tidy up over summer. |
| 1.4.11 | Prepare outcome report on the pilot study of electronic document and records management system, and implement recommendations. | Jun 2008 | CPS | ✓ | Pilot nearing completion. Report to be prepared for end of the year. |
| 1.4.12 | Define security technology requirements (CCTV, door access, etc). | Jun 2008 | CPS | ✗ | Work currently on hold - dependent on outcome of Town Centre discussions. |
| 1.4.13 | Develop technologies to support flexible working. | Jun 2008 | CPS | ✓ | Agreement to the strategy received in September. Technology requirements being reviewed to support pilot projects. |
| 1.4.14 | Define proposed outline strategy for desktop printing. | Jun 2008 | CPS | ✓ | Work in hand. Strategy to be completed by the turn of the year. |
| 1.4.15 | Detail ICT requirements to inform fit-out specification of the Civic Hub. | Jun 2008 | CPS | ✗ | Dependent on the outcome of town centre discussions. |
| 1.4.16 | Progress from the Internet Protocol Telephony pilot to rollout IPT across the Council. | Through 2008 and 2009 | CPS | ✓ | Pilot completed. Report to be produced by the turn of the year. |
| 1.4.17 | Migrate to new WLAN infrastructure. | Jun 2008 | CPS | ✗ | On hold subject to town centre timetable. |
| 1.4.18 | Ensure New Ways of Working HR policy framework for staff. | Jun 2008 | CPS | ✓ | This is an integral part of the NOMAD Flexible Working Project Plan and will be completed in the projected timescales. |
| 1.4.19 | Prepare and implement new management development programme to upskill managers (managing change, managing flexible workforce, etc). | Jul 2008 | CPS | ✓ | Programme commences 23 October. |
| 1.4.20 | Assess and plan for furniture requirements. | Sep 2008 | CPS | ✓ | Furniture procurement and recycling strategy now in place; plans for new furniture will correlate with space planning requirements. |
| 1.6 | Improve perceptions and vibrancy of Bracknell town centre during redevelopment. | | | | |
| 1.6.3 | Town Centre Manager to work closely with Bracknell Regeneration Partnership. | Mar 2009 | CPS | ✓ | Regular meetings held. |

| 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. PRINCE 2 methodology followed for the civic centre project. Monthly meetings held with BRP on the town centre regeneration project. | | | CPS | Ongoing. 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 | Ongoing. 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 ensure 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 whether objectives met and benefits realised. | | | CPS | Monthly meeting held for Civic project. Risks of CHP being assessed. Revised/New Risk: None. |
| PRIORITY TWO: PROTECTING AND ENHANCING OUR ENVIRONMENT | | | | | |
| Medium-Term Objective 2: Keep our parks, open spaces and leisure facilities accessible and attractive. | | | | | |
| PERFORMANCE INDICATORS FOR MTO 2 | | | | | |
| ACTIONS IN SUPPORT OF MTO 2 | | | Due Date | Owner | Comments |
| 2.3 | Review management options for leisure sites in order to maintain quality and generate secured investment. | | | | |
| 2.3.3 | Active involvement in project team reviewing options. | May 2008 | CPS | ✓ | Project team is no longer operative following conclusion of review. |
| 2.3.4 | Establish Corporate project to implement outcomes of the management review of Leisure sites. | Mar 2009 | CPS | | No longer applicable. |
| OPERATIONAL RISKS TO MTO 2 | | | | Owner | Progress on Mitigation Actions |
| 2.1 | Key people leave, a number of key persons leave or are unavailable for a significant amount of time. Mitigation: Robust Recruitment and Retention Mechanisms. Mitigated by sound training of subordinate staff. | | | CPS | Improvements to Recruitment and Retention being sought. Training for managers and staff is provided. Revised/New Risk: None. |
| Medium-Term Objective 3: Promote sustainable housing and infrastructure development. | | | | | |
| PERFORMANCE INDICATORS FOR MTO 3 | | | | | |
| ACTIONS IN SUPPORT OF MTO 3 | | | Due Date | Owner | Comments |
| 3.5 | Transfer the Council's housing stock to Bracknell Forest Homes. | | | | |
| 3.5.1 | Monitor SLAs with Bracknell Forest Homes. | Ongoing until SLAs terminated | CPS | ✓ | Two monitoring meetings with BFH held. SLAs operating effectively. |
| 3.5.2 | Monitor provision of services to Bracknell Forest Homes. | Mar 2009 | CPS | ✓ | First monitoring meeting held with BFH. |
| 3.5.3 | Consolidate residual services. | Mar 2009 | CPS | | |
| 3.5.4 | Conclude all remaining elements of the housing stock transfer. | Apr 2008 | CPS | ✓ | Licence agreement for Point Royal remains to be completed. |
| OPERATIONAL RISKS TO MTO 3 | | | | Owner | Progress on Mitigation Actions |
| 3.1 | Limited staffing resources. Mitigation: Careful prioritisation. Use of agency staff or consultants where financial viable to address any shortfalls; this would be reviewed at DMT meetings. | | | CPS | Monthly review of staffing levels at DMT and 1:1's with DCS. Revised/New Risk: None. |

| | | | |
|---|--|-----------------|---|
| 3.2 | Key people leave, a number of key persons leave or are unavailable for a significant amount of time. Mitigation: Planned handover of responsibilities. Mitigated by sound training of subordinate staff. | CPS | Improvements to recruitment and retention being sought. Training for staff and managers provided. Revised/New Risk: None. |
| 3.3 | Income projections, if significantly lower income than projected. Mitigation: Robust budget setting process. Robust budget monitoring Finance Reports are produced and reported to each DMT on a monthly basis at departmental level. Variances are investigated and remedial action taken where needed. CMT also review Finance Reports monthly. | CPS | Some income budgets are beginning to come under pressure as a consequence of the credit crunch/economic downturn (e.g. Downshire Golf Course, land charges etc). At this point in the financial year the expectation is that any income shortfalls will be managed, with Council spending being within budget at the year end. Revised/New Risk: Some income budgets are beginning to come under pressure as a consequence of the credit crunch/economic downturn. |
| 3.4 | Potential failure of partners and key contractor to deliver. Mitigation: Partnership Frameworks are in place for main partnerships. Regular meetings with partners to discuss performance. Regular meetings with key contractors and monitoring of performance. | CPS | Regular meetings held with all key contractors. Revised/New Risk: None. |
| PRIORITY THREE: PROMOTING HEALTH AND ACHIEVEMENT | | | |
| Medium-Term Objective 6: | | | |
| Improve the outcomes for children and families through the Children and Young People's Plan. | | | |
| PERFORMANCE INDICATORS FOR MTO 6 | | | |
| ACTIONS IN SUPPORT OF MTO 6 | | | |
| | | <u>Due Date</u> | <u>Owner</u> <u>Comments</u> |
| 6.2 | Make sure there are enough good school buildings for an expanding Borough, including building a replacement for Garth Hill College. | | |
| 6.2.8 | Provide property, legal and financial support and advice. | Mar 2009 | CPS ✓ Ongoing. Attendance at project meetings. |
| 6.2.9 | Providing building services to develop six new children's centres. | Mar 2009 | CPS ✓ Ongoing. Including staff appointment. |
| 6.2.10 | Provide legal advice and support required for Development Agreements and any related land disposal. | Mar 2009 | CPS ✓ External lawyers now appointed. |
| 6.5 | Invest in new youth facilities and targeted youth support. | | |
| 6.5.3 | Provide professional resources to support the delivery of major construction projects. | Mar 2009 | CPS ✓ On going, including staff appointments. |
| OPERATIONAL RISKS TO MTO 6 | | <u>Owner</u> | <u>Progress on Mitigation Actions</u> |
| 6.1 | Limited staffing resources. Mitigation: Careful Prioritisation. Use of agency staff or consultants where financially viable to address any shortfalls; this would be reviewed at DMT meetings. | CPS | Monthly review by DMT. Revised/New Risk: None. |
| 6.2 | Key people leave. Mitigation: Planned handover. Mitigated by sound training of subordinate staff. | CPS | Planned handovers arranged. Revised/New Risk: None. |
| 6.3 | Income projections. Mitigation: Close monitoring. Robust budget setting process. Robust budget monitoring. Finance Reports are produced and reported to each DMT on a monthly basis at departmental level. CMT also review Finance Reports monthly. | CPS | Some income budgets are beginning to come under pressure as a consequence of the credit crunch/economic downturn (e.g. Downshire Golf Course, land charges etc). At this point in the financial year the expectation is that any income shortfalls will be managed, with Council spending being within budget at the year end. Revised/New Risk: Some income budgets are beginning to come under pressure as a consequence of the credit crunch/economic downturn. |

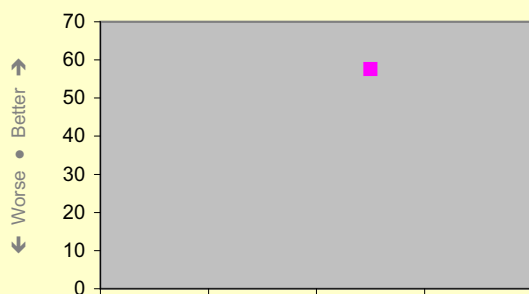
| | | | |
|-----|---|-----|--|
| 6.4 | Potential failure of key contractors. Mitigation: Close monitoring and supervision. Partnership Frameworks are in place for main partnerships. Regular meetings with partners to discuss performance. | CPS | Regular meetings held with key contractors. Revised/New 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

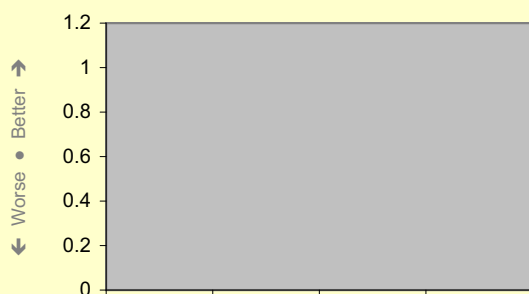
This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

| | | | | |
|-------------------------|----------|----------|------|----------|
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 |
| Current • | N/A | N/A | | |
| LAA Target ■ | [annual] | [annual] | 57.6 | [annual] |
| Last Reported | N/A | N/A | | |
| Benchmark | N/A | N/A | | |
| Current Quartile | N/A | N/A | | |

No estimated outcome is currently available for this indicator. This LAA (Designated) indicator has a snapshot target measured by survey. No outcome for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

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

NI 6: Participation in regular volunteering



LAA INDICATOR (Designated)

Department: CPS

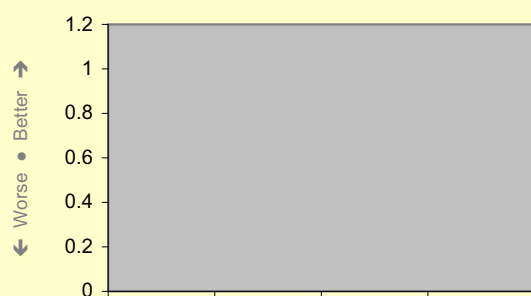
This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

| | | | | |
|-------------------------|----------|----------|-----|----------|
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 |
| Current • | N/A | N/A | | |
| LAA Target ■ | [annual] | [annual] | TBC | [annual] |
| Last Reported | N/A | N/A | | |
| Benchmark | N/A | N/A | | |
| Current Quartile | N/A | N/A | | |

No estimated outcome is currently available for this indicator. This LAA (Designated) indicator has a snapshot target measured by survey. No outcome for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

Unit: TBC • 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

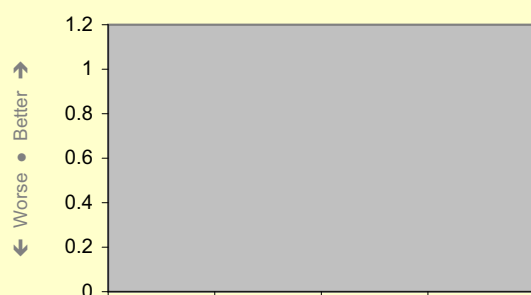
This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

| | | | | |
|------------------|----------|----------|-----|----------|
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 |
| Current | N/A | N/A | | |
| Local Target | [annual] | [annual] | TBC | [annual] |
| Last Reported | N/A | N/A | | |
| Benchmark | N/A | N/A | | |
| Current Quartile | N/A | N/A | | |

No estimated outturn is currently available for this indicator. This CAA indicator has a snapshot target measured by survey. No outturn for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

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

NI 3: Civic participation in the local area



CAA Indicator (non-LAA)
Department: CPS

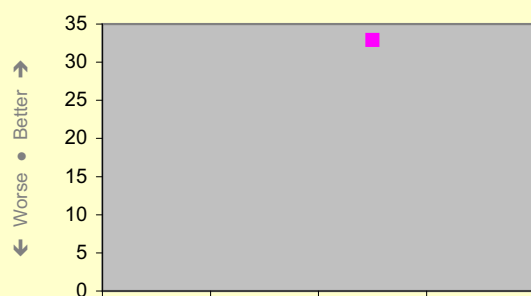
This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

| | | | | |
|------------------|----------|----------|-----|----------|
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 |
| Current | N/A | N/A | | |
| Local Target | [annual] | [annual] | TBC | [annual] |
| Last Reported | N/A | N/A | | |
| Benchmark | N/A | N/A | | |
| Current Quartile | N/A | N/A | | |

No estimated outturn is currently available for this indicator. This CAA indicator has a snapshot target measured by survey. No outturn for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

Unit: TBC • 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

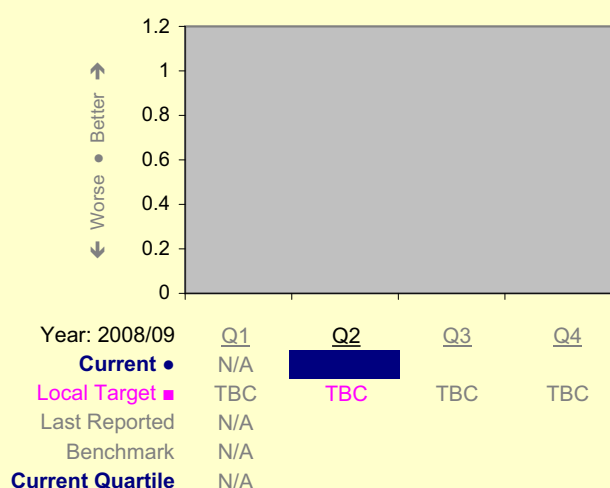
This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

| | | | | |
|------------------|----------|----------|------|----------|
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 |
| Current | N/A | N/A | | |
| Local Target | [annual] | [annual] | 32.9 | [annual] |
| Last Reported | N/A | N/A | | |
| Benchmark | N/A | N/A | | |
| Current Quartile | N/A | N/A | | |

No estimated outturn is currently available for this indicator. This CAA indicator has a snapshot target measured by survey. No outturn for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

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

NI 7: Environment for a thriving third sector



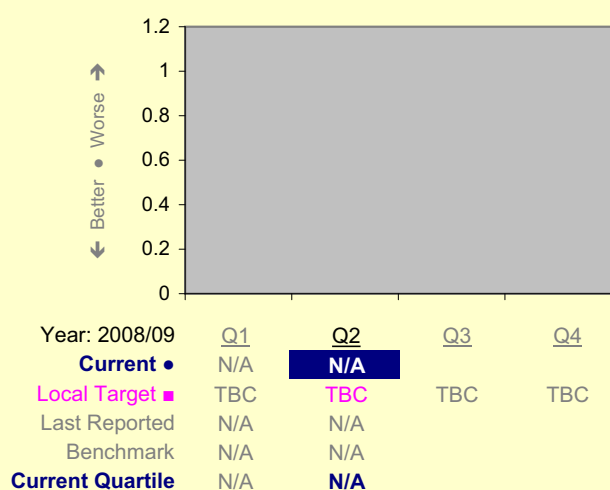
CAA Indicator (non-LAA)
Department: CPS

No data will be available for this indicator until the results of the first bespoke survey of voluntary organisations, currently being run by the Cabinet Office. It is hoped that results will be available in Quarter 3.

No estimated outcome is currently available for this indicator. This CAA indicator has a snapshot target measured by survey. No outcome for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

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



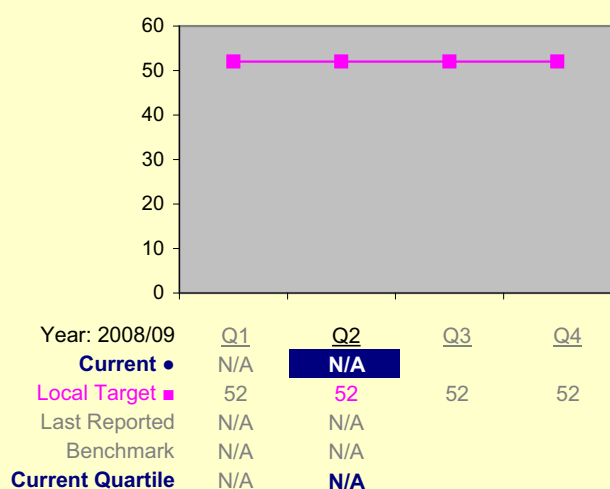
CAA Indicator (non-LAA)
Department: CPS

This new indicator, for which the first return is due in April 2009, is being co-ordinated by the Chief Officer: Customer Services. Meetings have been held with relevant officers, which has raised awareness of the requirements of the indicator, and a business improvement plan has been prepared. Some relevant service areas have already begun collecting data.

No estimated outcome is currently available for this indicator. This CAA indicator has a complex cumulative target measured by data collection. No outcome for this indicator has yet been formally reported or published. 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

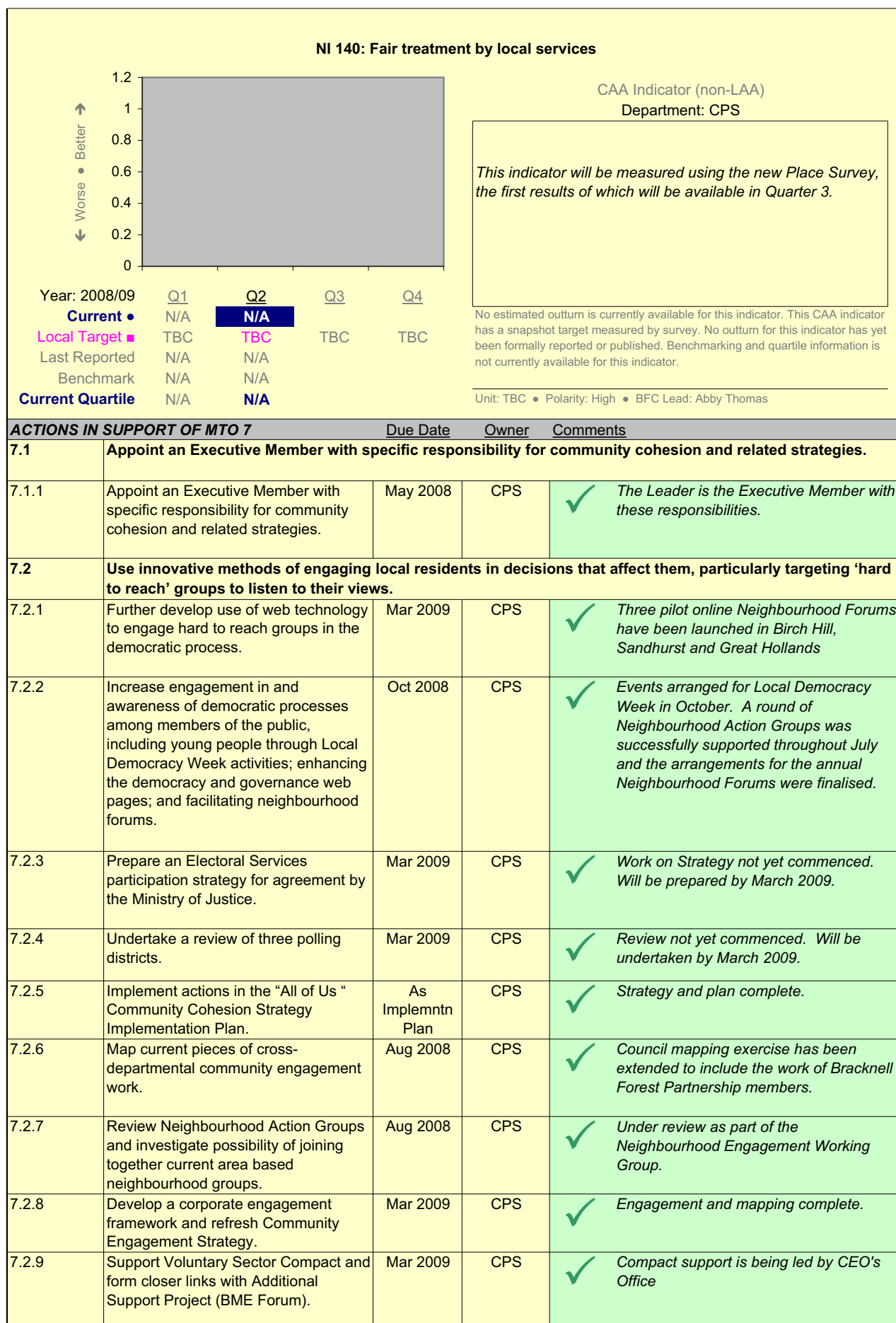








CAA Indicator (non-LAA)
Department: CPS

This indicator will be measured using the new Place Survey, the first results of which will be available in Quarter 3.

No estimated outcome is currently available for this indicator. This CAA indicator has a snapshot target measured by survey. No outcome for this indicator has yet been formally reported or published. Benchmarking and quartile information is not currently available for this indicator.

Unit: TBC • Polarity: TBC • BFC Lead: Abby Thomas



| | | | | |
|------------|---|----------|-----|---|
| 7.3 | Create a new customer contact centre in Bracknell that allows people to access all services. | | | |
| 7.3.1 | Implement Phase 3 of the corporate Customer Contact Strategy. | Mar 2009 | CPS |  <p>The use of the online payment service continues to grow. The report about the Balancing the Budget workstream, "Merger of receptions" will be finalised in the next month. The new National Indicator NI 14 (Reducing avoidable customer contact) is creating much work for Customer Services and the service teams included in the indicator. Helpful guidance has been released by the I&DeA in July 08. The new booklet "Comments, Compliments and Complaints About Council Services" was printed in August and the information on the website was updated. At the same time the new Charter for Customers was published. In the period April to September 2008, 68% of incoming telephone calls to Customer Services were answered in five rings. This is a slower response time than the target of 80% due to staff training and a couple of vacancies. The customer satisfaction surveys record a satisfaction level of 84% good or better, against a target of 80%.</p> |
| 7.3.2 | Implement the CRM work programme for 2008/9. | Mar 2009 | CPS |  <p>Work on customer self-service has temporarily stopped whilst an improved e-form system is acquired. Work is about to start with the supplier of the telephony system used by Customer Services to upgrade the system and integrate it with the CRM system. A key piece of work for the next two quarters is to script all the services delivered at receptions and incorporate them into the CRM system. A complete review of the CRM integration with the Confirm system used for logging a variety of service requests on environmental issues is to be considered before a replacement connector is purchased.</p> |
| 7.5 | Implement a Disability Equality Scheme and Gender Equality Scheme, and implement the Council's Race Equality Scheme. | | | |
| 7.5.1 | Progress the authority's level on the Equality Standard for Local Government to Level 3. | Mar 2009 | CPS |  <p>New Equalities Framework will be introduced from the new year replacing the Local Government Equality Standard. The implications of this for the Council are being assessed.</p> |
| 7.5.2 | Publicise ethnic community mapping data. | Mar 2008 | CPS |  <p>Seminars held on this for elected members, The Bracknell Forest Partnership and Community Cohesion & Engagement Working Group. Copies of mapping widely disseminated.</p> |
| 7.5.3 | Develop a strategy for ongoing updating ethnic community mapping. | Jul 2008 | CPS |  <p>School and DWP data widely distributed.</p> |
| 7.5.4 | Equality Impact Assessments – refresh guidance, complete training program and complete outstanding EIAs. | Sep 2008 | CPS |  <p>This work is ongoing beyond September 2008.</p> |

| | | | | | |
|-----------------------------------|--|----------------------|--------------------|---|--|
| 7.5.5 | Review arrangements for procurement in light of equalities objectives. | Dec 2008 | CPS | ✓ | Training needs have been identified and consultants will be assisting with audit and recommendations for embedding equalities considerations into procurement activities. This work will be ongoing beyond December 2008. |
| 7.5.6 | Monitor equalities actions detailed in the Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme. | Ongoing | CPS | ✓ | RES, DES and GES action plans are being mapped against Community Cohesion Strategy themes in order to annually monitor together. |
| 7.5.7 | Implement the Disability Equality Scheme, the Gender Equality Scheme and the Race Equality Scheme actions due for completion in 2008/09, and progress those actions due for completion in later years. | Mar 2009 and ongoing | CPS CXO ECC SCL | ✓ | CPS: All activities in plans are underway. CXO: The vast majority of actions have either been completed or are on track to be completed in the specified timescale. One action is outstanding: RES 2.4 Race equality performance indicators and targets to be developed. This action should be reallocated to the Performance and Partnerships team under the new CXO structure. ECC: All actions on target. |
| 7.5.8 | Conduct impact assessments on all new and revised policies and strategies. | Ongoing | CPS CXO ECC SCL | ✓ | CPS: Impact assessment training has been and continues to be delivered to staff to ensure that assessments are completed on all new and revised policies and strategies. Progress has particularly been made in this quarter in completing assessments on Adult Social Care policies and strategies. CXO: An EIA has been completed on the Older People's Strategy. There are no other outstanding EIAs. ECC: Working with all managers to reassess all existing policies, strategies and functions by the end of December. There are several new housing policies in discussion which we expect to review in Quarter 4. |
| 7.6 | Increase access to services by electronic means. | | | | |
| 7.6.1 | Further development of the website to maintain position in top quartile of Local Government sites etc. and re-brand following launch of new corporate identity. | Jul 2008 | CPS | ✓ | Funding applied for to progress a review and redevelopment of the website. The redevelopment will include the replacement of the Council's Content Management System and the implementation of a new forms package. The scope of the redevelopment will be subject to the level of funding available. |
| 7.6.2 | Increase use of online payments. | Ongoing | CPS | ✓ | In the six months to 30 September there were 17,690 online payments with a total value of £2.6m. (In the same period last year there were 15,208 payments worth £2.1m). |
| OPERATIONAL RISKS TO MTO 7 | | | Owner | Progress on Mitigation Actions | |
| 7.1 | Demographic and socio economic changes. Mitigation: Provision of good information. | | CPS | Available information monitored. Revised/New Risk: None. | |
| 7.2 | Demand-led Services. Mitigation: Improve sharing of information. | | CPS | Through monthly budget monitoring. Revised/New Risk: None. | |
| 7.3 | Limited staffing resources. Mitigation: Careful prioritisation. | | CPS | Monthly review by DMT. Revised/New Risk: None. | |
| 7.4 | Increasing delivery of services through partnership arrangements. Mitigation: Monitoring of key service areas through PMR's and monthly budget monitoring. | | CPS | Monthly monitoring. 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. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PERFORMANCE INDICATORS FOR MTO 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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 the Speedwatch programme and develop effective measures for success. | Jan 1900 | CPS | ✓ Programme transferred to BFVA. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OPERATIONAL RISKS TO MTO 8 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Owner | Progress on Mitigation Actions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Medium-Term Objective 9: Promote independence and choice for vulnerable adults and older people. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| PERFORMANCE INDICATORS FOR MTO 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| ACTIONS IN SUPPORT OF MTO 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | Due Date | Owner | Comments | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.1 | Modernise services for vulnerable adults and older people by reducing reliance on residential care and improving access to community-based services. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.1.4 | Provide project support and advice for the project team on HR, legal, finance and property. | Mar 2008 | CPS | ✓ Support and advice given as required. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.3 | Develop a Borough-wide Strategy for Older People. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.3.2 | Provide legal advice in the formulation of the Strategy for Older People. | As required | CPS | ✓ Legal advice continues to be provided. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| OPERATIONAL RISKS TO MTO 9 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| | | | Owner | Progress on Mitigation Actions | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 9.1 | Key people leave. Mitigation: Planned handover. Mitigated by sound training of staff. | | CPS | Planned handovers arranged. Revised/New Risk: None. | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| 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> <table border="1"> <thead> <tr> <th>Year: 2008/09</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>Current •</td> <td>N/A</td> <td>N/A</td> <td></td> <td></td> </tr> <tr> <td>Local Target ■</td> <td>TBC</td> <td>TBC</td> <td>TBC</td> <td>TBC</td> </tr> <tr> <td>Last Reported</td> <td>N/A</td> <td>£1,900,000</td> <td></td> <td></td> </tr> <tr> <td>Benchmark</td> <td>N/A</td> <td>N/A</td> <td></td> <td></td> </tr> <tr> <td>Current Quartile</td> <td>N/A</td> <td>N/A</td> <td></td> <td></td> </tr> </tbody> </table> <p>Unit: Currency • Polarity: High • BFC Lead: Alan Nash</p> | | | | | Year: 2008/09 | Q1 | Q2 | Q3 | Q4 | Current • | N/A | N/A | | | Local Target ■ | TBC | TBC | TBC | TBC | Last Reported | N/A | £1,900,000 | | | Benchmark | N/A | N/A | | | Current Quartile | N/A | N/A | | |
| Year: 2008/09 | Q1 | Q2 | Q3 | Q4 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current • | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Local Target ■ | TBC | TBC | TBC | TBC | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Last Reported | N/A | £1,900,000 | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Benchmark | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |
| Current Quartile | N/A | N/A | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | | |

| ACTIONS IN SUPPORT OF MTO 10 | | <u>Due Date</u> | <u>Owner</u> | <u>Comments</u> |
|-------------------------------------|---|-----------------|--------------|--|
| 10.1 | Maintain Council Tax levels in the lowest quarter of all unitary authorities. | | | |
| 10.1.1 | Coordinate use of resources improvements across Corporate Services. | Oct 2008 | CPS | ✓ Detailed guidance and specification for all of the individual components of the 'New' Use of Resources has not yet been received. However, individual officers have been given responsibility for each of the components, and officer working groups have been established to coordinate response. The Council's response to the Audit Commission's proposals for scoring the 'New' Use of Resources has been agreed by CMT. The external audit of the 2008 Use of Resources is nearing completion, and recommendations arising from this will be incorporated in the action plans being developed to implement the 'New' 2009 arrangements. |
| 10.2 | Implement a four year 'efficiency' programme to reduce spending to sustainable levels. | | | |
| 10.2.1 | Continue to reduce and maintain the current reduction in the number of agendas and documents provided in hard copy. | Mar 2009 | CPS | ✓ The level of printing continues to be monitored. |
| 10.2.2 | Review the postal and courier arrangements. | Jun 2008 | CPS | ✓ The review is well underway and should be completed within the revised timescales. |
| 10.2.3 | Consider the future requirements for payment processing following the closure of the payment counter service at the cash office in Easthampstead House. | Feb 2009 | CPS | ✓ To be reviewed after the closure of the payment counter at the Cash Office at Easthampstead House, which is scheduled for 27 February 09. |
| 10.2.4 | Manage the financial cycle with the emphasis on delivering the Council's medium-term financial plan. | Mar 2009 | CPS | ✓ 2009/10 Commitment Budget report to Executive 22/7/2008. Proposals for balancing the 2009/10 budget have been developed by the Executive and CMT and will be published for consultation in December. |
| 10.2.5 | Deliver the financial projects contained within the Council's 'Balancing the Budget' programme: Reduce invoice costs; Collaborative procurement; Externalise vehicle maintenance services; Review of internal audit fees. | Mar 2009 | CPS | ✓ Work has progressed well on these projects. All four projects have been completed (reduction of invoice costs, collaborative procurement, externalise vehicle maintenance and the review of internal audit fees) have completed with the target savings being achieved. |
| 10.2.6 | Provide professional resources to support the delivery of departmental 'Balancing the Budget' projects. | Mar 2009 | CPS | ✓ Professional property advice given as required. Also disposal programme in hand: some disposals complete, others planned. Where appropriate, resources assigned to projects. |
| 10.2.7 | Ensure good project management of change using Organisational Change Protocol as part of the lesiure outsourcing, including TUPE issues (incl pension), development of SLAs for training provision, OH, etc. | Apr 2009 | CPS | ✓ Project Management and Organisational Change methodology is being used. |

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|------------------------------------|---|----------|--------------|--|--|
| 10.2.8 | Support for restructuring across the organisation: Support departments including advice on support service changes; Top management level changes including recruitment activities; Develop use of competency framework; Financial changes; Accommodation changes; IT changes; Legal changes. | Sep 2008 | CPS | ✓ | Ongoing. |
| 10.3 | Create clear, accountable governance structures for working in partnership with other organisations in the Borough. | | | | |
| 10.3.7 | Ensure the governance arrangements for the Bracknell Forest Partnership and its themed partnerships. | Dec 2008 | CPS | ✓ | Departments will review each of the themed partnerships against the Toolkit. |
| 10.4 | Work effectively with partners to improve the quality of life in the Borough. | | | | |
| 10.4.4 | Put in place a system of workforce planning through service planning. | Oct 2008 | CPS | ✓ | Management information sessions now programmed. |
| 10.4.5 | Pull together departmental workforce plans. | Oct 2008 | CPS | ✓ | To be done once departments have constructed their own plans. |
| 10.4.6 | Co-ordinate R&R activities across the Council. | Ongoing | CPS | ✓ | R&R report to be considered by CMT in early October. |
| OPERATIONAL RISKS TO MTO 10 | | | Owner | Progress on Mitigation Actions | |
| 10.1 | Having the staff with the right skills available to deliver tasks at the right time. Mitigation: Monthly monitoring of vacancies at DMT considered in terms of resources required to deliver agreed outcomes. Collective view of appointments at DMT. Sickness and absence monitoring reported to DMT monthly. Annual appraisal and training. Quarterly performance management report to CMT to include workforce data. CPA feedback identifies requirement to embed workforce planning. | | CPS | Appraisals completed. Workforce Planning to be carried out. Monthly monitoring by DMT. Revised/New Risk: None. | |
| 10.2 | Allocation of adequate financial resources to support projects and organisational capacity to deliver, including availability of project management skills. Mitigation: Business case produced and budget set for each project and monitored by individual project boards. Updates on significant projects provided to DMT. Effective project management based on PRINCE 2 methodology applied for significant projects. Feedback on CPA that there should be oversight of all significant projects by a coordinating group; action going forward to identify what form this should take and establish a threshold for "significant projects". | | CPS | Regular project monitoring by project teams and DMT. Revised/New Risk: None. | |
| 10.3 | Political will/commitment. Mitigation: Good preparation, briefing and appropriate lobbying. Good consultation and forward planning. | | CPS | Regular briefings on key issues for Executive. Revised/New Risk: None. | |
| 10.4 | Decision-making. Mitigation: Reports for decision-making include comments from the Borough Treasurer and Borough Solicitor and from Human Resources where appropriate. They also include Equality Impact and risk management assessments. | | CPS | All included in Reports. Revised/New Risk: None. | |

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|------|---|-----|---|
| 10.5 | <p>Additional burdens arising from central government requirements and/or new legislation.</p> <p>Mitigation: Provision and sourcing of good information. Improve sharing of information through group. DMT made aware of consultation exercises. Decision to respond based on potential impact of proposals for the authority. Briefings are provided by the Borough Solicitor of new legislation. Updates provided by Democratic Services on legal and best practice requirements. Updates on financial reporting requirements provided by Finance.</p> | CPS | <p>Briefings provided as required.</p> <p>Revised/New Risk: None.</p> |
| 10.6 | <p>Delivery of Balancing Budget Projects and impact of Income projections, if actual income is significantly lower than projected.</p> <p>Mitigation: Robust budget setting process. Robust budget monitoring. Finance Reports are produced and reported to each DMT on a monthly basis at departmental level. CMT also review Finance Reports monthly. Variances are discussed and remedial action identified. Procurement savings target of £200k for 2008/09 monitored on a spreadsheet within Procurement and reported to Head of Finance. Internal Audit reviews of key financial systems including budget setting and monitoring and procurement.</p> | CPS | <p>Latest budget monitoring report presented to CMT 15 October 2008. No significant concerns, with an underspend forecast despite the effects of the credit crunch/economic downturn. Internal Audit 2008/09 reviews of financial systems and budgeting are planned for Quarter 3. The main procurement review for 2008/09 has been brought forward. In addition to this, a review of the highways consultancy contract with Jacobs Babbie was undertaken at the Borough Solicitor's request, which confirmed the need to tender the contract. Action to tender the contract is being taken forward by Environment, Culture & Communities.</p> <p>Revised/New Risk: As a consequence of these procurement issues the district auditor has issued a qualified Value for Money conclusion and requires the Council to consider his recommendations for improvement at the Full Council meeting in November.</p> |
| 10.7 | <p>Increasing delivery of services through partnership arrangements and key contractors.</p> <p>Mitigation: Partnership Frameworks are in place for main partnerships. Regular meetings with partners to discuss performance, e.g. regular meetings are held with the Bracknell Forest Partnership. Regular meetings with key contractors and monitoring of performance.</p> | CPS | <p>Regular meetings held with partners and contractors.</p> <p>Revised/New Risk: None.</p> |