



Performance Monitoring Reports - Corporate Services

Quarter Ending: Wednesday 30 September 2009

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Performance Monitoring Report

for

Corporate Services

Second Quarter 2009/10

July-September 2009

Portfolio holder: Cllr Iain McCracken
Director: Alison Sanders

Section One: Executive Summary

This is the second PMR of 2009/10. The Corporate Services Department is still facing some significant challenges, not least of which is to bring the expenditure in on budget at the end of this financial year and also support the overall council savings plan.

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

1. Civic Hub & Town Centre

- Negotiations continued with the main town centre developer and third party developers to bring forward the regeneration in phases. Due to the uncertainty of timescales for delivering the civic accommodation, good progress being made on an Office Accommodation Strategy to co-ordinate the Council's approach to office space, especially in the town centre.

2. Community Engagement & Equalities

- Completed the annual monitoring of the Community Cohesion Strategy and Race, Gender and Disability Equality Schemes for 2008-09.
- Collected corporate and departmental evidence to demonstrate our progress against the 'achieving' level of the Equality Framework.
- Published the BFP Community Engagement Strategy.
- Developed, promoted and distributed the Neighbourhood Survey to all households in the borough.
- Organised and completed preparations for the 14 neighbourhood forum meetings in October including a promotional campaign.
- Supported Prevent bid to map faith communities in the borough.
- Worked towards improved equalities mapping in the borough, working with the Joint Strategic Analysis Steering Group.
- Established a Bracknell Forest Partnership Equalities Working Group and held a launch meeting.

3. Customer Services

- The processes used at the town centre office receptions have been scripted into the Customer Relationship (CRM) system. This was an extensive piece of work and over 200 individual customer processes have been scripted.
- At 30 September 09, the in-year collection level of council tax was 56.94% - value £29.98m. This compares to 57.42% - value £28.98m at 30 September 08.
- Business rates in-year collection at 30 September 09 was 63.94% - value £36.14m. This compares to 63.06% - value £34.76m at 30 September 08. Year on year comparison is difficult for business rates because of the changes to empty property rate relief.
- The tender process is well under-way for the replacement of the Pericles system used for the collection of council tax and business rates and the administration of benefits.
- In August 09, an application form was sent to all businesses to advise them of the Government's Business Rate Deferral Scheme. Over 140 ratepayers have been able to defer payment of a total of £380k to be paid over the next

two years. The applicants include Sainsbury's, Waitrose and Tesco who between them have been able to defer £215k out of the total of £380k. The net annual business rate debit for 2009/10 is £56.5m so the amount deferred is less than 0.7%.

4. Democratic & Registration Services

- Achieved re-accreditation for the Member Development Charter.
- Reviewed the Member Development Strategy.
- Arranged and supported the July round of Neighbourhood Action group meetings.
- Finalised arrangements for the next round of Neighbourhood Forums.
- Delivered the school admission appeals for the primary round.
- Recruited to the Senior Democratic Services Officer post.
- Re-located the Easthampstead House post-room to Time Square creating one centralised post-room.
- Moved to new governance arrangements for the Registration Service.
- Commenced the annual audit of the register (commonly known as the annual canvass).
- Reviewed polling districts and polling places in advance of the General Election.

5. Finance

- The Council's Medium Term Financial Strategy covering the period 2009/10 to 2011/12 has been published.
- External audit of the Council's Statement of Accounts 2008/09 has been completed. A positive audit report has been received and the accounts received an unqualified audit opinion.
- A baseline assessment of the Council's position has been completed to support the introduction of International Financial Reporting Standards.
- A package of in-year savings has been prepared as forecasts indicated that the Council could overspend by up to £1.8m in 2009/10. Implementation of the package should ensure that the Council spends within budget for the twelfth consecutive year.
- An initial distribution of £0.33m was received from the Heritable Bank.
- Preparations for 2010/11 Budget are underway, including identification of potential savings opportunities.
- The business case to support the implementation of the recommendations arising from the Social Care and Community Transport Review has been finalised. This will result in the transfer of the Social Care transport fleet to the Integrated Transport Unit later in the year.
- Payment of suppliers by Visa card has been introduced. Potentially, suppliers can be paid within four days if they accept this method of payment.
- The Council's Strategic Risk Register has been reviewed and updated.

6. Human Resources

- The pilot scheme on a revised job evaluation scheme has been completed and discussions taken place with CMT and the Executive to plan the way ahead. A full project plan was being developed through the Steering Group (led by the Director of Corporate Services) to allow the Council to proceed with the re-evaluation of those posts required to construct a new scheme.
- Corporate HR has been closely involved in the detailed planning needed to combat the threat of a swine flu pandemic. Contingency plans have been

developed to cover staff absences, reporting requirements, cover arrangements etc to ensure the Council is prepared for an escalation in cases of staff with swine flu should they occur.

- Health and Safety staff have been undergoing extensive training in Fire Risk Assessment ahead of a programme of inspection for all Council buildings. This work was previously carried out by external consultants.
- The Learning and Development team have been leading a large scale training programme on Safeguarding for all front line staff to ensure they are aware of the importance of this area of front line service provision.

7. Corporate Property

- Dealt with all aspects of tenders for replacement of Time Square roof chillers and air handling units and complete contract documentation.
- Completed work on the review of Great Hollands Neighbourhood Centre to improve retail environment and also provide a building for Youth Facilities.
- Completed negotiations with the freeholder of Enid Wood House to effect a surrender of the Council's lease and promote development to enhance the Town Centre.
- Continued to work with Ashley House on the development of a new Health Space in the Town Centre.

8. ICT Services

- Installation of corporate document management system and beginning phase one, which is replacement of the Children's Services system.
- Completion of the upgrade of Microsoft Office.
- Began the upgrade of network directory services.
- Continued work around Government Connect work programme.
- Installation of Computer Telephony Integration (CTI) to support Customer Services.
- Complete installation of Corporate Performance Management system (PARIS).
- Installation of new content management system (CMS) in preparation for web-site re-development.
- Replacement of Lookout phone system.
- Assisted with various office moves including consolidation of post room to 1st floor Time Square, combining ground floor receptions in Time Square and provisioning of a training room in the Commercial Centre to support Adult system replacement and ContactPoint.

9. Legal Services

- Advised on and drafted section 106 agreement for major development at Amber House, Market Street.
- Advised on Judicial Review challenge to Council decision to grant a Certificate of Lawful Use at Ascot Place, a case which has attracted national press coverage.
- Conclusion of a prosecution for Housing Benefit fraud which has been ongoing for four years, with the outcome that the defendant accepted a caution, repaid the whole amount of HB of £17,000 plus a substantial contribution towards our costs.
- Advised on the transformation of Adult Social Care.

- Agreed a policy with the PCT for Continuing Health Care cases.
- Continuing influx of FOI requests.
- Five Court of Protection cases to protect vulnerable adults.
- Advised on Lottery Funding agreement for South Hill Park.
- Advised on waste collection procurement-advising on Primary School Capital Programme.

Section Two: Progress against Service Plan

The Corporate Services Department Service Plan for 2009/10 contains 89 detailed actions to be completed in support of the 13 Medium-Term Objectives. Annex C provides information on progress against each of these detailed actions; overall 88 actions were achieved or on target at the end of Quarter 2 (✓), while five were causing concern (✗). The five actions that are causing concern (✗) are:

Ref	Action	Progress
1.4.2	Assist with the development of a new library, civic offices and Jubilee Gardens.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.3	Finalise plans for the new democratic office suite in the Civic Hub.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.5	Provide all necessary support and advice for the IT Infrastructure in the Civic Hub.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.6	Provide all necessary support and advice on the customer services area in the Civic Hub.	Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
10.7.25	Review and improve arrangements for temporary and agency staff (Manpower contract).	Contract negotiations ongoing after a review; improvements being sought.

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

Section Three: Resources

Staffing

The vacancy rate has decreased to 3.88 from last years figure of 4.62. This is accounted for by the appointment of staff within Property and Legal Services along with the new Payroll Officer within Finance.

Due to the economic climate there is very little recruitment going on at the moment with a number of sections temporarily freezing vacant posts.

See Annex A for more detailed information.

Budget

See Annex B for more detailed information.

Revenue

The current approved cash budget is £16.686M. During the period there has been a net increase in budget of £0.061M due to -£0.028M budget savings achieved by bringing Pericles systems support in-house and £0.089M added from the transfer of the Community Centre Management and Support budgets from ECC department.

The department has forecast outturn expenditure to be £0.017M under budget. The largest single variance is a £0.100M budget pressure reported by Commercial Property due to the downturn in the economy, reflected in rental shortfalls in mainly larger industrial type units and business rates and council tax on vacant properties. Also included in this figure are in-year departmental budget savings totalling £0.196M. Detailed analysis of all variances is available in Annex B.

Capital

Details of the department's capital programme are reported in Annex C. The total approved budget for 2009/10 has increased by £0.947M to £5.526M during the PMR2 period due to funding for the following schemes being added:

Scheme	Budget £'M	Reason for Budget Change
Replacement Revenues & Benefits System	0.420	New approval of funding
Desktop & Infrastructure Software Upgrade	0.180	New approval of funding
Bullbrook Community Centre Refurbishment & Extension	0.230	Transfer of Community Centre Service from ECC
Community Centres Refurbishment Rolling Programme	0.050	Transfer of Community Centre Service from ECC
Community Centres Planned Preventative Maintenance	0.067	Transfer of Community Centre Service from ECC
Total Budget Increase	0.947	

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

Expenditure to date represents 11% of the 2009/10 cash budget with a further 3% committed.

Complaints received

Stage	No. rec'd Q2	Nature of complaints (bulleted list)	Action taken and lessons learned (bulleted list)
New Stage 2	6	<ul style="list-style-type: none"> • 1. Serving of a council tax reminder notice. • 2. Serving of a summons for non-payment of council tax. • 3. Serving of an attachment of earnings order for non-payment of council tax. • 4. Application for council tax exemption for being a student not awarded correctly. • 5. Documents handed in at Time Square reception were mislaid. • 6. An envelope marked "personal" was opened at Time Square reception in front of the customer. 	<ul style="list-style-type: none"> • 1. A serial complainant expects to pay over 12 instalments at the end of each month. Proper procedures have been followed. • 2. Taxpayer claimed that he had not received a reminder, whereas four had been sent before the summons. This is a repeat of the same complaint from the same person last year. • 3. The taxpayer suggested that it was contrary to the Data Protection Act to have retained their employment details following the service of a similar order last year. Not well-founded. • 4. Exemption was applied to their current address, but not their previous address, which caused recovery action to be taken incorrectly. • 5. The service team concerned changed their process to ensure that the application form and supporting documents remained together. • 6. Although the customer did not object at the time the envelope was opened in front of them, any further envelopes will remain unopened, unless agreed by the customer.
New Stage 3		•	•
New Stage 4		•	•
Ombudsman		•	•

Explanation of new complaint stages

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

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

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

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

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

Internal audit assurances

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

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

Section Four: Forward Look

Introduction

Looking forward to the next quarter, Corporate Services continues to face some significant challenges in service delivery and achieving savings as well as supporting key projects in other departments. The Department will lead on the annual review of the Service Efficiency Strategy and also on the development of plans for the 2010/11 Budget.

Civic Hub & Town Centre

- Town centre negotiations will continue with the expectation of producing a timeline for the delivery of the initial phases of the regeneration. The accommodation strategy will be completed.

Community Engagement & Equalities

- Publish the Community Cohesion Strategy and Equality Schemes Annual Report
- Complete an external consultant's assessment of the Council's progress against the Equality Framework and develop an action plan for attaining the 'achieving' level.
- Support the 14 neighbourhood forum meetings.
- Report on the neighbourhood consultation process results for 2009 -10.
- Implement the Community Engagement Strategy actions for 2009 – 10 and complete half yearly monitoring on the delivery of the strategy.
- Complete member survey and review the terms of reference and operation of the Partnership's Community Cohesion and Equalities Working Group.
- Support a Cross council programme of Equality and Diversity Training for managers and a members training session.

Customer Services

- Following the merger of the two reception areas at Time Square, plans are being developed to improve the north reception area to provide low-level customer enquiry pods, a better self-service area and to re-use the area now vacant which was previously used as the south reception.
- Continue the process of procuring a replacement of the Pericles system used for the collection of council tax and business rates and the administration of benefits.
- To work with ICT Services to implement the requirements of the new Payment Card Industry (PCI) standards regarding the handling of payment card data.
- To implement the integration between the telephony and Customer Relationship Management (CRM) systems.
- To prepare the annual update to the Executive about the Customer Contact Strategy Action Plan.
- To prepare for a major upgrade to the Customer Relationship Management (CRM) system.
- To calculate the tax-base in readiness for the annual setting of the council tax in February 2010.

Democratic & Registration Services

- Support the Independent Remuneration Panel to review the Council's Members' Allowances Scheme and present the Panel's report to Council

- Deliver Local Democracy Week activities
- Support the November/December round of the Neighbourhood Action Groups
- Take delivery of the civic vehicle
- Induct the newly recruited Senior Democratic Services Officer
- Deliver the Hanworth Ward By-elections
- Complete the canvass for the 2009/2010 register and publish the register by 1 December deadline
- Complete NLPG (National Land & Property Gazetteer) data matching
- Trial Saturday afternoon weddings at the Syrett Suite
- Move to RON (Registration On-line) for marriages
- Deliver a registration training session for all churches in our District
- Implement the use of a new on-line booking system for the Registration Service

Finance

- The 2010/11 Budget will be published for consultation in December.
- A project plan is being developed and briefing sessions prepared to raise awareness of the likely impact of International Financial Reporting Standards on the Council.
- Payroll and accountancy have been benchmarked as part of the Council's Service Efficiency Strategy. An analysis of the results will be prepared.
- The process review of the accounts receivable function as part of the Council's Service Efficiency Strategy will draw to a close and an improvement plan will be developed.
- Options for the extension, or otherwise, of the current Payroll and HR system contract will be explored with the current provider.
- The pay award will be implemented in October.
- Developments with regard to Icelandic Bank will be monitored following the distribution of £0.33m by Heritable in July.
- The results of a review on the environmental impact of the Council's vehicle fleet will be received.

Human Resources

- Detailed work on the development of a new job evaluation scheme.
- HR work arising as the result of implementing the financial savings package agreed by the Council.
- The commencement of an extensive Equalities training programme for managers and supervisors.
- IT training required as a part of the the roll out of new Adult Social Care System, Liquid Logic – 300 staff to be trained over the next 6 months.
- The development of a new on-line accident reporting system by the Health and Safety Team.

Corporate Property

- Complete documentation for the surrender of the lease of Enid Wood House.
- Present final report for the Improvement of the retail environment at Great Hollands Neighbourhood Centre and to also include a new facility for youth.
- Manage the contract for the roof, chillers and air handling replacement at Time Square.

ICT Services

- Begin tendering exercise for replacement of Revenues and Benefits system (Pericles).
- Tender for provision of Voice and Data services for contract to begin 1st April 2010.
- Completion of choice of supplier for electronic forms (e-forms) replacement product.
- Assess impact of latest version of Government Connect Code of Connection version 4.1 on policies and infrastructure.
- Audit of phone systems in local offices and premises.

Legal Services

- Advising on revised proposals for Town Centre Development
- Reviewing Planning Protocol for Members
- Advising on highways consultancy, parking management and crematorium contracts
- Advising on revised Supplementary Planning Document for SPA.

Annex A: Staffing Information

Departmental Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	00	2	0	0
Customer Services	43	33	10	39.25	2	4.44
Democratic Services	34	20	14	30.12	3	8.11
Finance	52	36	16	45.93	1	1.89
Human Resources	23	20	3	22.11	0	0
ICT	42	40	2	41.05	1	2.33
Legal	13	9	4	11.45	1	7.14
Property Services	36	31	5	34.27	2	5.26
Department Totals	248	192	56	228.17	10	3.88

Departmental Staff Turnover

For the quarter ending	30 September 2009	3.23
For the year ending	30 September 2009	10.11

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

Departmental Sickness Absence

Staff Sickness

Section	Total staff	Number of days sickness	Quarter 2 average per employee	Projected annual average per employee
Directorate	2	4.5	2.25	21
Community Engagement	3	0	0	3.33
Customer Services	43	60	1.4	6.42
Democratic Services	34	7	0.21	2.03
Finance	52	72	1.38	3.44
ICT	42	16.5	0.39	3.21
Legal	13	7	0.54	1.23
HR	23	27	1.17	2.52
Property Services	36	27	0.75	7.67
Department Totals (Q2)	248	216.5	0.87	
Projected Totals (09/10)				4.28

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

Sickness this quarter is 30% lower than it was last quarter. This is the 2nd major drop in absence in the last 2 quarters. Out of the 216.5 days sickness this quarter 63 were attributable to long term sickness. There is currently only one person off long term sick within Corporate Services and they are based within HR. The projected annual average excluding Long Term Sickness is currently 2.28 days per employee.

Annex B: Financial Information

Corporate Services & Chief Executive's Office Capital Monitoring										
As at 31 August 2009										
Costc	Project Description	Approved Budget for the Project	Cash Budget 2009/10	Expenditure to date	Current Commitment	2009/10 Cash Budget unspent/uncommitted	Cash Budget 2010/11	(Under) / Over Spend for the Project	Key Target for 31 March 2010	Current status of the project including changes to Cash Profile
		(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)		
Prior Year Funded Schemes										
YM120	FIMS	7.3	7.3	0.0	0.0	7.3	0.0	0.0	Project complete	Initial project and resource planning underway. Project spread over two financial years. Anticipated go live during Autumn 2010.
YM167	Customer Contact Initiative	62.0	62.0	1.3	26.3	34.4	0.0	0.0	Implementation by the end of 2009	The upgrade to version 7 of the Lagan CRM system has now been ordered. Business Process Management for the Accident & Reporting system has also been ordered.
YM186	Legal Case Management Software	5.0	5.0	0.9	0.0	4.1	0.0	0.0	Project complete	System implemented and super user training still outstanding.

YM195 & YH111	Crime & Disorder Reduction Partnership (CDRP) Grant	3.8	3.8	-9.1	0.0	12.9	0.0	0.0	Projects Complete	Total funding of £69K available funded by Capital grant for the CDRP. Planned programme of expenditure based on partner bids approved by CDRP Executive to be completed in 2009/10 and anticipate these being billed shortly. Internal scheme for CADIS replacement planned to go out to tender to start implementation in February.
YM188	CRM/Telephony Upgrade	158.0	158.0	27.5	11.0	119.5	0.0	0.0	Project pending	Telephone Strategy agreed by CMT on 29/7/09. Remaining budget will be used to implement the scheme.
YM203	Former HRA Properties	43.6	43.6	0.3	0.0	43.3	0.0	0.0	Plan of works to be agreed	Plan of works to be prepared
YM205	Performance Management Software	0.0	0.0	-16.3	16.3	0.0	0.0	0.0	Project Complete	Order raised and part paid
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's		279.7	279.7	4.6	53.6	221.5	0.0	0.0		
Prior Year Funded Schemes - Council Wide										
YM180	ICT Maint Prog - Photocopiers	170.5	170.5	10.7	6.3	153.5	0.0	0.0	Project complete 2009/10	
YM182	ICT Maint Prog - Network Refresh	50.7	50.7	31.1	0.6	19.0	0.0	0.0	Project complete 2009/10	Network equipment replacement underway. VPN solution to be funded from this budget.
YM192	Members IT Refresh	3.5	3.5	0.9	0.5	2.1	0.0	-2.1	Project complete	Additional printers ordered.
YM204	Cold Curtain (Invest to Save)	13.0	13.0	12.3	0.0	0.7	0.0	-0.7	Project complete	Project complete

Total of Prior Year Funded Schemes - Council Wide		237.7	237.7	55.0	7.4	175.3	0.0	-2.8		
Total Prior Year Funded Schemes		517.4	517.4	59.6	61.0	396.8	0.0	-2.8		
Percentages				12%	12%	77%	0%	-1%		
Current Year Programme										
Current Year Programme - Corporate Services & Chief Executive's										
YM001	General Building Maintenance	346.4	346.4	5.1	0.0	341.3	0.0	0.0	Planned program of works to be available in September	Facilities Management and Building Surveyors undertaking a review of works required
YM209	Number Plate Recognition	150.0	150.0	150.0	0.0	0.0	0.0	0.0	Project completed	Project being led by Thames Valley Police. BFC funding to be released when project implemented by TVP
YM208	Registrars Electronic Booking Office	15.0	15.0	0.0	0.0	15.0	0.0	0.0	Project completed	Preferred supplier chosen. Contract will be let in late August/early September
YM207	Financial Systems Version Upgrade	55.0	55.0	0.0	0.0	55.0	0.0	0.0	Project completed	Initial project and resource planning underway. Project spread over two financial years. Anticipated go live
YM215	Replacement Revenue & Benefits System	420.0	420.0	5.5	0.0	414.5	0.0	0.0	Project completed	
YM216	Bullbrook Community Centre Refurbishment & Extension	230.0	230.0	0.0	0.0	230.0	0.0	0.0	Project completed	Tenders due back by end of October.

YM217	Community Centres - Refurbishment Rolling Programme	50.0	50.0	0.0	0.0	50.0	0.0	0.0	Project completed	Works programme due to commence now.
YM218	Community Centres Planned Preventative Maintenance	66.7	66.7	0.0	0.0	66.7	0.0	0.0	Project completed	Plan of works complete.
Total of Current Year Programme - Corporate Services & Chief Executive's		1333.1	1333.1	160.6	0.0	1172.5	0.0	0.0		
Current Year Programme - Council Wide										
YM002	Access Improvement Programme	219.8	219.8	97.5	0.7	121.6	0.0	0.0	80% of our public buildings to have disabled access	Following this years program consideration will have to be given to funding disabled access for the remaining 20% of public buildings
YM003	IT Developments	127.0	127.0	26.9	0.4	99.7	0.0	0.0	Project complete	CMS replacement underway. Servers purchased. Forms replacement out for procurement. Web site development suspended awaiting business realisation workshop on 24th September.
YM165	Server Refresh	184.8	124.8	-18.8	27.2	116.4	60.0	0.0	Project complete	£60K agreed to be carry forward for MS exchange hardware in 2010/11. £50K to be used for licence purchase. Continued server refresh.
YM179	ICT Maint Prog - Desktop	280.9	280.9	115.9	21.5	143.5	0.0	0.0	Project complete 2009/10	Ongoing - continued desktop and laptop replacement
YM181	Capitalisation of Revenue (Budgets Only)	400.0	400.0	0.0	0.0	400.0	0.0	0.0	Project complete	

YM189	Asbestos Management	263.5	263.5	3.0	58.4	202.1	0.0	0.0	Final Year of a three year programme	Because of the uncertain nature of this work the situation will be reviewed in September to obtain a more accurate picture on whether the allocated resources will be sufficient to complete the program
YM190	Water Hygiene	105.4	105.4	12.8	0.0	92.6	0.0	0.0	Final Year of a three year programme	Because of the uncertain nature of this work the situation will be reviewed in September to obtain a more accurate picture on whether the allocated resources will be sufficient to complete the program
YM191	Fire Safety	113.0	113.0	9.1	7.0	96.9	0.0	0.0	Final Year of a three year programme	Because of the uncertain nature of this work the situation will be reviewed in September to obtain a more accurate picture on whether the allocated resources will be sufficient to complete the program
YM199	Time Square refurbishment - Boilers, Chillers & Roof	990.4	990.4	14.1	0.0	976.3	0.0	0.0	Project complete 2009/10	Following procurement the scheme is expected to overspend by £62K which will be funded from General Building Maintenance
YM202	Desktop & Infrastructure Software Upgrade	201.7	201.7	184.3	0.0	17.4	0.0	0.0	Signing of an enterprise agreement & extended cover during this year	License purchase complete. Reviewing whether to use remaining funding to assist with Groupwise replacement.
YM210	South Hill Park Loan	25.0	25.0	0.0	0.0	25.0	0.0	0.0	Payment made	Terms of loan have been agreed and South Hill Park will apply for payuement of the loan when their cash flow requires it.
YM206	Flexible Working (FMW) Implementation	107.0	107.0	0.0	0.0	107.0	0.0	0.0	Three teams to go mobile.	Currently working on the costs for the under 11 team. This will be followed by the housing team.
YM211	Members Initiative	420.0	420.0	0.0	0.0	420.0	0.0	0.0		Proposals being reviewed, prioritised and programmed. Update report to CMT in September.

YM214	Electronic Documents Records Management System	132.0	132.0	-69.5	13.0	188.5	0.0	0.0	Project complete	Project underway. Hardware purchased and supplier support and development committed. Software licences to be purchased.
YM212	Voltage Optimisation System (Invest to Save)	105.0	105.0	0.0	0.0	105.0	0.0	0.0	Project complete 2009/10	Times square element to be completed alongside 2009/10 programme of works. Leisure Centres element awaiting contractual guidance before works can undergo procurement.
Total Current Year Programme - Council Wide		3675.5	3615.5	375.3	128.2	3112.0	60.0	0.0		
Total Current Year Programme		5008.6	4948.6	535.9	128.2	4284.5	60.0	0.0		
	Percentages			11%	3%	87%	1%	0%		
Total - Council Wide		3913.2	3853.2	430.3	135.6	3287.3	60.0	-2.8		
Total - Corporate Services & Chief Executives		1612.8	1612.8	165.2	53.6	1394.0	0.0	0.0		
Total Capital Programme		5,526.0	5,466.0	595.5	189.2	4,681.3	60.0	-2.8		
	Percentages			11%	3%	86%	1%	0%		

CORPORATE SERVICES / CX OFFICE PMR2 - TO AUGUST 2009

	Original Cash Budget 2009/2010	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	258	15	C	273	44	273	0	0		0
Community Engagement	76	94	B,C	170	19	170	0	0		0
	334	109		443	35	443	0	0		0
Head of Democratic & Registration Services										
Democratic & Support Services	824	-12	C	812	38	812	0	0		0
Member and Mayoral Services	903	-64	C	839	43	839	0	0		0
Registration of Births, Deaths & Marriages	-7	35	C	28	-7	28	0	0		0
Registration of Electors / Elections	230	-38	C	192	48	192	0	0		0
	1,950	-79		1,871	41	1,871	0	0		0
Head of Customer Services										

Local Tax Collection	293	56	A,C	349	-482	376	27	27	1,2 8	0
Customer Services	998	-127	C	871	48	868	-3	-3	3, 9	0
	1,291	-71		1,220	-103	1,244	24	24		0
Head of Legal Services										
Legal	751	-82	C	669	37	669	0	0		0
Human Resources Manager										
Human Resources	518	-31	C	487	31	506	19	19	4, 6	0
Health & Safety	137	3		140	38	140	0	0		0
Unified Training Unit	567	18	C	585	36	585	0	0		0
	1,222	-10		1,212	105	1,231	19	19		0
<u>Borough Treasurer</u>										
Head of Finance										
Finance	2,290	97	C	2,387	31	2,387	0	0		0
Insurance	943	-55	C	888	58	888	0	0		0
Transport	1,936	-22	C	1,914	34	1,944	30	30	10	0
	5,169	20		5,189	37	5,219	30	30		0
Head of Property Services										
Property Services	677	24	C	701	50	701	0	0		0
Industrial & Commercial Properties	-1,532	-6	C	-1,538	47	-1,438	100	100	7	0
Surveyors	483	82	C	565	-0	565	0	0		0
Facilities	1,544	24	C	1,568	61	1,568	0	0		0
Town Centre Redevelopment	48	194	C	242	62	242	0	0		0
	1,220	318		1,538	47	1,638	100	100		0

Chief Information Officer										
ICT Services	2,565	-105	A, C	2,460	43	2,460	0	0		0
Chief Executive's Office										
Chief Executive	351	-6	C	345	60	345	0	0		0
Chief Executive's Office	1,003	38	C	1,041	37	1,047	6	6	5	0
Voluntary Sector Grants	382	0		382	48	382	0	0		0
Community Safety	303	-58	C	245	38	245	0	0		0
Design & Print Services	-219	94	C	-125	12	-125	0	0		0
	1,820	68		1,888	194	1,894	6	6		0
<u>In Year Budget Savings</u>	0	196	C	196	0	0	-196	0	11	-196
TOTAL CS AND CX OFFICE	16,322	364		16,686	435	16,669	-17	179		-196
Memorandum item										
Devolved Staffing Budget - CS and CX	10,235	265	B, C	10,500	45	10,500	0	0		0
Non Cash Budgets										
Capital Charges	1,902	0		1,902		1,902	0	0		0
FRS17 Adjs	655	0		655		655	0	0		0

Recharges	-8,993	0	-8,993	-8,993	0	0	0
	<u>-6,436</u>	<u>0</u>	<u>-6,436</u>	<u>-6,436</u>	<u>0</u>	<u>0</u>	<u>0</u>

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

PROGRESS ON DIRECTOR OF CORPORATE SERVICES STRATEGIC RISK ACTION PLAN – 30/0912/09

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Business Continuity Incidents	2, 7 and 10	B2	<ul style="list-style-type: none"> Organisational Business Continuity Plan Gap SCL Membership Business Continuity Plans for all directorates to ensure continuation of critical functions. Training for key officers in emergency and business continuity plan operations. Exercise held in March 2009. Organizational Human Influenza Pandemic Contingency Plan Flu Management Group established and business continuity representatives have 	Weekly Flu Management Group meetings resuming on 5 October.	5/10/09	✓	First meeting took place after the end of the quarter as scheduled on 5 October 2009 as planned.
				Swine Flu absence monitoring to be implemented across the Council	9/10/09	✓	Following the quarter end, emails were sent out from HR instructing managers on process for drop box. Reporting and monitoring of data by CMT to commence by 16/10/09.
				Business Continuity Plans to be updated to ensure critical functions reflect new organisational structure following split of SCL.	31/3/10	✓	This will now need to be updated following the approval on 23 September of the split of Social Care and Learning into Children's, Young People and Learning and Adult Social care and Health.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			checked flu response plans with critical functions in their directorates	31/3/10			
				Organisational Business Continuity Plan currently being updated	30/9/09	✘	Revised Organizational Business Continuity Plan was reviewed by the Strategic Risk Management Group on 16 July. Information on the prioritisation of systems back-up to be included in this document is still outstanding.
Litigation	10	B2	<ul style="list-style-type: none"> Corporate Complaints Procedure in place to address issues before they escalate to a formal legal action Council has insurance cover for insurable claims such as public and employer liability In-house legal time to provide advice and legal expertise on specific areas sought from external 	<ul style="list-style-type: none"> Further procurement training is planned for officers on equality and diversity in procurement. Training sessions are also planned for Members and for Executive Members. 	31/3/10	✔	Dates are currently being finalised.

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

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			Procurement manual has been completed. <ul style="list-style-type: none"> Corporate Complaints Procedure is in place and complaints reported quarterly in PMR's. 				taken to address priority works.
				<ul style="list-style-type: none"> Learning from complaints and mistakes. Process in place in Council e.g. PMR's 	Ongoing	✓	Annual report on complaints includes learning points. PMR's also adapted to do this.
				<ul style="list-style-type: none"> Further training for officers planned including a lunchtime managers session on the Code of Conduct and mandatory 	31/3/10	✓	Training sessions have been scheduled in quarter 3.




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

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

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Funding pressures/	1-13	B2	<ul style="list-style-type: none"> • Robust and proven budget setting process. • Robust and proven budget monitoring Finance Reports are produced and reported to each DMT on a monthly basis at departmental level and through to PMRs. CMT also review Finance Reports monthly. Variances are discussed and remedial action identified.	None	N/A	N/A	N/A
Financial Settlement	10	A2					<ul style="list-style-type: none"> • CMT approved in year savings programme in 2009 to address areas of overspend • Council prepared a 3 year package of savings , " Balancing the Budget", developed

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			<p>from the work of PWC. 200910 is the third year of that plan.</p> <ul style="list-style-type: none"> Internal Audit reviews of key financial systems including budget setting and monitoring and procurement. Workshop on financial risks provided to Group Accountants in October 2008. Group Accountants are now identifying the potential financial risks and impacts for their budgets and evaluating these. 				
Loss of Systems and Data	6-10	C2	<ul style="list-style-type: none"> ICT Security Policy ICT Security Policy for External Suppliers Data Protection Advice for Councillors The Essential Employee Guide to Handling Personal 	<ul style="list-style-type: none"> Information Management Framework being developed by Assistant Borough Solicitor 	Revised deadline 31/3/10	✘	This has been delayed due to the demands on resources arising from the high volume of FOI requests. It is now anticipated that this will be developed by the end of the financial year.











RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			Information <ul style="list-style-type: none"> • Data Protection Privacy Statement • Guidelines for Departmental Records Management • Firewall and anti-virus software in place • Internal audit reviews 	<ul style="list-style-type: none"> • Adoption of an Information Security Policy that adheres to the Government Connect Code of Connection 	31/3/10	✓	A draft has been produced and passed to Legal who will now be taking this forward. Ownership of the policy is being discussed.
				<ul style="list-style-type: none"> • Ensuring hardware and software systems comply with Government Connect 	Ongoing	✓	Achieved through requirements for compliance with Government Connect
				<ul style="list-style-type: none"> • Consider if it would be appropriate to adopt principles of corporate security policy that follows the ISO 27001 standard for specific areas of the Council 	31/3/09	✓	Whilst formal adoption has not been sought this has been met in practice through compliance with Government Connect.
				<ul style="list-style-type: none"> • Setting up of an Information Management Group that via the Chief Officer: Information Services, reports to the Information, 	30/11/09	✓	The Group has been established and will meet for the first time on 25/11/09.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
				Communications and Technology Strategy Group			
IT & information Security/Identity Breach	6-10	D2	<ul style="list-style-type: none"> Disaster Recovery Plans Regular back-ups of system The Essential Employee Guide to Handling Personal Information Data Protection Privacy Statement Firewall and anti-virus software in place Internal audit reviews Reminder sent to all staff on ICT Security Policy and need for vigilance in respect of data security 	<ul style="list-style-type: none"> Information Management Framework being developed by Assistant Borough Solicitor 	Revised deadline 31/3/10		This has been delayed due to the demands on resources arising from the high volume of FOI requests. It is now anticipated that this will be developed by the end of the financial year.
				<ul style="list-style-type: none"> Adoption of an Information Security policy that adheres to the Government Connect Code of Connection 	31/3/10		A draft has been produced and passed to Legal who will now be taking this forward. Ownership of the policy is being discussed.
				<ul style="list-style-type: none"> Ensuring hardware and software systems comply with Government Connect 	Ongoing		Achieved through requirements for compliance with Government Connect

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
				<ul style="list-style-type: none"> Consider if it would be appropriate to adopt principles of corporate security policy that follows the ISO 27001 standard for specific areas of the Council 	31/3/10	✓	A draft has been produced and passed to Legal who will now be taking this forward. Ownership of the policy is being discussed.
				<ul style="list-style-type: none"> Setting up of an Information Management Group that via the Chief Officer: Information Services, reports to the Information, Communications and Technology Strategy Group (ICTSG). 	30/11/09	✓	The Group has been established and will meet for the first time on 25/11/09.
Programme Management Capacity	1-6 and 10	C2	<ul style="list-style-type: none"> Business case produced and budget set for each project and monitored by individual project boards. Updates on significant projects provided to 	<ul style="list-style-type: none"> None 	N/A	N/A	N/A

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTION ALREADY IN PLACE	FURTHER ACTION TO ADDRESS RISK	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			<p>DMT</p> <ul style="list-style-type: none"> • Council has adopted PRINCE methodology of project Management for all IT and major projects. • Training of key staff in project management 				
Potential failure of key contractors	10	D2	<ul style="list-style-type: none"> • Key contracts are monitored on a regular basis as part of the contract performance mechanisms in place for all contractors. This should address any capacity or performance issues that might indicate that there may be issues with financial viability. 	<ul style="list-style-type: none"> • There is scope to request financial checks on existing contractors should officers have concerns about contractors financial viability. 	Ongoing	<input checked="" type="checkbox"/>	Ongoing monitoring of contractors.

Annex D: Performance against Indicators, Actions and Risks

PRIORITY ONE: A TOWN CENTRE FIT FOR THE 21st CENTURY				
Medium-Term Objective 1: Build a Bracknell Town Centre that residents are proud of				
ACTIONS IN SUPPORT OF MTO 1		Due Date	Owner	Comments
1.4	Construct and open a new Bracknell library, civic offices and a high quality "Jubilee Gardens".			
1.4.2	Assist with the development of a new library, civic offices and Jubilee Gardens.	Mar 2010	CPS	 Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.3	Finalise plans for the new democratic office suite in the Civic Hub.	Mar 2010	CPS	 Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.4	Provide all necessary support, advice and guidance for the office planning in the new accommodation. Ensure accurate headcount figures are in place for space planning.	Mar 2010	CPS	 Headcount figures available for planning purposes.
1.4.5	Provide all necessary support and advice for the IT Infrastructure in the Civic Hub.	Mar 2010	CPS	 Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.4.6	Provide all necessary support and advice on the customer services area in the Civic Hub.	Mar 2010	CPS	 Plans are on hold while the decisions are made on the timescales to the overall regeneration. However plans are developed fully to the current design stage (Stage D).
1.6	Improve perceptions and vibrancy of Bracknell town centre during redevelopment.			
1.6.2	Improve vibrancy of town centre and market through range of activities to attract shoppers.	Mar 2010	CPS	 Programme of activities/promotions progressing satisfactorily. Ongoing events.
1.7	Assess options for future accommodation for library, democratic function, customer services and offices.			
1.7.2	Assess options for future of Council accommodation for offices, library, Democratic Services, Customer Service.	Jul 2009	CPS	 Plans are being developed for the reception at Time Square North, which use the research undertaken for the Civic Hub to inform requirements.
1.7.3	Assess financial, legal and property options of future Council accommodation.	Jul 2009	CPS	 Ongoing work linked to town centre proposals.
1.8	Adopt transformational business processes to support new ways of working in the new accommodation.			
1.8.1	Implement transformational business process improvements to support changes in accommodation early, where possible: storage, postal, receptions, meeting rooms, telephony, IT infrastructure.	Mar 2010	CPS	 Corporate EDRMS solution being implemented in ASCH/CYPL. Tidy days held in July. Improvements made to BORIS. New postal arrangements to be implemented. Meeting room review completed. Telephony review completed. IT infrastructure changes underway.
1.8.2	Support mobile and flexible working project, and provide all necessary support, advice and guidance for HR.	Mar 2010	CPS	 HR Policy Framework document now on BORIS. Training programme being developed.

1.8.3	Support for corporate mobile and flexible working strategy by providing hardware, software and support to enable new work styles.	Mar 2010	CPS	✓ Technology requirements being reviewed to support pilot projects. Project begun in CYPL. Benefits pilot/opportunities to be reviewed in light of accommodation pressures in Time Square. Accommodation Strategy being finalised to maximise effective use of space.
1.8.4	Support for corporate mobile and flexible working strategy through development of accommodation strategy.	May 2009	CPS	✓ Report completed. To be considered by CMT in November.
OPERATIONAL RISKS TO MTO 1			Owner	Progress on Mitigation Actions
1.1	Town centre property issues. Mitigation: Close monitoring through monthly project meetings for the civic centre project. PRINCE2 methodology followed for the civic centre project. Monthly meetings held with BRP on the town centre regeneration project.		CPS	Monthly town centre meetings being held. Revised/New Risk: None.
1.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.		CPS	Monthly meetings being held. Revised/New Risk: None.
1.3	Realising benefits of the town centre redevelopment and Civic Hub: maximum benefits or improvements of significant change and investment are not realised or demonstrated. Mitigation: Regular review to ascertain key benefits are realised. Monthly project meetings for the civic centre project. PRINCE 2 methodology followed for the civic centre project, which will require post-project implementation review to assess if objectives met and benefits realised.		CPS	On hold. Revised/New Risk: None.
1.4	Loss of key staff. Plans for library, new civic hub and Jubilee Gardens not implemented. Mitigation: Recruit staff if required. Plans in place to progress civic centre.		CPS	Project on hold. Revised/New Risk: None.
1.5	Imprecise HR data would impact on planning. Mitigation: Ensure up-to-date, accurate data available.		CPS	Database is actively kept up to date on a weekly basis to ensure accuracy. Revised/New Risk: None.
1.6	Delay in new civic building and financial constraints cause delay. Mitigation: Ensure business cases for such projects are robust and self-funding.		CPS	Alternative accommodation issues being investigated for interim period. Revised/New Risk: None.

PRIORITY TWO: PROTECTING AND ENHANCING OUR ENVIRONMENT				
Medium-Term Objective 4: Keep Bracknell Forest clean and green.				
ACTIONS IN SUPPORT OF MTO 4		Due Date	Owner	Comments
4.6	Develop a local climate change strategy by 2009, in line with the Nottingham Declaration.			
4.6.2	Investigate the feasibility of installing on-site renewable energy in existing Council premises: Review boiler replacement schedule and high-carbon sites to identify priorities. Conduct an options appraisal for priority sites. Report to CMT.	Mar 2010	CPS	✓ Investigations to ascertain options being undertaken, with the intention of reporting to CMT later in the year.
4.6.4	Print Council publications on recycled paper, using environmentally friendly printing processes, wherever possible.	Mar 2010	CPS	✓ Council agendas and associated papers are printed on 100% recycled white paper. The availability of recycled coloured paper is more restricted and officers are in discussions with companies that might be able to provide this for future use.
4.6.5	Optimise sustainability of all new Council buildings.	Mar 2010	CPS	✓ Building Surveyors optimise use of sustainable materials in new work. Facilities Management investigating how to improve sustainability within Council Offices and the Commercial Centre.
4.6.6	Investigate energy saving opportunities in ICT: desktop review; ensure green ICT procurement; review office printers to reduce printer paper, toner and energy; investigate whether Citrix servers can be powered off when not in use.	Mar 2010	CPS	✓ Printing strategy work plan underway. Reviewing further opportunities in server and desktop environments.
4.6.7	Reduce environmental impact of vehicle fleet: green fleet review. Report recommendations.	Mar 2010	CPS	✓ Green fleet review is in progress.
4.6.8	Ensure that the Council has a strategy to reduce waste from Council offices and other Council-owned premises.	Apr 2009	CPS	✓ The Council has a strategy for reducing waste, and recycling initiatives are in place. The facilities management team continues to work to improve levels of recycling and to reduce waste.
4.6.9	Increase purchase of sustainable goods and services: analyse sustainable purchase practice; survey attitudes to sustainable purchasing amongst authorised purchasers; develop action plan; implement action plan.	Jan 2010	CPS	✓ Meeting held with Procurement and Sustainable Support (PASS) Officers based in Reading.
4.6.11	Include climate change in staff induction programme and staff training and development programmes where relevant. Co-ordinate environmental management workshops for school managers and governors annually.	Oct 2009	CPS	✓ Climate change/environmental awareness to be delivered to Lunchtime Managers Forum in October. Now part of Induction programme.
OPERATIONAL RISKS TO MTO 4			Owner	Progress on Mitigation Actions
4.1	Loss of key staff. Mitigation: Recruit staff if required.		CPS	None required. Revised/New Risk: None.
4.2	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.		CPS	Monthly meetings with contractors. Revised/New Risk: None.

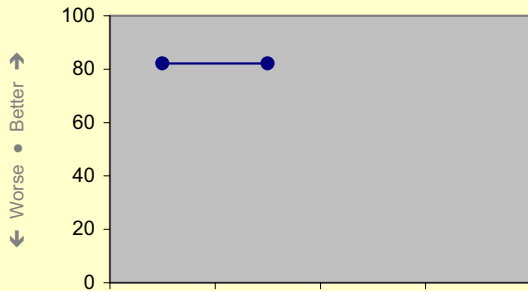
4.3	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Ongoing. Revised/New Risk: None.
PRIORITY THREE: PROMOTING HEALTH AND ACHIEVEMENT				
Medium-Term Objective 5: Improve health and well being within the Borough.				
Medium-Term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

Medium-Term Objective 7:

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

PERFORMANCE INDICATORS FOR MTO 7

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



Year: 2009/10	Q1	Q2	Q3	Q4
Current	82.1	82.1		
LAA Target	[Biennial]	[Biennial]	[Biennial]	[Biennial]
Last Reported	82.1	82.1		
Benchmark	81.6	81.6		
Current Quartile	Best	Best		

LAA INDICATOR (Local)

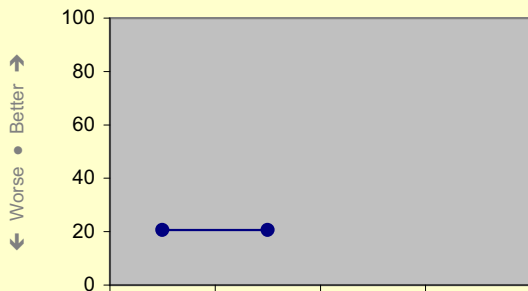
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

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

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

NI 6: Participation in regular volunteering



Year: 2009/10	Q1	Q2	Q3	Q4
Current	20.6	20.6		
LAA Target	[Biennial]	[Biennial]	[Biennial]	[Biennial]
Last Reported	20.6	20.6		
Benchmark	23.6	23.6		
Current Quartile	Third	Third		

LAA INDICATOR (Designated)

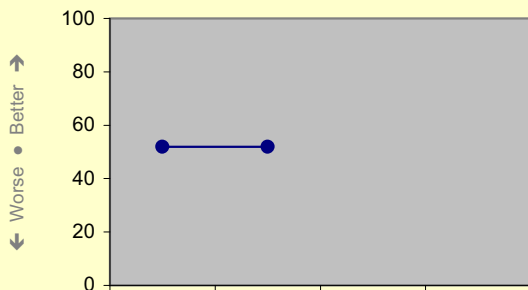
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

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

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

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



Year: 2009/10	Q1	Q2	Q3	Q4
Current	51.9	51.9		
Local Target	N/A	N/A	N/A	N/A
Last Reported	51.9	51.9		
Benchmark	55.3	55.3		
Current Quartile	Worst	Worst		

CAA Indicator (non-LAA)

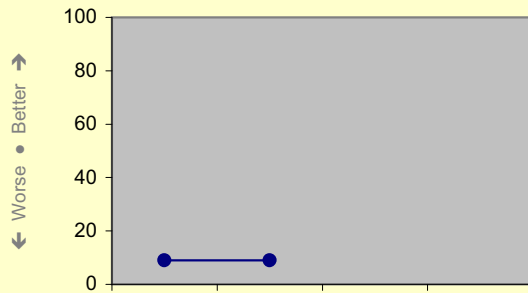
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

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

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

NI 3: Civic participation in the local area



CAA Indicator (non-LAA)
Department: CPS

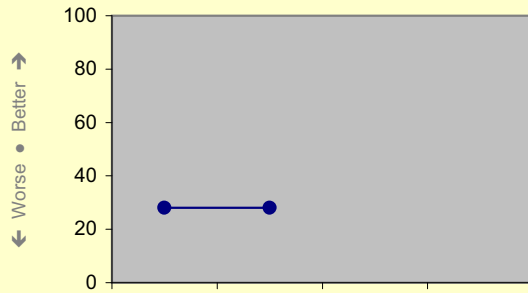
This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

Year: 2009/10	Q1	Q2	Q3	Q4
Current	9.0	9.0	N/A	N/A
Local Target	N/A	N/A	N/A	N/A
Last Reported	9.0	9.0		
Benchmark	12.0	12.0		
Current Quartile	Worst	Worst		

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

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

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



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

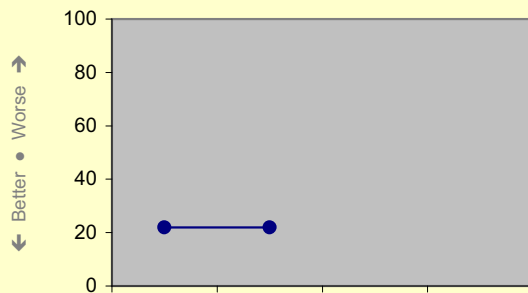
This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

Year: 2009/10	Q1	Q2	Q3	Q4
Current	28.0	28.0	N/A	N/A
Local Target	N/A	N/A	N/A	N/A
Last Reported	28.0	28.0		
Benchmark	28.2	28.2		
Current Quartile	Third	Third		

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

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

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



CAA Indicator (non-LAA)
Department: CPS

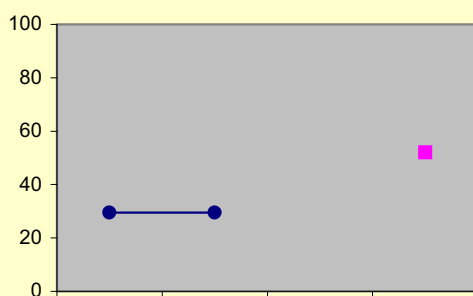
This is the corporate year-end figure, as submitted to the CLG Data Hub in April. Of 12,611 total contacts, 2,769 (21.96%) were "avoidable".

Year: 2009/10	Q1	Q2	Q3	Q4
Current	22.0	22.0	N/A	N/A
Local Target	N/A	N/A	N/A	N/A
Last Reported	22.0	22.0		
Benchmark	N/A	N/A		
Current Quartile	N/A	N/A		

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

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

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



CAA Indicator (non-LAA)
Department: CPS

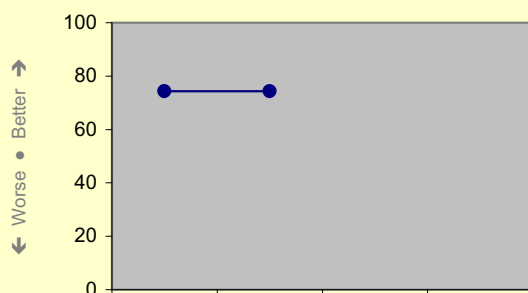
This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

Year: 2009/10	Q1	Q2	Q3	Q4
Current ●	29.5	29.5		
Local Target ■	N/A	N/A	N/A	52.0
Last Reported	29.5	29.5		
Benchmark	27.8	27.8		
Current Quartile	Third	Third		

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

Unit: % ● Polarity: TBC ● BFC Lead: Abby Thomas

NI 140: Fair treatment by local services



CAA Indicator (non-LAA)
Department: CPS

This is the final adjusted figure from the 2008 Place Survey. The national dataset is now available for comparison, as detailed in the figures provided here. A Place Survey action plan is currently being drafted.

Year: 2009/10	Q1	Q2	Q3	Q4
Current ●	74.3	74.3		
Local Target ■	N/A	N/A	N/A	N/A
Last Reported	74.3	74.3		
Benchmark	74.7	74.7		
Current Quartile	Third	Third		

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

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

ACTIONS IN SUPPORT OF MTO 7		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
7.2	Use innovative methods of engaging local residents in decisions that affect them, particularly targeting 'hard to reach' groups to listen to their views.			
7.2.1	Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as a polling station locator on the website and on-line neighbourhood forums.	Mar 2010	CPS	✓ <i>Polling station locator has been trialed and more work is required before it is fully functional.</i>
7.2.2	Review neighbourhood action groups and neighbourhood engagement processes with partners.	Apr 2010	CPS	✓ <i>Reviewed the format of the Neighbourhood Survey; delivered to all households. Provided improved support to the Neighbourhood Forum meetings.</i>
7.2.3	Increase engagement in and awareness of democratic processes among members of the public, including young people, through local democracy week activities, enhancing the democracy and governance web pages, and facilitating neighbourhood forums.	Mar 2010	CPS	✓ <i>July Neighbourhood Action Groups (NAGs) have been supported and dates booked for the next round of NAGs and Neighbourhood Forums.</i>

7.2.4	Successfully deliver the European Parliamentary election.	Jun 2009	CPS	✓	<i>The election was successfully delivered in June. Polling districts and places have been reviewed in the light of comments received.</i>
7.3	Create a new customer contact centre in Bracknell that allows people to access all services.				
7.3.1	Delivery a targeted programme for customer care and awareness training to all staff dealing directly with customers.	Mar 2010	CPS	✓	<i>Programme has commenced with NI14 defined as a priority and follow up programmes to meet specific needs, e.g. improved letter writing and communicating effectively.</i>
7.3.2	Merge the receptions at Time Square and Easthampstead House.	May 2009	CPS	✓	<i>Complete. Seymour House reception closed to the public in March, so that customers now visit Easthampstead House. The north and south receptions at Time Square were merged in May, so that customers now start their business at the north reception.</i>
7.3.3	Upgrade the customer reception area at Time Square North.	Dec 2009	CPS	✓	<i>Plans are being developed to provide low-level customer interview pods and a better self-service area, and to re-use the space created by closing the south reception area.</i>
7.3.4	Extend the use of the corporate CRM system.	Mar 2010	CPS	✓	<i>Work has begun to develop the CRM system for accident reporting, which will save the cost of procuring a specific system for this function. The system will be used by HR and development supported by Customer Services. Work has also begun on integrating the CRM system with the telephony system used in Customer Services.</i>
7.3.5	Review the requirements for upgrading the telephony system.	Sep 2009	CPS	✓	<i>A report outlining a corporate approach to using phones as a service delivery channel was taken to CMT in July to define the way forward. The supplier of the telephony system has upgraded their system to meet our requirements and testing has begun. The upgrade will provide integration with the CRM system and improve our service to customers.</i>
7.3.6	Lead the collation of the action plans for NI14 (reducing avoidable contact).	Jun 2009	CPS	✓	<i>Delivery of individual service area improvement plans is now ongoing. Service areas included in NI 14 (reducing avoidable contact) will shortly decide their arrangements for monitoring and recording NI 14 for 2009/10.</i>
7.5	Implement a disability equality scheme and gender equality scheme, and implement the Council's race equality scheme.				
7.5.1	Implement the disability, race and gender equality schemes' actions due for completion in 2009/10, and progress those actions due for completion in later years.	Mar 2010	ASCH CPS CXO CYPL ECC	✓	<i>ASCH: In progress. CYPL: In progress. CPS: Proceeding satisfactorily. ECC: In progress.</i>
7.5.2	Monitor equalities actions detailed in the race equality scheme, disability equality scheme and gender equality scheme.	Sep 2009	CPS	✓	<i>Monitoring completed, annual report for 2008/09 produced.</i>
7.5.3	Report to employment committee on workforce monitoring including performance targets.	Oct 2009	CPS	✓	<i>Complete.</i>

7.5.4	Put in place a training programme and information sessions for induction and frontline staff, including issues such as awareness around all forms of harassment. Implement new induction processes, e.g. gateway approach.	Oct 2009	CPS	✓	<i>Comprehensive corporate (and departmental) induction plan in place. Report to CMT in October on Gateway approach.</i>
7.6	Increase access to services by electronic means.				
7.6.1	Maintain the high standards of our website while extending the range of services available. Further develop use of web technology to engage hard-to-reach groups in the democratic process by developing such initiatives as polling station locator on the website.	Mar 2010	CPS	✓	<i>Work on defining required outcomes of the project is underway. Project team defined and work on replacing the underlying technology in hand.</i>
7.6.3	Continue to promote the use of online payments.	Mar 2010	CPS	✓	<i>There are currently 174 miscellaneous items which may be paid for online, plus council tax, business rates, sundry invoices and car parking fines.</i>
7.6.5	Ensure that the online payments facility satisfies the payment industry (PCI) standards.	Mar 2010	CPS	✓	<i>Progress is being made in order to become compliant.</i>
7.7	Implement the community cohesion strategy and, through the LAA, focus on the use of culture and sport to give people a chance to shape their sense of belonging and identity as members of their communities.				
7.7.1	Implement actions in the 'All of Us' community cohesion strategy.	Mar 2010	CPS	✓	<i>On track.</i>
7.7.3	Maintain links with the Bracknell Forest Minorities Alliance and develop links with new groups.	Mar 2010	CPS	✓	<i>The Minorities Alliance have presented to and been invited to join the Community Cohesion and Engagement Working Group. An open meeting has been held by the Minorities Alliance to seek their views on a number of Council service delivery issues.</i>
7.8	Work within Bracknell Forest Partnership to show continuous improvement in equalities and diversity in the Council and its services, and achieve the equivalent of Level 3 of the Equality Standard.				
7.8.1	Conduct equality impact assessments (EIAs) for new services, strategies and policies, and review existing EIAs as part of a rolling three-year programme, ensuring all actions resulting from these are built into business/work plans.	Mar 2010	ASCH CPS CXO CYPL ECC	✓	<i>CPS: EIAs published this quarter for Appeals, Member Development and Appointments made by the Council. CXO: EIAs completed for Communications Strategy, Community TV, and Economic & Skills Development Partnership action plan. ECC: Equalities Impact Assessments published in the quarter are Supporting People, Housing Strategy, Allocation Policy, Travellers' Park Client-side, Housing Advice/ Homelessness Prevention. Emergency Planning. Planning Policy consulted the Minorities Alliance on the content of their EIA on 30 September.</i>
7.8.2	Ensure all EIA actions for 2009/10 are implemented and actions for future years are progressed.	Mar 2010	CPS	✓	<i>All EIAs completed in Corporate Services. Plans for three-year review being formulated.</i>
7.8.3	Migrate over from the local government equality standard to the equality framework, developing an action plan for the attainment of the 'achieving' level.	Oct 2009	CPS	✓	<i>On track. Evidence collected from all departments.</i>

7.8.4	Support the community mapping process led by the Chief Executive's Office, ensuring equalities information is mapped for the Borough.	Mar 2010	CPS	✓	Working with CXO to support the development of the JSNA as the key equalities mapping document.
7.8.5	Provide training on equalities impact assessments, including equalities.	Mar 2010	CPS	✓	EIA programme completed, now included as part of induction for new managers programme.
7.9	Support the voluntary and community sector to increase levels of volunteering.				
7.9.1	Research and, as necessary, provide a policy and guidance on employee volunteering.	Oct 2009	CPS	✓	In draft.
7.9.2	Support the delivery of the NI 6 volunteering action plan by BFVA.	Mar 2010	CPS	✓	On track to achieve target. 600 new volunteers recruited since Christmas.
7.10	Implement the Bracknell Forest Partnership community engagement strategy to engage with residents to shape service provision.				
7.10.1	Publish the Bracknell Forest Partnership community engagement strategy and ensure 2009/10 actions are implemented.	Jun 2009	CPS	✓	Strategy published. 2009-10 actions on track.
7.11	Develop an action plan to support the implementation of the community empowerment legislation.				
7.11.1	Develop the community empowerment action plan.	Mar 2010	CPS	✓	To be delivered through the Community Engagement Strategy.
OPERATIONAL RISKS TO MTO 7			Owner	Progress on Mitigation Actions	
7.1	Demographic and socioeconomic changes. Mitigation: Provision of good information.		CPS	Available information monitored. Revised/New Risk: None.	
7.2	Limited staffing resource. Mitigation: Careful prioritisation.		CPS	Monthly review by DMT. Revised/New Risk: None.	
7.3	Increasing delivery of services through partnership working. Mitigation: Monitoring of key service areas through PMRs and monthly budget monitoring.		CPS	Regular review. Revised/New Risk: None.	
7.4	Lack of accurate personal equalities-related data from staff may lead to targets being unrealistic. Mitigation: Ensure data is as accurate as possible and/or targets are realistic.		CPS	Database is actively managed on a weekly basis. Revised/New Risk: None.	
7.5	Redevelopment of website has to be delayed due lack of resources. Mitigation: Review work plans and prioritise this work as corporately important.		CPS	Due to budget constraints decision made to postpone filling post to New Year. This will delay project.. Project will move ahead but more slowly. Revised/New Risk: None.	
7.6	Petition against the European Parliamentary election result. Mitigation: Close monitoring of contingency risk register. Close monitoring of detailed project plan. Training for all election staff. Clear procedures and briefing notes.		CPS	Deadline for petition has passed so there is no longer a risk to the Council for this action. Revised/New Risk: None.	
7.7	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Clear communications and project plan. Revised/New Risk: None.	
7.8	Loss of key staff. Mitigation: Recruit staff as required.		CPS	Ongoing. Revised/New Risk: None.	

PRIORITY FOUR: CREATE A BOROUGH WHERE PEOPLE ARE, AND FEEL, SAFE				
Medium-Term Objective 8: Reduce crime and increase people's sense of safety in the Borough.				
ACTIONS IN SUPPORT OF MTO 8				
		<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 speedwatch and increase awareness of the programme.	Mar 2010	CPS	✓ <i>An increase in volunteers as a result of press publicity, including in Crowthorne.</i>
8.6	Publish an action plan to prevent violent extremism.			
8.6.4	Support the preventing violent extremism action plan through maintaining community engagement.	Mar 2010	CPS	✓ <i>Muslim representation has now been achieved on the steering group. Successful bid for community mapping.</i>
OPERATIONAL RISKS TO MTO 8			<u>Owner</u>	<u>Progress on Mitigation Actions</u>
8.1	Lack of engagement from key stakeholders. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.		CPS	Clear communications plan. Revised/New Risk: None.
8.2	Difficulty attracting new volunteers. Mitigation: Support BFVA to implement the NI 006 action plan promoting volunteering.		CPS	Regular meetings held with BFVA and actions identified to support the plan. Revised/New Risk: None.
8.3	Limited staffing resource. Mitigation: Careful prioritisation.		CPS	Ongoing. Revised/New Risk: None.
8.4	Potential for the Prevent Strategy to strain community relations. Mitigation: Work with BFVA to ensure effective engagement with community groups on the Prevent Strategy.		CPS	Regular communication and meetings held with key community groups. Revised/New Risk: None.
8.5	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.		CPS	Regular meetings held. Revised/New Risk: None.
Medium-Term Objective 9: Promote independence and choice for vulnerable adults and older people.				
ACTIONS IN SUPPORT OF MTO 9				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
9.3	Develop a Borough-wide strategy for older people.			
9.3.2	Implement the actions from the older people's strategy.	Mar 2010	ASCH CPS CXO ECC	✓ <i>ASCH: Key tasks being developed for the whole strategy. CPS: Work underway by Community Engagement Working Group to consider further inter-generational activities that could be developed. CXO: Work is ongoing.</i>

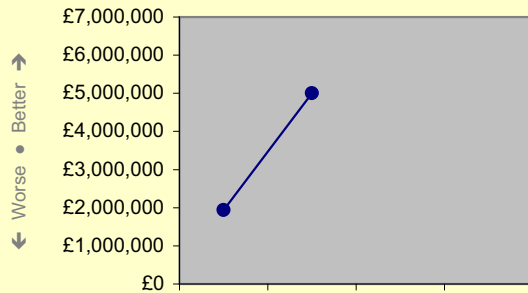
**PRIORITY FIVE:
VALUE FOR MONEY**

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

The Quarter 2 figure cited is the anticipated outcome for 2009/10, submitted as a draft to CLG in October 2009. The figure shown for Quarter 1 is the final outcome for 2008/09.

Year: 2009/10	Q1	Q2	Q3	Q4
Current	£1,939,000	£5,003,000	N/A	N/A
Local Target	N/A	N/A	N/A	N/A
Last Reported	£1,939,000	£5,003,000		
Benchmark	N/A	N/A		
Current Quartile	N/A	N/A		

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

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

ACTIONS IN SUPPORT OF MTO 10

Due Date **Owner** **Comments**

		Due Date	Owner	Comments
10.1	Maintain Council Tax levels in the lowest quartile of all unitary authorities.			
10.1.1	Maintain a below-5% increase in Council Tax.	Apr 2009	CPS	✓ Budget planning underway.
10.2	Implement a four-year 'efficiency' programme to reduce spending to sustainable levels.			
10.2.1	Deliver Corporate Services projects contained in the Council's balancing the budget programme: Support service - IT reduction in costs of support; implement the outcomes of the transport review; merger of receptions at Time Square, Easthampstead House and Seymour House; travel plan.	Mar 2010	CPS	✓ The merger of receptions at town-centre buildings has been completed (see action 7.3.2). Travel Plan actions completed. Business case for transport changes completed. Support for Pericles system now provided in-house.
10.2.2	Continue to reduce and maintain the current reduction in the number of agendas and documents provided in hard copy.	Mar 2010	CPS	✓ The level of printing continues to be monitored.
10.2.3	Put in place a system to safeguard Council employees (ALERT). Review associated HR policies, e.g. lone working and recording gender-related incidents (as part of violent incident report).	Jun 2009	CPS	✓ ALERT now in place, all policies reviewed, revised and now available on Boris.
10.2.4	Implement an electronic accident reporting system.	Apr 2010	CPS	✓ Project plan developed using CRM as a vehicle for new system. On course for April 2010 implementation.
10.2.5	Audit health and safety in school swimming pools and sources of radiation in schools.	Oct 2009	CPS	✓ Programme in place, to be commenced.
10.2.6	Carry out fire risk assessments in all appropriate Council properties.	Mar 2010	CPS	✓ Training of H&S advisors now complete. Programme plan for inspections of Council properties being developed.
10.2.7	Evaluate disaster recovery/business continuity plan in light of system changes.	Oct 2009	CPS	✓ Evaluation of plan under review.

10.3	Create clear, accountable governance structures for working in partnership with other organisations in the Borough.			
10.3.4	Review ethical framework for partnerships.	Oct 2009	CPS	✓ Partnership Register and Self-Assessment Tool produced and circulated to theme partnerships' lead officers.
10.3.5	Review the governance arrangements for Bracknell Forest Partnership and its theme partnerships against the Partnerships Toolkit.	Mar 2010	CPS	✓ Ongoing.
10.5	Implement the priority areas of the service efficiency strategy to deliver savings and improve service operation.			
10.5.1	Implement the priority areas of the service efficiency strategy: transport, accounts receivable, postal and admin support, property support, printing strategy.	Mar 2010	CPS	✓ Transport changes business case completed. Accounts Receivable BPR mapping has begun. Postal arrangements changed from end-July. In discussion with Hart DC re Property support. Printing strategy being implemented.
10.6	Implement the flexible working strategy to reduce accommodation requirements and improve service delivery.			
10.6.1	Implement the flexible working strategy: develop supporting framework and business cases for HR, IT and property/accommodation; support department projects in environmental health, children's services (over 11's) and benefits.	Mar 2010	CPS	✓ Overarching policies and procedures for flexible working in place. Environmental Health working practices being reviewed. Over 11s project is underway.
10.7	Ensure all Council services provide value for money and make effective use of resources.			
10.7.1	Manage the financial cycle, with the emphasis on delivering the Council's medium-term financial plan and preparing for the introduction of international financial reporting standards.	Mar 2010	CPS	✓ Unqualified audit opinion given on the Statement of Accounts 2008/09, which were approved by the Governance and Audit Committee in September. Revenue budget monitoring for 2009/10 indicates a potential overspend of £1.861m, principally as a result of reduced income (interest, car parks, leisure facilities etc.) as a consequence of the recession. An in-year savings package has been prepared in order to bring spending back into line with budget. Preparations for the 2010/11 budget are underway. This will be published, for consultation, in December. A baseline assessment for the introduction of International Financial Reporting Standards has been completed.
10.7.3	Implement the priorities identified in the 2009 Use of Resources action plan: finance, risk management, procurement, assets, workforce, governance.	Mar 2010	CPS	✓ Action plans being implemented.
10.7.5	Improve the quality of procurement throughout the Council.	Mar 2010	CPS	✓ Actions arising from the Procurement Regulations Action Plan are being embedded. Contract Standing Orders and the Procurement Manual have been revised and training on their application provided. A contacts database is being maintained, based on regular reviews of payments over £35k. Service Plans for 2009/10 also identify significant procurements programmed for the year.

10.7.6	Improve financial business processes founded on revised financial regulations and the development of the Agresso financial information and management system.	Mar 2010	CPS	✓	Initial discussions regarding the upgrade to Agresso 5.5 have taken place. Improvements to financial business processes will be based on the enhanced functionality of Version 5.5. Initial discussions have also been held with Windsor & Maidenhead and West Berkshire, who are also Agresso users, regarding the possibility of closer working.
10.7.23	Carry out a pilot exercise and recommend appropriate actions in respect of the Council's job evaluation scheme/pay and grading structure.	Jun 2009	CPS	✓	Pilot exercise completed. Project plan developed for full job evaluation exercise for the Council, commencing October.
10.7.24	Research pan-Berkshire approach to occupational health/advertising contract.	Jun 2009	CPS	✓	Advertising contract agreed; legal measures being put in place; Occupational Health still to be completed.
10.7.25	Review and improve arrangements for temporary and agency staff (Manpower contract).	Jun 2009	CPS	✗	Contract negotiations ongoing after a review; improvements being sought. Current contract now expired; CMT report will be available in January.
10.7.26	Build up and improve HR and Learning & Development content on BORIS; FAQs for transactional processing.	Mar 2010	CPS	✓	Research underway.
10.7.27	Research and, as necessary, provide guidance and policy direction on: domestic violence, psychological contract, carers.	Oct 2009	CPS	✓	Research underway.
10.7.28	Implement migration from Novell to Microsoft environment for personal productivity tools, directory services and collaborative working facilities.	Mar 2010	CPS	✓	MS Office upgrade near completion. Capital bid for new year prepared.
10.7.29	Undertake maintenance of and investment in ICT Infrastructure.	Mar 2010	CPS	✓	Work programme developed and agreed by Executive as part of ICT Strategy update.
10.7.30	Update the ICT strategy, including information management strategy and information security management system. This includes adherence to Government Connect code of connection and linking to the Government Secure Intranet.	Mar 2010	CPS	✓	ICT Strategy update agreed by Executive for the coming year.
10.7.31	Work with police and PCT to develop approach to asset management and asset utilisation.	Mar 2010	CPS	✓	Police and PCT invited to Asset Management meetings.
10.8	Implement all appropriate actions to ensure staff are in place with the right skills and capacity to deliver service outcomes and maximise service efficiency.				
10.8.1	Implement the actions due in 2009/10 in each departmental workforce plan.	Mar 2010	ASCH CPS CXO CYPL ECC	✓	CPS: Workforce actions being implemented. ECC: In progress. Work has been started by managers in relation to planning for employees retiring. A programme on customer service training is in place. ECC has delivered a programme of training courses to employees on safeguarding. A number of managers have attended a Management Development Centre and undertaken appropriate training as a result. 50 first-line managers have attended a network event on managing conflict.

10.8.2	Monitor and assess corporate-wide impact of the Safeguarding, Vetting and Barring Board, including CRB checks, training and recruitment.	Mar 2010	CPS	✓	<i>Comprehensive training now developed and agreed, training to be delivered over next three periods.</i>
10.8.3	Ensure requirements of the CWDC/skills for care are met. These will include: adults and learning disabilities in employment, basic skills for Council and partner agencies, PIV and partnership working.	Mar 2010	CPS	✓	<i>Ongoing.</i>
10.8.4	Put in place the agreed development centre and ILM programme to provide workshops to support identified needs, to develop and update competency frameworks for managers.	Apr 2010	CPS	✓	<i>First year of ILM programme complete. Initial phase of Development Centre delivered. Competency framework for middle managers agreed by CMT now subject to review.</i>
10.8.5	Continually review and improve recruitment and retention as it impacts across the organisation, including specifically Grow Your Own and Modern Apprenticeships.	Mar 2010	CPS	✓	<i>Work in progress.</i>
10.8.6	Implement a system of workforce planning through service planning. Ensure HR staff provide support. Co-ordinate all departmental workforce plans.	Oct 2009	CPS	✓	<i>Completed; all departmental plans co-ordinated and used to inform the Council's new Pay & Workforce Strategy. Year 2 Workforce Plan now underway.</i>
10.8.7	Construct a health and safety training strategy.	Jul 2009	CPS	✓	<i>Complete.</i>
10.9	Ensure all Members have the appropriate skills and knowledge to carry out their role by implementing the Member development strategy.				
10.9.1	Review the charter for Member development.	Jun 2009	CPS	✓	<i>This action is complete. The Council was re-accredited in September.</i>
OPERATIONAL RISKS TO MTO 10			Owner	Progress on Mitigation Actions	
10.1	Loss of key staff. Mitigation: Recruit staff as required.		CPS	Ongoing. Revised/New Risk: None.	
10.2	Income projections not achievable. Mitigation: Robust budget setting and budget monitoring.		CPS	Many income budgets are under pressure as a consequence of the recession (e.g. interest, car parking, leisure facilities etc). The situation is monitored on a monthly basis as a part of the Council's budgetary control process. A potential overspend of £1.861m has been identified, principally as a result of shortfalls in income. An in-year savings package has been prepared in order to bring spending into line with budget. Revised/New Risk: None.	
10.3	Demand-led services – increased pressure. Mitigation: Robust budget setting and budget monitoring.		CPS	Identified pressures, such as the Purchasing Plan - Adults (demographic changes, transfers from children's services to adults, ageing carers etc) have been built into the 2009/10 budget. Expenditure on these services continues to be monitored on a monthly basis during 2009/10 as a part of the Council's budgetary control process. Some pressure in the Looked After Children's budgets is being experienced. Revised/New Risk: None.	
10.4	Travel plan savings achievability. Mitigation: Robust budget setting and budget monitoring.		CPS	Realistic savings targets have been built into the 2009/10 budget and their achievability will be monitored on a monthly basis during 2009/10 as a part of the Council's budgetary control process. Revised/New Risk: None.	

10.5	Technological difficulties with new and existing systems. Mitigation: Ensure systems are specified and delivered accurately.	CPS	Operational systems carefully monitored. Revised/New Risk: None.
10.6	Delay of migration caused by technical complexity. Mitigation: Gain advice from industry experts.	CPS	Migration to Exchange will be delayed as a result of capital bids. Revised/New Risk: None.
10.7	Miss deadline for connecting to Government Secure Internet. Mitigation: Strong project governance and third-party technical support.	CPS	Completed on time. Revised/New Risk: Revised Code of Connection (V4.1) causes more difficulties.
10.8	Performance of and relationship with partners and contractors. Mitigation: Maintain close working relationship. Monthly meetings with BRP include discussion of performance.	CPS	Regular meetings. Revised/New Risk: None.
10.9	Staff resistance to change. Mitigation: Good communications plan. Clarity of timescales and clear implementation plans.	CPS	Communications and project plans in place. Revised/New Risk: None.

**PRIORITY SIX:
SUSTAIN ECONOMIC PROSPERITY**

**Medium-Term Objective 11:
Promote the Borough's economic activity and potential**

ACTIONS IN SUPPORT OF MTO 11				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
11.1	Work closely with partners to produce a programme of local action to support the local economy.			
11.1.7	Work with tenants of commercial properties to provide assistance where possible to reduce the impact of the recession on their business.	Mar 2010	CPS	✓ <i>Some voids in industrial properties. Voids and arrears managed.</i>

OPERATIONAL RISKS TO MTO 11		<u>Owner</u>	<u>Progress on Mitigation Actions</u>
11.1	Council income not achieved. Mitigation: (Blank)	CPS	Monitoring monthly of income from commercial and industrial properties. A shortfall of £0.1m is currently predicted as a consequence of vacant units at Longshot Lane. This is being dealt with as a part of risk 10.2 (income projections not achievable). Revised/New Risk: None.

**Medium-Term Objective 13:
Limit the impact of the recession**

ACTIONS IN SUPPORT OF MTO 13				
		<u>Due Date</u>	<u>Owner</u>	<u>Comments</u>
13.1	Maintain invoice payment performance.			
13.1.1	Maintain invoice payment performance at 2008/09 levels and our policy of paying all undisputed invoice payments within the terms agreed with the supplier.	Mar 2010	CPS	✓ <i>92.3% of undisputed invoices paid within 30 days (target 95%). The ability to pay suppliers using the Government Procurement Card was introduced in September for those suppliers choosing to be paid by this method.</i>
13.1.2	Ensure that business rate payers are aware of the relief that is available.	Mar 2010	CPS	✓ <i>Ratepayers are informed with their rate bill or advised when they make telephone contact. The website contains full details.</i>
13.1.3	Ensure that Council Tax payers are aware of benefit discounts, reductions and exemptions.	Mar 2010	CPS	✓ <i>Council taxpayers are informed with their council tax bill or advised when they make telephone contact. The website contains full details.</i>
13.1.4	Work with the local Citizen's Advice Bureau to develop an agreed approach to debtors.	Jun 2009	CPS	✓ <i>New approach agreed.</i>

OPERATIONAL RISKS TO MTO 13		<u>Owner</u>	<u>Progress on Mitigation Actions</u>
13.1	Invoice payments not authorised or not authorised in a timely manner. Mitigation: Send reminders to staff.	CPS	General reminders are sent to all authorisers at six monthly intervals. Authorisers are also monitored individually and those with a poor track record of authorising invoices promptly are reminded on an individual basis. Revised/New Risk: None.
13.2	Ratepayers and taxpayers do not claim their entitlement. Mitigation: Ensure relevant information is included with business rates and Council Tax bills. Website contains relevant information.	CPS	Ratepayers and council taxpayers are informed with their rates or council tax bill, or advised when they make telephone contact. The website contains full details. Revised/New Risk: None.

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