



Performance Monitoring Report

for

Corporate Services

Third Quarter 2008/09
October-December 2008

Portfolio holder: Cllr Iain McCracken
Director: Alison Sanders

Section One: Executive Summary

October to December has been a particularly busy one for Corporate Services with significant support being given to projects led by other departments, such as Garth Hill College and Brakenhale site project.

The Department has also had a key role in preparing the Council for 2009/10 in terms of financial planning, and workforce planning. A number of teams are also leading the new process of Use of Resources Assessments across the Council which inform future judgement by External Auditors.

1. Civic Hub & Town Centre

- Supported BRP programme of work for Town Centre.
- Developed options for the Council's accommodation requirements taking into account the delay in the town centre regeneration.
- Work begun on surveying and specifying the essential maintenance works required to Time Square roof and roof plant.

2. Community Engagement & Equalities

- Completion of the community engagement mapping exercise including the partnership's engagement work.
- Production of the draft Community Engagement Strategy, distribution and launch of the 12 week consultation period.
- Published and distributed the Community Cohesion Strategy.
- Reviewed the implications of the introduction of the new Equalities Framework (which supercedes the Local Government Equality Standard) on our corporate equalities targets.
- Completion of a programme of Equality Impact Assessment training, support for EIA production and awareness raising on the importance of EIA's.
- Continued to review procurement activities in light of equalities issues.
- Completed the review of partner's equality policies.
- Supported and evaluated the 14 Neighbourhood Forums.
- Promoted new consultation services contract.
- Promotion of the neighbourhood survey and three pilot online forums.
- Managed the refresh of the Bracknell Forest 1500 Residents Panel.
- Provided support for BFVA to develop an action plan for the achievement of NI6.

3. Customer Services

- Payment at any Post Office across the country or at any retail outlet with the Payzone facility became available on 1 December 08.
- Customer Services are coordinating specified service areas across the Council in their collection of data for National Indicator 14 (NI14) – "Reducing avoidable contact", in readiness for their business improvement plans for 2009.
- Work has begun in preparation for the merger of reception areas across the town-centre buildings in accordance with the "Balancing the Budget" work-stream.

- The SLA with Bracknell Forest Homes by which tenants of BFH were able to pay their rent at the payment counter at the Cash Office in Easthampstead House came to an end on 31 December 08.
4. Democratic & Registration Services
- Completed initial review of postal arrangements across the Council.
 - Successfully delivered two events for Local Democracy Week.
 - Political speed question time with Year 6 pupils hosted by Whitegrove School.
 - Questions to the Leader on-line.
 - Completed the annual audit of the electoral register and achieved 98.9% return.
 - Published the annual register of electors on 1 December 2008.
 - Recruited to the posts of Majority Group Secretary, Democratic Services Assistant and Senior Registration Officer.
5. Finance
- Council's budget proposals for 2009/10 published for consultation.
 - Evaluation of the five tenders received for the internal audit contract due to commence on 1 April 2009 nearing completion.
 - Consultation on community and social care transport underway as part of the wider review.
 - Workshops closed and auction held to dispose of surplus equipment.
 - Treasury Management Strategy revised in response to the credit crunch and deposits at risk with Icelandic banks.
 - Strategic Risk Action Plans completed and reported to the Executive.
 - Interim pay award implemented.
 - Work programme of the Berkshire Procurement and Shared Services Unit endorsed by Efficiency Champions, Chief Executive's Management Board and Berkshire Leaders.
 - Work on implementing improved contract monitoring arrangements.
6. Human Resources
- There has been considerable work done in this quarter around the introduction of car park charges for staff and also the procedures needed to change car allowances (particularly the legal and contractual requirements). The processes are detailed and communication remains key, although initial indications are that the latest proposals in respect of car allowances are proving to be less controversial than the ones sent out for staff consultation earlier in the year.
 - The launch of the new Workforce Planning Managers Toolkit took place in October. A requirement under the CPA Improvement Plan, it is designed to help managers be more systematic in their approach to projecting staffing needs during the construction of business plans.
 - As indicated in the last PMR the exercise to capture key employee personal data commenced in November; early returns are running at a 60% return of forms from staff.
 - The annual "Choices" booklet was sent out in December with its wide range of popular flexible benefits for staff.
 - A major review of training for staff dealing with children (through the Safeguarding agenda) and vulnerable adults continued through the period. It covered staff across all departments not just Social Care and Learning and also embraced areas of corporate activity such as first day induction.

- Training for Customer Care and the new National Indicator 14 – reducing avoidable customer contact programmes were put in place to improve how staff approached customer contact. This commenced with a series of “health checks” to target specific departmental requirements.
- The Health & Safety function provided additional support to the Pines School as it faced major disruption because of difficulties around roofing work on the site.

7. Corporate Property

- Negotiations proceeding to effect a sale of surplus land at Brakenhale School.
- Negotiations continuing with Hart District Council to provide them with a Property Service.
- Concluded agreement with Land Securities Plc to ensure Council’s financial position protected following the appointment of administrators at M.F.I at the Peel Centre.
- Developing new Asset Management Plan to comply with the evolving requirements of CAA’s Use of Resources.

8. ICT Services

- 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 achieving solution.
- Development of Telephony strategy.

9. Legal Services

- Providing Legal Advice on Garth Hill Contract and Title.
- Conduct of Public Inquiry into proposed major development of TRL site, Crowthorne.
- Preparing for Public Inquiry into proposed major development at former RAF Staff College.
- Preparing Documentation for South Hill Park regeneration project.
- Preparing and submitting tender for provision of Legal Services to BF Homes.
- Dealing with threatened Judicial Review proceedings in Social Services young offenders and proposed closure of residential care home cases.
- Advising Ranelagh School on SEN provision cases.
- Conducting Trading Standards Prosecutions of Sainsbury's and Tesco's.
- Drafting Revised Contract Standing Orders.

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 57 actions are anticipated to be achieved or already have been achieved (✓), while 6 are not expected to be completed by their target date (✗). The 6 actions that are causing concern (✗) are:

Ref	Action	Progress
1.4.3	Finalise plans for the new democratic office/suite in the Civic Hub	On hold subject to Town Centre timetable.
1.4.11	Prepare outcome report on the pilot study of electronic document and records management system, and implement recommendations	Pilot complete. Tenders for a corporate approach to document management being evaluated currently.
1.4.12	Define security technology requirements (CCTV, door access, etc)	On hold subject to town centre timetable.
1.4.14	Define proposed outline strategy for desktop printing	Work in hand. Strategy to be completed by February 2009.
1.4.15	Detail ICT requirements to inform fit-out specification of the Civic Hub	Dependent on the outcome of town centre discussions.
1.4.17	Migrate to new WLAN infrastructure	On hold subject to town centre time-table.

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

There has been recruitment over the period to a number of posts in Corporate Services, in Learning & Development, Democratic Services, and ICT Services.

Recruitment has started in the last quarter for two key posts within the Department, the IT Applications Support Manager and the Chief Accountant, both of whom we hope to have in post in the next quarter.

We also began the process of establishing a project team within the Surveyors to specifically support the work required under the Primary Capital Strategy for Schools.

See Annex A for more detailed information.

Budget

Revenue

The current approved cash budget is £16.492M. During this period from September to November 2008, there has been a net reduction in budget of £0.003M. Detailed analysis is available in Annex B. The department is forecasting outturn expenditure to be in line with the cash budget, although three variances have been reported to date:

	Forecast Budget Variances Reported To Date	£'000
1	Council Tax Benefit Subsidy – <i>The element of grant received to cover the cost of over payments is greater than the costs incurred.</i>	-31
2	Home Office Licence – <i>Required by new Home Office regulations for all employers sponsoring immigrant workers.</i>	1
3	Home to School Transport – <i>Caused by a significant increase in pupil numbers going to Charters School, other specific routes have had to be split where they were previously combined and larger vehicles are needed on other routes.</i>	30
	Total	0

The overspend on Home to School Transport (£0.030M) emerged during the last quarter.

Capital

Details of the Department's capital programme are reported in Annex C. Budget holders have analysed the total approved budget for 2008/09 of £3.517M to show anticipated spend in 2008/09 of £2.351M and £1.166M in 2009/10. This represents a change in forecast spend of £0.826M into 2009/10 and the following table summarises the schemes concerned:

	Scheme	2009/10 Forecast in PMR2 £'000	2009/10 Revised Forecast £'000	Change £'000
1	General Building Maintenance – <i>review of programme suggests some work to be completed next year</i>	0	200	200
2	Customer Contact Initiative – <i>upgrade to version 7 will now take place in 2009/10</i>	0	15	15
3	CRM / Telephony - <i>next stage of work likely to be spent in 2009/10</i>	0	150	150
4	ICT Maintenance Programme (Desktop) – <i>desktop refresh while continue to look at other technologies.</i>	0	100	100
5	ICT Maintenance Programme (Photocopiers) – <i>Some work done earlier than forecast.</i>	140	110	-30
6	ICT Maintenance Programme (Network Refresh) – <i>revised timing of work.</i>	0	100	100
7	Time Square Refurbishment (Boilers Chillers & Roof) – <i>Works now scheduled for April/May 2009</i>	200	250	50
8	Civic Hub / Time Square Consultants – <i>delayed to 2009/10 in line with Civic Hub project.</i>	0	241	241
	Total	340	1,166	826

There are three variances reported in this period totalling a net underspend of £0.008M. This is primarily due to the Print Room Equipment and related software costing £0.009M less than budgeted.

Complaints received

Stage	No. rec'd Q3	Nature of complaints (bulleted list)	Action taken and lessons learned (bulleted list)
New Stage 2	6	<ul style="list-style-type: none"> Poor administration of SACRE mailing. Agendas, letters etc. Home to School Transport – MP Letter. Request for information at Council Meeting. 2 complaints against recovery action for unpaid council tax. Letter of complaint re council tax adjustment following resident's death. 	<ul style="list-style-type: none"> Letter sent advising adjustment to distribution list to ensure correct mailings. Letter sent to respond that meeting has been arranged between parties involved to resolve the complaint. Complainant advised that information not available for public disclosure and reasons why explained. Both complaints were not well-founded as recovery action had been taken in accordance with legislation and standard practice. Letter of apology sent and Benefits Section notified to improve process of communication between the two departments.
New Stage 3	0		
New Stage 4	0		
Ombudsman	0		

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

There were no limited assurance reviews for Corporate Services in Quarter 3.

Section Four: Forward Look

Introduction

Over the next quarter, Corporate Services faces some significant challenges in service delivery and achieving savings as well as supporting key projects in other departments. In addition the concluding work in the Use of Resources for 2008/09 will need to be undertaken.

Civic Hub & Town Centre

- Continue to develop options for future Council accommodation requirements.
- Continue to review business case for combined Heat and Power plant.
- Support BRP programme of work for Town Centre.

Community Engagement & Equalities

- Reviewing the implications of the introduction of the new Equalities Framework (which supercedes the Local Government Equality Standard) on our corporate equalities targets and developing a new action plan for achievement against the Framework.
- Completion of further Equality Impact Assessment training, support for EIA production and awareness raising on the importance of EIA's.
- Production of the final version of the BFP Community Engagement Strategy.
- Monitoring progress on implementing the Community Cohesion Strategy Action Plan and related equality schemes.
- Continue to review procurement activities in light of equalities issues.
- Promotion of the results of the neighbourhood survey, supporting the Neighbourhood Action Groups to plan their activity in 2009/10 and promotion of the three pilot online forums to increase usage.
- Coordination of Bracknell Forest Council's preparation for implications of the Community Empowerment White Paper.

Customer Services

- The payment counter at the Cash Office at Easthampstead House closes on 27 February 09, in accordance with the "Balancing the Budget" work-stream.
- The annual billing of council tax and business rates will begin straight after the council tax is set for 2009/10, so that all the bills may be posted on 13 March 09, ready for the first instalment due to be paid on 1 April 09.
- Work towards the merger of the town-centre reception areas, in accordance with the "Balancing the Budget" work-stream.
- Co-ordinate the collection of data across service areas for the purposes of National Indicator 14 (NI 14) – "reducing avoidable contact".
- Begin the process for replacement of the Pericles system used for the collection of council tax and business rates and the administration of benefits.

Democratic & Registration Services

- Compilation of the European Parliamentary Register.
- Undertake a mini canvass.
- Prepare and implement a European Parliamentary Elections Project Plan and Risk Register.
- Introduce an electronic booking system for the Registration Service.
- Embark on new governance arrangements for the Registration Service.

- Review the civic car lease.
- Prepare for Member Development Charter re-accreditation.
- Recruit to the Independent Remuneration Panel.
- Prepare a Member Briefing/Seminar Programme and Learning and Development Programme for 2009/2010.
- Implement the initial recommendations of the Postal Review.

Finance

- Finalise 2009/10 budget proposals to enable Council to approve the council tax on 25 February 2009.
- Complete the review of corporate recharges.
- Refresh the Risk Management Strategy and arrange further training.
- Implement actions necessary to meet the requirements of the new Use of Resources 2009 judgements.
- Provide financial advice and support to the Garth Hill project.
- Implement actions required within the Procurement Regulations Action Plan, including a revised and updated Procurement Manual.

Human Resources

- The consultation period for changes to the Essential Car User Allowance runs from 1 January to 29 February after which individual letters to staff need to be sent to seek agreement to those change. This will be followed by the required contractual notifications etc.
- The new Workforce Planning process needs to be fully embedded into the service planning system which will then enable the first drafts of a Corporate Pay & Workforce Strategy to be constructed.
- The launch of the new "Alert" system is due in February. This is the information sharing process to notify staff of any potential risk from members of the public/hazardous premises etc.
- The Corporate Health & Safety Training Strategy is being progressed through Departmental Management Teams; it will establish the strategic agenda for development requirements over the next 2/3 years.

Corporate Property Services

- Conclude negotiations for land sale at Brakenhale School.
- Conclude negotiations with Hart District Council to provide them with a Property Service.
- Continue to develop new Asset Management Plan.
- Introduce initiatives to improve retail offer at the Indoor Market.
- Recruit Building Surveyors to satisfy workload resulting from successful capital bids for schools.
- Continue to support Garth Hill project.
- Resolve difficulties in Depot accommodation caused by flooding.

ICT Services

- Completion of securing access to Government Connect secure network for Housing Benefits and bringing our policies in line with best practice.
- Introduction of Microsoft underlying technology in preparation for Office upgrade.
- Completion of tendering exercise for a corporate electronic document management system (EDRMS) and choosing a supplier. This will result in new project in the next quarter to implement the system.
- Completion of roll-out of corporate e-mail archiving solution.

- Recovery of depot ICT facilities following flooding.
- Initiation of Revenues and Benefits system replacement project following take-over of Anite by Northgate.

Legal

- Conducting Staff College Public Inquiry.
- Garth Hill contract.
- Brakenhale land disposal.
- South Hill Park regeneration project.
- Putting in place an Information Management Framework.
- Conducting Court of Appeal case on behalf of BF Homes re seeking possession for over-occupation.

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	0	2	0	0
Community Engagement	3	1	2	1.99	0	0
Democratic and Registration	33	20	13	29.56	1	3.38
Finance	58	42	16	52.2	6	11.49
Legal Services	16	12	4	14.31	2	13.98
HR & OD	23	20	3	22.11	0	0
ICT Services	44	43	1	43.61	2	4.59
Property	38	31	7	34.89	4.5	12.9
Customer Services	51	35	16	45.2	2	4.42
Department Totals	268	206	62	245.87	17.5	7.12

Comments:

The Vacancy Rate has decreased by 0.95% since the last quarter but this is not a significant trend. This is accounted for by the filling of vacant posts within HR, Community Engagement, ICT and Democratic and Registration Services, counterbalanced by leavers from Legal Services.

There is a long-term vacancy of Payroll Officer which is currently being covered by current staff and occasional agency staff. In Property Services there is a technical clerk vacancy that is being kept open.

Departmental Staff Turnover

For the quarter ending	31 December 2008	2.44
For the year ending	31 December 2008	12.9

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

Departmental Staff Sickness

Section	Total staff FTE	Number of days sickness	Average per employee (FTE)	Projected annual average per employee (FTE)
Directorate	2	3.5	1.75	2.33
Customer Services	43.2	57	1.32	6.47
Community Engagement	1.99	0	0	0
Democratic Services	28.55	52.5	1.84	6.49
Finance	46.21	46	1.00	3.52
Human Resources	22.11	14	0.63	10.16
ICT	41.61	49	1.18	4.13
Legal	12.1	9	0.74	3.31
Property Services	30.4	130	4.28	9.74
Department Totals	226.17	357.5	1.58	6.01

Comments:

Out of the 357.5 days sickness this quarter 75.5 were attributable to long term sickness. There were two people off long term sick both of which are based in Property Services which explains the high average for this current quarter and a high projected annual total.

The Projected annual figures show HR as being well above average this is due to previous long term absences in the previous quarters of the financial year, but the individuals concerned have now returned to work

Comparator Data	All employees, average days sickness absence
Bracknell Forest Borough Council 07/08	5.5 days per employee
Corporate Services 07/08	5.75 days per full time equivalent
All sectors employers in South East 2006/07 (Source: Chartered Institute of Personnel and Development survey 2007)	7.8 days per employee
BVPI figure 07/08	7.52 days per full time equivalent

Council-wide BVPI Human Resources Data

Following the introduction of the National Indicator Set, central government no longer monitors local authorities' performance against these superseded indicators, but many Councils are continuing to collect this data for their own internal performance management purposes.

BV	Description	07/08 outturn	Q1 08/09	Q2 08/09	Q3 08/09	Q4 08/09
11a	Top 5% of earners: women	33.14				
11b	Top 5% of earners: BME	3.07				
11c	Top 5% of earners: disabled	3.00				
12	Working days lost to sickness	7.52				
14	Early retirements (%)	0.18				
15	Ill-health retirements (%)	0.13				
16a	Employees disabled (%)	1.61				
17a	Employees BME (%)	3.24				

This data is collected on an annual rather than a quarterly basis.

Annex B: Financial Information

CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - PMR3 TO NOVEMBER 2008								
	Original Cash Budget 2008/2009	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
	NOTE	NOTE	NOTE	NOTE	NOTE	NOTE	NOTE	NOTE
	£000	£000	£000	%	£000	£000	£000	£000
Director of CS								
Director of Corporate Services	254	7	261	87	261	0	0	0
Community Engagement	0	117	117	0	117	0	0	0
	<u>254</u>	<u>124</u>	<u>378</u>	<u>73</u>	<u>378</u>	<u>0</u>	<u>0</u>	<u>0</u>
Head of Democratic & Registration Services								
Democratic & Support Services	805	9	814	57	814	0	0	0
Member and Mayoral Services	936	-31	905	65	905	0	0	0
Registration of Births, Deaths & Marriages	-23	42 ¹	19	-37	19	0	0	0
Registration of Electors / Elections	171	65	236	57	236	0	0	0
	<u>1,889</u>	<u>85</u>	<u>1,974</u>	<u>60</u>	<u>1,974</u>	<u>0</u>	<u>0</u>	<u>0</u>
Time Square Post Room (Pending Review)								
	0	7	7	0	7	0	0	0
Head of Customer Services								
Local Tax Collection	487	-138	349	-702	318	-31	0	-31
Customer Services	743	207	950	64	950	0	0	0
	<u>1,230</u>	<u>69</u>	<u>1,299</u>	<u>-141</u>	<u>1,268</u>	<u>-31</u>	<u>0</u>	<u>-31</u>
Head of Legal Services								
Legal	842	-125	717	68	717	0	0	0
Human Resources Manager								
Human Resources	465	93	558	65	559	1	0	1
Health & Safety	0	130	130		130	0	0	0
Unified Training Unit	632	-63	569	58	569	0	0	0
	<u>1,097</u>	<u>160</u>	<u>1,257</u>	<u>123</u>	<u>1,258</u>	<u>1</u>	<u>0</u>	<u>1</u>
Borough Treasurer								
Borough Treasurer	106	59	165	63	165	0	0	0
Head of Finance								
Finance	2,202	-5	2,197	65	2,197	0	0	0
Insurance	1,325	-391	934	59	934	0	0	0
Transport	1,709	67 ³	1,776	58	1,806	30	0 ¹	30
	<u>5,236</u>	<u>-329</u>	<u>4,907</u>	<u>61</u>	<u>4,937</u>	<u>30</u>	<u>0</u>	<u>30</u>
Head of Property Services								
Property Services	531	311	842	53	842	0	0	0
Industrial & Commercial Properties	-1,443	-32	-1,475	74	-1,475	0	0	0
Surveyors	573	-95	478	10	478	0	0	0
Facilities	1,488	-105	1,383	72	1,383	0	0	0
Town Centre Redevelopment	50	113	163	157	163	0	0	0
	<u>1,199</u>	<u>192</u>	<u>1,391</u>	<u>48</u>	<u>1,391</u>	<u>0</u>	<u>0</u>	<u>0</u>
Chief Information Officer								
ICT Services	2,614	-94	2,520	65	2,520	0	0	0
Chief Executive's Office								
Chief Executive	346	25	371	78	371	0	0	0
Chief Executive's Office	1,024	78 ²	1,102	60	1,102	0	0	0
Voluntary Sector Grants	288	75	363	70	363	0	0	0
Community Safety	338	-99 ⁴	239	45	239	0	0	0
Smartcard	117	-117	0	0	0	0	0	0
Design & Print Services	-199	1	-198	37	-198	0	0	0
	<u>1,914</u>	<u>-37</u>	<u>1,877</u>	<u>291</u>	<u>1,877</u>	<u>0</u>	<u>0</u>	<u>0</u>
TOTAL CS AND CX OFFICE	16,381	111	16,492	46	16,492	0	0	0
Memorandum item								
Devolved Staffing Budget - CS and CX	10,437	85	10,522	65	10,522	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	2,158	-8,992		-8,992	0	0	0
	<u>-9,078</u>	<u>2,000</u>	<u>-7,078</u>		<u>-7,078</u>	<u>0</u>	<u>0</u>	<u>0</u>

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56
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CORPORATE SERVICES / CX OFFICE BUDGET MONITORING - PMR3 TO NOVEMBER 2008

Virements

Note	In PMR3 Period	Total	Explanation
	£'000	£'000	
		192	Cash Budget Virements reported and approved by CMT in the first budget monitoring
		38	Cash Budget Virements reported and approved by CMT in the second budget monitoring
			Cash Budget Virements reported and approved by CMT in the third budget monitoring
		44	Cash Budget Virements reported and approved by CMT in the fourth budget monitoring
			sh Budget Virements reported to CMT in the third PMR budget monitoring period:
1	13		<p>Structural Changes Reserve Funding</p> <p>Funding for a compromise agreement relating to a termination of contract within Registration of Births, Deaths and Marriages, was required from the Reserve.</p>
2	24		<p>Contingency Funding Request by Chief Executive's Office</p> <p>On the 22nd October 2008, CMT approved £0.015M from the Contingency budget to complete a Data Quality Strategy.</p> <p>The quality of the Council's performance information is important; if the data is poor it risks taking poor decisions and undermining its performance reporting. Poor data quality is an issue which has been highlighted as important by the Audit Commission which annually audits the Council's data quality. The results contribute to the Value for Money element of the Use of Resources judgment.</p> <p>Tenders were received and the cost was £24,000, £9,000 more than the funding originally requested. Therefore CMT was asked to support a request for the additional Contingency funding.</p>
3	16		<p>Contingency Funding for a Review of Social Care and Community Transport</p> <p>On the 22nd October 2008, CMT agreed that £0.016M from contingency should be allocated to the Integrated Transport Unit, to fund a consultant to undertake consultation with users of social care and community transport.</p>
			<p>Drug Strategy Partnership Grant to SCL</p> <p>Last year the £0.056M Drug Strategy Partnership Grant from the Department for Communities and Local Government was paid monthly into a Social Services code. However from 2008/09 Safer Stronger Communities grants were consolidated into the Area Based Grant (ABG) and expenditure budgets were required in the base budget for 2008/09 onwards.</p> <p>In the 2008/09 budget build the total Safer Stronger Communities ABG funding was reflected in the Community Safety Team in the Corporate Services & Chief Executive's Department. £0.056M of the former Drug Strategy Partnership grant was permanently transferred to Social Care and Learning Department as it represented ongoing service funding.</p>
		111	Total Cash Budget Virements
		2,023	Non Cash Virements reported and approved by CMT in the first budget monitoring
		2	Non Cash Virements reported in the third budget monitoring
			Non Cash Virements reported in the fifth budget monitoring
		2,000	Total Non Cash Budget Virements
		2,111	

Corporate Services & Chief Executive's Office Capital Monitoring
As at 30 November 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 Profile
Prior Year Funded Schemes		0.0								
YM003	IT Developments	122.9	122.9	62.8	30.2	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	69.2	28.2	0.0	69.2	15.0	0.0	Implement customer self-service. Install a replacement adaptor for integration with the Confirm system.	Upgrade to version 7 will now take place in 2009/10.
YM178	Mobile Working	7.4	7.4	0.4	0.0	7.4	0.0	0.0	Project complete	£7k Invoice about to be paid for TBL Business Benefits workshop for the M3 Mobile working project. The workshop has been agreed through the Flexible Working Programme Board and is a requirement of the Flexible working framework.
YM186	Legal Case Management Software	30.0	30.0	1.3	26.6	30.0	0.0	0.0	Contract Awarded	Recently installed and working.
YM187	Transport - Routing & Scheduling Software	33.0	33.0	19.7	3.2	33.0	0.0	0.0	Project complete	Upgrade installed.
YM195	Community TV	85.0	85.0	77.6	0.0	85.0	0.0	0.0	Project Complete	Went live in October 2008. £7.5k contingency allowed for new screens etc but any under spend will be repayable into CDRP capital grant budget or to partner authorities and not into the corporate capital programme.
Prior Year Funded Schemes - Corporate Services & Chief Executive's		369.8	354.8	190.0	60.0	354.8	15.0	0.0		
YM180	ICT Maint Prog -Photocopiers	199.9	89.9	24.6	2.0	89.9	110.0	0.0	Project complete 2009/10	ICT revising current usage levels. Ian Slee is developing a printing strategy to be submitted to CMT.
YM183	Website Development (Intranet Upgrade)	1.8	1.8	1.4	0.0	1.4	0.0	-0.4	Project complete	Video training at Easthampstead Park has been completed.
YM192	Members IT Refresh	3.7	3.7	0.1	0.0	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	15.9	0.0	16.9	0.0	1.3	Project complete	Final part of SAN monies have now been fully committed.
YM194	IP Telephony Pilot Project	1.4	1.4	1.4	0.0	1.4	0.0	0.0	Project complete	Pilot complete
Prior Year Funded Schemes - Council Wide		222.4	112.4	43.4	2.0	113.3	110.0	0.9		
Capital Programme - CS		1,178.5	467.2	233.4	62.0	468.1	125.0	0.9		

Percentages 50% 13% 100% 27% 0%

Current Year Programme		0.0								
YM001	General Building Maintenance	322.7	122.7	61.2	0.0	122.7	200.0	0.0	Programme completed	On Programme
YM202	Desktop & Infrastructure Software Upgrade	227.0	227.0	178.6	0.0	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.
YM188	CRM/Telephony Upgrade	184	34	0	0	34	150	0	Project pending	Project started - developing a pilot scheme with Telephonic's VIP. £150k funding likely to be spent in 2009/10, dependant upon finding a viable solution for Computerised Telephony Integration (CTI).
YM198	Replacement of Print Room Equipment	75.0	75.0	0.0	0.0	66.0	0.0	-9.0	Project completed	The equipment has now been installed. Additional software required to optimise the new system but has not yet been delivered.
Current Year Programme - Corporate Services		808.7	458.7	239.8	0.0	449.7	350.0	-9.0		
YM002	Access Improvement Programme	203.2	203.2	38.8	0.0	203.2	0.0	0.0	Project complete	Tenders received, within budget. Contractor to be appointed and work to start in the new year.
YM165	Server Refresh	108.9	108.9	49.9	3.8	108.9	0.0	0.0	Project complete	08/09 Program is underway.
YM179	ICT Maint Prog - Desktop	297.7	197.7	128.9	29.6	197.7	100.0	0.0	Project complete 2009/10	Desktop Refresh Strategy is currently being reviewed, this has caused a delay in the project and a carry forward requirement to the 2009/10 budget.
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	71.2	56.4	4.1	71.2	100.0	0.0	Project complete 2009/10	General Network Infrastructure replacement ongoing. The 2007/08 budget carry forward will fund cabling expenditure for IP Telephony scheme.
YM189	Asbestos Management	191.1	191.1	70.1	24.6	191.1	0.0	0.0	Project complete	Second quarters surveys now complete. Third quarter surveys ordered and quotations have been sought for the final quarter surveys.
YM190	Water Hygiene	102.5	102.5	35.4	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	100.8	100.8	36.7	0.5	100.8	0.0	0.0	Project complete	The estimated cost of remedial works will exceed the budget, additional funding will be met by the SC&L revenue maintenance budgets.. The remedial works will be designed in the new year.
YM199	Time Square refurbishment - Boilers, Chillers & Roof	250.0	0.0	0.0	0.0	0.0	250.0	0.0	Project delayed to 2009/10	Works scheduled for April/May 2009.
YM200	Civic Hub/Time Square Consultants	241.0	0.0	0.0	0.0	0.0	241.0	0.0	Project delayed to 2009/10	Linked to above.

Corporate Services & Chief Executive's Office Capital Monitoring
As at 30 November 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 Profile
YM203	Former HRA Properties	50.0	50.0	0.0	7.5	50.0	0.0	0.0		Final two Better Homes Surveys to be undertaken by end of December.
Total Current Year Programme		2116.4	1425.4	416.2	83.9	1425.4	691.0	0.0		
Capital Programme - Council-wide		2338.8	1884.1	656.0	83.9	1875.1	1041.0	-9.0		

Percentages 35% 4% 100% 55% 0%


Total Capital Programme	3,517.3	2,351.3	889.4	145.9	2,343.2	1,166.0	-8.1
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Percentages -241.4 38% 6% 100% 50% 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	✓ No problems reported by our agent CBRE. Discussions are ongoing with BRP on the process for taking forward town centre redevelopment.
1.1.4	Assist on relocations to enable scheme to proceed.	Dec 2008	CPS	✓ Work continuing to find suitable locations.
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	✗ Plans are on hold while the decisions are made on the timescales to the overall regeneration. However, plans for the democratic offer/suite are developed fully to the current design stage (Stage D).
1.4.8	Develop a detailed scope of works for the Time Square refurbishment.	Jun 2008	CPS	✓ Scope of works fully developed for roof repair and roof plant replacement.
1.4.9	Develop final arrangements for booking meeting rooms.	May 2008	CPS	✓ Project progressing to the revised timetable.
1.4.10	Develop arrangements for accommodating the Council's storage requirements.	Dec 2008	CPS	✓ New audit being undertaken following major tidy up. Boris refreshed for electronic storage.
1.4.11	Prepare outcome report on the pilot study of electronic document and records management system, and implement recommendations.	Jun 2008	CPS	✗ Pilot complete. Tenders for a corporate approach to document management being evaluated currently.
1.4.12	Define security technology requirements (CCTV, door access, etc).	Jun 2008	CPS	✗ On hold subject to town centre timetable.
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. Moving forward with pilot in Environmental Services.
1.4.14	Define proposed outline strategy for desktop printing.	Jun 2008	CPS	✗ Work in hand. Strategy to be completed by February 2009.
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 financial 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	✓ Initial framework agreed. Work carried out as part of the New Way of Working Project.
1.4.19	Prepare and implement new management development programme to upskill managers (managing change, managing flexible workforce, etc).	Jul 2008	CPS	✓ Programme commenced on 19 October 2008. Development Centre sessions now held and more planned.
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	✓ <i>Continuing to hold regular meetings with BRP.</i>
OPERATIONAL RISKS TO MTO 1			<u>Owner</u>	<u>Progress on Mitigation Actions</u>
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	Monthly town centre project meetings being held internally and 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	No change to the risk this quarter. 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	On hold. 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				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
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	<i>Project team is no longer operative, following conclusion of review.</i>
2.3.4	Establish Corporate project to implement outcomes of the management review of Leisure sites.	Mar 2009	CPS	<i>No longer applicable.</i>
OPERATIONAL RISKS TO MTO 2			<u>Owner</u>	<u>Progress on Mitigation Actions</u>
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				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
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	✓ <i>The SLA for Legal Services expires on 11 February 2009. BFH have sought tenders for legal work post-February 2009 and a tender has been submitted. The outcome should be known mid-January 2009. Other SLAs are continuing until March 2009.</i>
3.5.2	Monitor provision of services to Bracknell Forest Homes.	Mar 2009	CPS	✓ <i>Second monitoring meeting held.</i>
3.5.3	Consolidate residual services.	Mar 2009	CPS	✓ <i>All individual budgets have been realigned in accordance with the impact of the transfer of housing.</i>

3.5.4	Conclude all remaining elements of the housing stock transfer.	Apr 2008	CPS	 <i>All conducted apart from Licence agreement for Point Royal which is being considered by Bracknell Forest Homes solicitors. Chased for response.</i>
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	Handover process arranged. 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, commercial rents, 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.

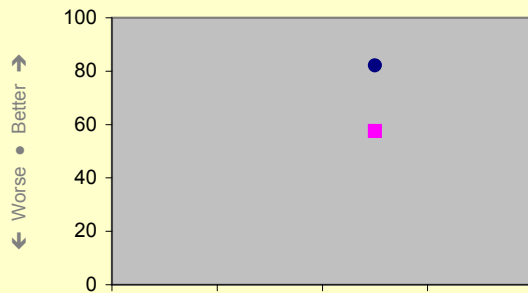
PRIORITY THREE: PROMOTING HEALTH AND ACHIEVEMENT				
Medium-Term Objective 6: Improve the outcomes for children and families through the Children and Young People's Plan.				
PERFORMANCE INDICATORS FOR MTO 6				
ACTIONS IN SUPPORT OF MTO 6				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
6.2	Make sure 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	✓ Proceeding satisfactorily.
6.2.10	Provide legal advice and support required for Development Agreements and any related land disposal.	Mar 2009	CPS	✓ Sharp Pritchard appointed as external consultants. Legal advice provided throughout.
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	✓ Ongoing.
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, commercial 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 contactors. 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



Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	82.1	N/A
LAA Target ■	[annual]	[annual]	57.6	[annual]
Last Reported	N/A	N/A	N/A	N/A
Benchmark	N/A	N/A	N/A	N/A
Current Quartile	N/A	N/A	N/A	N/A

LAA INDICATOR (Local)

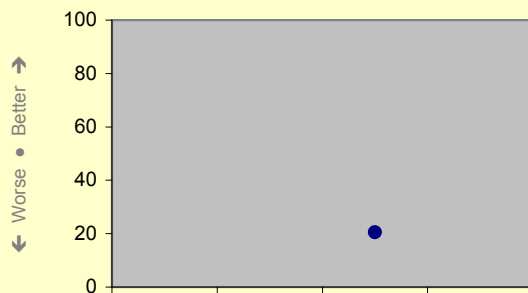
Department: CPS

The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

The current estimate is based on unvalidated current data. This LAA (Local) 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 6: Participation in regular volunteering



Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	20.5	N/A
LAA Target ■	[annual]	[annual]	TBC	[annual]
Last Reported	N/A	N/A	N/A	N/A
Benchmark	N/A	N/A	N/A	N/A
Current Quartile	N/A	N/A	N/A	N/A

LAA INDICATOR (Designated)

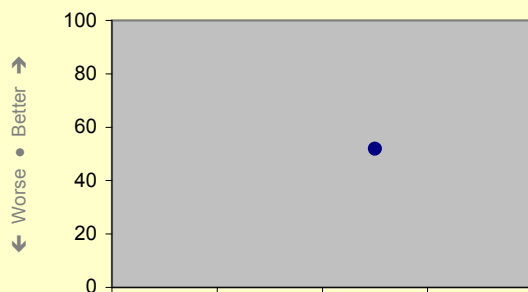
Department: CPS

The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

The current estimate is based on unvalidated current data. This LAA (Designated) 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 2: Percentage of people who feel that they belong to their neighbourhood



Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	51.9	N/A
Local Target ■	[annual]	[annual]	TBC	[annual]
Last Reported	N/A	N/A	N/A	N/A
Benchmark	N/A	N/A	N/A	N/A
Current Quartile	N/A	N/A	N/A	N/A

CAA Indicator (non-LAA)

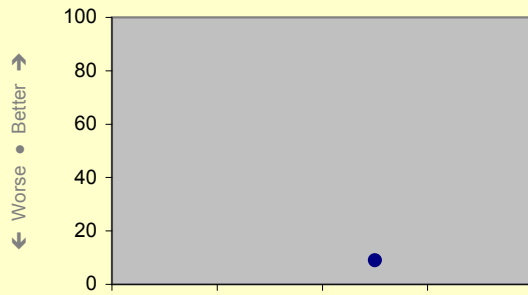
Department: CPS

The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

The current estimate is based on unvalidated current data. 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

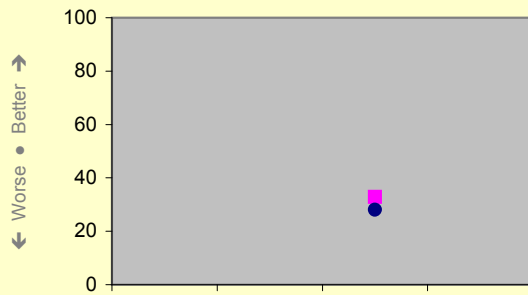
The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	9.0	
Local Target ■	[annual]	[annual]	TBC	[annual]
Last Reported	N/A	N/A	N/A	
Benchmark	N/A	N/A	N/A	
Current Quartile	N/A	N/A	N/A	

The current estimate is based on unvalidated current data. 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 4: Percentage of people who feel they can influence decisions in their locality



CAA Indicator (non-LAA)
Department: CPS CXO

The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	28.1	
Local Target ■	[annual]	[annual]	32.9	[annual]
Last Reported	N/A	N/A	N/A	
Benchmark	N/A	N/A	N/A	
Current Quartile	N/A	N/A	N/A	

The current estimate is based on unvalidated current data. 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 14: Avoidable contact: The proportion of customer contact that is of low or no value to the customer



CAA Indicator (non-LAA)
Department: CPS

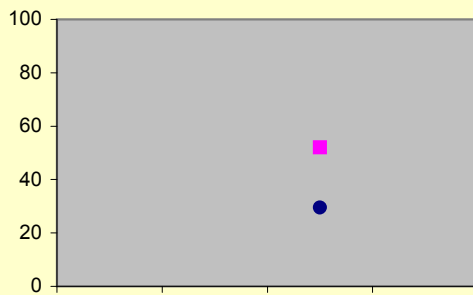
This new indicator, for which the first return is due from local authorities in April, is being co-ordinated by the Chief Officer: Customer Services. Meetings have been held with relevant officers to raise awareness of the requirements of the indicator and the need to prepare a business improvement plan. Relevant service areas have either planned or commenced data collection.

Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	N/A	
Local Target ■	TBC	TBC	TBC	TBC
Last Reported	N/A	N/A	N/A	
Benchmark	N/A	N/A	N/A	
Current Quartile	N/A	N/A	N/A	

No estimated outturn is currently available for this indicator. This CAA indicator has a complex cumulative target measured by data collection. 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: 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

✘

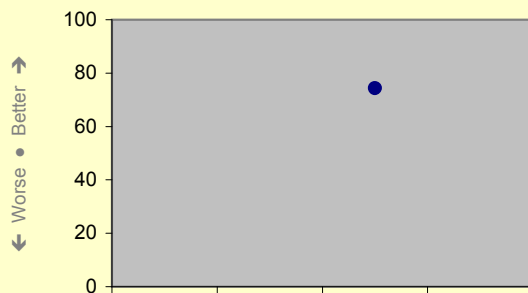
The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	29.5	
Local Target ■	[annual]	[annual]	52.0	[annual]
Last Reported	N/A	N/A	N/A	
Benchmark	N/A	N/A	N/A	
Current Quartile	N/A	N/A	N/A	

The current estimate is based on unvalidated current data. 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: TBC ● BFC Lead: Abby Thomas

NI 140: Fair treatment by local services



CAA Indicator (non-LAA)
Department: CPS

The outturn cited is early, unconfirmed weighted data from the 2008 Place Survey. The outturn will be confirmed, and some more context provided, in Quarter 4 reports.

Year: 2008/09	Q1	Q2	Q3	Q4
Current ●	N/A	N/A	74.3	
Local Target ■	[annual]	[annual]	TBC	[annual]
Last Reported	N/A	N/A	N/A	
Benchmark	N/A	N/A	N/A	
Current Quartile	N/A	N/A	N/A	








The current estimate is based on unvalidated current data. 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

ACTIONS IN SUPPORT OF MTO 7

		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
7.1	Appoint an Executive Member with specific responsibility for community cohesion and related strategies.			
7.1.1	Appoint an Executive Member with specific responsibility for community cohesion and related strategies.	May 2008	CPS	✓ <i>Complete. The Leader is the Executive Member with these responsibilities.</i>
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.	Mar 2009	CPS	✓ <i>Three pilot online Neighbourhood Forums have been launched in Birch Hill, Sandhurst and Great Hollands. The pilot has been extended to July 2009. Capital identified in new financial year to allow development/re-development of corporate website.</i>
7.2.2	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.	Oct 2008	CPS	✓ <i>Complete. Two events successfully delivered for Local Democracy Week. The annual Neighbourhood Forums met and a round of Neighbourhood Action Groups was successfully supported throughout November/December.</i>

7.2.3	Prepare an Electoral Services participation strategy for agreement by the Ministry of Justice.	Mar 2009	CPS	✓	<i>Work on Strategy not yet commenced. It will be prepared by March 2009.</i>
7.2.4	Undertake a review of three polling districts.	Mar 2009	CPS	✓	<i>Complete. Review undertaken by the Electoral Review Steering Group. Council will consider the recommendations on 28 January 2009.</i>
7.2.5	Implement actions in the "All of Us " Community Cohesion Strategy Implementation Plan.	As Implemntn Plan	CPS	✓	<i>Strategy published. Action Plan in operation.</i>
7.2.6	Map current pieces of cross-departmental community engagement work.	Aug 2008	CPS	✓	<i>Mapping exercise completed including the activity of all BFP members.</i>
7.2.7	Review Neighbourhood Action Groups and investigate possibility of joining together current area based neighbourhood groups.	Aug 2008	CPS	✓	<i>Under review as part of the Neighbourhood Engagement Working Group and implementation of the Community Engagement Strategy.</i>
7.2.8	Develop a corporate engagement framework and refresh Community Engagement Strategy.	Mar 2009	CPS	✓	<i>The draft Community Engagement Strategy is out to consultation.</i>
7.2.9	Support Voluntary Sector Compact and form closer links with Additional Support Project (BME Forum).	Mar 2009	CPS	✓	<i>Compact support is being led by the Chief Executive's Office.</i>
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	✓	<i>Work is in progress to merge customer reception areas across the town-centre buildings in accordance with the "Balancing the Budget" workstream. All processes relating to customer enquiries at the reception areas are being scripted for the CRM system. A timetable for considering the transfer of services to Customer Services has been endorsed by CMT. The annual report to the Executive about the progress made in delivering the Strategy was endorsed by the Executive in December. Progress is monitored on a quarterly basis by the Corporate Customer Contact Strategy Group, which contains representation at chief officer level from each department. Specified service areas across the Council are actively collecting data for the purposes of National Indicator NI 14 (Reducing avoidable contact), so that they prepare their business improvement plans for 2009. Use of the online payment facility continues to grow.</i>
7.3.2	Implement the CRM work programme for 2008/9.	Mar 2009	CPS	✓	<i>The CRM work programme is now embedded within the Corporate Customer Contact Strategy.</i>

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><i>Good progress is being made towards Level 3 on the existing Equality Standard. However, a new Equalities Framework will be introduced from January 2009, replacing the Local Government Equality Standard. The implications of this for the Council are being assessed. A new action plan will need to be developed when the Framework is published.</i></p>
7.5.2	Publicise ethnic community mapping data.	Mar 2008	CPS	 <p><i>Seminars held on this for elected Members, Bracknell Forest Partnership, and the Community Cohesion & Engagement Working Group. Copies of mapping widely disseminated.</i></p>
7.5.3	Develop a strategy for ongoing updating ethnic community mapping.	Jul 2008	CPS	 <p><i>School and DWP data widely distributed.</i></p>
7.5.4	Equality Impact Assessments – refresh guidance, complete training program and complete outstanding EIAs.	Sep 2008	CPS	 <p><i>Guidance has been refreshed and a training programme completed, and we are on track against the EIA schedule. Further training is being planned, and draft EIAs reviewed in Q4 for consistency and quality before publishing.</i></p>
7.5.5	Review arrangements for procurement in light of equalities objectives.	Dec 2008	CPS	 <p><i>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.</i></p>
7.5.6	Monitor equalities actions detailed in the Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme.	Ongoing	CPS	 <p><i>RES, DES and GES action plans have been mapped against Community Cohesion Strategy themes in order to annually monitor together.</i></p>
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	 <p><i>CXO: All actions either complete or underway within identified time scales. CPS: Activities in plans underway. Full annual monitoring will be completed in Quarter 1 of 2009/10. ECC: All actions on target.</i></p>

7.5.8	Conduct impact assessments on all new and revised policies and strategies.	Ongoing	CPS CXO ECC SCL	✓ CXO: Older People's Strategy EIA completed and Voluntary Grants Process EIA underway. CPS: Awareness has been raised on the importance of conducting EIAs through presentations, reports and training for staff. A significant number of EIAs due for review have been completed by the end of December 2008. These will be checked for quality and consistency and published in Quarter 4. Ongoing training and support is on offer, and a three-year rolling programme will be developed in Quarter 4. ECC: No new EIAs were published during the quarter, but ten existing EIAs were redrafted and will be published in the next quarter. Work has started on another 17 existing function and strategy reviews. SCL: Completion of EIAs is in progress, and EIAs will be completed within the agreed corporate framework.
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	This action needs to be re-scheduled for the coming year as capital was not agreed for the current year but next. It has now been agreed, and work will commence after April 2009.
7.6.2	Increase use of online payments.	Ongoing	CPS	✓ In the nine months to 31 December there were 26,398 online payments with a total value of £3.8m. (In the same period last year there were 22,987 payments worth £3.2m).
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				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
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	✓ BFVA are recruiting volunteers for the schemes.
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

		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
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

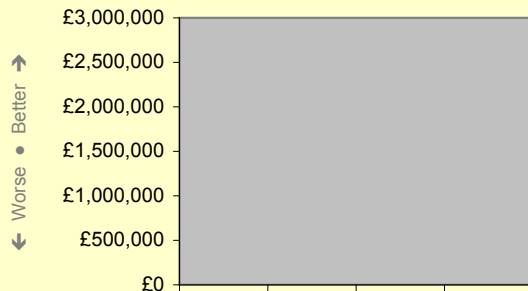
		<u>Owner</u>	<u>Progress on Mitigation Actions</u>
9.1	Key people leave. Mitigation: Planned handover. Mitigated by sound training of staff.	CPS	No change to the risk this quarter. Revised/New Risk: None.

**PRIORITY FIVE:
VALUE FOR MONEY**

**Medium-Term Objective 10:
Be accountable and provide excellent value for money.**

PERFORMANCE INDICATORS FOR MTO 10

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



CAA Indicator (non-LAA)
Department: CPS

Data for this indicator is provided to central government directly by local authorities on a biannual basis. The next scheduled data return is in July 2009.

No estimated outturn is currently available for this indicator. This CAA indicator has a complex cumulative target measured by data collection. The 'last reported' figure is from the CLG Data Hub (October 2008). Benchmarking and quartile information is not currently available for this indicator.

Unit: Currency • Polarity: High • BFC Lead: Alan Nash

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 for all of the individual components of the 'New' Use of Resources has now been published on the Audit Commission's website. Individual officers have been given responsibility for each of the components, and officer working groups have been established to undertake self-assessments to determine whether any improvements are required to the Council's current arrangements. Work will continue on these action plans during Quarter 4. The external audit of the 2008 Use of Resources has been completed, 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	✓	<i>The level of printing continues to be monitored.</i>
10.2.2	Review the postal and courier arrangements.	Jun 2008	CPS	✓	<i>The initial review is now complete. An implementation plan is being developed to take the recommendations forward.</i>
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	✓	<i>Following a tender exercise, a contract has been awarded to the Alliance & Leicester Commercial Bank Ltd so that customers may make payment at any Post Office in the country or at a retail outlet offering the Payzone facility. Payment by this channel has been available since 1 December 2008, and every council tax bill issued since has the barcode printed on it to allow payment at a Post Office if the customer wishes. The payment counter at the cash office in Easthampstead House will close on 27 February 2009. Every customer currently using the payment counter service is being made aware of the closure with leaflets and signs.</i>
10.2.4	Manage the financial cycle with the emphasis on delivering the Council's medium-term financial plan.	Mar 2009	CPS	✓	<i>2009/10 draft budget proposals published for consultation on 16 December 2008. The Executive will consider any representations made at its meeting on 10 February 2009.</i>
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	✓	<i>All four projects have been completed with the target savings being achieved.</i>
10.2.6	Provide professional resources to support the delivery of departmental 'Balancing the Budget' projects.	Mar 2009	CPS	✓	<i>Professional property advice given as required. Also disposal programme in hand: some disposals complete, others planned. Where appropriate, resources assigned to projects. Now superseded by Service Efficiency Strategy.</i>
10.2.7	Ensure good project management of change using Organisational Change Protocol as part of the leisure outsourcing, including TUPE issues (incl pension), development of SLAs for training provision, OH, etc.	Apr 2009	CPS	✓	<i>Leisure outsourcing not proceeding but agreed Council policies being used for other efficiency projects as necessary.</i>
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	✓	<i>Ongoing.</i>
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	✓	Workforce Planning Toolkit now rolled out to departments and being used on a trial basis.
10.4.5	Pull together departmental workforce plans.	Oct 2008	CPS	✓	Ongoing.
10.4.6	Co-ordinate R&R activities across the Council.	Ongoing	CPS	✓	Corporate R&R activities being implemented.
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		Workforce Planning is being 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.
10.5	Additional burdens arising from central government requirements and/or new legislation. 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.		CPS		Briefings provided as required. Revised/New Risk: None.

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 17 December 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 nearing completion. The main procurement review for 2008/09 has been completed. 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 a Full Council meeting. These were considered in November and an Action Plan setting out proposed improvements was agreed. Progress against the Action Plan was reported to the Executive on 16 December 2008.</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>