



Performance Monitoring Report

for

Corporate Services

First Quarter 2010/11
April - June 2010

Portfolio holders:
Cllr Iain McCracken
Cllr Alan Ward

Director: Alison Sanders

Section One: Executive Summary

This is the first PMR of 2010/11. Most activities in the Service Plan are underway with only minor areas not progressing as expected.

The year ahead is a challenging one with significant effort required from senior staff in planning for future financial constraints and to maximise the opportunities afforded by the new Coalition Government.

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

1. Civic Accommodation & Town Centre
 - Good progress was made on the Development and plans for the regeneration with BRP.
 - Accommodation assessments continued to be carried out.
 - Procurement process for new Legal Advisers was restarted following a change in procurement case law and Property Advisers procurement reached final tendering stage.
2. Community Engagement & Equalities
 - Completed preparations for and submitted evidence for IDeA Equality Framework Peer Review.
 - Supported the delivery of member equality and diversity training.
 - Supported the redevelopment, marketing and reopening of the Bullbrook Community Centre.
 - Progressed new community centres for Jennetts Park and The Parks and the redevelopment of Harmans Water and Great Hollands Community Centres.
 - Monitored the community engagement strategy action plan.
3. Customer Services
 - The refurbished reception at Time Square north opened to customers on 28 June and is receiving many positive comments. The new reception has discrete low-level interview pods, an enlarged self-service area and a much-improved waiting area. In addition, the old disused reception in the south of Time Square has been converted to a new conference room.
 - Work is on schedule to implement the Northgate system to replace Pericles, used for the collection of council tax and business rates and the administration of benefits. A minimal amount of revenues data has been cleansed in preparation for data transfer to the new system and reconciliations have been agreed between the two systems. Go live of the replacement system is planned for October 2010.
 - The corporate CRM system has been used to develop an incident reporting system for the Health & Safety team. The system went live in April, as planned. Work is underway with ICT Services and the CRM system supplier in order to allow schools access to the system. Developing the CRM system for this function has prevented the need to purchase a system specifically for incident reporting.
4. Democratic & Registration Services
 - Delivered the UK Parliamentary Election on 6 May.

- Completed statistics and performance indicators/standards for the Electoral Commission.
- Delivered the annual tranche of appeals against secondary and primary school allocations.
- Delivered the Annual Council meeting and provided an induction session for the newly elected Mayor and Deputy Mayor.
- Published the public notice of Members' Allowances and payments for 09/10.
- Began preparations for assessment for Member Development Charter Plus accreditation.

5. Finance

- Following the new Coalition Government's announcement of in year savings, urgent work has been undertaken to identify reductions in revenue spending to meet the Council's initial target of £1.036m in 2010/11.
- Initial budget forecasts for 2011/12 and the following three years have been prepared and presented to the Executive on 13 July. Detailed work on the 2011/12 budget will continue over the summer.
- The Council's draft Statement of Accounts was approved by the Governance and Audit Committee on 29 June ahead of the statutory deadline. The external audit of the draft accounts has now commenced.
- The Head of Internal Audit opinion for 2009/10 was presented to the Governance and Audit Committee on 29 June to support the Annual Governance Statement and Statement of Accounts.
- Discussions with the current provider of the Payroll and HR system contract to determine options for an extension, or otherwise, are drawing to a conclusion. The new contract should be finalised by 31 August.
- The Integrated Transport Unit took over responsibility for the provision of Social Care and Community Transport on 1 April.
- Work is continuing on the refresh of the Strategic Risk Register.

6. Human Resources

- The job evaluation scheme continues to dominate the work requirements of the division with a period of particularly intense activity over the next quarter; the project is on schedule with all evaluations now completed in this quarter.
- A major piece of work involving the Learning & Development team has been developed in respect of the new policy of Driver and Fleet Management including competency testing for those driving Council vehicles.
- The mechanisms for the renewal of the advertising agency contract including the inclusion of a new Recruitment Management System has been making progress in accordance with the required timescales.
- The work of the group set up to examine the business benefits of the external use of Social Media outlets such as Facebook/Twitter etc to improve communications and the interactions with members of the public has resulted in a number of pilot studies over the period including one in Libraries and the Youth Service.

7. Corporate Property

- Time Square Reception work completed.
- On site at Great Hollands to provide new Youth Facility.
- Valuations and support work provided for Town Centre Regeneration negotiations.
- Commercial Property audit completed successfully.
- Plans developed to provide Ringway with accommodation at the Depot and Lorry Park.
- Programme of planned events developed for Town Centre.
- Implementing strategies to reduce waste from Town Centre Council buildings.

8. ICT Services

- Completed work on move to Microsoft Active Directory environment.
- Began design work for migration to Microsoft Exchange to replace GroupWise.
- Completed build and installation of live environment for iWorld (new Revenues and Benefits system).
- Implementing Government Connect 4.1 work plan.
- Completed tendering process for wide area network and begin implementation.
- Began installation of new phone system at Easthampstead Park.
- Moving telephony services from Global Crossing to Cable and Wireless.
- Nearing completion of connection to NHS secure network (N3).

9. Legal Services

- Secured approval to the Information Management Strategy and the Annual Governance Statement.
- Advised on contracts affected by reduction in Area Based Grant.
- Advised on proposed provision of Children's Centre at Bracknell Methodist Church.
- Advised on procurement comprised within the Education Primary Capital Programme.
- Advised on the N3 Government Connect Project.
- Conduct of litigation relating to traveller encampment at Merrymead.
- Advised on Trading Standards Prosecution for selling goods in breach of sell-by date.

Section Two: Progress against Service Plan

The Corporate Services Department Service Plan for 2010/11 contains 109 detailed actions to be completed in support of the 13 Medium-Term Objectives. Annex E provides information on progress against each of these detailed actions; overall 103 actions were achieved or on target at the end of Quarter 1 (✓), 4 actions are no longer required, while 2 were causing concern (✗). The 2 actions that are causing concern (✗) are:

Ref	Action	Progress
4.8.9	Reduce water use in Council buildings by establishing water monitoring and targeting system for Council Offices.	Arranging meeting with the Energy Manager to discuss options.
4.8.10	Investigate feasibility of dual flush toilets and time controlled taps.	Initial investigation has indicated that cost of pursuing these proposals will outweigh benefits. However we are examining the proposal in greater detail to see if the proposal can be introduced on a piecemeal basis.

Annex D 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 slightly to 4.02 from last quarter's figure of 4.38. There are a number of frozen posts within the Department including in Finance and HR.

Recruitment to vacant posts in Finance, Customer Services and Democratic & Registration Services will happen in the next quarter.

See Annex A for more detailed information.

Budget

See Annex B for more detailed information.

Revenue

The Departmental original cash budget is £15.846M. A net £0.333M transfer into Corporate Services and Chief Executive's Department has been reported in the first budget monitoring and carry forwards from 2009/10 totalling £0.033M have been previously approved by CMT. These bring the current approved cash budget to £16.212M. Detailed analysis of all these budget changes is available in Annex B.

One budget variance has been forecast at this time; the cost of Long Service Awards to be made across the council are estimated to be £0.003M higher than budget.

Capital

Details of the Department's capital programme are reported in Annex B. The total approved budget for the year is £5.990M. Expenditure to date represents 5% of the budget with a further 3% committed.

There are no capital budget variances to report to date.

Complaints received

Stage	No. rec'd Q1	Nature of complaints (bulleted list)	Action taken and lessons learned (bulleted list)
New Stage 2	3	<ol style="list-style-type: none"> 1. A council taxpayer complained that we would not make an arrangement once the debt had been passed to the bailiffs for collection. 2. A council taxpayer complained that bailiffs had been instructed to collect the debt. 3. A customer using the online complaints form considered that the monitoring information had not been handled appropriately. 	<ol style="list-style-type: none"> 1. Not well-founded as recovery procedures followed. The taxpayer had failed to take the opportunities to resolve the matter before the bailiff referral. 2. Not well-founded. The same taxpayer has raised the same issue in previous years. 3. The automated e-mail response has been re-worded and the online complaints form will be amended to state that the monitoring information is optional. The customer is not satisfied and has raised the matter with the Information Commissioner.
New Stage 3		•	•
New Stage 4	1	Complaint regarding excess household waste collection handled on behalf of ECC and CX.	Telephoned and wrote to customer explaining Council policy on excess waste collection.
Ombudsman		•	•

Explanation of new complaint stages

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

Stage 2: More formal contact (in writing or by phone) with the manager or chief officer responsible for the service.

Attempted resolution is by investigation and written response to the complainant.

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

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

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

Internal audit assurances

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

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

Section Four: Forward Look

Introduction

Looking forward to the next quarter, Corporate Services continues to face some significant challenges in service delivery and in supporting key projects in other departments. In addition, this will be an intensive period of work around how the Department will need to change and adapt to the new fiscal conditions.

1. Civic Accommodation & Town Centre

- Development Agreement arrangements to continue to progress.
- Negotiations regarding the Council's town centre assets to continue.
- Procurements to be completed.

2. Community Engagement & Equalities

- Participate in Equality Framework IDeA peer review, communicate the positive outcome and develop an improvement plan based on the results
- Complete the 2009/10 annual review of the All of Us Community Cohesion Strategy, the Council's equality schemes and the Partnership's Community Engagement Strategy.
- Finalise a project plan for the development of a single equality scheme working with partners.
- Contract consultants to undertake faith mapping in the Borough funded by Prevent.
- Set up the Disabled GO project and complete community consultation.
- Support the summer round of Neighbourhood Action Group meetings and prepare for autumn neighbourhood forums.
- Commence community development work on The Parks.

3. Customer Services

- The implementation of the Northgate system to replace the Pericles system used for the collection of council tax and business rates and the administration of benefits will run throughout the summer until the system goes live in October 2010.
- The review of council tax single person discounts by comparison with the electoral register is being undertaken, as required by the National Fraud Initiative.
- Work to develop the corporate Customer Contact Strategy for the period 2011 – 2014 will continue for the remainder of the year.
- Complete the work with ICT Services so that schools may access the incident reporting system.

4. Democratic & Registration Services

- Commence the annual canvass for the 2010/2011 electoral register.
- Introduce a new Change of Name Deed Service whereby people can formally change their name.
- Work towards extending access to the Registrars' on-line facility by enabling the public to order copy birth, death and/or marriage certificates on-line.
- Finalise the Member Development Programmes.
- Commence preparations for the induction and support of Members following the Borough elections in May 2011.
- Finalise preparations for the Charter Plus accreditation assessment.
- Support the first round of Neighbourhood Action Groups.

5. Finance

- The external audit of the Statement of Accounts will be concluded and the outcome reported to the Governance and Audit Committee on 21 September.
- Detailed work on the 2011/12 budget will continue over the summer, as will responding to any further announcements by the Coalition Government on in year savings.
- Detailed work on the implementation of International Financial Reporting Standards will continue with particular emphasis on leases and contracts.
- An updated Medium Term Financial Strategy will be published.
- We will continue to support departments with the procurement of major services and construction projects e.g. refuse collection, primary capital strategy etc.
- Work on a fundamental review of the Council's procurement arrangements will commence, supported by Improvement and Efficiency South East.
- A business case will be developed to support the upgrade of the Council's Financial Information and Management System (Agresso).
- Arrangements to extend the current contract with the Council's insurance brokers and advisers will be concluded.
- A Counter Fraud Strategy will be finalised.
- The Procurement Annual Report 2009/10 will be finalised.
- Preparatory work on the retendering of home to school transport contracts will begin. Current contracts expire in August 2011.

6. Human Resources

- The job evaluation project moves into the next phase of pay modelling and budget planning.
- The construction of the next Pay and Workforce Strategy for the Council in time for the December Employment Committee.
- Planning for the personal data survey for employees to check on existing information and to capture new equalities data around sexual orientation.
- Refining the system of Incident reporting especially to ensure schools are able to access the new system.
- Work around potential impact of government fiscal reductions especially that on the workforce in general.

7. Corporate Property

- Complete Great Hollands Youth Facility.
- Implement environmental improvements to Great Hollands subject to budget availability.
- Complete negotiations with BRP on Town Centre properties when appropriate.
- Complete review of washroom hand drying facilities and prepare report setting out recommendations.
- Implement plans to accommodate Ringway at Depot and Lorry Park.
- Prepare Town Centre events to enhance vitality of retail area.

8. ICT Services

- Begin roll-out and migration to Microsoft Exchange to replace GroupWise.
- Complete implementation and installation of new Revenues and Benefits system.
- Complete Implementing Government Connect 4.1 work plan including new trusted client technology and encryption of laptops.
- Complete installation of new wide area network, ISP and Voice services.
- Complete installation of new phone system at Easthampstead Park and areas of Time Square.
- Completion of connection to NHS secure network (N3) and further develop.

9. Legal Services

- Advising on planning applications in connection with Town Centre re-development.
- Drafting section 106 agreement for Jennet's Park.
- Advising on joint arrangement for post -16 Education.
- Advising on Connexions Joint Arrangement.
- Implementing the Information Management Strategy.
- Continuing to advise on de-registration of care homes and re-provision as Supported Living.

Annex A: Staffing Information

Departmental Staffing Levels

	Establishment Posts	Staffing Full Time	Staffing Part Time	Total Posts FTE	Vacant Posts	Vacancy Rate
Directorate	2	2	0	2	0	0
Customer Services	42	34	8	39.25	2	4.55
Democratic Services	34	19	15	29.4	1	2.86
Finance	47	29	18	40.62	5	9.62
Human Resources	24	19	5	22.08	1	4
ICT	43	41	2	42.05	0	0
Legal	13	8	5	11.33	0	0
Property Services	30	28	2	29.22	1	3.23
Department Totals	239	181	58	218.67	10	4.02

Departmental Staff Turnover

For the quarter ending	30 June 2010	2.92
For the year ending	31 March 2011	11.69

Turnover has decreased this quarter to 2.92. There were 3 redundancies this quarter, if these were taken out of the equation the turnover rate would be just 1.67.

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 1 average per employee	2010/11 projected annual average per employee
Directorate	2	1	0.5	2.0
Community Engagement	4	0	0.0	0.0
Customer Services	4	40	1.77	3.81
Democratic Services	42	36.5	1.04	4.17
Finance	47	80	1.7	6.81
Human Resources	24	5	0.22	0.87
ICT	43	28.5	0.65	2.59
Legal	13	8	0.62	2.46
Property Services	30	53	1.77	7.07
Department Totals (Q1)	239	252	1.05	
Projected Totals (10/11)				4.20

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

Sickness this quarter is slightly lower than it was last quarter. Compared to this quarter last year we are 18% lower in terms of sickness days.

Out of the 252 sickness days this quarter 87 were attributable to long term sickness this is an increase on last quarter. There is currently 1 member of staff off long term sick within Corporate Services. The projected annual average excluding long term sickness for 2010/11 is currently 2.77 days per employee compared to 3.23 for 2009/10.

Annex B: Financial Information

Corporate Services & Chief Executive's Office Capital Monitoring as at 31st May 2010

Cost Centre	Project Description	2009/2010 brought forward	2010 /2011 Budget	Approved Budget for the Project	Cash Budget 2010 /2011	Expenditure to date	Current Commitment	2010/11 Cash Budget unspent/ uncommitted	Cash Budget 2011 /2012	(Under) / Over Spend for the Project	Key Target for 31 March 2011	Current status of the project including changes to Cash Profile
					(1)	(2)	(3)	(1)-(2+3)				
					(£'000)	(£'000)	(£'000)	(£'000)	(£'000)	(£'000)		

Prior Year Funded Schemes

Prior Year Funded Schemes - Corporate Services & Chief Executive's

YM167	Customer Contact Initiative	38.4	0.0	38.4	38.4	21.8	5.6	11.0	0.0	0.0	Complete the work on Incident Reporting so that schools may access the system.	The upgrade to version 7 of the Lagan CRM system went live at the end of March 10, as planned. The Incident Reporting system is now live, although there is still work to be completed to allow access by schools.
YM186	Legal Case Management Software	3.9	0.0	3.9	3.9	3.4	0.0	0.5	0.0	0.0	Project complete	Training and software invoices paid in 10/11. Project Complete.
YM188	CRM/Telephony Upgrade	118.9	0.0	118.9	118.9	0.0	56.0	62.9	0.0	0.0	Ongoing project	A major upgrade to the VIP telephony system to be installed in November 2010.
YM203	Former HRA Properties	43.3	0.0	43.3	43.3	0.0	0.0	43.3	0.0	0.0	Project complete	A schedule of works has been produced but under review. The works will be completed in 2010/11.
YM001	General Building Maintenance	257.2	0.0	257.2	257.2	0.0	0.0	257.2	0.0	0.0	Works complete 2010/11	All of the planned maintenance budget is currently estimated to be spent in 2010/11 with some funding to be used to facilitate staff relocations and changes to Time Square.
YM195	Crime & Disorder Reduction Partnership (CDRP) Grant	28.3	0.0	28.3	28.3	0.0	20.0	8.3	0.0	0.0	Projects complete	The CADIS Upgrade tender process is complete. Currently in advanced negotiation whilst testing the software prior to signing the order. Drug trace equipment funding for TVP ordered. New Hope refurbishment proposal awaited and Campion House CCTV contribution likely to be made soon.

YM207	Financial Systems Version Upgrade	62.3	0.0	62.3	62.3	0.0	0.0	62.3	0.0	0.0	Project underway by 31 March 2011	Upgrade of BACS system underway, Agresso upgrade to begin later in the year. Further funding required in 2011/12 to complete upgrade.
YM216	Bullbrook Community Centre Refurbishment & Extension	188.9	0.0	188.9	188.9	38.5	0.0	150.4	0.0	0.0	Works complete 2010/11	Works now complete. Final invoices due in shortly leaving retentions outstanding. Small items planned to be purchased for centre. Net forecast underspend being evaluated.
YM217	Community Centres - Refurbishment Rolling Programme	36.5	0.0	36.5	36.5	20.1	1.6	14.8	0.0	0.0	Works complete 2010/11	Works programme commenced
YM218	Community Centres Planned Preventative Maintenance	54.0	0.0	54.0	54.0	19.8	0.6	33.6	0.0	0.0	Project complete 2010/11	Works programme commenced
YM238	Accommodation Strategy Preparatory Works	12.8	0.0	12.8	12.8	0.0	0.7	12.1	0.0	0.0	Project completed	Time Square reception works are completed.
Total of Prior Year Funded Schemes - Corporate Services & Chief Executive's		844.5	0.0	844.5	844.5	103.6	84.5	656.4	0.0	0.0		

Prior Year Funded Schemes - Council Wide												
YM180	ICT Maint Prog - Photocopiers	108.4	0.0	108.4	108.4	11.4	0.0	97.0	0.0	0.0	Project complete	Good progress has been made but the project was on hold while waiting for accommodation confirmation. Deployment continued into 2010/11. Printing review to be carried out to establish requirements going forward.
YM182	ICT Maint Prog - Network Refresh	9.0	0.0	9.0	9.0	1.7	0.8	6.5	0.0	0.0	Project complete	Network equipment replacement continuing and should be completed early this year.
YM190	Water Hygiene	85.4	0.0	85.4	85.4	0.0	0.0	85.4	0.0	0.0	Project Complete	Works have overrun for the first part of this financial year due to late submissions of surveys and outstanding work from previous financial year. Funding remains adequate to carry out works this year.
YM191	Fire Safety	97.2	0.0	97.2	97.2	9.0	6.2	82.0	0.0	0.0	Project complete	Works required significantly exceed available budget and further discussions are being held with assessors.
YM199	Time Square Refurbishment - Chillers & Roof	53.9	0.0	53.9	53.9	-61.5	0.0	115.4	0.0	0.0	Project complete	£70K retention forecast to be paid in 2010/11. Works complete but need identified for the purchase and installation of pressurisation units. Total costs under review.
YM205	Performance Management Software	0.0	0.0	0.0	0.0	2.4	0.0	-2.4	0.0	0.0	Project complete	Scheme to be funded from savings in other schemes during the year
YM189	Asbestos Management	122.3	0.0	122.3	122.3	10.5	1.3	110.5	0.0	0.0	Project Complete	Works have overrun for the first part of this financial year due to late submissions of surveys and outstanding work from previous financial year. Funding remains adequate to carry out works this year.

YM206	Flexible Working (FMW) Implementation	96.0	0.0	96.0	96.0	1.3	0.0	94.7	0.0	0.0	Project complete	Revised layout for over 11s costings now confirmed. Benefits Homeworking Project - costing underway. Family Intervention Project software requirements being costed. Work on the Housing Team ongoing.
YM211& 19 to 227	Members Initiative	306.1	0.0	306.1	306.1	14.1	0.0	292.0	0.0	0.0	All projects complete	Proposals being developed and implemented. Some completed during 2009/10.
YM212	Voltage Optimisation System (Invest to Save)	62.0	0.0	62.0	62.0	0.0	0.0	62.0	0.0	0.0	Project complete 2010/11	Time Square work complete but cost more than budgeted due to larger load voltage optimisers being required than originally planned. Work on the Coral Reef & Bracknell Sports & Leisure Centres procurement process to start but budget about £0.013m short.
YM214	Electronic Documents Records Management System	21.6	0.0	21.6	21.6	0.5	0.0	21.1	0.0	0.0	Project complete	Project due to complete end Sept. for Social Care. Carry forward allocated to interface development yet to be invoiced and purchase of additional functionality originally identified but not supplied as standard.
Total of Prior Year Funded Schemes - Council Wide		961.9	0.0	961.9	961.9	-10.6	8.3	964.2	0.0	0.0		

Total Prior Year Funded Schemes	1,806.4	0.0	1,806.4	1,806.4	93.0	92.8	1,620.6	0.0	0.0		
--	----------------	------------	----------------	----------------	-------------	-------------	----------------	------------	------------	--	--

Percentages

5% 5% 90% 0% 0%

Current Year Programme

Current Year Programme - Corporate Services & Chief Executive's

YM243	Community Centres - S106	0.0	250	250.0	250.0	0.0	0.0	250.0	0.0	0.0		Total S106 funding available to use.
Total of Current Year Programme - Corporate Services & Chief Executive's		0.0	250	250.0	250.0	0.0	0.0	250.0	0.0	0.0		

Current Year Programme - Council Wide												
YM215	Replacement Revenue & Benefits System	395.3	240.0	635.3	635.3	77.7	0.0	557.6	0.0	0.0	Project complete by October 2010	Planned go live for new system October 2010. Software successfully installed. Project going according to planned timescales and at key stage of development - data conversion.
YM002	Access Improvement Programme	57.3	100.0	157.3	157.3	29.0	80.0	48.3	0.0	0.0	80% of our public buildings to have disabled access	Works to the value of £80k have recently been committed - further works to be identified
YM003	IT Developments	70.2	40.0	110.2	110.2	3.0	1.3	106.0	0.0	0.0	Project complete 2010/2011	Carry forward budget to be allocated to complete Web site development, Active Directory Migration and Government Connect compliance work. All to be completed by end of year. 2010 budget of £40K to be used for Network Refresh, as capital bid-work yet to be started.
YM165	Server Refresh	123.0	35.0	158.0	158.0	22.8	4.8	130.4	0.0	0.0	Project complete 2010/2011	£0.055m to be allocated to MS Exchange and hardware. Server refresh to continue. Increased storage required. All to be completed by year end.
YM179	ICT Maint Prog - Desktop	107.9	40.0	147.9	147.9	51.4	1.4	95.1	0.0	0.0	Programme complete	Carry forward to be allocated to estate upgrades, including Zen and Sharepoint deployment. Continue desktop break-fix and refresh.
YM181	Capitalisation of Revenue (Budgets Only)	14.6	400.0	414.6	414.6	0.0	0.0	414.6	0.0	0.0	Project complete	Monies will be transferred when schemes are identified as part of the final accounts process. Small carry forward due to project manager capitalisation not required in 2009/10.
YM202	Desktop & Infrastructure Software Upgrade	16.4	168.0	184.4	184.4	0.0	0.0	184.4	0.0	0.0	Final year's instalment paid.	The carry forward budget will cover the cost of actual licence numbers if over the estimate already paid. Novell will determine the actual licence count during June 2010. The new year's budget allocation will cover the final years cost.
YM241	Easthampstead Park - Replacement Telephone System	0	50.0	50.0	50.0	0.0	0.0	50.0	0.0	0.0	Project complete	Project underway, due to be completed late summer.
YM242	Microsoft Exchange	0	35.0	35.0	35.0	0.0	0.0	35.0	0.0	0.0	Project complete	£0.055m to be allocated from Server Refresh to enable project to commence. IT Teams undergoing training and project due to commence start of Quarter 2
YM239	Replacement Network Circuits (Invest to save)	0	160.0	160.0	160.0	0.0	8.4	151.6	0.0	0.0	Project complete	Contract agreed and project underway. Site surveys to be completed by middle of July and connections completed by early September.
YM244	Improvements and Capitalised Repairs - Council Wide	0	1881.0	1881.0	1881.0	0.0	0.0	1881.0	0.0	0.0	Project complete	Works have started on the programme and some of the budget will be committed within the next weeks. Late spending on the programme is due to the P1 works identified being reviewed by the Director of ECC for possible Spend to Save funding.

Total Current Year Programme - Council Wide	784.7	3149.0	3933.7	3933.7	183.9	95.9	3654.0	0.0	0.0
--	-------	--------	--------	--------	-------	------	--------	-----	-----

Total Current Year Programme	784.7	3399.0	4183.7	4183.7	183.9	95.9	3904.0	0.0	0.0
-------------------------------------	--------------	---------------	---------------	---------------	--------------	-------------	---------------	------------	------------

Percentages 4% 2% 93% 0% 0%

Total - Council Wide	1746.6	3149.0	4895.6	4895.6	173.3	104.2	4618.2	0.0	0.0
Total - Corporate Services & Chief Executives	844.5	250.0	1094.5	1094.5	103.6	84.5	906.4	0.0	0.0

Total Capital Programme	2,591.1	3,399.0	5,990.1	5,990.1	276.9	188.7	5,524.6	0.0	0.0
--------------------------------	----------------	----------------	----------------	----------------	--------------	--------------	----------------	------------	------------

Percentages 5% 3% 92% 0% 0%

CORPORATE SERVICES / CX OFFICE PMR1 - TO MAY 2010

	Original Cash Budget 2010/2011	Virements & Budget C/Fwds	NOTE	Current Approved Cash Budget	Spend to Date %	Department's Projected Outturn	Variance Over/(Under) Spend	Variance This Quarter	NOTE	Variance Supported by CMT
	£000	£000		£000	%	£000	£000	£000		£000
Director of CS										
Director of Corporate Services	263	-6	5	257	13	257	0	0		0
Community Engagement & Equalities	172	7	1,3	179	6	179	0	0		0
	435	1		436	10	436	0	0		0
Head of Democratic & Registration Services										
Democratic & Support Services	652	59	5,6	711	19	711	0	0		0
Member and Mayoral Services	897	0		897	15	897	0	0		0
Registration of Births, Deaths & Marriages	-12	0		-12	83	-12	0	0		0
Registration of Electors / Elections	227	0		227	29	227	0	0		0
	1,764	59		1,823	18	1,823	0	0		0
Head of Customer Services										
Local Tax Collection	405	-19	5	386	-125	386	0	0		0
Customer Services	849	-1	5	848	18	848	0	0		0
	1,254	-20		1,234	-27	1,234	0	0		0

Head of Legal Services

Legal	720	-15	5	705	15	705	0	0	0
-------	-----	-----	---	-----	----	-----	---	---	---

Human Resources Manager

Human Resources	564	20	2,5	584	-8	587	3	3	1	0
Health & Safety	493	0		493	3	493	0	0		0
Unified Training Unit	114	-2	5	112	38	112	0	0		0
	1,171	18		1,189	1	1,192	3	3		0

Borough Treasurer**Head of Finance**

Finance	2,269	127	5,7,8	2,396	10	2,396	0	0		0
Insurance	878	0		878	84	878	0	0		0
Transport	1,963	164	8,9	2,127	8	2,127	0	0		0
	5,110	291		5,401	21	5,401	0	0		0

Head of Property Services

Property Services	547	0		547	35	547	0	0		0
Industrial & Commercial Properties	-1,430	0		-1,430	22	-1,430	0	0		0
Surveyors	472	0		472	37	472	0	0		0
Facilities	1,469	17	8,10	1,486	49	1,486	0	0		0
Town Centre Redevelopment	48	0		48	-100	48	0	0		0
	1,106	17		1,123	66	1,123	0	0		0

Chief Information Officer									
ICT Services	2,446	-34	5	2,412	16	2,412	0	0	0
Chief Executive's Office									
Chief Executive	416	-1	5	415	7	415	0	0	0
Chief Executive's Office	971	37	5,8	1,008	15	1,008	0	0	0
Voluntary Sector Grants	163	0		163	27	163	0	0	0
NI136 - Grant Contributions to Shopmobility & CAB	219	0		219	22	219	0	0	0
Community Safety	232	2	4	234	-20	234	0	0	0
Design & Print Services	-161	11	8	-150	-5	-150	0	0	0
	1,840	49		1,889	12	1,889	0	0	0
TOTAL CS AND CX OFFICE	15,846	366		16,212	16	16,215	3	3	0
Memorandum item									
Devolved Staffing Budget - CS and CX	10,077	170	2,5,6,7	10,247	19	10,247	0	0	0
Non Cash Budgets									
Capital Charges	1,748	0		1,748		1,748	0	0	0
FRS17 Adjs	99	0		99		99	0	0	0
Recharges	-10,916	0		-10,916		-10,916	0	0	0
	-9,069	0		-9,069		-9,069	0	0	0

CORPORATE SERVICES / CX OFFICE PMR1 - TO MAY 2010

Virements

Note	Total	Explanation
	£'000	
		Approved Carry Forwards added to 2010/11 Budgets
1	5	<p><u>Community Engagement & Equalities - Community Centres</u></p> <p>There is a requirement for an unusually high level of marketing, promotion and community engagement in 2010/11 due to the redevelopment of the Bullbrook Community Centre and the development of community centres at Jennetts Park and The Parks.</p> <p>A £0.005M underspend was achieved in 2009/10 and a carry forward was required to enable this work to be delivered in 2010/11.</p>
2	24	<p><u>Job Evaluation Scheme Funding</u></p> <p>Additional funding of £0.050M was approved in the 2009/10 budget process to enable the Council to review its existing job evaluation scheme. Work continued into 2010/11 including consultancy and four months administrative support. There is no budget provision for this in 2010/11 so a carry forward was required to complete this work.</p>
3	2	<p><u>Equality & Diversity Training</u></p> <p>The Council decided that in its bid to achieve the Level 3 standard relating to Equality and Diversity, it needed to ensure that all Councillors, Directors, Chief Officers, Managers and Team Leaders had a defined level of understanding of this subject. To that end an organisation called IODA were commissioned to deliver a series of workshops aimed at these groups.</p> <p>The appropriate number of workshops were booked, and levels of participation were high, but with staff turnover, sickness, etc a number of employees were unable to attend. Whilst we tried to get IODA to fit in a few additional workshops in order to ensure that all relevant staff had attended a session, they could not do so before 31st March 2010.</p> <p>With some money from the original budget remaining unspent (£1,700) , we needed to cover the costs of the additional workshops which were all then scheduled to take place by 31st May 2010. The Council has been inspected in early July 2010, to see if it is now reaching the level 3 standard and it was important that all relevant staff were able to show that they understood the impact of equalities and diversity on the services we provide to our local community and also on how we should be treating our employees.</p>
4	2	<p><u>Crime and Disorder Reduction Partnership (CDRP) Revenue Grant</u></p> <p>During 2009/10 a small underspend was achieved on Domestic Violence project work but work is planned during 2010/11 which requires this funding.</p>
	33	Total Carry Forwards
		Other Virements
5	0	<p><u>Transfer of Permanent Savings Within Department</u></p> <p>A departmental review of savings achieved during 2009/10 identified £0.100M savings which have been transferred permanently into the departmental devolved staffing budget.</p>

6	19	<u>Transfer of Post From ECC</u> A Central Post and Support Officer post has transferred to this department from ECC as part of the reorganisation of the postal function. This budget transfer funds the ongoing annual cost of the post at midpoint less 3%.
7	45	Structural Changes Reserve / DSB CMT of the 25th February 2009 approved two Principal Procurement Officers on two year fixed contracts to be funded from the Structural Changes Reserve. One of these posts is based in this department in the Procurement Team within Finance. This transfer is for the second and final year.
8	106	Structural Changes Reserve A virement is required for £0.106M, the one-off redundancy costs associated with seven posts which fall into this financial year.
9	158	Social Services Based Transport Centralisation Following the review of Social Services based transport, the management of these vehicles including their running costs is now undertaken by the Transport Team in this department. The annual budgets associated with this vehicle fleet are to be permanently transferred to this department, £0.010M from ECC, £0.018M from CYPL and £0.130m from ASCH. The rationalisation and better utilisation of the fleet ongoing will deliver the savings built into the 2009/10 Budget Process.
10	5	Transfer of Car Park Income The budget for Easthampstead House Car Park income is currently held under Facilities. This income budget has been transferred to ECC to better reflect the management of public car park provision under one department.
	333	Total Other Budget Virements
	366	Total All Virements

CORPORATE SERVICES / CX OFFICE PMR1 - TO MAY 2010
Variations

Note	Total	Explanation
	£'000	
1	3	<u>Human Resources - Long Service Awards</u> 43 LSAs are estimated to be made this year and a budget pressure of £2,500 is forecast. Assuming this is representative of future years volumes, an ongoing budget pressure is likely. The budget was set when VAT was reclaimable on the awards but since 2009/10, vouchers are issued to enable purchases from a wider choice of outlets and VAT cannot be reclaimed. This has increased the net cost to the council to the full £250 LSA, resulting in the budget pressure.
	3	Total Variations

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

PROGRESS ON DIRECTOR OF CORPORATE SERVICES STRATEGIC RISK ACTION PLAN – 30/06/10

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Business Continuity	2, 7 and 10	B2 Incidents	Flu Plan to be re-visited	30/9/10	 	Given that risk of since flu has reduced this has been deferred to 30/9/10.
			Need to update business continuity plan on bad weather business continuity management arrangements	30/11/10		Meeting of Business Continuity representatives to take place in August 2010 to include discussions on changes required to existing plans to include arrangements for severe weather.
			Directorate and organisational Business continuity plans to be revised to take into account recommendation raised by external consultant's report on business continuity arrangements.	30/11/10		Meeting of Business Continuity representatives to take place in August 2010 to discuss any changes to be made to plans following the consultant's report.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Litigation	10	B2	Procurement training is planned for officers on equality and diversity in procurement in ECC.	31/7/10	✓	Session on equality and diversity in procurement for ECC is scheduled for July 2010.
			Learning from complaints and mistakes. Process in place in Council e.g. PMRs Annual report from Ombudsman shows a fall in complaints	Ongoing	✓	Annual report on complaints includes learning points. PMRs also adapted to do this.
			Head of Audit and Risk Management raised awareness of OGC guidance on procurement fraud risk at Strategic Procurement Group in March 2010. In response to this Surveyors requested training session for their staff.	31/5/2010	✓	Action now completed. Training session provided to building surveyors on 12 May 2010.
			Tree survey ongoing to determine health of trees and those requiring attention. This will need to be followed by action to address priority works.	Ongoing	✓	Trees on major highways have been surveyed, logged and plotted on GIS. Any priority action work required has been completed. Major work has been undertaken on Nine Mile Ride and Mill Lane.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
						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 taken to address priority works. Update to be provided to Strategic Risk Management Group on 23 August 2010
			Action to be taken to start a formal process for an annual tree survey of trees on social services properties and consideration to be given to trees on community centres properties	31/7/10	✓	Update to be provided to next Strategic Risk Management Group on 23 August 2010.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			Do we need top put something on here about what we are doing to raise awareness and respond to the Remedies Directive and also the Bribery Act?			
Loss of Systems and Data	6-10	C2	Information Management Hub being developed by Legal Services Information Management Strategy	Revised deadline 31/3/10	 	Completed - The Information Management Hub was launched 29 April 2010. The Information Management Strategy was approved by the Corporate Management Team on 16 June 2010.
			The Information Management Strategy will be implemented via Action Plans to be reviewed at the Information Management Group,	31/8/10		The Information Management Group is to consider the Action Plans is on 9 August 2010.
			Adoption of an Information Security Policy that adheres to the Government Connect Code of Connection	31/3/10		Updated Information Security Policy issued March 2010.
			Ensuring hardware and software systems comply with Government	Ongoing		Achieved through requirements for compliance with Government

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			connect			Connect. Internal audit scheduled for qtr 4 of 2010/11 will check ongoing compliance with requirements of the GSi Code of Connection.
IT & information Security /Identity Breach	6-10	D2	<ul style="list-style-type: none"> Information Management Hub being developed by Legal Services Information Management Strategy. 	Revised deadline 31/3/10	 	Completed - The Information Management Hub was launched 29 April 2010. The Information Management Strategy was approved by the Corporate Management Team on 16 June 2010.
			The Information Management Strategy will be implemented via Action Plans to be reviewed at the Information Management Group,	31/8/10		The Information Management Group is to consider the Action Plans is on 9 August 2010.
			Adoption of an Information Security policy that adheres to the Government Connect Code of Connection	31/3/10		Updated Information Security Policy issued March 2010.

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			Ensuring hardware and software systems comply with Government Connect.	Ongoing	✓	<p>Achieved through requirements for compliance with Government Connect</p> <p>Internal audit scheduled for qtr 4 of 2010/11 will check ongoing compliance with requirements of the GSi Code of Connection.</p>

PROGRESS ON BOROUGH TREASURER'S STRATEGIC RISK ACTION PLAN AS AT 31/03/10

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
Funding pressures/	1-13	B2	Internal Audit reviews of key financial systems including budget setting and monitoring and procurement.	31/3/11	✓	Key financial systems audits for 2010/11 scheduled to be carried out in qtrs 2 and 3.
Financial Settlement	10	A2				
			As part of the 2010/11 financial planning, the contingency budget has been increased to reflect greater uncertainty during the economic downturn and minimal use of reserves and balances is planned	Ongoing	✓	Ongoing
Programme Management Capacity	1-6 and 10	C2	Updates on significant projects provided to CMT	Ongoing	N/A	N/A
Potential failure of key contractors	10	D2	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	Ongoing		

RISK SHORT NAME	LINK TO MTOS	RISK SCORE	ACTIONS	TARGET DATE	PROGRESS ON FURTHER ACTION TO ADDRESS RISK	COMMENTARY
			issues with financial viability.			
Job Evaluation	10 and 12	A2	Regular monitoring of the project through the JE Steering Group with regard to actions/timescale/resource requirements/finance etc; regular review of detailed specific risk log (held by Project Manager). Update reports through CMT to Members on progress.	Completion by 1.4.11		
Maintenance of Assets	10	B2	The Council undertakes regular condition surveys of its buildings which indicate an increasing maintenance backlog. Officers are reviewing ways to enable additional financial resources to be identified to reduce the backlog.	31/12/10	✓	In progress.

Annex D: Operational Risk Factors

The following table shows all the operational risk factors listed on the 2010/11 Service Plan for Corporate Services. Progress on mitigation of these factors has previously been reported with Service Plan actions and indicators as part of the quarterly data set which is attached to PMRs. Paris, the Council's new performance management software, is not yet configured to work with risks, so as an interim measure operational risk factors are reported here, in a separate annex, in Quarter 1.

Ref	Risk	Mitigation	Q1 update on progress	Q1 revised risk
PRIORITY ONE: A TOWN CENTRE FIT FOR THE 21ST CENTURY				
MTO 1: Build a vibrant Bracknell town centre that residents are proud of.				
1.10	Loss of key staff.	Recruit staff if required. Assess pay and rewards if recruitment unsuccessful.	Civic Centre project meetings on hold pending progress on town centre development	Loss of key staff
1.11	Negotiations of Development Agreement and economic climate to support development.	Regular discussions with BRP. Clear legal advice and property advice from specialists. Monitoring of market conditions.	Negotiations with BRP ongoing and although economic climate is a factor it has not stopped negotiations.	Economic climate
PRIORITY TWO: PROTECTING AND ENHANCING OUR ENVIRONMENT				
MTO 3: Promote sustainable housing and infrastructure development.				
3.1	Loss of key staff.	Recruit staff if required. Assess pay and rewards if recruitment unsuccessful.	No key staff lost in Q1.	Loss of key staff
3.2	Market conditions for buying and selling land.	Monitor market regularly.	Market conditions have been monitored throughout Q1.	Market condition
3.3	Planning permission.	Seek early planning advice for each area.	Planning advice will be sought as required.	Planning Permission
PRIORITY TWO: PROTECTING AND ENHANCING OUR ENVIRONMENT				
MTO 4: Keep Bracknell Forest clean and green.				
4.1	Loss of key staff.	Recruit staff if required.	Recruitment for the key post of Group Accountant – Corporate Services underway.	Loss of key staff
4.2	Performance of and relationship with partners and contractors.	Maintain close working relationship. Monthly meetings with partners and contractors include discussion of performance.	Regular meetings with key contractors taking place.	None
4.3	Staff resistance to change.	Good communications plan. Clarity of timescales and clear implementation plans.	Regular team meetings. No evidence of staff resistance to change.	Staff resistance to change

4.4	Insufficient resources.	Close budget monitoring.	<ul style="list-style-type: none"> • Robust budgetary control with monthly reports to CMT and quarterly reports to Members through PMRs. • Reports and briefings to Members to achieve in year savings. • Specific regular and detailed reviews of volatile budget areas. 	
PRIORITY THREE: PROMOTING HEALTH AND ACHIEVEMENT				
MTO 6: Improve the outcomes for children and families through the Children and Young People's Plan.				
6.7	Performance of and relationship with partners and contractors.	Maintain close working relationship. Meetings with partners and contractors include discussion of performance.	Regular meetings with key contractors taking place.	None
6.8	Loss of key staff.	Recruit staff as required.	Recruitment for the key post of Group Accountant – Corporate Services underway.	Loss of key staff
6.11	Planning consents.	Seek early planning advice.	Situation is regularly monitored.	Planning permission
MTO 7: Seek to ensure that every residents feels included and able to access the services they need.				
7.4	Demographic and socioeconomic changes.	Provision of good information.	Ongoing monitoring	None
7.5	Limited staffing resource.	Careful prioritisation.	<ul style="list-style-type: none"> • Ongoing (HCEE) • Temporary arrangements are in place to cover four staff for periods of upcoming maternity leave in Customer Services. • No staff problems experienced in Q1 to deliver access improvements to Council buildings and Community Centre projects. (CO:P) • Careful and detailed work programme to be kept up to date.(ICT) 	Limited staffing resources
7.6	Increasing delivery of services through partnership working.	Monitoring of key service areas through PMRs and monthly budget monitoring.	Ongoing	None
7.7	Petition against the UK Parliamentary election result.	Close monitoring of contingency risk register. Clear procedures and briefing notes. Close monitoring of detailed project plan. Training for all election staff.	Deadline for a petition has passed so there is no longer a risk to the Council for this action	None

7.8	Staff resistance to change.	Good communications plan. good training programme	Communications and training are planned.	None
7.9	Loss of key election staff.	Identify staff willing to take on a variety of tasks. Clear training programme and materials available.	Workforce planning in place to address this issue.	None
7.10	Technological difficulties with new and existing ICT systems.	Agree election project plan with ICT and undertake a number of dummy runs.	Planning underway.	None
7.11	Redevelopment of website has to be delayed due lack of resources.	Review work plans and prioritise this work as corporately important.	Project now resourced.	None
PRIORITY FOUR: CREATE A BOROUGH WHERE PEOPLE ARE, AND FEEL, SAFE				
MTO 8: Reduce crime and increase people's sense of safety in the Borough.				
8.12	Difficulty attracting new volunteers.	Support BFVA to implement the NI 006 action plan promoting volunteering	On target	None
8.13	Limited staffing resource.	Careful prioritisation	Monthly monitoring.	None
8.14	Potential for the Prevent Strategy to strain community relations.	Work with BFVA to ensure effective engagement with community groups on the Prevent Strategy	On track. Faith mapping project being developed with BFVA.	None
MTO 9: Promote independence and choice for vulnerable adults and older people.				
9.13	Loss of key staff	Recruit staff if required. Assess pay and rewards if recruitment unsuccessful.	No loss of key staff.	Loss of key staff
9.14	Market conditions for buying and selling land	Monitor market regularly.	Market monitored on a regular basis.	Market conditions
9.15	Planning permission	Seek early planning advice for each area.	Planning advice sought as required.	Planning permission
PRIORITY FIVE: VALUE FOR MONEY				
MTO 10: Be accountable and provide excellent value for money.				
10.7	Loss of key staff.	Recruit key staff. Succession planning	<ul style="list-style-type: none"> The budget for the replacement of the Pericles system includes an amount for the back-fill of staff working on the system implementation. Recruitment for the key post of Group Accountant – Corporate Services underway. Recruitment carefully monitored. 	Loss of key staff
10.8	Income projections not achievable.	Robust budget setting and budget monitoring	<ul style="list-style-type: none"> Production and monitoring of Medium Term Financial Strategy and Commitment Budget. Initial identification of detailed budget 	None

			<ul style="list-style-type: none"> proposals. • Monitoring of adequacy and appropriateness of reserves. • Robust budgetary control with monthly reports to CMT and quarterly reports to Members through PMRs. • Reports and briefings to Members to achieve in year savings. • Specific regular and detailed reviews of volatile budget areas. 	
10.9	Demand led services – increased pressure.	Robust budget setting and budget monitoring	<ul style="list-style-type: none"> • Production and monitoring of Medium Term Financial Strategy and Commitment Budget. • Initial identification of detailed budget proposals. • Monitoring of adequacy and appropriateness of reserves. • Robust budgetary control with monthly reports to CMT and quarterly reports to Members through PMRs. • Reports and briefings to Members to achieve in year savings. • Specific regular and detailed reviews of volatile budget areas. 	None
10.10	Reform of the local government finance system and associated level of government support.	Monitoring of developments and responding to consultation papers. Robust budget setting and budget monitoring	<ul style="list-style-type: none"> • Detailed monitoring and preparation of proposals in response to the new Coalition Government's in year savings. • Reports and briefings to Members to achieve in year savings. • Production and monitoring of Medium Term Financial Strategy and Commitment Budget. • Initial identification of detailed budget proposals. • Monitoring of adequacy and appropriateness of 	None

			<ul style="list-style-type: none"> reserves. • Robust budgetary control with monthly reports to CMT and quarterly reports to Members through PMRs. • Specific regular and detailed reviews of volatile budget areas. 	
10.11	Performance of and relationship with partners and contractors.	Maintain close working relationship. Meetings with partners and contractors include discussion of performance.	Regular meetings with key contractors taking place.	None
10.12	Limited staffing resource.	Careful prioritisation	<ul style="list-style-type: none"> • Through appraisals and monthly monitoring of work programmes. (CO:P) • Review work plans and prioritise this work as corporately important. (CO:IS) • Monthly Review by DMT (CO:HR) 	Limited staffing resource
10.13	Lack of accurate personal equalities related data from staff may lead to targets being unrealistic.	Ensure data is as accurate as possible and/or targets are realistic.	Data is regularly reviewed.	None
10.14	Risk of capping following election	In the event of capping the Council may re-bill or adjust through the following year's council tax.	There is no requirement to re-bill this year.	None
10.15	Not finding sufficient efficiencies to achieve sustainable budget	Robust forward financial planning facilitated by rolling 3 Year Medium Term Financial Strategy and reviewed on an annual basis. Early engagement of Executive and CMT on savings and efficiencies. Robust monitoring of savings plans through monthly monitoring at the Corporate Management Team.	<ul style="list-style-type: none"> • Medium Term Financial Strategy extended to four years to align with new Coalition Government's financial planning. • Commitment budget updated and initial projections prepared. • Initial identification of detailed budget proposals. • Robust budgetary control with monthly reports to CMT and quarterly reports to Members through PMRs. 	None

			<ul style="list-style-type: none"> • Specific regular and detailed reviews of volatile budget areas. 	
10.16	Recruitment of staff with the right skills limited by skills set available in the market	Robust Workforce Planning. Identifying promotion opportunities for existing staff. Staff training to facilitate internal promotion	Workforce plans in place & monitored quarterly by DMT.	None
10.17	Training not reaching all targeted groups	PDPs for officers and Members to identify specific training needs	PDPs now being collated from 2010 appraisal cycle.	None
10.18	Unable to identify suitable office accommodation at an acceptable price	Investigate a range of accommodation alternatives	Work ongoing to produce an office accommodation solution linked to Town Centre Regeneration project.	Need to provide suitable office accommodation at suitable price
10.19	Maintenance of existing office buildings	Capital Programme agreed by Members focuses on Council priorities for investment in assets including buildings. Officer Working Group established to consider options for future maintenance. Opportunities to reduce maintenance backlog through the effective use of capital schemes designed to replace, renew or improve existing assets	Opportunities to reduce backlog being investigated and implemented along with prioritisation of repairs.	Maintenance of existing office buildings
10.20	Staff resistance to change.	Good communications plan. Clarity of timescales and clear implementation plans	Communications & project plans in place.	None
10.21	Staff not able/trained to deliver changed service regime.	Clear training programme. PDPs identify gaps in skills to be addressed	PDPs now being collated from 2010 appraisal cycle.	None
10.22	Impact of job evaluation decisions on managers and staff.	Clear communication of the process via intranet, Forest Views and at staff briefings. Briefing sessions being held for staff who would like to hear more about the JE process. Job evaluations will be done by specially trained HR and employee representatives with careful cross-checking and quality control to ensure the results are accurate. Appeals process will allow for challenge of grading assessed by post evaluator	Briefings held; JE project plan on schedule. FAQs and other communications processes in place and working effectively.	None

PRIORITY SIX: SUSTAIN ECONOMIC PROSPERITY				
MTO 12: Limit the impact of the recession				
12.4	Loss of key staff.	Recruit key staff	Recruitment carefully monitored.	None
12.5	Insufficient placements available	Proactive campaign of improving placement activity	All Future Jobs Fund placements filled.	None
MTO 13: Limit the impact of the recession				
3.1	Non authorisation of invoice payments or in a timely manner	Send reminders to staff. Follow up individually with poor performers	Action taken at six monthly intervals. Next reminders due September.	None

Annex E: Performance against Actions

MTO1 - To build a vibrant Bracknell town centre that residents are proud of					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
1.6 improving perceptions and vibrancy of Bracknell town centre in the run-up to the redevelopment					
1.6.1 Programme of planned events being held within the Town Centre to enhance vitality and viability. Approximately 10 events planned up to 31/12/2010.	31/03/2011	CS	✓		20 events have already been planned for the first quarter of 2010/2011.
1.9 Actively encouraging and agreeing with town centre landowners, new proposals to deliver regeneration as soon as possible					
1.9.2 Provide legal services in connection with the proposed re-development in accordance with project plan.	31/03/2011	CS	✓		Legal advice is being provided by Borough Solicitor in connection with the Planning aspects of the proposed redevelopment. External legal advice is being provided in connection with Development Agreement issues.
1.9.3 Continue negotiations with BRP Development Agreement in accordance with project plan.	31/03/2011	CS	✓		Discussions are continuing with BRP.
MTO3 - To promote sustainable housing and infrastructure development					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
3.8 Implement the Housing Strategy to provide the right homes for the diverse housing needs of the community in Bracknell Forest					
3.8.2 Support the housing team in the purchase of land and properties to deliver the housing strategy according to planned programme.	31/03/2011	CS	✓		Continue to work with Housing to satisfy their requirements. Currently looking at Blythe House, Great Hollands and a decision should be made in July on whether to proceed with this potential purchase.

MTO4 - To keep Bracknell Forest clean and green					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
4.8 Implement the local climate change action plan, in line with the Nottingham Declaration					
4.8.10 Investigate feasibility of dual flush toilets and time controlled taps.	30/09/2010	CS			Initial investigation has indicated that cost of pursuing these proposals will outweigh benefits. However we are examining the proposal in greater detail to see if the proposal can be introduced on a piecemeal basis.
4.8.11 Investigate the feasibility of installing on-site renewable energy in existing Council premises by review of boiler replacement schedule and high carbonsites to identify priorities; conduct an options appraisal for priority sites and report to CMT.	31/07/2010	CS			Initial investigation work complete and we now arranging a meeting with the Council's Energy Manager to take proposal forward and report to CMT.
4.8.12 Reduce the environmental impact of the vehicle fleet by implementing the recommendations arising from the Green Fleet Review and introducing a Driving at Work Policy.	30/04/2010	CS			An Action Plan has been drawn up and approved by CMT to implement the recommendations arising from the Green Fleet Review and the Driving at Work Policy. Detailed work on implementation will commence in Q2.
4.8.13 Ensure sustainability issues are embedded into procurement practices.	31/03/2011	CS			Sustainable Procurement Impact Assessments have been developed and are being piloted on the retendering of home to school transport contracts.
4.8.14 Continue to monitor and review ICT impact on Council's footprint with the goal of the service being carbon neutral by 2012.	31/03/2011	CS			Achieved Participant status in european data centre project for work carried out on server room. To date we are the only local authority to do so in the UK. Assessing more efficient desktop solutions. In the current year - equipment being recovered and redeployed rather than purchasing.

4.8.15 Keep under review the distribution of paper copies of committee papers which are available both internally and externally online to ensure that no more copies than are absolutely necessary are produced.	31/03/2011	CS			On track
4.8.7 Optimise sustainability of all new Council Buildings.	31/03/2011	CS			Building Surveyors are fully aware of this requirement and implement in all new building projects.
4.8.8 Implement Strategy to reduce waste from Council Offices.	31/03/2011	CS			Strategy to reduce waste from Council Offices implemented and scope currently being extended to include glass containers.
4.8.9 Reduce water use in Council buildings by establishing water monitoring and targeting system for Council Offices.	31/07/2010	CS			Arranging meeting with the Energy Manager to discuss options.

MTO6 - To improve outcomes for children and families through the Children and Young People's Plan

Detailed Action	Due Date	Owner	Status	Last Updated	Comments
6.10 Implementing the Primary Capital Strategy and developing facilities in secondary and special schools					
6.10.3 Corporate Property to provide Valuation, Estates Management and Building Surveying services in accordance with project plan for the Primary Capital Strategy.	31/03/2011	CS			Services and advice provided as required.
6.10.4 Provide professional resources to support the delivery of major construction projects in accordance with project plan for the Primary Capital Strategy.	31/03/2011	CS			Support ongoing.

6.2 Making sure there are enough good school buildings for an expanding borough, including building a replacement for Garth Hill College and Edgbarrow School sixth form					
6.2.5 Providing legal advice in connection with Garth Hill and other school improvement projects in accordance with project plan.	31/03/2011	CS	✓		Legal advice has been provided - most particularly recently on the procurement of furniture and fittings for Garth Hill.
6.2.6 Corporate Property to provide Valuation, Estates Management and Building Surveying services in accordance with project plan for Garth Hill College and Edgbarrow School Sixth Form.	31/03/2011	CS	✓		Advice and services provided as required.
6.4 Establishing six new children's centres to give families access to integrated multi-agency services for young children					
6.4.1 Corporate Property to provide Valuation, Estates Management and Building Surveying services in accordance with the project plan for Childrens' Centres.	31/03/2011	CS	✓		Advice and services provided as requested. Some future projects may be at risk because of government policy changes.
6.5 Investing in new youth facilities and targeted youth support					
6.5.1 Corporate Property to provide Valuation, Estates Management and Building Surveying services in accordance with the project plan for Youth Facilities.	31/03/2011	CS	✓		Advice and services provided as requested.
6.5.2 Provide new youth facility at Great Hollands.	31/07/2010	CS	✓		New youth facility currently under construction with end of September 2010 as anticipated completion date.
6.5.3 Implement the masterplan for youth and other improvements in Great Hollands Neighbourhood Centre.	30/09/2010	CS	✓		Youth facility currently under construction. Environmental improvements have been identified and prioritised to match available budget. Awaiting start and completion date from ECC which will enable report to be considered

					by CMT in second quarter.
6.9 Taking all appropriate measures to ensure the safety and wellbeing of children and young people					
6.9.1 Monitor and assess corporate wide impact of Safeguarding. Put in place revised arrangements to meet Vetting & Barring Board requirement.	31/10/2010	CS	✓		Comprehensive training now developed and agreed, training to be delivered over next two periods. Safeguarding Working Group monitoring progress.
MTO7 - To seek to ensure that every resident feels included and able to access the services they need					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
7.10 Implementing the Bracknell Forest Partnership Community Engagement Strategy to engage with residents to shape service provision and develop communities					
7.10.1 Implement the actions in the Bracknell Forest Partnership Community Engagement Strategy due for completion in 2010/11 and ensure actions for future years are progressed.	31/03/2011	ASCH CS CXO CYPL ECC	✓		On track
7.12 Develop a Single Equality Scheme					
7.12.1 Develop a single equality scheme to replace the three separate equality schemes.	30/06/2011	CS	✓		On track
7.2 Using 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 Review Neighbourhood Engagement processes with partners to improve coordination and effectiveness ensuring harder to reach groups are involved.	31/03/2011	CS	✓		On track. Increasing joint working between NAGs and Area Steering Groups.
7.2.2 Increase engagement in and awareness of democratic processes among members of the public by: undertaking a variety of activities throughout the year; taking part in Local	31/03/2011	CS	✓		Promoting Democracy and Engagement Working Group agreed an action plan for taking forward a programme of activities. Commenced support for first round of NAGS. Arrangements for Neighbourhood

Democracy Week; enhancing the democracy and governance web pages and supporting and facilitating Neighbourhood Action Groups and Neighbourhood Forums.					Action Forums finalised.
7.2.3 Successfully deliver the UK Parliamentary Election.	30/06/2010	CS	✓		Complete - election delivered on 6 May.
7.3 Continue to develop the customer contact centre in Bracknell that allows people to access all services					
7.3.1 Develop the corporate Customer Contact Strategy and Action Plan for 2011 – 2015 (Customer Services).	31/12/2010	CS	✓		Work is underway to develop the Customer Contact Strategy for the period 2011 - 2014. Workshops have been held by the corporate Customer Contact Strategy Group and with a group of members in order to inform the strategy.
7.3.2 Develop the corporate Customer Contact Strategy and Action Plan for 2011-2015 in relation to ICT		CS	✓		A major review and re-launch of the corporate web-site is planned for this year, looking at the web as a key customer channel and extending self-service capabilities.
7.3.3 Review the corporate complaints process, the customer care standards and customer charter in conjunction with the Customer Contact Strategy.	31/12/2010	CS	✓		Work is underway to develop the Customer Contact Strategy for the period 2011 - 2014. Workshops have been held by the corporate Customer Contact Strategy Group and with a group of members in order to inform the strategy. A review of the corporate complaints process, the customer care standards and the customer charter is included in this work.
7.3.4 Extend the use of the corporate Customer Relationship Management (CRM) system in accordance with the Customer Contact Strategy & Action Plan.	31/03/2011	CS	✓		The corporate Customer Relationship Management (CRM) system has been developed for Incident Reporting, which is used by HR's Health & Safety team. This has removed the need to procure a specific computer system. Work is ongoing between the CRM

					supplier and ICT Services to allow access to the system by schools. As further service area enquiries are transferred to Customer Services, their processes are scripted within the CRM system.
7.3.5 Extend the use of the Corporate Customer Relationship Management (CRM) system in accordance with the Customer Contact Strategy & Action Plan		CS			Supporting colleagues in Customer Services by ensuring technology is supported and kept up to date. Review and update of the website is key to this.
7.3.6 Lead the collation of the annual business improvement plans for NI 14 (Reducing avoidable customer contact).	31/07/2010	CS	N/A		This indicator was ceased by Central Government on 31 March 10.
7.3.7 Implement the Telephony Strategy to improve telephone access to services.	31/12/2010	CS			Individual service areas who handle high call volumes are in the process of changing their phone number to fall within the "family of number" 352000 to 352020. They are also in the process of implementing the VIP/Telephonetics telephony system, as used in the main Customer Services call centre, to monitor and provide performance information about the service.
7.3.8 Implement the Telephony Strategy to improve telephone access to services. (ICT)		CS			Review of telephony led to CTI upgrade being developed with Telephonetics, upgrade to be undertaken in autumn. Also rolling out call centre technology in conjunction with the family of numbers.
7.5 Implementing a Disability Equality Scheme, Gender Equality Scheme and Race Equality Scheme					
7.5.1 Implement the Disability, Race and Gender Equality Schemes actions due for completion in 2010/11 and progress those actions due for completion in later years	31/03/2011	ASCH CS CXO CYPL ECC			On track

7.5.3 Monitor equalities actions detailed in the Race Equality Scheme, Disability Equality Scheme and Gender Equality Scheme.	30/09/2010	CS			Annual monitoring for 2009-10 commenced. GES and DES refreshed.
7.5.4 Implement programme to continue improving public access to Council Buildings.	31/03/2011	CS			Work proceeding satisfactorily with target to have 85% of buildings accessible by March 2011.
7.6 Increasing access to services by electronic means					
7.6.10 Ensure that the on-line payments facility satisfies the Payment Card Industry Standards (PCI) - ICT		CS			Work in hand to meet PCI DSS requirements. Awaiting update of voice recording system in autumn to fully implement.
7.6.6 Work towards extending access to the Registrar on-line facility by: enabling the public to order copy birth, death and/or marriage certificates on-line; enabling funeral directors to book death registration appointments on behalf of the public on-line; enabling the public to book Registrar appointments on-line	31/03/2011	CS			On track
7.6.7 Continue to increase the use of online payments in accordance with project plan.	31/03/2011	CS			There are currently 192 miscellaneous items which may be paid for online, plus council tax, business rates, sundry invoices, car parking fines and benefit overpayments.
7.6.8 Maintain the high standards of our web site while extending the range of services available. Web site to be re-designed and re-launched	31/03/2011	CS			A major review and re-launch of the corporate web-site is planned for this year, looking at the web as a key customer channel and extending self-service capabilities
7.6.9 Ensure that the online payments facility satisfies the Payment Card Industry (PCI) standards.	30/09/2010	CS			Progress is being made in order to become compliant.

7.7 Implementing the Community Cohesion Strategy to give people a sense of belonging and identity as members of their community					
7.7.1 Implement actions in 'All of us' Community cohesion Strategy	31/03/2011	ASCH CS CXO CYPL ECC	✓		On track
7.7.3 Maintain and develop links with groups representing the diversity of our community.	31/03/2011	CS	✓		Ongoing. First meeting held with Ahmadiyya Muslim group this quarter.
7.7.4 Facilitate the delivery of new community centres and redevelopment projects.	31/03/2011	CS	✓		Jennetts Park community centre about to go out to tender. Joint sports pavilion/community centre at The Parks at the design stage. Steady progress on Harmans Water redevelopment.
7.7.5 Facilitate the delivery of new community centres and redevelopment projects		CS	✓		Providing advice and services as required. Looking in detail as to whether Gret Hollands C C can be reconfigured to make better use of space.
7.7.6 Support Community Associations and the development of new community groups and activities.	31/03/2011	CS	✓		Supported the reopening and marketing of Bullbrook community centre. Working closely with the new Jennetts Park community association to develop community activities.
7.8 Working within the Bracknell Forest Partnership to show continuous improvement in equalities and diversity in the Council and its services, and work towards attaining the 'Achieving' level of the Equality Framework					
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 team/business workplans.	31/03/2011	ASCH CS CXO CYPL ECC	✓		CS - Ongoing. HR impact assessments published.

7.8.2 Ensure all EIA actions for 2010/11 are implemented and actions for future years progressed	31/03/2011	ASCH CS CXO CYPL ECC	✓		CS - On track
7.8.3 Collect departmental evidence to enable the attainment of the 'Achieving' level of the Equality Framework	31/03/2011	CS	✓		Achieving Level attained validated by a IdeA Peer Review
7.8.4 Improve equality monitoring to provide better information on access to and take up of services by different parts of the community.	31/03/2011	CS	✓		Ongoing. Discussed with all CS Chief Officers and presentations made to other DMTs and IT.
7.8.5 Collect corporate evidence to enable the attainment of the 'Achieving' level of the Equality Framework. Complete external peer review process.	31/08/2010	CS	✓		Complete. Achieving level attained.
7.8.6 Provide training on Equalities Impact Assessments and support the corporate equalities training programme.	31/03/2011	CS	✓		EIA programme completed, now included as part of induction for new managers programme.
7.8.7 Carry out revised monitoring for current staff including religion/belief possibly sexual orientation incorporating performance targets; report to Employment Committee	31/10/2010	CS	✓		Sexual Orientation monitoring of job applicants due to commence at the end of Quarter 2; Monitoring of employees by end of financial year.
7.9 Supporting the voluntary and community sector to increase levels of volunteering					
7.9.1 Support the delivery of the NI6 volunteering action plan by BFVA.	31/03/2011	CS	✓		Good progress made by BFVA in increasing volunteering - on track to achieve target.
MTO8 - To reduce crime and increase people's sense of safety in the borough					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
8.1 Working with the Crime and Disorder Reduction Partnership to reduce crime by 3% each year by 2011					
8.1.3 Supporting the Neighbourhood Action Groups to deliver improvement in their priority areas.	31/03/2011	CS	✓		On track. Innovative youth project launched by Birch Hill NAG with partners.

8.10 Work with and support all partners to resolve the issues of greatest concern to residents, from the 2009 neighbourhood survey					
8.10.5 Run Speedwatch and increase awareness of programme.	31/03/2011	CS			Ongoing
8.6 Implement the strategy against violent extremism					
8.6.2 Support the Preventing Violent Extremism action plan through maintaining community engagement.	31/03/2011	CS			Faith community mapping specification drawn up and agreed with partners.
MTO9 - To promote independence and choice for vulnerable adults and older people					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
9.1 Modernising services for vulnerable adults and older people by reducing reliance on residential care and improving access to community based services					
9.1.5 Provide legal advice on the re-provisioning models of existing residential care facilities both directly provided or commissioned in accordance with project plan.	31/03/2011	CS			Legal advice continues to be provided.
9.7 Implementing the Borough-wide Strategy for Older People					
9.7.2 Support property acquisition and disposal in line with strategy for Older People and action plan.	31/03/2011	CS			Property support to be provided when requested by lead Department.
MTO10 - To be accountable and provide excellent value for money					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
10.1 Maintaining Council Tax levels in the lowest quarter of all unitary authorities					
10.1.1 Deliver a politically acceptable increase in Council Tax.	30/04/2010	CS			The Commitment Budget has been updated and initial projections for 2011/12 to 2014/15 have been prepared. The planning horizon has been extended to four years to align with the new Coalition Government's financial plans. Detailed work on budget options

					for 2011/12 is underway and will continue over the summer. An approach to longer term financial planning has been agreed by the Executive which will allow the Council to prepare for the significant reduction in resources heralded in the Chancellors' Emergency Budget on 22 June.
10.10 Maintain clear accountable governance structures for working in partnership with other organisations in the Borough					
10.10.1 Review the Partnerships Register.	31/03/2011	CS	✓		On track
10.10.2 Provide legal advice in connection with governance structures for partnership arrangements.	31/03/2011	CS	✓		Legal advice provided when required. Legal advice on governance in the Partnership Toolkit is to be reviewed.
10.12 Develop and implement an Accommodation Strategy which incorporates flexible working to reduce accommodation requirements and improve customer access, service delivery and efficiency					
10.12.1 Implement Accommodation Strategy (Democratic Services)	31/03/2011	CS	N/A		Awaiting approval of the Strategy before implementation can commence.
10.12.2 Implement Accommodation Strategy (Property)		CS	✓		The accommodation strategy is linked to discussions with BRP and it is hoped that matters will be agreed in the second quarter which will enable the accommodation strategy to be implemented.
10.12.3 Implement Accommodation Strategy (ICT)		CS	✓		Business case submitted for the completion of work relating to new IP Phone system and work to complete roll-out to begin in the Autumn. Corporate use of SmartOffice, the preferred Electronic document and Records Management System (EDRMS) being investigated for further roll-out.
10.12.4 Implement Accommodation Strategy (Customer	31/03/2011	CS	N/A		The strategy is under review as a result of an opportunity to consider

Services)					alternative office accommodation in the town centre.
10.12.5 Relocate the Community Team for People with Learning Disabilities and the Surveyors.	31/03/2011	CS			This action is part of the accommodation strategy that has been developed.
10.12.6 Refurbish the reception areas.	30/09/2010	CS			The reception at Time Square north opened to customers on 28 June 10, following a complete refurbishment and has received many positive comments. The reception now provides discrete low-level interview pods for customers, a larger self-service area and an improved waiting area. A new conference meeting room which has replaced the old unused reception in the south of Time Square has been available for use since 12 July 10.
10.13 Develop a mobile and flexible working strategy to improve service delivery and efficiency across the Council					
10.13.1 Meet deadlines for mobile and flexible working project and provide all necessary support, advice and guidance and training in accordance with plans.	31/03/2011	CS			HR Policy Framework document now on BORIS. Training Programme being developed
10.13.2 Support Corporate Mobile and Flexible Working Strategy by providing hardware, software and support to enable new work styles in accordance with plans.	31/03/2011	CS			IT standards all in place. Initial project completed in Children's Services Over 11s team. Re-assessment of space requirements being undertaken. Benefits pilot to determine productivity of assessment officers being home rather than office based completed and work in hand to extend hte scheme. Technology to support Environmental Health Officers also being reviewed.

10.14 Adopt transformational business processes to support new ways of working					
10.14.1 Migration from Novell to Microsoft environment for personal productivity tools, directory services and collaborative working facilities.	31/03/2011	CS			Part of capital received. Project to move ahead for migration to MS Exchange begun. To be completed early new year.
10.14.2 Implement an electronic accident reporting system.	30/06/2010	CS			New system in place from end March 2010. Technical problems with schools IT connection; unlikely to be resolved before September.
10.2 Implementing a four year 'efficiency' programme to reduce spending to sustainable levels					
10.2.1 Manage the financial cycle with the emphasis on delivering the Council's medium term financial plan.	31/03/2011	CS			The draft Statement of Accounts was approved by the Governance and Audit Committee on 29 June. The external audit of the accounts is now underway. The first revenue budget monitoring for 2010/11 indicates a potential overspend. At this stage in the year, however, it is anticipated that action can be taken to contain spending within the approved budget. The position will be monitored by CMT on a monthly basis throughout 2010/11. See 10.1.1 for progress on financial planning and budget setting.
10.2.2 Prepare for the introduction of International Financial Reporting Standards and a revised Code of Practice on Treasury Management.	31/03/2011	CS			As planned, work has been scheduled for Q2 to enable staff to concentrate on the preparation of the Council's draft Statement of Accounts.
10.5 Implementing the priority areas of the Service Efficiency Strategy to deliver savings and improve service operation					
10.5.10 Undertake benchmarking of estates to inform Service Efficiency Strategy	31/03/2011	CS			Information on rents and voids in relation to both industrial and retail property already obtained and will be included in the updated Asset Management Plan

					along with information on the occupancy of our Town Centre offices. The Council has applied to join a benchmarking club which will enhance the benchmarking information already obtained. This additional information should be available in December 2010.
10.5.11 Undertake benchmarking of HR to inform service efficiency strategy.	31/03/2011	CS			Ongoing Research - benchmarking club joined.
10.5.12 Establish revised collaborative procurement arrangements following the closure of the Berkshire Procurement and Shared Services Unit. (Finance)	31/03/2011	CS			Funding has been provided by Improvement and Efficiency South East (IESE) to undertake a feasibility study into the potential for establishing revised collaborative procurement arrangements and a shared procurement resource within Berkshire. Initial discussions on the scope on any potential shared resource have been held with Wokingham and Reading.
10.5.13 Establish revised collaborative procurement arrangements following the closure of the Berkshire Procurement and Shared Services Unit (Legal)		CS			The Council has received funding from Improvement Efficiency South East to explore the possibility of establishing a Joint Procurement Unit within Berkshire. The Chief Officer, Finance has established a working group with officers from Reading and Wokingham to examine the merits of setting in place a Joint Procurement Arrangement.
10.5.5 Implement the priority areas of the Service Efficiency Strategy - Transport	31/03/2011	CS			The Integrated Transport Unit took on responsibility for Social Care and Community Transport from 1 April. This has been operating successfully with no impact on the users of the service. Preparatory work has begun on the

					retendering of home to school transport contracts, which expire in August 2011.
10.5.6 Implement the priority areas of the Service Efficiency Strategy - Accounts receivable	31/03/2011	CS			Proposed changes to the Accounts Receivable function, focussing on the creation of a central team to raise invoices and pursue debts, are due to be considered by CMT over the summer.
10.5.7 Implement the priority areas of the Service Efficiency Strategy - Post Room	31/03/2011	CS			On track
10.5.8 Implement the priority areas of the Service Efficiency Strategy - Printing Strategy	31/03/2011	CS			Printing strategy work plan to be revisited. South side Time Square, Commercial Centre, Chief Executive's Office, Legal and elements of Finance completed. Awaiting outcome of Accommodation Strategy review before completing Seymour House and Time Square north side.
10.5.9 Undertake benchmarking of internal audit and insurance to inform Service Efficiency Strategy	31/03/2011	CS			Data has been submitted in order to benchmark internal audit and insurance. Feedback and detailed reports are expected in September.
10.7 Ensuring all council services provide value for money and make effective use of resources					
10.7.13 Review depot needs arising from letting of environmental contracts	31/03/2011	CS			Discussions with Environment Culture and Communities Department have provided a solution which will be reported to CMT 28th July. The solution minimises cost and involves use of the Lorry Park as well as part of the Depot but protecting the Council's income from the latter.
10.7.14 Implement the priorities identified in the Annual Audit Letter and Use of Resources Action Plan; medium term financial planning; whole life costing; training to promote	31/03/2011	CS			Progress has been made in a number of areas, but the priorities and timing of the planned actions are being re-evaluated following the Audit Commission's

financial literacy; improving procurement practices; monitoring financial performance of significant partnerships; update the fraud strategy (and embed awareness of anti-fraud and corruption policies)					announcement that the Comprehensive Area Assessment and Use of Resources would be abolished.
10.7.15 Implement the recommendations in the Use of Resources Action Plan for Governance (Legal).	31/07/2010	CS			Procurement actions have been implemented. The measures to raise the profile of the Standards Committee have largely been implemented. The Borough Solicitor and the Chairman/Vice Chairman of the Standards Committee have visited two of the Parish Councils but the remaining Parish Councils will not be visited until the Government clarifies its agenda for Standards relating to local authority Members.
10.7.16 Implement the recommendations in the Use of Resources Action Plan for Assets (Property)		CS			The actions detailed in the Action Plan developed from the 2009 Asset Management Plan have been progressed as far as external factors will permit. The Asset Management Plan is currently being updated and a greater emphasis is being placed on the maintenance back log.
10.7.17 Maintenance of and investment in ICT Infrastructure in accordance with Capital Programme.	31/03/2011	CS			Work programme developed and agreed by Executive as part of ICT Strategy update
10.7.18 Update ICT Strategy and develop Information Management Strategy and Information Security Management system. This includes adherence to Government Connect Code of Connection (ICT).	31/03/2011	CS			ICT Strategy update to be discussed with CMT September.

10.7.19 Update ICT Strategy and develop Information Management Strategy and Information Security Management System. This includes adherence to Government Connect Code of Connection (Legal)		CS	✓		Information Management Strategy has been approved by CMT and the implementation will be overseen by the Information Management Group.
10.7.20 Carry out a programme of Fire Risk Assessments in all appropriate Council properties.	31/03/2011	CS	✓		Programme plan for Fire Risk assessment on course for completion by 3rd Quarter.
10.7.21 Provide legal advice in connection with major procurements.	31/03/2011	CS	✓		Legal advice has been provided as and when required.
10.8 Ensure staff are in place with the right skills and capacity to deliver service outcomes and maximise service efficiency					
10.8.10 Construct a Pay and Workforce Strategy Version V using Workforce Planning outcomes from departmental workforce plans.	31/10/2010	CS	✓		Draft plan being constructed.
10.8.11 Refine the existing system of Workforce Planning through service planning. Ensure HR staff provide support. Co-ordinate all departmental workforce plans.	31/10/2010	CS	✓		Workforce plans key strategic actions being co-ordinated as part of Pay & Workforce Strategy.
10.8.12 Develop departmental workforce plans.	31/05/2010	CS	✓		Complete
10.8.13 Carry out the detailed work for a revised job evaluation scheme and construct a new pay and grading structure.	31/12/2010	CS	✓		Project plan on full job evaluation exercise now underway and on time. "Sorethumbing" exercise next phase of plan (for Quarter 2).
10.8.14 Research a pan-Berkshire approach to Occupational Health.	30/06/2010	CS	✓		Not possible to put a pan-Berkshire contract in place because of significantly different needs of the other 5 unitaries.
10.8.15 Review and implement revised arrangements for temporary and agency staff (Manpower	30/09/2010	CS	✓		Cross Departmental Working Party now in place and revised specification for services being drawn up; due to

Contract).					be subject to OJEC procurement 2nd Quarter.
10.8.16 Make necessary arrangements for introducing new advertising agency.	30/09/2010	CS	✓		Procurement exercise due in Quarter 2.
10.8.17 Carry out a major programme of IT training including Groupwise replacement; Northgate system and Agresso.	31/03/2011	CS	✓		Awaiting implementation of software before training commences.
10.8.18 Implement new e-learning strategy.	31/03/2011	CS	✓		On schedule for roll out in Quarter 3 and 4.
10.8.19 Implement the liP Action Plan.	30/06/2010	CS	✓		On schedule.
10.9 Ensuring all Members have the appropriate skills and knowledge to carry out their role through implementing the Member Development Strategy					
10.9.1 Work towards achieving the Charter Plus standard for Member Development.	30/09/2010	CS	✓		Action Plan agreed and preparations are well under way. Awaiting confirmation of a date for assessment from South East Employers.
10.9.2 Review the Member Development Strategy.	30/11/2010	CS	✓		On track
MTO12 - To promote workforce skills					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
12.2 Work with partners under the Future Jobs Fund to support young people into employment					
12.2.2 Lead the Council's programme for the Future Jobs Fund to ensure predetermined targets for placements of young people into employment are met; ensure robust training plans for young people are in place; with the devolved HR teams, to provide guidance and support to placement managers; provide support for young people at the end of their placement into the jobs market	31/03/2011	CS	N/A		Future Jobs Fund now no longer funded by government but support will continue to be offered to those currently on the scheme.

MTO13 - To limit the impact of the recession					
Detailed Action	Due Date	Owner	Status	Last Updated	Comments
13.1 Maintain invoice payment performance					
13.1.1 Maintain invoice payment performance at 2009/10 levels and our policy of paying all undisputed invoice payments within the terms agreed with the supplier	31/03/2011	CS			93.5% of undisputed invoices paid within 30 days (target 95%). Comparable with performance in 2009/10 when 93.6% were paid within 30 days.
13.1.2 Extend the use of the Government Procurement Card where this will improve payment performance and achieve efficiency savings for the Council	31/03/2011	CS			Take up has not been significant because suppliers are unwilling to pay the commission required by card issuing companies. Other opportunities to extend the use of the Government Procurement Card will be pursued, particularly if this enables the Council to reduce the overall number of imprest and petty cash accounts that are currently in operation.